

Transformational Leadership and Innovation Work Behavior: The Role of Perceived Organizational Support and Knowledge Sharing

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Abstract

The relationship between transformational leadership and innovation behavior is pivotal in enhancing organizational performance and competitiveness. This study explores how perceived organizational support and knowledge sharing mediate this relationship. Transformational leadership inspires employees to pursue innovation by fostering an environment where creativity thrives. However, this relationship is strengthened when employees perceive strong organizational support, as they feel valued and encouraged to engage in innovative behaviors. Additionally, knowledge sharing among employees plays a crucial role, as it facilitates the exchange of ideas and expertise necessary for innovation. By examining these mediators, the study highlights how organizational culture and leadership practices can be aligned to maximize innovative outcomes. Data were collected from IT of large- and mid-sized companies in China. Survey data from 367 team members were tested using PLS-SEM modeling analysis. The findings suggest that for transformational leadership to effectively drive innovation, organizations must actively support their employees and promote a culture of open knowledge sharing.

Keywords: Transformational Leadership, Innovation Work Behavior, Perceived Organizational Support, Knowledge Sharing.

Introduction

In today's volatile business environment, organizations face increasing complexity and uncertainty, which drives them to prioritize innovation as a key to long-term survival and competitive advantage (Greimel, N. S. et al., 2023). Over the last two decades, innovation has become a central theme in both academic research and business practices. Studies consistently show that innovation originates from the creative thinking and actions of employees, making human resources the true foundation of organizational innovation. Leadership, particularly transformational leadership, plays a crucial role in fostering this innovative potential. Transformational leadership motivates employees by encouraging them to aim for higher goals, enhancing their internal drive and creating a supportive environment for creative ideas and behaviors.

Empirical studies confirm that transformational leadership positively influences employees' innovative behaviors by boosting their intrinsic motivation and willingness to take risks (Andriani et al., 2018). However, the relationship between transformational leadership and innovation is complex. While moderate levels of transformational leadership stimulate innovation, excessive transformational leadership can have detrimental effects. When leaders place too much emphasis on innovation, employees may feel overwhelmed, stressed, or burned out due to the constant pressure to meet high expectations (Balthazard, P. A. et al. 2009). Excessive reliance on the leader's vision and charisma can also create dependency, reducing employees' confidence to act independently and innovate without constant guidance. Moreover, as transformational leaders demand continuous breakthroughs, employees may experience psychological stress, leading to anxiety, dissatisfaction, and eventually mental fatigue (Sedrine, S. B., et al., 2020). This emotional exhaustion hinders creativity and reduces the overall innovative output. Therefore, while transformational leadership is vital for driving innovation, it must be applied in a balanced manner to prevent negative impacts on employee well-being and performance.

Perceived organizational support (POS) and knowledge sharing act as critical mediators in the relationship between transformational leadership and innovation behavior. Transformational leadership encourages employees to achieve higher goals and fosters an environment where innovation is valued. However, the impact of this leadership style on innovation behavior is significantly enhanced when employees perceive

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strong organizational support. POS creates a sense of security and value, making employees more confident in taking risks and engaging in innovative activities (Eisenberg, J. et al., 2019). When employees believe their organization cares about their well-being and provides the necessary resources, they are more likely to reciprocate through higher levels of creative effort. On the other hand, knowledge sharing strengthens the link between transformational leadership and innovation. A culture of open communication and collaboration, often encouraged by transformational leaders, allows employees to exchange ideas, insights, and expertise. This collective sharing of knowledge provides the foundation for new, innovative solutions (Hill, N. S., & Bartol, K. M., 2015). It enhances employees' ability to build on one another's ideas, leading to more diverse and creative problem-solving approaches. In essence, both POS and knowledge sharing create a supportive ecosystem where transformational leadership can have its full effect, leading to increased innovation behavior among employees.

