

Enhancing Innovation Through Knowledge Sharing and Quality Leader–Member Relationships

Leader Member
Exchange

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ABSTRACT

The impact of leader member exchange on enhancing innovation capacity, especially for employees with more than 15 years of experience in situations where knowledge exchange is limited, is an important area of research. This study highlights the positive influence of strong personal relationships between managers and senior employees on innovation, even in the absence of in-depth knowledge exchange. This emphasizes the important role of LMX in encouraging experienced employees to share knowledge and expertise and utilize their accumulated knowledge. This study uses a quantitative method with a Structural Equation Modeling approach to analyze the structural relationships between latent variables based on questionnaire data from 194 employees of PT. Ciputra Nusantara. The findings highlight the importance of strong interpersonal relationships and leadership influence in overcoming low barriers to knowledge sharing, thereby enhancing senior employees' innovation capabilities. Practical implications include the development of leadership training that fosters strong personal relationships and helps employees gain experience in contributing to innovation efforts, even in environments where knowledge sharing is a common practice. This study provides new insights into strategic leadership and human resource management, highlighting the important role of leader member exchange in overcoming knowledge sharing challenges in organizations.

Keywords: Innovation Capabilities, Knowledge Sharing, Leader Member Exchange, Leadership, Organizational Behavior

ABSTRAK

Dampak pertukaran anggota pemimpin dalam meningkatkan kapasitas inovasi, terutama bagi karyawan dengan pengalaman lebih dari 15 tahun dalam situasi di mana pertukaran pengetahuan terbatas, merupakan salah satu bidang penelitian yang penting. Studi ini menyoroti pengaruh positif hubungan pribadi yang kuat antara manajer dan karyawan senior terhadap inovasi, bahkan

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tanpa adanya pertukaran pengetahuan yang mendalam. Hal ini menekankan pentingnya peran LMX dalam mendorong karyawan berpengalaman untuk berbagi pengetahuan dan keahlian serta memanfaatkan akumulasi pengetahuan mereka. Penelitian ini menggunakan metode kuantitatif dengan pendekatan Structural Equation Modeling untuk menganalisis hubungan struktural antar variabel laten berdasarkan data kuesioner dari 194 karyawan PT. Ciputra Nusantara. Temuan ini menyoroti pentingnya hubungan interpersonal yang kuat dan pengaruh kepemimpinan untuk mengatasi rendahnya hambatan berbagi pengetahuan, sehingga meningkatkan kemampuan inovasi karyawan senior. Implikasi praktisnya mencakup pengembangan pelatihan kepemimpinan yang memupuk hubungan pribadi yang kuat dan membantu karyawan memperoleh pengalaman berkontribusi terhadap upaya inovasi, bahkan di lingkungan di mana berbagi pengetahuan adalah praktik umum. Studi ini memberikan wawasan baru mengenai kepemimpinan strategis dan manajemen sumber daya manusia, menyoroti peran penting pertukaran anggota pemimpin dalam mengatasi tantangan berbagi pengetahuan dalam organisasi

Kata kunci: Kemampuan Inovasi, Berbagi Pengetahuan, Pertukaran Pemimpin Anggota, Kepemimpinan, Perilaku Organisasi

INTRODUCTION

Innovation plays a crucial role in helping organizations respond to rapidly evolving societal and environmental demands. It serves as a cornerstone for organizational development, enabling adaptation to shifting market, technological, and environmental conditions. A strong innovation capacity allows organizations not only to generate novel solutions but also to enhance operational efficiency and gain a competitive edge (Raghuvanshi et al., 2019). Without this capacity, organizations risk falling behind and losing relevance in an increasingly competitive environment (Jin et al., 2022; Mazzucchelli et al., 2019; Mazzucchelli et al., 2021). Historical evidence suggests that companies embracing innovation tend to achieve better financial outcomes, making innovation a strategic investment essential for long-term success. However, implementing innovation is not without challenges. Organizations often encounter internal resistance, limited resources, and uncertainty about market responses (Raghuvanshi et al., 2019; Chi, 2021; Raghuvanshi & Garg, 2022). Other barriers include difficulties in measuring innovation outcomes and the absence of open cultures that support new ideas. Leadership commitment, investment in innovation skills, and creating collaborative environments are critical to overcoming these barriers (Zhu et al., 2019; Xu et al., 2023).

