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# Knowledge Leadership and Innovation: The Mediating Role of Knowledge Sharing

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**Abstract**

*This study investigates the relationship between knowledge leadership and innovation from the perspective of employees, with knowledge sharing serving as a mediating factor. A total of 160 randomly selected employees completed the questionnaire. After validating the measures, the data were analyzed using structural equation modeling. The results indicate that the components of knowledge leadership —namely leadership skills, participation and trust, and knowledge integration and innovation—have a significant positive effect on the speed of innovation and knowledge sharing. Additionally, knowledge sharing plays a significant mediating role in the relationship between knowledge leadership and innovation speed. These findings suggest that managers and organizational leaders can accelerate innovation by fostering knowledge sharing through the development of leadership skills and targeted leadership training.*

**Keywords:** *Knowledge Leadership, Innovation Speed, Knowledge Sharing, Organizational Culture, Trust in the Leader.*

## Introduction

In today's world, creating a competitive advantage presents a key opportunity for achieving market success. Companies that gain a competitive advantage can better leverage their resources, enhance their potential business value, and increase their intangible assets (Mansoor et al., 2022). In fact, competitive advantage not only boosts performance but also expands market share and accelerates the development of new products (Than, et al. 2019). In dynamic environments characterized by rapid change, innovation speed becomes more necessary as industries move towards faster innovation to maintain a competitive advantage (Cankurtaran et al., 2013). Additionally, these rapid changes have transformed production and service delivery, leaving traditional organizations traditional organizations struggling to keep pace (Hutayan & Yofra, 2019). However, innovation itself hinges on creativity, producing new ideas, and continuously sharing knowledge, enabling both individuals to advance and compete in novel ways.

Today, organizations recognize that knowledge is the primary driver of development (Chao et al., 2015) and view it as the most critical factor needed by organizations for growth and success in a competitive environment (Bozdogan, 2013). While knowledge management encompasses various activities, knowledge sharing stands out as a core function across the different frameworks introduced for knowledge management (Akpan et al., 2013). Research indicates that effective knowledge sharing among organizational members reduces the costs associated with knowledge creation but also facilitates the dissemination of knowledge and best practices across individuals and teams, enabling the organization to solve problems more effectively (Akpan et al., 2013). Additionally, Wang and Wang (2012) found that knowledge sharing has a significant positive effect on innovation speed and employee performance.

Organizational leadership is one of the most critical factors in facilitating knowledge sharing, as certain leadership styles and activities can encourage employees to share their valuable knowledge. In addition,

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effective leadership can establish and strengthen sharing processes and develop mechanisms to support them. Leaders' behaviors shape organizational culture and provide a model for others to share knowledge and recognize the importance of innovation. It is critical in all aspects of business and management and is observable in all organizational levels (Ardabili, 2023)

Innovation enables organizations to outperform competitors, helping them survive and thrive in the face of rapid technological advancements, intense local and/or global competition, and unpredictable business environments (Vrontis et al., 2018). Various studies have shown that leadership styles such as authentic, transformational, interactive, and knowledge-based leadership positively impact creativity (Zia, 2020).

*Theoretical Framework and Research Hypotheses*

*Knowledge Leadership*

Knowledge is the understanding and awareness gained from information that has been processed, interpreted, and contextualized, allowing it to be applied effectively to decision-making and problem-solving. Knowledge management encompasses the processes of collecting, storing, transferring, applying, updating, and creating knowledge. Knowledge leadership is a social process in which leaders support organizational members in the learning activities necessary to achieve group or organization goals (Zhang & Cheng, 2015). It is defined as any attitude or behavior, whether implicit or explicit, individual or collective, that promotes the creation, extraction, sharing, and application of new and essential knowledge, ultimately enhancing group thinking and collaborative activities (Mabey et al., 2012). In essence, individual knowledge leadership fosters a culture of knowledge sharing within the organization, facilitates the storage and transfer of knowledge, and establishes a system that makes mutual learning mutual learning among employees easier (Bozdogan, 2013). The transfer of knowledge plays a critical role in organizational effectiveness, particularly when integrated with knowledge management as a key component of knowledge leadership (Awada, 2019).