In the current knowledge economy, where enterprise transformation and innovation are critical for survival, it is essential to identify contextual factors that can amplify the positive impact of transformational leadership on employees' innovative behavior. This study highlights the mediating roles of knowledge sharing and perceived organizational support as key contextual factors. Knowledge sharing creates an environment where employees exchange insights, skills, and experiences, which deepens their engagement and sparks new ideas for innovation. When employees actively share knowledge, they are exposed to diverse perspectives, which enhances their creative thinking and problem-solving capabilities. Additionally, teams that excel in integrating knowledge and information are better equipped to leverage collective expertise, leading to more effective and groundbreaking innovations. Furthermore, perceived organizational support strengthens employees' confidence and motivation by signaling that their contributions are valued, which further encourages them to take initiative in innovation. Together, these contextual factors—knowledge sharing and organizational support—create a conducive environment that allows transformational leadership to fully foster innovation among employees, enabling enterprises to thrive in the challenging landscape of the knowledge economy.

Literature Review and Hypotheses Development

Transformational Leadership and Innovative Behavior

Transformational leadership significantly fosters employee innovation by creating an environment that encourages risk-taking, creativity, and the pursuit of new ideas. Leaders who use this approach inspire employees by articulating a compelling vision and empowering them to take initiative (Hoyt, C. L., & Blascovich, J., 2003). However, there is a gap in research exploring the direct mechanisms by which transformational leadership influences employees' innovative behaviors. Transformational leaders play a crucial role in driving technological advancements and enhancing service delivery through innovation. They inspire employees to think creatively, embrace new technologies, and innovate to meet changing customer needs (Gumusluoglu, L., & Ilsev, A., 2008). For example, transformational leadership in hospitality has led to employees reporting higher levels of job satisfaction, well-being, and a greater willingness to engage in innovative practices. Empirical studies, such as those conducted in the Australian non-profit sector, have shown that transformational leadership not only enhances workplace innovation but also encourages employees to propose new ideas that increase organizational productivity (Mysirlaki, S., & Paraskeva, F., 2020). This suggests that transformational leadership promotes a culture where innovation thrives by leveraging employees' knowledge and creativity, ultimately driving organizational success. Consequently, it is hypothesized (H1) that transformational leadership has a statistically significant relationship with employee innovative behavior, encouraging the development of novel solutions and improvements in services or products.

Transformational Leadership and Perceived Organizational Support

Transformational leadership positively influences perceived organizational support (POS) by creating an environment where employees feel valued and supported. Leaders who practice transformational leadership inspire, motivate, and demonstrate genuine care for their team members, fostering a sense of trust and

belonging (Purwanto, 2020). They provide clear visions, encourage innovation, and recognize individual contributions, which enhances employees' emotional and psychological connection to the organization. As a result, employees perceive that the organization values their well-being and contributions, increasing their sense of support and loyalty (Utomo, H. J. N. et al., 2023). This positive relationship boosts morale, commitment, and overall organizational performance. Based on the theory of perceived organizational support, there is a positive correlation between transformational leadership and perceived organizational support. Leaders are agents of the organization, and their transformational leadership behaviors indicate to their subordinates that they are treated positively by the organization, leading to higher perceived organizational support (Asgari, A. et al., 2020). In addition, such leaders demonstrate a need for higher standards, expectations, and challenges, and encourage subordinates to creatively seek new opportunities and deal with complex problems. Overall, transformational leaders tend to trust the abilities of their subordinates and value their contributions. The supportive leadership atmosphere created among subordinates should extend to the entire organization, thereby increasing perceived organizational support:

H2: Transformational leadership has a positive impact on perceived organizational support.

Transformational Leadership and Knowledge Sharing

Transformational leadership enhances knowledge sharing by directly influencing key factors like trust, motivation, and the organizational culture needed for open exchange of information. Leaders who exhibit transformational traits, such as idealized influence and intellectual stimulation, create an environment where employees feel safe and valued. This trust encourages individuals to share their knowledge without fear of exploitation or criticism (Son, T. T. et al., 2020). Transformational leaders also promote intrinsic motivation by aligning individual goals with the organization's vision, making employees more willing to contribute their expertise for the collective good (Al-Husseini, S. et al., 2019). Moreover, by encouraging innovation and recognizing unique contributions, these leaders foster a collaborative culture where continuous learning and knowledge sharing become integral parts of the workplace. This leadership approach dismantles silos, leading to improved communication and the free flow of information, which is crucial for organizational growth and adaptability in a knowledge-driven economy. Therefore, the following hypothesis is proposed:

H3: Transformational leadership has a positive impact on knowledge sharing

Perceived organizational support (POS) positively influences innovative behavior by fostering an environment of psychological safety and trust, which are essential for fostering creativity and risk-taking. When employees perceive strong support from their organization, they feel that their well-being, contribution, and career growth are truly valued (Jehanzeb, K., 2020). This perception encourages them to engage in proactive behaviors, such as finding new approaches, suggesting improvements, and trying unconventional ideas without fear of the consequences of failure. POS signals that the organization is willing to provide the resources, time, and autonomy required for innovation, which further motivates employees to seek creative solutions (Eisenberger, R. et al., 1986). This support also enhances intrinsic motivation, as employees are more likely to invest personal energy in their work when they believe that the organization appreciates and supports their efforts. In addition, POS fosters a sense of ownership and commitment to organizational goals, aligning individual creativity with broader organizational goals (Danish, R.Q. et al., 2015). Employees who feel supported are more likely to share knowledge, collaborate with others, and engage in continuous learning, all of which are important components of innovative behavior. In addition, POS can reduce job stress and burnout because it reassures employees that they are supported by the organization, allowing them to focus more on creative problem solving rather than focusing on job security or recognition. In this way, POS can act as a catalyst to not only empower employees to innovate, but also to sustain a culture that embraces innovation as part of the fabric of the organization. Therefore, the following hypothesis is proposed:

H4: perceived organizational support positively affects innovation behavior

Knowledge sharing positively impacts innovation behavior by enabling the free exchange of ideas, insights, and expertise, which are crucial for the development of new and creative solutions. When employees share

their knowledge with one another, they combine diverse perspectives and experiences, leading to a more comprehensive understanding of problems and opportunities (Rumanti, A. A. et al., 2015). This collaborative process often sparks novel ideas and facilitates the discovery of innovative approaches that might not have been realized in isolation. Through knowledge sharing, employees are exposed to different ways of thinking and problem-solving, which enhances their capacity for creativity and innovation. By learning from others' successes and failures, employees can avoid repeating mistakes and build upon existing knowledge, accelerating the innovation process (Al-Husseini, S. et al., 2019). Additionally, knowledge sharing promotes cross-functional collaboration, where team members from different departments or areas of expertise contribute unique insights that can lead to breakthrough innovations. Moreover, a culture of knowledge sharing fosters continuous learning, where employees are encouraged to seek out new information, stay updated on industry trends, and experiment with new technologies or methods (Ahmed, T. et al., 2020). This culture not only supports incremental improvements but also radical innovations, as it creates an environment where employees feel empowered to test out bold ideas. As employees engage in frequent knowledge exchanges, they become more agile and adaptive, which are essential traits for driving innovation in a fast-paced and competitive landscape. Thus, knowledge sharing creates a fertile ground for innovation by combining collective intelligence, enhancing creative thinking, and fostering an open, collaborative environment where new ideas can flourish. Therefore, the following hypothesis is proposed:

H5: knowledge sharing positively affects innovation behavior

The Mediating Effect of Perceived Organizational Support

Few studies have explored the mediating role of perceived organizational support between transformational leadership and employee innovative behavior. However, when employees perceive that the organization provides them with the support and recognition they need, coupled with managers and leaders valuing their contributions and caring about their well-being, this recognition will give employees a sense of responsibility to care about the welfare of the organization and help the organization achieve its goals in the most creative way (Kurtessis, J.N. et al., 2017). In addition, because perceived organizational support strengthens employees' beliefs that their organization values them in achieving organizational goals, it in turn promotes employees' innovative behavior. Perceived organizational support (POS) plays a crucial mediating role in the relationship between transformational leadership and innovation behavior by acting as a bridge that enhances employees' willingness to innovate. Transformational leaders create a supportive, trust-filled environment where employees feel appreciated and valued (Liu, 2019). This leadership style, through its focus on employee development, recognition, and motivation, increases POS—employees perceive that the organization genuinely cares about their well-being and contributions. When employees feel supported by their organization, they are more likely to take risks, think creatively, and engage in innovative behaviors because they trust that their efforts will be recognized and not penalized for failure (Newman, A. et al., 2012). In this way, POS acts as a psychological buffer, encouraging employees to explore new ideas and innovate, which strengthens the positive impact of transformational leadership on innovation. Thus, POS mediates by amplifying the positive effects of transformational leadership on employees' innovation behaviors. Therefore, the following hypothesis is proposed:

H6: Perceived organizational support positively moderates the relationship between transformational leadership and employee innovative behavior.