A major challenge lies in enhancing innovation through effective knowledge sharing. While knowledge exchange is vital to innovation, not all leaders possess the communication skills or willingness to share crucial information (Ghobadi, & D'Ambra, 2012; Nesheim & Hunskaar, 2015; Iqbal et al., 2019). Leaders must foster an environment of open dialogue and support idea exploration. For example, they should be transparent, facilitate collaborative platforms such as meetings and workshops, and reward innovation initiatives (Nuruzzaman & Singh, 2019; Del Vecchio, et al., 2020; Kanchanabha & Badir, 2021). Empowering teams to participate in strategic decisions and granting them autonomy also helps build a culture of innovation. Leadership also involves influencing goals, motivating teams, and enhancing organizational culture (Gustyan & Anggarani, 2024). Strong leadership commitment—defined as a leader's determination to support team success—can encourage members to exceed expectations and adopt behaviors aligned with innovation (Suwarno et al., 2023; Febriarukmini et al., 2023). This process is further strengthened by the application of the Leader-Member Exchange (LMX) theory.

LMX emphasizes the importance of high-quality relationships between leaders and individual team members. Leaders who master LMX foster trust, personalized communication, and mutual respect, which enhance knowledge-sharing and support innovation (Ayub et al., 2017; Minh et al., 2017). These relationships encourage team members to contribute ideas and take ownership of innovation processes (Lin et al., 2016; Qamari et al., 2019; Khan et al., 2023). The synergy between LMX and knowledge-

sharing builds an environment conducive to creativity, risk-taking, and long-term innovation success. Nevertheless, fostering innovation through LMX and knowledge-sharing is particularly challenging in private institutions. These entities often prioritize financial performance over innovation or team relationships (Rockstuhl et al., 2012; Dhar, 2016; Scott & Zweig, 2020). Therefore, leaders must craft strategies that embed innovation into institutional culture—such as policies, incentives, and training programs aimed at improving communication and collaboration (Paparoidamis & Guenzi, 2009; Udayana et al., 2023). Creating strong LMX relationships requires leaders to understand individual needs, encourage open exchanges, and inspire participation in innovation. This study aims to identify the specific challenges private institutions face in promoting knowledge-sharing and LMX, and to propose effective strategies for implementation. It seeks to contribute both theoretical and practical insights by examining how organizational culture influences innovation capabilities. By offering empirical evidence and actionable guidance, this research will be a valuable resource for private sector leaders seeking sustainable innovation strategies.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Leader Member Exchange on Innovation Capability

Leader-Member Exchange (LMX) theory is a key framework in organizational behavior that emphasizes the interpersonal dynamics between leaders and their team members (Rockstuhl et al., 2012). LMX posits that leaders develop differentiated relationships with individual subordinates, resulting in two primary groups: the in-group and the out-group. In-group members enjoy closer relationships with their leaders, characterized by higher trust, increased support, and greater access to organizational resources and advancement opportunities (Zhao, 2019). Conversely, out-group members experience more formal, limited interactions and reduced access to developmental support. In today's dynamic organizational environment, where continuous innovation is essential for competitiveness and growth, the quality of LMX relationships plays a pivotal role in fostering a climate conducive to innovation. High-quality LMX enables open communication, empowers employees, and encourages the expression of novel ideas without fear of negative consequences (Whittington & Bell, 2016; Anand et al., 2018). Leaders who actively support participative decision-making, delegate meaningful responsibilities, and promote a culture of trust and creativity significantly enhance innovation capability. These actions contribute to psychological safety, knowledge sharing, and collaborative problem-solving key ingredients for sustained innovation (Gaudet & Tremblay, 2017; Wong et al., 2019). Therefore, understanding and applying the principles of LMX is essential not only for fostering employee empowerment but also for driving innovation capability across the organization. Strong leader-member relationships serve as a foundation for inclusive collaboration, organizational learning, and long-term adaptability.