Ovcharova & Krachunov (2007) link knowledge leadership to innovations asserting that contemporary knowledge economy demands a readiness for change. According to Viitala (2004), knowledge leadership is an interdisciplinary field associated with information technology, communication, cognitive science, information science, engineering, business, and management, among others (Viitala, 2004). Knowledge leaders play a crucial role in knowledge management by fostering an atmosphere of trust where the acquisition and sharing of knowledge are actively encouraged and demanded (Nguyen & Mohamed, 2011).

According to Skyrme (2000), knowledge leadership is the "constant development and innovation – of information resources, individual skills and knowledge, and learning networks". Williams (2012) argues that social and relational factors are important in learning and knowledge management, and that to perform their role effectively, knowledge leaders need to promote a common purpose, build a collaborative culture, facilitate teamwork, and develop learning and knowledge management strategies.

Knowledge leadership combines transformational and transactional leadership styles, together with communication and motivational elements. Knowledge leaders are highly transparent, open to criticism, and tend to act as a consultant and mediator in sharing knowledge to achieve goals. Leadership plays a critical role in knowledge-based organizations where employees often possess significant knowledge and expertise. Leading such individuals requires intellectual power, strong conviction, persuasion, and dialogue (Donate & De Pablo, 2015).

According to Viitala (2004), knowledge leadership focuses on promoting learning and development at both individual and group levels. Similarly, Mabey et al. (2012) define knowledge leadership as any approach aimed at the creation, sharing, and application of knowledge. Yang et al. (2014) view knowledge leadership as fostering a positive orientation towards knowledge acquisition and knowledge sharing, emphasizing continuous learning, expertise, and innovation over hierarchies. Additionally, Zhang and Cheng (2015) highlight that effective knowledge sharing—essential for developing a shared vision and promoting a collaborative environment— depends on knowledge leadership and the trust placed in key individuals.

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In their study of leadership in learning and teaching in higher education, Hofmeyer et al. (2015) showed that learning leadership is achieved by facilitating cultural change, sharing innovations, influencing culture, fostering open communication, promoting quality educational experiences, supervising colleagues in education and learning, and encouraging collaborative leadership. Similarly, Quinlan (2014) argues that effective leadership in higher education is context-dependent and relies on a distributed leadership model, where organizational development is tied to the development of leaders. In this regard, Sart's study (2014) highlights that transformational leadership significantly impacts higher education by fostering learning and training through collaborative democracy, cooperation with managers, and the encouragement of innovation and innovative ideas.

In developing knowledge, leaders create, share, and use new knowledge through both individual and organizational strategies, ultimately influencing collective ideas and outcomes (Mabey et al., 2012). Lee et al. (2010) found that by building the expertise of a team, leaders can enhance the members' willingness to rely on and share information in the team, which in turn promotes knowledge sharing. They also showed that knowledge sharing within a team is a significant predictor of leaders' and managers' ratings of team performance.

Establishing working groups and facilitating the exchange of knowledge and information are essential factors that will accelerate knowledge sharing under effective knowledge leadership. Supportive behaviors from leaders are directly and indirectly linked to employees' problem-solving capacity and internal and external knowledge sharing. By facilitating knowledge sharing between organizational members and people outside the organization, knowledge leaders increase employees' creative problem-solving capacity (Carmeli et al., 2013). Leaders who can build trust among their followers facilitate knowledge sharing and contribute to team effectiveness. According to Garrity (2010), competent and trustworthy leaders who use facilitation and learning skills while encouraging dialog among the employees can better gain organizational support and customer attention on key issues for the organizations.

