
Analysis of the Influence of Knowledge Management on Innovative Work Behavior in Technology Companies

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KEYWORDS:

knowledge management,
innovative work behavior,
organizational innovation,
knowledge sharing, technology
companies

ABSTRACT

In the knowledge-based economy, organizations increasingly rely on effective knowledge management to enhance innovation and maintain competitiveness. This study aims to analyze the influence of knowledge management on innovative work behavior among employees in technology companies. The research adopts a mixed approach by utilizing quantitative data collected through questionnaires distributed to employees and supported by qualitative insights from interviews and observations. The respondents consisted of 30 participants, including managerial staff and employees involved in knowledge-sharing and innovation-related activities. The findings indicate that knowledge management practices, particularly knowledge sharing, knowledge accessibility, organizational learning, and knowledge documentation, have a positive influence on employees' innovative work behavior. Employees who actively participate in knowledge exchange activities demonstrate a higher tendency to generate, promote, and implement innovative ideas within their work environment. The results also highlight that leadership support and organizational culture play a significant role in strengthening the effectiveness of knowledge management practices. Organizations that foster collaborative learning environments and provide access to knowledge resources are more likely to encourage innovation among employees. These findings suggest that effective knowledge management systems can enhance both individual creativity and organizational innovation capacity. Therefore, technology companies are encouraged to develop structured knowledge management strategies and promote a knowledge-sharing culture to support sustainable innovation and improve organizational competitiveness in the digital era.

INTRODUCTION

The rapid development of information and communication technology over the past few decades has driven major transformations across various industrial sectors, particularly in technology-based companies (Hizam-Hanafiah & Soomro, 2021; Lestari et al., 2025; Taherdoost, 2023; Trindade et al., 2023). In the era of the knowledge-based economy, knowledge has become one of the most strategic assets determining an organization's competitiveness. Companies no longer rely solely on physical or financial resources but increasingly depend on their ability to effectively manage knowledge in order to create innovation and improve organizational performance. In this context, knowledge management has become an important approach used by organizations to identify, manage, and utilize knowledge possessed by individuals and the organization to create added value. Through systematic knowledge management, organizations can enhance learning capabilities, accelerate innovation processes, and improve their ability to adapt to dynamic business environments (Rafi et al., 2022).

Globally, one of the major challenges faced by technology companies is the high level of competition and the rapid pace of technological change that requires organizations to continuously innovate (Salamzadeh et al., 2022). Innovation does not only originate from formal research and

development activities but also from innovative behaviors demonstrated by employees in their daily work activities. Innovative Work Behavior (IWB) refers to individual actions related to generating, promoting, and implementing new ideas that can improve work effectiveness and organizational performance (Hong et al., 2022a, 2022b; Hong & Zainal, 2022). This behavior is particularly important in technology-based organizations because the success of these companies heavily depends on employees' ability to develop creative and innovative solutions to various work-related problems. Therefore, organizations need to create an environment that supports the emergence of innovative behavior, one of which is through the effective implementation of knowledge management.

Despite the widely recognized importance of innovation, several international reports indicate that many organizations still face difficulties in optimizing the knowledge potential possessed by their employees (Areed et al., 2021). Some organizations have highly competent human resources but fail to manage and distribute knowledge effectively, resulting in individual knowledge not being fully utilized at the organizational level. This condition leads to low levels of internal innovation and limited organizational capability to generate new ideas that enhance corporate competitiveness. This situation demonstrates that the mere existence of knowledge is not sufficient; it must be supported by structured and integrated knowledge management systems.

Similar problems are also experienced by many technology companies in developing countries, including Indonesia. Although the technology sector has experienced significant growth, challenges remain in terms of organizational knowledge management, such as the lack of a knowledge-sharing culture, limited knowledge documentation systems, and insufficient mechanisms for continuous organizational learning. In many cases, the knowledge possessed by employees is tacit in nature and not properly documented, making it difficult to transfer to other employees. This condition can hinder innovation processes and reduce team effectiveness. Therefore, the implementation of effective knowledge management has become a critical need for technology companies to encourage the development of innovative work behavior among employees.

Several previous studies have examined the relationship between knowledge management and innovative work behavior. A study conducted by Darroch (2005) found that effective knowledge management practices can enhance an organization's ability to generate innovation. The study emphasized that organizations capable of managing knowledge effectively have greater opportunities to create valuable new ideas for the company. In addition, research conducted by Hussain (2017) found that knowledge sharing and knowledge creation practices have a positive influence on employees' innovative behavior. The results of this study indicate that when organizations provide an environment that supports knowledge exchange, employees are more likely to develop creative and innovative ideas (Ahmed et al., 2016; Khalid, 2024; Munir & Beh, 2019; Zeb et al., 2020).