H1: Leader-member exchange has a significant effects on Innovation Capability.

Knowledge Sharing on Leader–Member Exchange

Knowledge sharing refers to the exchange of information, skills, and expertise among individuals within an organization. This process plays a vital role not only in fostering innovation and enhancing organizational performance but also in strengthening interpersonal relationships, including those between leaders and team members (Wang et al., 2016). Open knowledge exchange reduces information silos, promotes trust, and facilitates collaboration—elements that are central to high-quality Leader-Member Exchange (LMX) relationships. When leaders actively participate in and encourage knowledge sharing, they create an environment of openness, transparency, and mutual respect. Such a climate enhances the quality of interactions between leaders and subordinates, fostering closer, more supportive relationships (Iqbal et al., 2019). These interactions often result in greater employee satisfaction, commitment, and a deeper sense

of belonging within the organizational structure, reinforcing the development of in-group ties characteristic of strong LMX.

Moreover, collaborative knowledge sharing encourages psychological safety, enabling team members to express ideas, share feedback, and engage in constructive dialogue without fear. These open interactions build credibility, mutual trust, and emotional connection, which are foundational to effective LMX (Arfi et al., 2018). In private sector organizations, knowledge sharing has been shown to influence not only innovation capabilities but also the quality of leader-member interactions and workplace cohesion (Xu et al., 2023). Leaders who foster a culture of knowledge sharing enhance the potential for meaningful dialogue, inclusive decision-making, and employee empowerment—factors that directly contribute to stronger and more productive LMX relationships (Raghuvanshi et al., 2019; Wang et al., 2023). Hence, knowledge sharing serves not only as a tool for innovation but also as a key driver of relational quality between leaders and their team members.

H2: Knowledge Sharing has a significant effects on Leader–Member Exchange.

Knowledge Sharing on Innovation Capability

Knowledge sharing has emerged as a key enabler of innovation in organizations. The current study affirms that knowledge exchange significantly enhances innovation capability, as evidenced by strong t-statistics and path coefficients that validate the proposed hypothesis. This relationship is especially critical in dynamic organizational contexts, where diverse job roles and experiences enrich the collective knowledge base (Raghuvanshi et al., 2019). The analysis confirms the reliability and validity of the measurement model, with high Cronbach’s alpha, composite reliability, and convergent validity supporting the robustness of the data. Moreover, R-square values illustrate that knowledge sharing, alongside Leader-Member Exchange (LMX), plays a substantial role in explaining innovation outcomes (Beran & Violato, 2010). Visual representations of the structural model further emphasize the interdependence of these constructs.

The findings resonate with previous research showing that effective communication and openness are central to fostering innovation (Iqbal et al., 2019; Xu et al., 2023). Barriers such as siloed information and weak knowledge cultures often hinder innovation efforts (Al-Hawary, & Aldaihani, 2016; Chi, 2021). Thus, promoting knowledge sharing is not merely supportive but foundational to sustaining innovation capability. In particular, leadership-driven knowledge sharing creates an environment where creativity can thrive (Minh et al., 2017). This is especially pertinent in private institutions facing structural limitations, where LMX can enhance the impact of shared knowledge by leveraging trust-based relationships (Ayub et al., 2017; Khan et al., 2023).

H3: Knowledge-sharing has a significant effects on Innovation Capability.

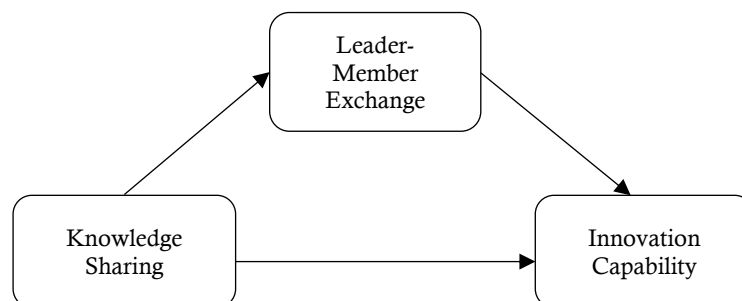


Figure 1. Conceptual Model

Figure 1 shows that the three hypotheses in this study describe the relationships between leadership, knowledge sharing, and innovation capability within organizations.