Alzghoul et al. (2023) highlighted that strategic thinking enhances employees, with knowledge-based leadership moderating this causal relationship. According to Viitala (2004), knowledge leadership comprises four dimensions: learning orientation, creating a supportive environment for learning, supporting the learning process, and acting as a role model. Zhang and Chang's (2015) knowledge leadership model, includes three components: (1) leadership skills (recognizing the importance of supporting knowledge sharing, striving to acquire knowledge, showing excellence in knowledge leadership); (2) participation and trust (understanding members' needs and expectations and providing necessary resources, collaborating to resolve issues, fostering an honest atmosphere, encouraging knowledge sharing among members); and (3) knowledge integration and innovation (focusing on enhancing innovation capabilities, developing reward systems to encourage team-work, integrating members' experiences to create and develop new knowledge, and guiding members in implementing innovative ideas).

*Speed of Innovation*

A close examination of the rapid changes in the international business landscape reveals an increasingly competitive and complex business environment, raising a fundamental question: What is the key to sustainability and survival in today's competitive environment? In times of rapid changes, innovation has become a critical source of competitive advantage. Numerous companies have successfully leveraged innovation to boost profits and expand market share, while others strive to harness innovation as a means to navigate market disruptions and strengthen their competitive edge (Lennerts et al., 2020). Innovation plays a crucial role in economic development and is a driving force behind organizational development and performance. The ability to innovate is one of the most significant factors that determines performance. Accordingly, researchers have increasingly focused on the impact of various aspects of innovation on firm performance (Liao et al., 2010), with particular attention to the speed of innovation. Innovation speed is essential for competing in today's markets, as it has been documented to influence new product performance (Moreno & Aleman, 2016). In today's chaotic and competitive environment, innovation speed is critical in today's chaotic and competitive environment, yet it is often overlooked (Moreno & Aleman, 2016). In management literature, knowledge is considered a fundamental factor in fostering and sustaining

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innovation. Knowledge management processes, especially knowledge sharing, are essential to enhancing an organization's innovative performance.

In an era marked by rapid and uncertain future competition, organizations need innovative responses that enable dynamic capabilities, which are capabilities that allow organizations to integrate, reconfigure, and renew their internal and external capacities to adapt to changing environments. Essentially, dynamic capabilities represent a business's ability to strategically expand and modify resources, offering resource-based competitive advantages in turbulent environments (Helfat et al., 2009). Innovation speed is a critical measure of a company's efficiency and its ability to quickly deliver products to the market. As product life cycles continuously shorten, innovation speed has emerged as a valuable resource for creating competitive advantages (Shan et al., 2016). Defined as the time from initial idea development to product commercialization, innovation speed reflects a company's capacity to accelerate processes and performance. Increasing innovation speed enables companies to meet diverse customer demands, thus boosting their profits and market share (Wang et al., 2021). It also allows companies to swiftly analyze environmental and technological factors, gain insights into competitors, enhance customer loyalty, and reduce the risk of product obsolescence. Overall, higher innovation speed leads to faster responses and improved performance (Tidd et al., 2005). The speed of innovation reflects critical activities such as investment in R&D, technology platform selection, and business design, with operational flexibility being required for the implementation of these activities (Cao, 2011). While innovation speed indicates a company's ability to allocate and secure resources, operational flexibility enables it to effectively manage and adapt these resources (Johnson et al., 2003).

In today's rapidly evolving business environment, where both quality of life and workplace norms are shifting (Alhanatleh et al., 2022; Yildiz, & Çalışkan, 2024), innovation and its effective management have become essential for organizational survival. Ignoring innovation diminishes competitive advantage since many socio-economic aspects could facilitate the adoption of an ecosystemic approach in management which is necessary for competitiveness (Röntynen, 2024). Vink et al.'s (2019) research documents that innovation speed, coupled with a creative mindset, enhances flexibility and environmental adaptability. Lin et al. (2015) show that innovation fosters a flexible mindset that improves business performance, while Shan et al. (2016) confirm that innovation speed is positively correlated with performance. Carbonell and Rodriguez (2010) similarly highlight innovation speed as a critical factor for market competition that can lead to improved performance.