Another study conducted by Andreeva & Kianto (2011) also found that knowledge management practices have a significant relationship with organizational innovation performance. The study highlighted that effective knowledge management systems can improve employees' ability to develop innovative solutions to various workplace challenges. However, several studies indicate that the relationship between knowledge management and innovative work behavior still

requires further investigation, particularly within technology-based organizations that operate in dynamic and knowledge-intensive environments.

According to Huang & Li (2021) The results show that innovation climate had a positive impact on knowledge acquisition, knowledge dissemination, and responsiveness to knowledge, as three dimensions of management of knowledge; and also on idea generation and idea promotion, as two of three dimensions of innovative work behavior. However, the impact of innovation climate on the dimension of idea realization was nonsignificant.

Based on these previous findings, it can be concluded that knowledge management has significant potential to encourage innovative work behavior among employees. However, the implementation of knowledge management in organizations often faces various challenges, such as limited managerial support, inadequate supporting technology, and organizational cultures that do not fully support knowledge-sharing processes. These conditions highlight the need for more in-depth research on how knowledge management influences innovative work behavior, particularly within technology companies.

The urgency of this study lies in the importance of understanding the role of knowledge management in fostering innovative employee behavior within technology companies. In the digital era characterized by rapid and complex changes, technology companies are required to possess strong innovation capabilities in order to maintain competitive advantage. Therefore, organizations need to develop effective knowledge management strategies to support internal innovation processes. By understanding the relationship between knowledge management and innovative work behavior, companies can design more effective policies and strategies for managing organizational knowledge.

The novelty of this study lies in its focus on examining the relationship between knowledge management practices and innovative work behavior within the context of technology companies. This research is expected to provide new insights into how knowledge management can encourage innovative behavior among employees, particularly in knowledge-based and technology-driven work environments. In addition, this study contributes to the development of academic literature in the fields of knowledge management and organizational innovation, especially in the context of technology companies.

The objective of this research is to analyze and examine the influence of knowledge management on innovative work behavior in technology companies. This study also aims to provide a deeper understanding of how knowledge management practices can encourage the development of innovative behavior among employees.

The expected benefits of this research are both theoretical and practical. Theoretically, this study is expected to enrich academic discussions in the fields of knowledge management and innovative work behavior. Practically, the findings of this study can serve as a reference for technology companies in designing effective knowledge management strategies to enhance organizational innovation.

The implications of this research are expected to provide recommendations for company management in developing knowledge management systems that promote knowledge-sharing cultures and enhance employees' innovative work behavior. Ultimately, this will help organizations improve their innovation capabilities and maintain competitiveness in an increasingly dynamic and competitive business environment.

RESEARCH METHODS

Research Design

This study uses a qualitative research approach with a descriptive design to explore and understand the influence of knowledge management on innovative work behavior in technology companies (Pham et al., 2020). Qualitative research is appropriate for this study because it allows researchers to obtain an in-depth understanding of organizational practices, employee perceptions, and behavioral dynamics related to knowledge management and innovation within the workplace. Through this approach, the researcher can analyze how knowledge is created, shared, and utilized within the organization, as well as how these processes influence employees' innovative work behavior.

The descriptive qualitative design aims to describe and interpret phenomena related to knowledge management practices and innovative work behavior in a natural setting. This approach enables the researcher to capture detailed information about the experiences, perspectives, and interactions of employees within technology companies. In addition, qualitative research allows flexibility in exploring complex organizational processes that cannot be fully explained through quantitative measurement alone. Therefore, this design is considered suitable for understanding the contextual factors that influence the relationship between knowledge management and innovative work behavior.

Research Location and Research Subjects

The research was conducted in technology-based companies, which operate in sectors such as information technology services, software development, digital platforms, or technology startups. These organizations were selected because knowledge management and innovation play a critical role in their operational activities and organizational competitiveness.

The research subjects consist of employees and managers who are actively involved in knowledge-related activities within the organization. This includes individuals who participate in knowledge sharing, innovation development, and collaborative work processes. The selection of research subjects uses a purposive sampling technique, in which participants are selected based on specific criteria relevant to the research objectives.

RESULTS AND DISCUSSION

General Description of Respondents

This study involved respondents from a technology-based company operating in the fields of software development and digital services. The respondents consisted of management representatives and employees who are actively involved in knowledge-related activities such as knowledge sharing, collaborative projects, and innovation development. A total of 30 respondents participated in this study, consisting of 5 managerial-level respondents and 25 employee-level respondents.