Hypothesis 1 proposes that Leader–Member Exchange (LMX), which reflects the quality of interactions between leaders and team members, has a significant effect on Innovation Capability. Hypothesis 2 suggests that Knowledge Sharing plays a crucial role in shaping the quality of LMX. Meanwhile, Hypothesis 3 asserts that Knowledge Sharing also has a direct and significant impact on Innovation Capability. These hypotheses are interrelated and highlight the importance of social interaction and knowledge exchange as key drivers of innovation in organizational settings. By examining these relationships, the study aims to identify internal mechanisms that can strengthen an organization’s innovative capacity.

RESEARCH METHOD

This study utilized a Structural Equation Modeling (SEM) technique, focusing on PT. Ciputra Nusantara as its research subject. SEM is a robust multivariate statistical analysis technique widely employed in various fields, such as social and behavioral sciences, epidemiology, business, medicine, and ecology, to analyze structural relationships between measured variables and latent constructs. SEM consists of two sub-types: the measurement model, which focuses on measuring latent variables, and the structural model, which establishes relationships between latent constructs. The analysis process involves five key steps: model specification, identification, parameter estimation, model evaluation, and model modification. The analytical procedure comprises five pivotal stages: initiating model specification, subsequent identification, parameter estimation, model evaluation, and potential model modification. Researchers gravitate toward Structural Equation Modeling (SEM) owing to its proficiency in estimating numerous interconnected relationships among variables. The foundational assumptions of SEM encompass multivariate normal distribution, linearity, and the absence of outliers within the dataset.

The research cohort comprised 194 employees from PT. Ciputra Nusantara. Data was gathered using a questionnaire adapted from existing research methodologies. The adaptation of operational items followed a meticulous two-stage process: firstly, employing double-back translation. This method involves translating the functional items initially from previous research into Indonesian and then back into English. This meticulous process aims to avert potential misinterpretations, considering the items are adapted from varied contexts and respondents. The elements constituting the measurement of innovation capability encompass three distinct dimensions, comprising a total of twelve items that have been adapted from a prior framework or source as it is stated by Tikas (2023). The evaluation of knowledge sharing involved the derivation of 18 operational items, sourced from a preceding research investigation conducted by Lee (2018). Finally, the assessment of Member Exchange encompasses operational items comprising four distinct dimensions, totaling eleven items that have been adapted from Liden and Maslyn (2016).

RESULTS

Upon scrutinizing the data, it became evident that 194 respondents from the entire participant pool achieved success in their respective endeavors. These respondents were evenly distributed across two gender categories, with 49% representing women and 51% representing men. Further segmentation of these respondents revealed three distinct categories: 17% were categorized as non-sales, 32% as sales personnel, and 51% as part of Sales Partnerships. Notably, a significant majority (90%) of the respondents possessed less than 15 years of service, while a mere 10% boasted more than 15 years of tenure. The primary aim of the initial assessment centered on gauging both the validity and reliability of the data, as indicated in Table 1.

Table 1. Validity and Reliability

Variables	Items	Factor Loadings	AVE	Cronbach's Alpha	Composite Reliability				
Innovation Capabilities	IC1	0.809	0.651	0.909	0.928				
	IC2	0.857							
	IC3	0.863							
	IC4	0.872							
	IC5	0.735							
	IC6	0.650							
	IC7	0.838							
Knowledge Sharing	KS1	0.645	0.546	0.895	0.915				
	KS3	0.723							
	KS4	0.721							
	KS5	0.758							
	KS6	0.810							
	KS7	0.825							
	KS9	0.763							
	KS10	0.669							
	Leader-Member Exchange	LMX1				0.858	0.698	0.856	0.902
		LMX2				0.881			
LMX3		0.837							
LMX4		0.761							