The ability to launch new products ahead of competitors is a key factor in achieving a competitive advantage (Allocca & Kessler, 2006). In dynamic and competitive conditions, continuous product introduction, driven by customer-value-creating innovation, is fundamental for business survival (Kessler et al., 2008). Hutayan and Yufra (2019) show that innovation speed directly correlates with competitive advantage, reinforcing that sustained success in competitive markets depends on consistently delivering innovative, customer-oriented products.

The innovation speed model by Wang and Wang (2012) includes five indicators: accelerating the development of new ideas, manufacturing new products, advancing new product development, refining processes, and enhancing management relative to competitors. In businesses driven by continuous innovation, improved competitiveness and creative destruction drive innovation and create competitive advantage. When innovations enter the market, they acquire economic value, contributing to competitive advantage as businesses increase their ability to produce and deliver innovative products ahead of competitors (Allocca & Kessler, 2006). Conversely, slower innovation speed and diminished creative destruction undermine competitiveness (Baregheh et al., 2012).

Zhang and Cheng (2015) demonstrated that knowledge leadership and social capital directly correlate with knowledge sharing. Similarly, Wang and Wang (2012) investigated the effect of knowledge sharing on performance through innovation speed and innovation quality providing evidence that knowledge sharing has a significant positive effect innovation speed. The results of Ngoc Thang and Anh Tuan (2020) indicated that knowledge acquisition has a significant positive effect on innovation (Ngoc Thang & Anh

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Tuan, 2020), and Mota Veiga et al.'s (2023) found that effective knowledge management facilitates the exchange of knowledge within the innovation process.

The present research employs the innovation speed model by Wang and Wang (2012), which includes five indicators: quickness to generate novel ideas, new product launching, new product development, new processes, and new problem solving as compared to key competitors.

*Knowledge Sharing*

Understanding factors that facilitate knowledge sharing in organizational settings is essential, as these processes play a crucial role in driving innovation, especially in higher education, where sharing knowledge can strengthen universities' capacity for innovation (Mathew, 2010).

Today, knowledge has emerged as a key strategic resource for organizations (Goh et al., 2013). Studies show that information and knowledge management, particularly through effective leadership, significantly influences leadership performance. Various leadership approaches emphasize that leaders' ability to manage and apply knowledge is vital to realizing organizational objectives (Lakshman & Parente, 2008). Knowledge sharing is the exchange of information, experiences, and work-related expertise to support collaborative task completion, problem solving, and innovation (Ahmad & Karim, 2019). It refers to the communication of all types of organizational knowledge, explicit and tacit knowledge through socialization, interaction, and training (Ibrahim & Heng, 2015).

Effective knowledge sharing among employees is influenced by leadership style. Employees who experience trust-based relationships with leaders and participate in decision-making are more inclined to share their knowledge and expertise (Lee et al., 2010). Knowledge dissemination ensures that successful practices are documented and made accessible, reinforcing the organization's commitment to its knowledge resources and enabling timely access to these resources. Knowledge sharing includes processes that allow an institution to manage its knowledge effectively by identifying knowledge resources within the organization and transferring them to other employees (Patil, 2016). It encompasses all activities related to knowledge transfer or dissemination among individuals, groups, or organizations. Understanding factors that facilitate knowledge sharing in organizational settings is essential, especially in higher education, where sharing knowledge can strengthen universities' capacity for innovation (Mathew, 2010).

There has been extensive research on the effect of knowledge leadership on knowledge sharing, highlighting various frameworks and elements that facilitate knowledge transfer. Dixon (2000) categorized knowledge sharing into five types: serial, near, far, strategic, and expert sharing. Kim and Lee (2013) identified two primary components of knowledge sharing: distribution and transfer. Additionally, McCallum and O'Connell (2009) observed that strong team relationships and a trustworthy, healthy environment improve resource sharing, emphasizing the role of social relations, cooperation, and networking in knowledge leadership. Nguyen and Mohamed (2011) further stressed that fostering an atmosphere of trust and cooperation where knowledge sharing is encouraged is essential in knowledge leadership, as team members with aligned goals and interests can efficiently access and share relevant knowledge.