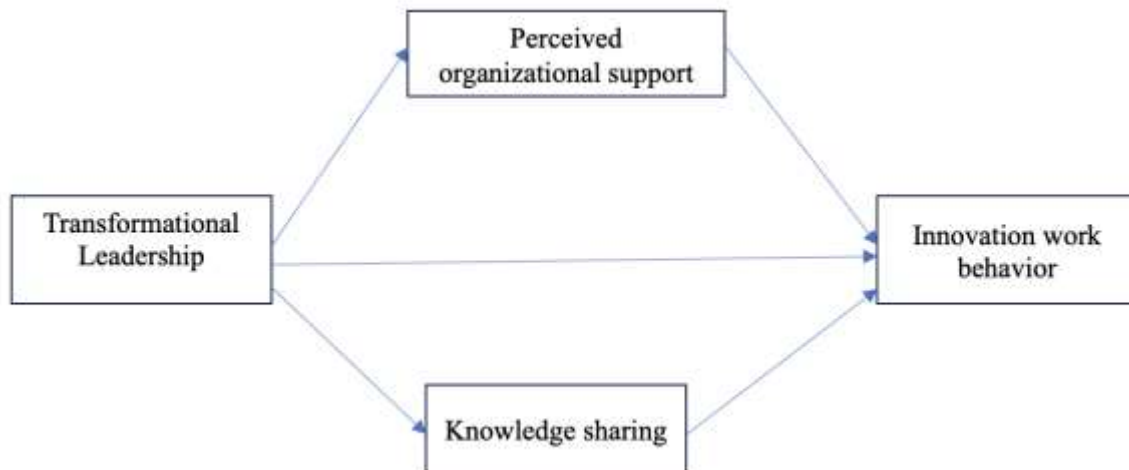
The Mediating Effect of Knowledge Sharing

Knowledge sharing plays a critical mediating role in the relationship between transformational leadership and innovation behavior by facilitating the exchange of ideas and expertise necessary for creative problem-solving and innovation. Transformational leaders inspire, motivate, and create a culture of trust, where employees feel encouraged to share their knowledge openly (Islam, T. and Ahmed, I. 2018). By promoting collaboration and intellectual stimulation, these leaders break down barriers that might otherwise limit communication, enabling a free flow of information across teams and departments. When employees engage in knowledge sharing, they combine diverse perspectives and insights, which fuels the generation of

innovative ideas (Davoudi, S. M. M. et al., 2018). Knowledge sharing serves as a conduit through which employees leverage the collective intelligence of the organization, allowing them to refine ideas, discover new approaches, and solve complex problems more effectively (Abbasi, S. G. et al., 2020). Transformational leaders, by fostering this culture of collaboration, indirectly enhance innovation behavior because employees with access to a broader pool of knowledge are better equipped to think creatively and apply novel solutions. In this dynamic, knowledge sharing acts as the bridge that connects the inspirational and supportive elements of transformational leadership with the practical, idea-generating processes needed for innovation. Without a robust mechanism for sharing and disseminating knowledge, the potential for innovation remains limited, even in the presence of transformational leadership (Azeem, M. et al., 2021). Thus, knowledge sharing amplifies the impact of transformational leadership on innovation by ensuring that employees have access to the information and ideas they need to develop new products, services, or processes. Therefore, the following hypothesis is proposed:

H7: knowledge sharing positively moderates the relationship between transformational leadership and employee innovative behavior.