Table 1 offers compelling evidence supporting strong construct and convergent validity, evident through the consistent presence of overall loading factor values surpassing 0.5. Moreover, the AVE column affirms the robustness of the variables, each boasting an AVE value exceeding 0.5, reinforcing the presumption of convergent validity. To assess reliability, Cronbach's alpha and composite reliability values were employed, all of which exceeded the 0.5 benchmark, affirming the fulfillment of these criteria. The table presents the measurement model results for three key variables: Innovation Capabilities (IC), Knowledge Sharing (KS), and Leader–Member Exchange (LMX). Each construct demonstrates good reliability and validity based on factor loadings, Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability values. The IC construct is measured by seven indicators (IC1–IC7), with factor loadings ranging from 0.650 to 0.872, an AVE of 0.651, a Cronbach's Alpha of 0.909, and Composite Reliability of 0.928, indicating strong internal consistency and convergent validity. KS is measured by ten indicators (KS1–KS10), showing loadings between 0.645 and 0.825, an AVE of 0.546, a Cronbach's Alpha of 0.895, and Composite Reliability of 0.915, which also indicate good reliability. LMX consists of four indicators (LMX1–LMX4), with loadings from 0.761 to 0.881, an AVE of 0.698, a Cronbach's Alpha of 0.856, and Composite Reliability of 0.902. These results confirm the adequacy of all constructs for structural modeling. Additionally, the R² values show that Innovation Capabilities are explained by 66.1% of the variance, while LMX is explained by 45.0%, indicating strong explanatory power of the model.

Table 2. R Square

Dependent Variable	R ² Value
Innovation Capabilities	0.661
Leader-Member Exchange (LMX)	0.450

Table 2 show that coefficient of determination (r-square) of 0.661 unveils that the independent variable significantly accounts for 66.1% of the variance in the dependent variable, underscoring the pivotal role of both knowledge sharing and LMX. Additionally, the variable knowledge sharing manifests an ability to elucidate 45% of the variance in the LMX variable. For a clearer comprehension of the testing concerning the outer model, Figure 1 provides a visual representation, enhancing the understanding of these relationships.

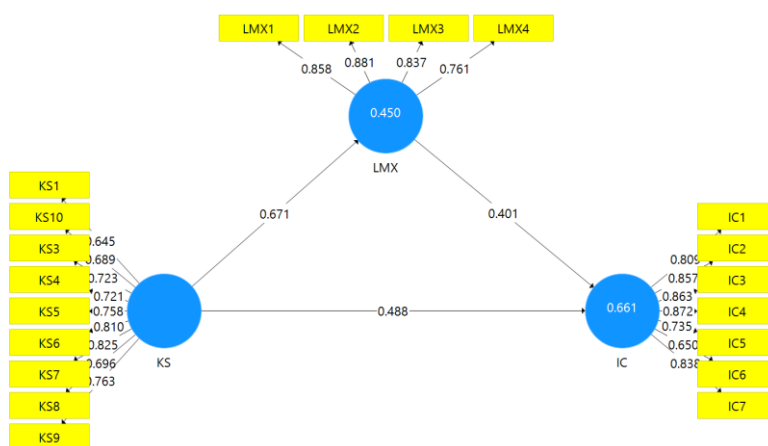


Figure 2. Outer model

Figure 2 presents a structural model illustrating the relationships among Knowledge Sharing (KS), Leader–Member Exchange (LMX), and Innovation Capability (IC). The model demonstrates that KS has a strong positive effect on LMX, with a path coefficient of 0.671, and also directly influences IC with a coefficient of 0.488. Additionally, LMX has a significant, though weaker, effect on IC, with a coefficient of 0.401. Each latent construct is measured by several observed indicators, all of which show satisfactory loading values above 0.6, indicating good convergent validity. For example, LMX is measured by four indicators (LMX1–LMX4) with loadings ranging from 0.761 to 0.881. Similarly, KS is measured by ten indicators (KS1–KS10), and IC is measured by seven indicators (IC1–IC7), all reflecting strong contributions to their respective constructs. The R² values indicate that LMX explains 45% of the variance and IC explains 66.1%, suggesting that the model accounts well for innovation capability in relation to knowledge sharing and leader-member exchange. Following the assessment of the outer model, this study commenced by conducting a significance test to scrutinize the relationship between knowledge sharing and innovation capabilities.