Some studies have also linked knowledge sharing to innovation speed, particularly in high-tech sectors. For example, Wang and Wang (2012) showed that implicit and explicit knowledge sharing significantly enhances innovation speed and employee performance. Prompreing and Hu (2021) showed that knowledge sharing behaviors of employees have a significant positive effect on the knowledge creation process within organizations.

Similarly, Lina and Asta (2012) concluded that leadership influences knowledge transfers in creative organizations with transformational leadership having a stronger effect and exchange leadership having little effect on knowledge transfer. Ibarra et al. (2023) found that organizational culture and leadership have a significant effect on the knowledge management process, which in turn influences intellectual capital and innovation. Yasin et al. (2023) further linked spiritual leadership to mental health, finding that mental health

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positively impacts knowledge sharing and intellectual capital, with mental health acting as both a mediator and moderator between spiritual leadership and knowledge sharing.

In the present research, we used Kim and Lee's (2013) model, encompassing knowledge distribution and knowledge transfer, to examine and measure knowledge sharing.

Accordingly, the following hypotheses are tested, and the theoretical framework of the research is shown in Figure 1:

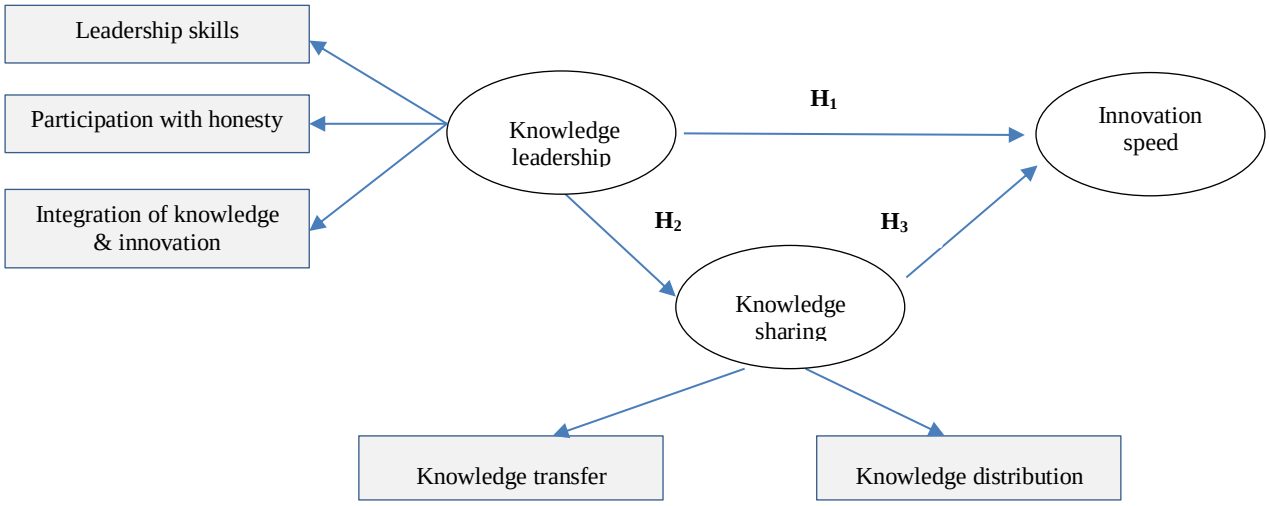
*H1: Knowledge leadership influences innovation speed.*

*H2: Knowledge leadership influences knowledge sharing.*

*H3: Knowledge sharing influences innovation speed.*

*H4: Knowledge leadership influences innovation speed through knowledge sharing.*