Figure 1. Proposed Conceptual Framework



Methodology

Data and Methods

The targeted population was working employees of the IT sector, particularly the IT sector of China. The data were collected from employees in a non-contrived setting with minimal interference by researchers by confirming with the respondents that their information would be kept confidential if they felt hesitant in giving their information to the study. The survey were distributed through self-administered questionnaires in cross-sectional.

A total of 419 questionnaires were distributed to the sampled employees. Upon deleting incomplete responses and matching employee responses, a total 367 questionnaires was established. Therefore, the actual sample size was 367 with a 87.5% response rate. The majority of respondents were male 240 (65.4%) while 127 (34.6%) were female. A total of 145 (39.5%) respondents were 1-3 years work experience, 101 (27.5%) respondents were 4-7 years work experiences, 76 (20.7%) respondents were 8-10 years experience, while 45 (12.3%) respondent were over 10 years experiences. Most employees belonged to the 31-40 year old age group 209 (57%), 101 (27.5%) respondents had 41-50 years old, 20-30 year old age group 57 (15.5%)

with their current organization, and out of 367, the majority of employees hold degree qualification (249, 67.8%), master qualification (118, 32.2%). The demographic information of the respondents as shown in Table 1:

Table 1. Demographic Information of The Respondents

Demographic variables	Number	Percentage
Gender		
Male	240	65.4
Female	127	34.6
Age		
20-30	57	15.5
31-40	209	57
41-50	101	27.5
Educational level		
Degree	249	67.8
Master	118	32.2
Working experience		
1-3	145	39.5
4-7	101	27.5
8-10	76	20.7
Above 10 years	45	12.3

Measures

The questionnaire was distributed to employees both in printed and online formats, increasing accessibility and encouraging higher participation rates. To ensure that the content was culturally relevant and accurate, we employed a back-to-back translation method, translating the original English version of the questionnaire into the local language and then back to English. This method was critical for maintaining content validity, ensuring that the meaning of each question was preserved across languages. Additionally, to uphold ethical standards, all respondents were informed about the purpose of the study and their rights through an informed consent form. This form emphasized the voluntary nature of their participation and guaranteed the confidentiality of their responses. Respondents were required to sign the consent form before proceeding with the questionnaire, ensuring that they were fully aware of the study's terms and the protection of their personal data. All constructs were measured on a five-point Likert scale. All the measurement items were taken from past research after studying the evolution of the variables of interest.

Transformational Leadership

Podsakoff et al. (1990) scale is used to measure Transformational leadership. The scale contains 22 items and measures on 5-point Likert type scale from 1= Strongly Disagree to 5= Strongly Agree. A sample item is "My leader inspires others with his/her plans for the future".

Innovation Work Behavior

IWB was measured using six items adopted from the De Jong and Den Hartog (2010) scale. In this construct, respondents answered how often they do several actions in their jobs related to innovative output. The response scale ranged from 1 = "strongly disagree" to 5 = "strongly agree."

Perceived Organizational Support

POS and thriving were calculated with a Likert scale of five points ranging from 1 (strongly disagree) to 5 (strongly agree). The 8-item scale of Eisenberger et al (1997) was used for estimation of POS. An example includes "My organization strongly considers my goals and values".

Knowledge Sharing

Knowledge-sharing was examined by four items (Rasula, J. et al., 2012; Wang et al., 2016). An example includes “In the relationship, we frequently adjust our shared understanding of end-user needs, preferences, and behaviors.” The response scale ranged from 1 = “strongly disagree” to 5 = “strongly agree.”

Results and Analysis

PLS-SEM requires researchers to assess the measurement (outer) model before testing their structural (inner) model.

Assessment of the Measurement Model

According to Nunnally and Bernstein (1994), composite reliability (CR) values between 0.7 and 0.9 are considered excellent, while numbers below 0.6 indicate a lack of internal consistency. The composite reliabilities of all constructs are satisfactory as they are greater than 0.9, which is above the acceptable level. Therefore, they meet the requirements of construct reliability. Transformational leadership has a composite reliability score of 0.842, followed by perceived organizational support (0.826), knowledge sharing (0.814), and innovation work behaviour (0.810) (Refer to Table 2).

