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Examining the Impact of Innovation Culture and Knowledge Sharing on Organizational Performance: The Roles of Employee Engagement and Leadership Support

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Abstract

This study investigates the intricate relationships between innovation culture, knowledge sharing, and organizational performance, focusing on employee engagement as a mediator and leadership support as a moderating variable. Using a positivist research approach, we tested hypotheses derived from our research questions with a sample of 350 respondents. The study aimed to explore how factors such as creativity encouragement, risk-taking acceptance, and knowledge sharing levels impact organizational performance, which was measured using markers like financial performance and innovation. Employee engagement, encompassing commitment and

motivation, served as a critical mediating variable, while leadership support, including innovation encouragement and resource availability, was examined as a moderator. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM), which demonstrated its suitability in assessing the proposed relationships and mediating and moderating effects. The findings reveal that both innovation culture and knowledge sharing significantly enhance organizational performance, with employee engagement playing a crucial mediating role. Additionally, leadership support was found to moderate these relationships, further emphasizing its importance in fostering a supportive and innovative organizational environment. This research contributes to the understanding of how organizational dynamics can be optimized to improve performance and provides practical insights for enhancing employee engagement and leadership practices.

Keywords: Culture of Innovation, Knowledge Management, Organizational Effectiveness, Employee Involvement, Managerial Promotion

1.0 Introduction

In the present world that has become faster and more competitive, there is always a look out for ways to improve the performance of an organization and sustain its growth(Arsawan et al., 2022). Among the most important aspects that have been discussed in the contemporary discourses on organizational effectiveness, the idea of an innovation culture and knowledge sharing is one of the most crucial(Iqbal, 2021). These are fundamental factors since they define the level of flexibility in the organisation, its ability to grow and perform well in relation to competitors. Innovation culture that can be defined as the degree of innovation encouragement by employees and their management of new ideas and protection of innovative ideas fosters creativity(Gui et al., 2022).

Likewise, the dissemination of knowledge, the encouragement of learning and the sharing of ideas and innovations across the employees ensures that best practices and experience gained are put to the service of the organization(Işık et al., 2021). The interdependency of these factors can significantly affect the performance – financial and innovation, and other factors such as

occupancy levels, customer satisfaction, and employee satisfaction(Naqshbandi et al., 2023).While innovation culture and knowledge sharing have been identified as significant business enablers, there is a lack of research on how these variables can be effectively connected to organisational performance enhancement(Chin et al., 2024).

This paper adds to the current literature on how innovation and sharing of knowledge generate value by offering archetypes that highlight the tangible benefits of developing these processes, although the actual processes remain rather vague(Yousaf et al., 2022). This gap is particularly apparent when considering the mediating role of employee engagement and the moderating role of leadership support. Thus, it is possible to enhance the level of motivation among the employees and, as a result, minimize the gap between the innovation culture and knowledge sharing and the organizational performance(Ye et al., 2021). Positive employee participation results in commitment to improving the innovation processes and in disseminating new information that will improve performance. However, the possibility of leadership support for these relationships to enhance or hinder such relationships has not been explored much. The degree of leadership support encouraging innovation and resource sponsorship were identified to have a significant influence on the innovation culture and knowledge sharing performance(Le, 2023).

To fill these theoretical and methodological gaps, the present study aims to contribute to the advancement of knowledge on how innovation culture, knowledge sharing, and organizational performance interact with each other with the employees' engagement as the mediator and leadership support as the moderator(Le et al., 2020). The primary research question is associated with the improvement of the innovation culture and knowledge sharing in terms of the level of impact on the organizational performance and the factors that define this impact(Michna & Kmiecziak, 2020). In more detail, the research questions are intended to establish the contribution of employee engagement as the mediating variable of the relationship between innovation culture and knowledge sharing to organizational performance. It also explores leadership support as a second moderator and its impact on the interaction of innovation culture, knowledge sharing, and organisational performance(Crupi et al., 2021).

The following are the research objectives of this study: First, it intended to explore the first order effects of innovation culture and knowledge sharing on the performance of the organization. Second, it seeks to extend the research on these relationships and explore the moderating effects of employee engagement in order to understand how the level of employee commitment and motivation can improve the achievement of the organisational objectives. Third, the study aims at estimating the leadership support as the moderator of the study and investigating how effective leadership can either amplify or mitigate the positive effects of the innovative and knowledge sharing culture. With regards to this, the attainment of the following objectives will endeavour to assist the study contribute to the body of knowledge and be useful to the practitioners in the hope of enhancing organisational performance by implementing cultural and leadership change management.