Table 3. Direct and Indirect Effect

Effect Type	Path	Original Sample (O)	T Statistics (O/STDEV)	P Values
Direct Effect	KS → IC	0.488	6.970	0.000
	KS → LMX	0.671	15.646	0.000
Indirect Effect	LMX → IC	0.401	5.425	0.000
	KS → IC	0.269	5.351	0.000

As depicted in Table 3, the validation of Hypotheses 1, 2, and 3 is substantiated by notably high t-statistics, surpassing the threshold of 1.96. Additionally, the overall hypothesis reveals a positive association supported by the original sample’s values. Notably, the indirect associations linked to the LMX variables have been validated, underscoring their potential as mediating factors within this model.

Moreover, this study delves deeper into the mediation capacity of LMX by stratifying the duration of employment into two distinct categories: less than 15 years and more than 15 years. This stratification aims to uncover the scenarios wherein LMX potentially mediates. Furthermore, insights gleaned from Figure 2 offer additional perspectives.

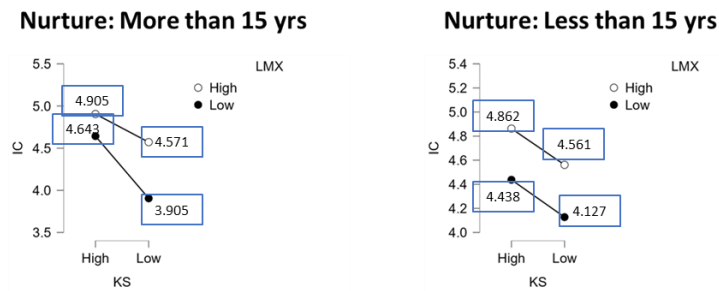


Figure 3. ANOVA Two-Way Interaction

The Figure 3 representation suggests that the mediating influence of LMX varies based on the duration of employees' tenure. Specifically, for individuals with over 15 years of service, LMX emerges as a pivotal factor in cultivating innovation capabilities, especially in contexts characterized by limited knowledge-sharing practices. In situations where employees boast over 15 years of tenure yet engage in limited knowledge sharing, the significance of Leader-Member Exchange (LMX) amplifies. When a seasoned employee maintains a robust rapport with their leader (indicative of high LMX), the leader assumes a pivotal role as a substantial repository of knowledge. Leaders cognizant of the inherent value within long-standing employee expertise hold the capacity to facilitate seamless knowledge transmission and bolster collaborative efforts. This recognition underscores the leader's potential as a catalyst for fostering knowledge dissemination and enhancing cooperative endeavors within the organizational framework.

Leaders possess the capacity to inspire senior employees to engage more actively in sharing their expertise, particularly in scenarios where the overall organizational culture pertaining to knowledge sharing lacks robustness. Establishing positive Leader-Member Exchange (LMX) relationships can empower senior employees to actively partake in innovation endeavors, even amidst a context where overall knowledge sharing levels might not be particularly elevated. It's crucial to acknowledge that these variables hinge on interpersonal connections, leader-driven motivation, and the voluntary engagement of senior employees in innovation initiatives. In instances where these components converge, Leader-Member Exchange (LMX) assumes a pivotal role in enhancing innovation capabilities, even within organizational contexts where the overall culture of knowledge sharing tends to be less pronounced (Raghuvanshi et al., 2019; Raghuvanshi & Garg, 2022).