Table 2. Measurement Model

Factors	Beta	Loadings	CR	AVE
Transformational leadership	0.782		0.842	0.729
TL1		0.910		
TL2		0.891		
TL3		0.784		
TL4		0.899		
TL5		0.796		
TL6		0.801		
TL7		0.894		
TL8		0.790		
TL9		0.770		
TL10		0.772		
TL11		0.973		
TL12		0.891		
TL13		0.852		
TL14		0.819		
TL15		0.820		
TL16		0.859		
TL17		0.708		
TL18		0.844		
TL19		0.801		
TL20		0.701		
TL21		0.749		
TL22		0.821		
Perceived organizational support (POS)	0.944		0.826	0.618
POS1		0.729		
POS2		0.791		
POS3		0.743		
POS4		0.791		
POS5		0.749		
POS6		0.692		

POS7		0.793		
POS8		0.722		
Knowledge sharing	0.696		0.814	0.572
KS1		0.745		
KS2		0.701		
KS3		0.628		
KS4		0.897		
Innovation work behavior	0.918		0.810	0.549
IWB1		0.894		
IWB2		0.806		
IWB3		0.815		
IWB4		0.827		
IWB5		0.810		
IWB6		0.843		

Construct reliability and validity analysis: Because they fall between 0.549 and 0.729, the AVE for reflective constructs and attributes demonstrated convergent validity (refer to Table 2). All reflecting constructs and attributes are credible for this research because the AVE values for the four variables are all above the 0.5 threshold. Hair et al. (2016) suggesting that more than half of the variance of the individual indicators were explained by its latent variable.

Discriminant validity: According to the Fornell and Larcker (1981) discriminant validity threshold, a concept's AVE must be greater than the square of its highest correlation with any other construct. As shown in Table 3, the AVE values of each latent variable are greater than the latent variable's highest squared correlation over the other latent variable. Values less than 0.85 indicate that discriminant validity exists.

Table 3. Discriminant Validity—HTMT

	TL	POS	KS	IWB
TL				
POS	0.093			
KS	0.548	0.145		
IWB	0.808	0.775	0.327	

* TL=transformational leadership; POS =perceived organizational support; KS=knowledge sharing; IWB= innovation work behavior

Assessment of the structural model

The second step of PLS-SEM is to assess the significance of the path coefficients (Hair et al., 2014, 2016; Henseler et al., 2009). A bootstrap procedure with 5000 subsamples was used to assess the path coefficients and test the hypothesized relationships (Hair et al., 2011). The results shown in Table 4 provide empirical support for all hypothesized relationships.

Hypothesis 1 posits that transformational leadership is positively associated with innovation work behavior. This hypothesized relationship is fully supported ($\beta=0.691$, $t=9.740$, $p < 0.001$). Hypothesis 2 pertains to positive relationship between transformational leadership and perceived organizational support ($\beta=0.647$, $t=10.692$, $p < 0.001$). Thus, H2 is supported. Hypothesis 3, which is about positive relationship between transformational leadership and knowledge sharing ($\beta=0.607$, $t=12.921$, $p < 0.001$), also found empirical support. Hypothesis 4 pertains to positive relationship between perceived organizational support and innovation work behavior ($\beta=0.651$, $t=7.594$, $p < 0.001$). Thus, H4 is supported. Hypothesis 5 proposed that knowledge sharing is positively associated with innovation work behavior. This hypothesized relationship is fully supported ($\beta=0.679$, $t=8.261$, $p < 0.001$). Hypothesis 6, which is about perceived

organizational support positively mediated the relationship between transformational leadership and innovation work behavior ($\beta=0.628$, $t=10.439$, $p < 0.001$), also found empirical support. Hypothesis 7 highlights to knowledge sharing have positively mediated the relationship between transformational leadership and innovation work behavior ($\beta=0.612$, $t=11.357$, $p < 0.001$). Thus, H7 is supported.

All the relationships are reported in Table 4.