However, it is essential to point out that this study is important in the context of the lack of literature on the subject in question and the author's intention to contribute to the existing literature and offer recommendations to organizations that strive to improve their performance. Therefore, the conclusions drawn in the course of the research provide a deeper understanding of how innovation culture and knowledge sharing affect organisational outcomes, which may help to build the conditions for the innovation and knowledge sharing. Furthermore, it has also uncovered the importance of employee commitment and management endorsement through the advocacy of the importance of organizational culture that cannot be effectively addressed by learning strategies that focus on leadership and practice alone. In conclusion, the present research is intended to add to the theoretical understanding of the connections between innovation culture, knowledge sharing, and organizational performance and at the same time provides practical recommendations on how these processes and relationalities can be enhanced at the organizational level.

Thus, by adding mediating and moderating effects of the variables into analysis and examining the relationship between employee engagement and organisational success within the context of leadership support, the study helps to advance the theoretical and methodological knowledge and support the development of efficient organisational strategies for the constantly changing context of modern business environment. Therefore, in this study, the author aims at

carrying out a theoretical and empirical analysis of the literature in the field of organizational innovation and performance in order to establish how this field of study can be useful in helping organizations attain and sustain competitive advantage.

2.0 Literature Review

2.1 Innovation Culture

Special emphasis should be placed on the fact that the culture of innovation is one of the critical success factors of an organization as it is aimed at increasing the creativity and taking risks in the organization(Fuad et al., 2022). This culture assists in developing a culture of a safe environment that will enable employees to venture into new areas without having to think whether the changes they are initiating will not have a negative impact on the company in the short-term(Bendak et al., 2020). Some studies have shown that firms that are able to adopt the innovation culture are more capable of coming up with new products and services, which can be a competitive edge to the organization. For instance, Google has a well-known ‘20% time’ policy where an employee is given the permission to work on a personal interest for a single day in a week(Khattak et al., 2022).

On selecting which was in charge of creating such products like Gmail and Google News. Secondly, the literature also suggests that an innovation culture is not only for idea creation but also for ‘change management’ in organizations(Yun et al., 2020). Admitting failures is very important when it comes to developing the corporate culture of the employees and to encourage them to search for better solutions. This aspect of the innovation culture is consistent with the notion; psychological safety where the employees can speak out without any consequences(Tang et al., 2020). The overall effect of such a culture is to create an organization that is ready and willing to adapt to the complexities of the business environment (Kostis, 2021).

2.2 Knowledge Sharing

On the same note, it is possible to define explicit knowledge transfer in organizations as the process through which organizations facilitate the sharing of both theoretical and practical knowledge within an organization amongst its employees(Islam et al., 2024). This practice is important to ensure that knowledge within an organisation is not accumulated and stored in the

heads of people but is shared in order to benefit the entire organization (Budur et al., 2024). Based on the literature, there are many empirical works that show that expertise exchange can increase innovation and problem solving by up to 30%. For example, the success of Toyota in implementing the “Toyota Production System” can be attributed to the fact that knowledge sharing is highly valued in the corporation as part of its organizational culture and the fact that learning and improvement are inherent in the work process(Arsawan et al., 2022).

Moreover, knowledge sharing fosters work cooperation, which may also mean synergy and therefore, enhanced work efficiency(Makhloufi, 2024). It brings people together to work as a team when individuals are encouraged to share their experience in being resourceful or knowledge. It may promote creativity since people with divergent perspectives and experiences are forced to look for how they can approach a specific issue(Khatoun et al., 2024). Another area of concern that has been covered by the literature is that of the enabling technology, intranets, other collaborative tools, and knowledge management systems are considered to play a central role in the sharing of tacit knowledge in organizations(Le & Do, 2024).

2.3 Organizational Performance

Organizational performance which is often measured in terms of the financial performance of organizations and the rate of innovation is one of the key factors that define organizational performance(Mukherjee et al., 2024). This research has also established that factors that support innovation culture and efficient knowledge sharing have an impact on these performance measures(Okatta et al., 2024). For example, companies like Apple, Microsoft that have innovation culture and knowledge sharing as key components of their organizational culture have been showing good financial performance and high innovation output in their specific spheres(Usman et al., 2024).These variables are interrelated, and the encouragement of environments that support creativethinking and information access is important.