DISCUSSION

According to Gaudet and Tremblay (2017), understanding respondent demographics and the trustworthiness of collected data provides essential context for evaluating the complex dynamics among knowledge sharing, Leader-Member Exchange (LMX), and innovation capability. The study ensures a comprehensive overview through balanced gender and job role representation. The predominance of respondents with less than 15 years of experience suggests a youthful, dynamic workforce, enhancing external validity by encompassing diverse viewpoints. As noted by Beran and Violato (2010), methodological rigour is evident through strong reliability indicators (e.g., Cronbach's alpha, composite reliability) and validated construct and convergent validity. These robust metrics (see Table 1) provide a credible basis for subsequent analysis, ensuring accuracy and reinforcing the study's reliability. Chi (2021) emphasizes the significance of internal enablers in shaping innovation capacity. In this study, r-square values reveal substantial explanatory power for knowledge sharing and LMX in predicting innovation capability. Figure 1 visually illustrates the interrelationships among variables, strengthening the conceptual framework and underscoring the interconnected nature of these constructs. This visualization confirms the influential roles of both knowledge sharing and LMX in shaping innovation outcomes.

As supported by Raghuvanshi et al. (2019), t-statistics presented in Table 2 validate the hypothesized relationships, confirming a positive association between knowledge sharing and innovation capability. This empirical evidence highlights the mediating role of LMX, aligning with studies such as Simosi et al. (2023) which position LMX as a critical conduit in linking individual behavior to organizational performance. These findings add depth to the conceptual model by clarifying the mechanisms through which LMX supports innovation via enhanced knowledge exchange. Anand et al. (2018) further emphasize that LMX functions as a “linking pin” in shaping workgroup dynamics, especially when tenure is taken into account. Figure 2 classifies LMX’s mediating effects by employment length, showing that employees with more than 15 years of tenure derive greater innovation benefits through high-quality LMX relationships. This reinforces the idea that long-term relational trust amplifies LMX’s impact.

Dhar (2016) highlights the role of ethical leadership in promoting service innovation, a notion that resonates with the current study’s insights. Leaders, functioning as both information hubs and sources of motivation, are instrumental in fostering a knowledge-sharing culture. This aligns with Iqbal et al. (2019), who state that effective knowledge management and leadership foster organizational performance through enhanced innovation. As argued by Minh et al. (2017), leadership technical competence significantly drives innovation and learning behavior. The present findings also highlight how LMX fosters innovation by facilitating voluntary engagement, interpersonal trust, and motivation. These dynamics are further supported by Raghuvanshi and Garg (2022), who affirm the critical role of leader-follower relationships in strengthening innovation capacities, particularly in knowledge-constrained environments. In summary, the study confirms that knowledge sharing and LMX are vital in enhancing innovation capabilities. It emphasizes the importance of interpersonal connections, leadership-driven motivation, and contextual mediation based on tenure. These insights reinforce previous literature and contribute meaningfully to the understanding of innovation dynamics in organizational settings (Rockstuhl et al., 2012; Ayub et al., 2017; Tikas, 2023).

CONCLUSION

This study revealed several key findings. The sample was gender-balanced and occupationally diverse, with 51% involved in sales partnerships and 90% having under 15 years of tenure. Measurement validity and reliability were confirmed, and knowledge sharing was shown to explain 66.1% of the variance in Leader–Member Exchange (LMX), which significantly mediated the relationship between knowledge sharing and innovation, particularly across tenure groups. Leaders played a central role in knowledge dissemination and innovation by fostering motivation, interpersonal connection, and voluntary engagement. These findings underscore the importance of LMX in shaping knowledge processes and innovation capacity.

Practically, leaders should focus on cultivating strong relationships, especially with experienced employees, to facilitate tacit knowledge transfer. Organizations must also implement formal mechanisms such as digital platforms, idea-sharing forums, and innovation recognition programs. Leadership development should prioritize personalized communication and innovation engagement. Theoretically, the findings strengthen LMX’s role as a dynamic mediator in knowledge-sharing and innovation models. The study is limited by its focus on a single organization, affecting generalizability. Future research should include diverse industries and organization sizes, consider moderating factors like culture or leadership style, and adopt longitudinal or mixed-method designs to gain richer insights into leadership and knowledge dynamics.

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