**Figure 1.** The Conceptual Model of the Research.




## Methodology

*Design and Sample*

This research utilizes a descriptive-correlational approach and structural equation modeling to analyze quantitative data from a sample of 160 employees of a public organization in Turkey, selected randomly from a population of 274, according to Morgan's sample size table. The demographic breakdown of respondents includes 64.6% men and 35.4% women. In terms of age, 33.2% are between 25 and 35 years, 31.2% between 35 and 45 years, and 35.6% are over 45 years old. Educationally, 11.6% hold an associate degree, 72.4% have a bachelor's degree, and 16% have a master's degree or higher. Regarding years of service, 38.2% have 1 to 10 years of experience, 46.6% have 11 to 20 years, and 15.2% have 20 to 30 years. This setup supports examining the correlations among key organizational variables within this workforce. The results of Kaiser–Meyer–Olkin and chi-squared tests indicated the adequacy of the sample for structural equation modeling.

*Instruments*

This research utilized validated questionnaires to measure three key variables. For knowledge leadership, Zhang and Chang's (2015) questionnaire was employed, comprising eleven questions across three components: leadership skills (3 items), participation and trust (4 items), and knowledge integration and

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innovation (4 items), with responses measured on a five-point Likert scale from "completely disagree" (1) to "completely agree" (5). The Cronbach's alpha for this scale was 0.84, indicating strong reliability. Innovation speed was assessed using Wang and Wang's (2012) five-item questionnaire, also rated on a five-point Likert scale from "very little" (1) to "very high" (5), with a Cronbach's alpha of 0.81. Finally, knowledge sharing was measured through Kim and Lee's (2013) questionnaire, which included fifteen items divided into two components: knowledge distribution (8 items) and knowledge transfer (7 items). Responses followed a five-point Likert scale from "completely disagree" (1) to "completely agree" (5), with a Cronbach's alpha of 0.86.

*Analysis Tools and Ethical Principles of Research*

Data analysis was conducted using SPSS software (version 21). First, the Kolmogorov-Smirnov test was applied to the normality of the data distribution, and then, parametric tests, including Pearson's correlation coefficient, one-sample t-test, and structural equation modeling were used to analyze the data and test the hypotheses. Ethical considerations in this research were thoroughly observed: respondents participated voluntarily and were informed of the research objectives.

## Results

### Analysis of Results

The Kolmogorov-Smirnov test indicated the normality of the data distribution. Therefore, Pearson's correlation coefficient was used to test the relationships between the variables. The results are presented in Table 1, indicating that knowledge sharing is positively correlated with both knowledge leadership ($r = 0.716$; $p = 0.01$) and innovation speed ($r = 0.685$; $p = 0.01$), while knowledge leadership is positively correlated with innovation speed ($r = 0.613$; $p = 0.01$).

**Table 1.** Pearson's Correlations Between Knowledge Leadership, Innovation Speed, and Knowledge Sharing

| Variables | Mean | SD | 1 | 2 | 3 |
|---|---|---|---|---|---|
| knowledge leadership | 3.53 | 0.52 | - | | |
| Innovation speed | 3.11 | 0.62 | 0.613** | - | |
| Knowledge sharing | 3.42 | 0.58 | 0.685** | 0.716** | - |

**Significant at the 0.01 level (2-tail).

Table 2 shows the results of factor analysis. Based on Nunnally's (1978) criteria, the minimum allowed factor loading is set at 0.5. All variable components have a factor loading above 0.5 and are significant. The chi-squared values for knowledge leadership, innovation speed, and knowledge sharing are 57.23, 36.42, and 53.34, respectively.