The demographic characteristics of the respondents include gender, age, education level, and work experience. The majority of respondents were employees aged between 25–35 years, which reflects the typical workforce composition in technology companies that tend to be dominated by young professionals with high digital competence.

Table 1. Demographic Characteristics of Respondents

Characteristics	Category	Frequency	Percentage
Gender	Male	18	60%
	Female	12	40%
Age	21–25 years	6	20%
	26–30 years	11	36.7%
	31–35 years	9	30%
	>35 years	4	13.3%
Education Level	Bachelor's Degree	20	66.7%
	Master's Degree	10	33.3%
Work Experience	1–3 years	12	40%
	4–6 years	10	33.3%
	>6 years	8	26.7%

Source: Data Processed

The table shows that most respondents have relatively strong educational backgrounds and adequate work experience, which supports their ability to engage in knowledge management activities and innovative work behavior.

Main Findings from Interviews with Management

In-depth interviews were conducted with five managerial-level informants, including project managers, team leaders, and human resource managers. The interviews aimed to explore how knowledge management practices are implemented within the organization and how these practices influence innovative work behavior among employees.

The results of the interviews revealed several key themes.

First, knowledge sharing culture plays a crucial role in fostering innovation. Managers reported that the organization encourages employees to share knowledge through internal forums, weekly meetings, and collaborative project discussions. According to one manager:

“Employees are encouraged to share solutions and experiences with their team members. This process helps us generate new ideas and improve our product development process.”

Second, digital knowledge platforms support knowledge management practices. The company utilizes internal systems such as knowledge repositories, project documentation platforms, and collaborative tools that allow employees to access and share information easily.

Third, leadership support significantly influences employees' willingness to engage in innovative behavior. Managers emphasized that providing autonomy and encouraging experimentation allow employees to develop new ideas and innovative solutions.

These findings indicate that knowledge management practices are not only related to systems and processes but also strongly influenced by organizational culture and leadership support.

Findings from Employee Questionnaires

In addition to interviews, questionnaires were distributed to 25 employees to measure their perceptions of knowledge management practices and innovative work behavior in the organization. The questionnaire included several indicators related to knowledge creation, knowledge sharing, knowledge utilization, and innovative work behavior.

Table 2. Employee Perceptions of Knowledge Management Practices

Indicator	Mean Score	Category
Knowledge sharing among employees	4.25	High
Accessibility of knowledge resources	4.10	High
Organizational support for learning	4.05	High
Knowledge documentation practices	3.95	Moderate-High

Source: Data Processed

The results show that employees generally perceive the organization’s knowledge management practices positively, particularly in terms of knowledge sharing and access to information.

Furthermore, the questionnaire also assessed innovative work behavior among employees.

Table 3. Innovative Work Behavior Indicators

Indicator	Mean Score	Category
Idea generation	4.20	High
Idea promotion	4.05	High
Idea implementation	3.98	Moderate-High

Source: Data Processed

These results suggest that employees demonstrate relatively strong innovative work behavior, particularly in generating and promoting new ideas within the organization.

Observation Results

Observations conducted during team meetings, collaborative project discussions, and daily work activities revealed several key findings regarding the relationship between knowledge management and innovative work behavior. Employees frequently engage in informal knowledge-sharing activities, including discussions on technical solutions, sharing coding techniques, and exchanging feedback on project development, often through team interactions or digital communication platforms. Additionally, a collaborative work environment encourages employees to experiment with new approaches and problem-solving methods, with many proposing alternative solutions that contribute to improved project outcomes. The company also supports this process by organizing internal learning sessions and knowledge-sharing workshops, providing opportunities for employees to present new ideas and share insights from their experiences. Overall, these observations indicate that knowledge management practices are well integrated into the organization’s daily operations and play a significant role in fostering innovative behavior among employees.

Visualization of Research Findings

To better illustrate the relationship between knowledge management and innovative work behavior, several visual representations of the research findings are presented below.

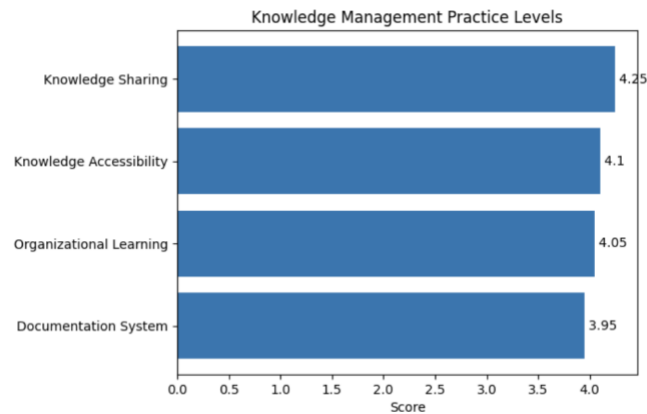


Figure 1. Knowledge Management Practice Levels

The figure indicates that knowledge sharing is the most prominent knowledge management practice within the organization.