Table 4. Structural Model

Hypotheses	Beta	R ²	Mean	Standard deviation (STDEV)	T statistics	P value
TL→ IWB	0.691	0.391	0.607	0.059	9.740	p <.001
TL→ POS	0.647	0.308	0.641	0.051	10.692	p <.001
TL→KS	0.607	0.375	0.627	0.046	12.921	p <.001
POS→IWB	0.651		0.679	0.058	7.594	p <.001
KS→IWB	0.679		0.691	0.052	8.261	p <.001
TL→POS→IWB	0.628		0.620	0.049	10.439	p <.001
TL→KS→IWB	0.612		0.684	0.054	11.357	p <.001

Conclusion and Discussion

In conclusion, the relationship between transformational leadership and innovation work behavior is significantly strengthened through the mediating effects of perceived organizational support (POS) and knowledge sharing. Transformational leaders inspire employees, foster trust, and create an environment that encourages risk-taking and creativity. POS enhances this dynamic by making employees feel valued and supported, which in turn motivates them to engage in innovative behaviors without fear of failure. Simultaneously, knowledge sharing acts as a vital conduit for the dissemination of ideas and expertise, enabling collaborative problem-solving and the generation of novel solutions. Together, POS and knowledge sharing amplify the impact of transformational leadership by providing the emotional support and informational resources employees need to innovate. These mediating factors ensure that transformational leadership not only inspires but also creates the necessary conditions for sustained innovation within the organization.

Implications

Theoretical and practical implications of the mediating roles of perceived organizational support (POS) and knowledge sharing in the relationship between transformational leadership and innovation work behavior are crucial for both academic research and real-world management practices. Theoretically, this relationship provides a deeper understanding of how transformational leadership goes beyond direct motivation to foster an environment conducive to innovation. The study of these mediators highlights that transformational leadership's impact on innovation is not merely about inspiring employees but also about creating organizational conditions that support risk-taking, collaboration, and knowledge exchange (Liao, S. et al., 2011). POS is key in this dynamic because it provides employees with the psychological safety and emotional assurance that their efforts toward innovation are valued and protected by the organization. Knowledge sharing, on the other hand, serves as the mechanism that fuels creative processes, allowing employees to pool diverse ideas, learn from each other's experiences, and jointly develop innovative solutions (Abdi, K. et al., 2018). These findings contribute to existing leadership and innovation theories

by underscoring the importance of supportive organizational structures and knowledge dynamics in transforming leadership potential into tangible innovation outcomes.

Practically, these insights offer clear strategies for organizations aiming to boost innovation through leadership and organizational culture. First, leadership development programs should emphasize transformational qualities, such as creating a compelling vision, recognizing individual contributions, fostering trust, and stimulating intellectual curiosity. By cultivating transformational leaders, organizations can ensure that employees are not only inspired but are also provided with the emotional and psychological support needed to pursue creative and innovative work.

Second, organizations should focus on building strong POS by implementing policies and practices that make employees feel valued and supported. This could include providing resources for innovation, recognizing and rewarding innovative efforts, and ensuring that employees feel secure in taking calculated risks without fear of negative consequences. POS fosters a climate where employees are more willing to push boundaries and explore new ideas, knowing that their organization backs them.

Finally, practical measures to enhance knowledge sharing are critical. This can involve creating formal systems such as collaborative platforms, cross-functional teams, and knowledge management systems, or informal initiatives like mentorship programs and knowledge-sharing sessions. Encouraging a culture where information flows freely across departments and levels ensures that employees have access to the collective intelligence of the organization, which is vital for innovation. When knowledge sharing is integrated into the organizational fabric, employees are better equipped to develop creative solutions, solve problems more efficiently, and drive innovation.

The theoretical and practical implications of this study suggest that organizations need to take a holistic approach, integrating transformational leadership, POS, and knowledge sharing to effectively stimulate innovation work behaviour. This approach not only maximizes leadership potential but also creates the necessary organizational conditions—both emotional and intellectual—for sustained innovation and long-term competitive advantage.

Limitations and Future-Direction

Firstly, this study was restricted to the IT industry of China. Future studies in other different industries, such as (Pharmaceuticals, and Automobiles) or services industries (Banks or Hotels) relate to the broader types of transformational leadership, knowledge sharing and POS to establish innovation behavior may carry out. Secondly, this study was cross-sectional, while future research may consider the longitudinal approach on cultural characteristics in adopting knowledge and innovative strategies to determine innovation behavior.

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