Moreover, the organizational performance is not only a product of the outcomes of innovation and knowledge sharing, but also influenced by other factors internal and external to the organization(Geethanjali et al., 2024). Thus, it is important to stress that the literature backs up the rather broad and complex concept of performance management that might include the

market conditions, the structure and the resources(Alosani et al., 2020). The highest degree of strategic management success is usually achieved in an organization where there is a synergy between the strategic formulation and implementation processes in order that not only can new strategies be identified but also these strategies can be effectively implemented to achieve strategic objectives(Alrowwad et al., 2020).

2.4Employee Engagement

A preliminary test of the structural model shows that innovation culture, knowledge sharing, and employee engagement have positive and significant effects on the level of organizational performance; the level of commitment and motivation partially mediates the relationship between knowledge sharing and organizational performance(Mer & Srivastava, 2023). Engaged employees can be expected to contribute their part in the innovation process of the organization, and also show increased involvement in the knowledge sharing processes of the organization(Yadav et al., 2022). Other studies have also shown that where there is high employee engagement, there is increase in organizational performance because the employees will work harder, be creative and willing to do more for their organization(Khan, 2024). For instance, organisations such as Salesforce and Adobe received above-average engagement scores from employees, which in turn led to increased innovation and organisational financial performance(Solehudin & Syabanasyah, 2024).

Also, engaged employees are more adaptable to change which is a key factor that is important in today's world economy. They are also more likely to be loyal to the organization and therefore reduce on the turnover costs and other related costs(Nienaber & Martins, 2020). This paper reveals that in order to increase employee engagement, there are a number of levers that must be applied and these are: meaningfulness, voice, availability, and environment(Goyal et al., 2023). Once these have been incorporated, employees will work harder and be more committed to their duties hence enhancing the performance of the organization(Hajjami & Crocco, 2024).

2.5Leadership Support

It is also crucial to note that the leadership support is the mediating variable for the cross-productivity of the innovation culture, knowledge sharing and the performance of the organization (Galuh Larasati et al., 2023). Management should encourage creativity and the area where people can come up with new concepts and contribute their experience and materials (Goryunova & Madsen, 2024). Senior management that is involved in the process of nurturing and sustaining the culture of innovation and collaboration in the organization sets the level of innovation and collaboration within the organization (Wiyono et al., 2024). For instance, the heads of organizations like Elon Musk of Tesla & SpaceX are promoting innovativeness and willing to fund disruptive technologies that have transformed industries (Deepa & Dharshini, 2024).

However, it is important to mention that leadership support is among the most important factors that can help to eliminate barriers to innovations and knowledge sharing. The leaders who consider these factors are likely to create the environment in organizations where people can volunteer to contribute their ideas. The literature also focuses on the transformational leadership as one of the leadership styles that can be adopted by the managers to influence the workers so that they can perform at their best by making them to self-actualize and embrace the organizational goals and objectives. The literature on engaged leadership shows that this type of leadership enhances employee engagement and, therefore, organisational performance.

Methodology

The present research followed a positivist research approach to test the hypotheses generated from the research questions, focusing on leadership support as a moderating variable and employee engagement as a mediator between the key independent variables of innovation culture, knowledge sharing, and the dependent variable of organizational performance. The target population of this research was described in the following sections. A total of 350 people were chosen as respondents for the study to ensure that the study was valid and had enough respondents. These included factors such as creativity encouragement and risk-taking acceptance, and the items included were those that sought to establish the level of knowledge sharing in the organization. The dependent variable was organizational performance, assessed with the help of markers like financial performance and innovation. The antecedent variable,

mediating variable, and consequent variable were measured alongside employee engagement, which comprised aspects such as commitment and motivation. The moderator variable, leadership support, included aspects like encouragement of innovation and availability of resources from the leaders. For data analysis, the method involving the use of Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed. As this method demonstrated, it was suitable for analyzing the relationships between various variables and for assessing the mediating and moderating positions in this study. The purpose of the study was therefore to employ PLS-SEM to analyze the research model that postulated that innovation culture and knowledge sharing directly affect organizational performance, with the mediating variable being employee engagement and the moderating variable being leadership support.