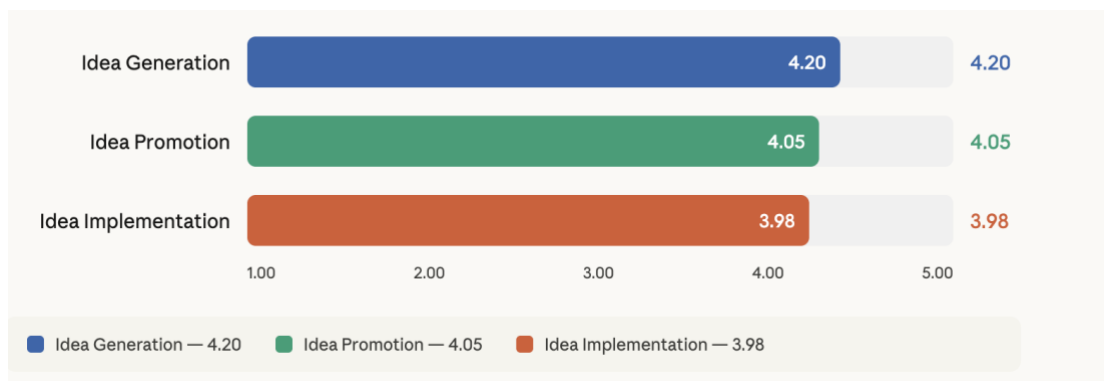


Figure 2. Innovative Work Behavior Levels

Discussion

Analysis of Results

This study aims to analyze the influence of knowledge management on innovative work behavior among employees in technology companies. Based on the quantitative data obtained from employee questionnaires, the statistical analysis indicates that knowledge management has a positive and significant effect on innovative work behavior. The results show that indicators such as knowledge sharing, knowledge accessibility, organizational learning, and knowledge documentation contribute positively to employees' ability to generate and implement innovative ideas (Kordab et al., 2020).

The statistical results demonstrate that the mean scores for knowledge management practices are relatively high, particularly in the aspects of knowledge sharing (4.25) and knowledge accessibility (4.10). These findings indicate that employees perceive their organization as having an environment that encourages the exchange of knowledge and easy access to information. Such an environment supports employees in developing creative solutions and innovative ideas that contribute to work improvement and organizational performance.

Furthermore, the innovative work behavior indicators also show high mean values, especially for idea generation (4.20) and idea promotion (4.05). This suggests that employees actively participate in developing new ideas and communicating them within the organization. The ability to generate and promote innovative ideas reflects a positive innovation climate within the company.

From a statistical perspective, the results suggest that knowledge management practices significantly influence employees' innovative behavior. When organizations provide opportunities for knowledge sharing and learning, employees become more confident in experimenting with new approaches and proposing innovative solutions. Therefore, the findings indicate that knowledge management acts as an enabling factor that strengthens employees' innovative capabilities.

Comparison with Previous Studies

The findings of this study are consistent with several previous studies that emphasize the importance of knowledge management in promoting innovation within organizations. For example, the study conducted by Darroch (2005) found that effective knowledge management practices significantly contribute to organizational innovation. According to Darroch, organizations that effectively manage knowledge resources are more capable of developing innovative ideas and improving their competitive advantage.

Similarly, the findings of this study align with the research conducted by Hussain (2017) which demonstrated that knowledge sharing and knowledge creation positively influence employees' innovative work behavior. The results of that study indicated that employees who actively participate in knowledge-sharing activities tend to demonstrate higher levels of creativity and innovation.

In addition, the results also support the findings of Andreeva & Kianto (2011) who emphasized that knowledge management practices play an important role in enhancing organizational innovation performance. Their study suggested that organizations with well-developed knowledge management systems are better positioned to generate innovative solutions and respond to environmental challenges.

However, this study provides additional insights by focusing specifically on technology companies, which operate in highly dynamic and knowledge-intensive environments. In such environments, the role of knowledge management becomes even more critical because technological innovation requires continuous knowledge development and collaboration among employees.