**Table 2.** Validity of the Instruments

| Variables | Components | Loading | Bartlett's Test | df | Chi-square | KMO |
|---|---|---|---|---|---|---|
| knowledge leadership | Leadership skills | 0.67 | 0.00 | 41 | 57.23 | 0.617 |
| | Participation with honesty | 0.56 | 0.00 | | | |
| | Integration of knowledge and innovation | 0.61 | 0.00 | | | |
| Innovation speed | Innovation speed | 0.599 | 0.00 | 2 | 36.42 | 0.532 |
| Knowledge sharing | Knowledge transfer | 0.57 | 0.00 | 88 | 53.34 | 0.715 |
| | Knowledge distribution | 0.58 | 0.00 | | | |

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To test the first to third hypotheses, a regression analysis was conducted, with the results summarized in Table 3. The regression indicate that knowledge leadership significantly impacts both innovation speed (β = 0.446) and knowledge sharing (β = 0.638). Additionally, knowledge sharing positively influences innovation speed with a predictive coefficient of 0.176.

**Table 3.** The Result of the Path Analysis

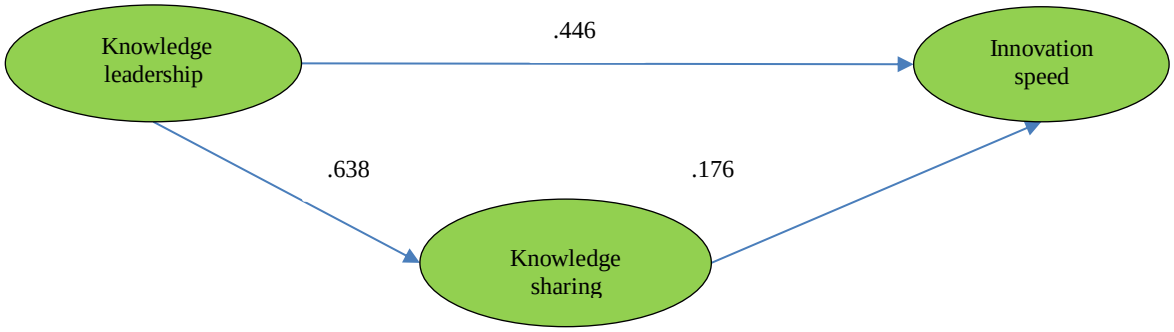
| Hypotheses | Path Coefficient | P-value | Result |
|---|---|---|---|
| Knowledge leadership affects innovation speed. | 0.446 | 4.623 | Confirmed |
| Knowledge leadership affects knowledge sharing. | 0.638 | 2.184 | Confirmed |
| Knowledge sharing affects innovation speed. | 0.176 | 2.942 | Confirmed |

A structural equation model was employed to analyze the mediating effect of knowledge sharing on the relationship between knowledge leadership and innovation speed. According to Table 4, the indirect effect of knowledge leadership on innovation speed, mediated by knowledge sharing, is statistically significant (P=0.003) with a path coefficient of 0.613. Figure 2 visually represents the relationships between the model's variables and dimensions.

**Table 4.** The Results of Knowledge Sharing Mediation Test

| Independent variable | Dependent Variable | B | CR | Sig. |
|---|---|---|---|---|
| Knowledge Leadership | Innovation speed | 0.736 | 4.234 | 0.039 |
| Knowledge Leadership | knowledge sharing | 0.439 | 9.227 | 0.035 |
| Knowledge Sharing | Innovation Speed | 0.193 | 2.926 | 0.00 |
| Knowledge Leadership- Knowledge Sharing | Innovation Speed | 0.613 | 6.264 | 0.003 |

**Figure 2.** A Structural Model of Innovation Speed with An Emphasis on Knowledge Leadership and Knowledge Sharing.




Upon evaluating the confirmed structural model, the mediating role of knowledge sharing supported the effect of knowledge leadership on innovation speed. Specifically, the direct path coefficient of knowledge leadership on innovation speed is 0.446, while sharing also exerts a direct effect on innovation speed with a path coefficient of 0.176. Additionally, the impact of knowledge leadership on knowledge sharing is reflected in a path coefficient of 0.638. To validate the theoretical model, model fit indices were analyzed, as shown in the Table 5.