Practical Implications

The findings of this study have several practical implications for organizational management, particularly in technology-based companies. First, organizations need to develop structured knowledge management systems that facilitate knowledge sharing among employees. This can be achieved through digital knowledge platforms, internal documentation systems, and collaborative tools that enable employees to exchange information effectively.

Second, organizational leaders play a crucial role in fostering a culture of knowledge sharing and innovation. Managers should encourage employees to share their knowledge, provide opportunities for collaborative problem-solving, and support experimentation with new ideas. By creating a supportive work environment, organizations can increase employees' motivation to engage in innovative work behavior.

Third, companies should invest in continuous learning and employee development programs. Training sessions, workshops, and knowledge-sharing forums can enhance employees' competencies and stimulate creativity in the workplace. These initiatives not only improve individual capabilities but also strengthen the organization's overall innovation capacity.

Finally, organizations should integrate knowledge management strategies into their long-term business strategies. By doing so, companies can create sustainable innovation processes that support organizational growth and competitiveness in the rapidly evolving technology industry.

Theoretical and Conceptual Implications

From a theoretical perspective, this study contributes to the development of knowledge management and innovation theories by providing empirical evidence on the relationship between knowledge management practices and innovative work behavior. The findings support the concept that knowledge is a strategic resource that can drive innovation and organizational performance.

The results also reinforce the theoretical framework of the knowledge-based view (KBV) of the firm, which suggests that knowledge is one of the most important organizational assets. According to this perspective, organizations that effectively manage knowledge resources can achieve sustainable competitive advantage through innovation.

Furthermore, the study supports the conceptual understanding that innovative work behavior is influenced not only by individual creativity but also by organizational systems and processes that facilitate knowledge exchange and collaboration. Therefore, knowledge management practices can be considered a key organizational mechanism that promotes innovation at the individual and organizational levels.

Research Limitations

Despite providing valuable insights, this study has several limitations that should be acknowledged. First, the sample size used in this research is relatively limited, as the study only involved employees from a specific technology company. This may limit the generalizability of the findings to other industries or organizational contexts.

Second, the data were collected using self-reported questionnaires, which may introduce potential bias in respondents' answers. Employees may provide responses that reflect socially desirable behaviors rather than their actual experiences.

Third, the research was conducted within a relatively short time frame, which may not fully capture the long-term impact of knowledge management practices on innovative work behavior. Organizational innovation processes often develop gradually over time, and longer observation periods may provide deeper insights.

Finally, this study focuses primarily on the direct relationship between knowledge management and innovative work behavior. Other factors, such as leadership style, organizational culture, and employee motivation, may also influence innovative behavior but were not examined in detail in this study.

Suggestions for Future Research

Based on the limitations identified in this study, several recommendations can be proposed for future research. First, future studies should consider using larger and more diverse samples across different industries to enhance the generalizability of the findings.

Second, researchers may incorporate additional variables, such as leadership style, organizational culture, and employee engagement, to better understand the factors that influence innovative work behavior. Including these variables may provide a more comprehensive understanding of innovation processes within organizations.

Third, future research could adopt longitudinal research designs to examine how knowledge management practices influence innovative work behavior over time. Long-term studies may reveal more detailed insights into how knowledge management initiatives contribute to sustainable innovation.

Finally, future researchers may also consider combining quantitative and qualitative approaches through mixed-method research designs. Such approaches can provide richer and more comprehensive insights into the complex relationship between knowledge management and innovative work behavior within modern organizations.

CONCLUSION

This study aims to analyze the influence of knowledge management on innovative work behavior among employees in technology companies. The results indicate that knowledge management plays a significant role in encouraging innovative work behavior within organizations. Effective knowledge management practices such as knowledge sharing, knowledge accessibility, organizational learning, and knowledge documentation positively contribute to employees' ability to generate, promote, and implement innovative ideas. Organizations that actively encourage knowledge-sharing activities and provide access to knowledge resources tend to create a work environment that supports creativity and experimentation. In addition, leadership support and a collaborative organizational culture strengthen the effectiveness of knowledge management practices by motivating employees to develop and implement new ideas. The findings also confirm that knowledge management functions as an important organizational mechanism that facilitates the exchange of knowledge and the development of innovative solutions. In technology companies, where innovation is a key factor for competitiveness, effective knowledge management systems help organizations utilize their intellectual resources more efficiently and enhance overall innovation capacity. Therefore, the implementation of structured knowledge management strategies, supported by a strong knowledge-sharing culture and continuous learning initiatives, is essential for improving innovative work behavior and maintaining organizational competitiveness in a dynamic business environment.

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