**Table 5.** The Goodness of Fit Indices of the Proposed Model

| Index | X2/df | GFI | AGFI | RMSEA | SRMR |
|---|---|---|---|---|---|
| Value | 1.86 | 0.98 | 0.97 | 0.056 | 0.069 |

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In this index model, the $\chi 2/df$ ratio, which, as suggested by Klein (2011), falls within the optimal range of 1 to 3, indicating a good fit. The GFI is 0.98, which, per Hooper et al. (2008), exceeds the acceptable threshold of 0.9, thus supporting a well-fitted model. The Adjusted Goodness of Fit Index (AGFI) is 0.97, aligning with Hoyle's (2011) recommended minimum of 0.95, further affirming model fit. Additionally, the Root Mean Square Error of Approximation (RMSEA) is 0.056, within Hoyle's (2011) range of 0 to 0.06 for good models. Lastly, the Standardized Root Mean Square Residual (SRMR) is 0.069, meeting Hooper's criterion of below 0.08, confirming the model's adequacy in this regard.

## Discussion and Conclusion

The present research investigated the relationship between knowledge leadership and innovation speed along with the mediating role of knowledge sharing from the perspective of the employees of Organization. Using a descriptive-correlational design and structural equation modeling, the results indicated a significant positive relationship between knowledge leadership, innovation speed, and knowledge sharing.

Testing the first hypothesis revealed that knowledge leadership positively affects innovation speed, which is consistent with the results of Iba et al. (2023), which showed that affirm the role of knowledge management in enhancing innovation. Alzghoul et al. (2023) similarly highlight that knowledge leadership promotes rapid innovation within organizations, while Williams (2012) documented that continuous innovation and integration are vital for effective knowledge leaders to motivate team members. Mota Veiga et al. (2023) also found that effective knowledge management facilitates the exchange of knowledge necessary for innovation (Mota Veiga et al., 2023).

Testing the second research hypothesis indicated the significant positive effect of knowledge leadership on knowledge sharing. This is consistent with the results of Lee et al. (2010), Carmeli et al., 2013), Nguyen and Mohamed (2011), and Vink et al. (2019). Knowledge leaders should foster positive environments for knowledge exchange, countering behaviors that hinder this process (Lakshman, 2009). leaders' critical role in fostering knowledge sharing, suggesting initiatives like forums and brainstorming sessions led by managers to facilitate explicit and tacit knowledge exchange.

The results of testing the third hypothesis indicated the significant positive effect of knowledge sharing on innovation speed. This is consistent with the results of Wang and Wang (2012), Rigo et al. (2012), Mathew (2010), and Akpan et al. (2013). Ode and Ayavoo (2020) found that knowledge generation, diffusion, storage, and application foster firm innovation, with knowledge application having the greatest impact (Ode & Ayavoo, 2020). To gain a competitive edge, organizational managers must actively facilitate knowledge-sharing process that foster a well-structured approach to knowledge sharing enables systematic and collaborative exchanges, driving greater innovation and profitability. This study's findings offer a practical guide for organizations, emphasizing the need to incorporate timely innovation into their strategic planning. Additionally, managers should invest in support programs that sustain rapid innovation, ensuring that organizational goals align with market demands.

The results also establish knowledge sharing as a significant mediator in the relationship between knowledge leadership and innovation speed, supporting prior research such as Wang and Wang (2012), Ibarra et al. (2023), Nguyen and Mohamed (2011), and Alzghoul et al. (2023). Studies by McCallum and O'Connell (2009), Skyrme (2000) and Mabey et al. (2012) affirm the role of knowledge leadership in fostering knowledge sharing. Areed et al. (2021) highlight of the role of knowledge management in an innovative organization, with knowledge exchange deemed the most important crucial element (Areed et al., 2021). Thus, managers can foster a creative, innovative organizational environment by implementing systematic knowledge-sharing processes, and promoting new ideas that contribute to organizational growth and performance.

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