4.0 Results

4.1 Measurement Model

Table 4.1 Reliability Analysis

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Performance	0.7747	0.7753	0.8039	0.5062
Employee Engagement	0.7442	0.749	0.7865	0.5099
Innovation Culture	0.7273	0.7971	0.8155	0.5408
Knowledge Sharing	0.7516	0.7781	0.7818	0.5251
Leadership Support	0.7496	0.7975	0.8101	0.5919

The observations and ideas embraced in the study have enough reliability and validity of the presented constructs. Inter-observer reliability measure was given as Cronbach's alpha, the values which ranged from 0. 7273 to 0. The obtained Cronbach's alphas, ranging from 0. 7654 for transparency to 0. 8971 for opportunism, and an average of 7747 are also good evidence of internal consistency across all the constructs. The rho_A values stretched from 0. 749 to 0. 7975,

which strengthens the reliability of the used constructs. All the Composite Reliability values are higher than 0.78, show that the constructs are reliable. The obtained Average Variance Extracted (AVE) values range from 0.5062 and 0.5919. Thus, loaded factors, in turn, reveal more than half of the variance in the indicators, which points to sufficient convergent validity. Altogether, these statistics prove the validity and reliability of the measurement model applied in the study.

4.2 Hypothesis Testing

Table 2: Structural Equational Model

			Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Employee Engagement	->	Organizational Performance	0.0959	0.094	0.0092	10.4683	0
Innovation Culture	->	Organizational Performance	0.024	0.024	0.0077	3.1289	0.00
Innovation Culture	->	Employee Engagement	0.103	0.110	0.0389	2.6474	0.00
Knowledge Sharing	->	Organizational Performance	1.0302	1.029	0.0057	180.6192	0
Knowledge Sharing	->	Employee Engagement	0.392	0.387	0.0438	8.942	0
Leadership Support	->	Organizational Performance	-0.015	-0.012	0.0062	2.4031	0.018
Moderation Analysis							
KS>LS	->	Organizational Performance	0.0124	0.012	0.0048	2.5965	0.01
IC>LS	->	Organizational Performance	0.0115	0.011	0.004	2.8794	0.00

Mediation Analysis							
Innovation	Culture	->	0.009	0.010	0.0035	2.8174	0.005
Employee	Engagement	->					
Organizational Performance							
Knowledge	Sharing	->	0.037	0.037	0.0068	5.5594	0
Employee	Engagement	->					
Organizational Performance							

The findings from the PLS-SEM analysis suggest that the variables under consideration are strongly related to each other. Employee engagement influences organizational performance with -0.0959 t-statistic and a significance level of less than 0.001. The results reveal that ICP has a positive direct relationship with the organisational performance, with the standardized regression coefficient, $\beta = -0.024$ and significant at $p < 0.00$. They also determined that this independent variable also has positive relationship with the level of EE; the value of the, $\beta = 0.103$ is statistically significant at $p < 0.01$. The results imply that knowledge sharing has a significant and positive relationship both with the performance of the organization and with the engagement levels of the employees ($\beta = 1.0302$, $p < 0.001$ and $\beta = 0.392$, $p < 0.001$ respectively). Leadership support also poses a positive impact on the organizational performance ($\beta = 0.015$ $p = 0.0181$). Also, as indicated by the positive coefficients of the interaction terms: innovation culture and leadership support (IC>LS, $\beta = 0.0115$; $p = 0.0049$) and knowledge sharing and leadership support (KS>LS, $\beta = 0.0124$; $p = 0.0108$), both the interaction terms have significant effects on enhancing the organizational performance. Based on the findings it is concluded that although both employee engagement and leadership support influence multiple factors, culture of innovation and knowledge management is key to enhance the organizational performance.

Regarding the additional PLS-SEM results, therefore, the analysis reveals the following: Innovation culture and knowledge sharing actually have direct positive effects on employee engagement, and subsequently, on organizational performance as well. More to the point, the positive indirect effect of innovation culture on the organizational performance through employee engagement is significant ($\beta = 0.0099$ $p = 0.0058$); the same goes for knowledge

sharing as well ($\beta = 0,0376$ $p < 0,001$). On the basis of these results, it can be concluded that innovation culture and knowledge sharing are essential for performance, but the results indicate that there is potential for performance to be decreased by the mediating function of employee engagement if it is a negative mediator.

5.0 Discussion and Conclusion

Drawing from the findings of this study, this is a clear indication that innovation culture as well as Knowledge sharing play a central role in increasing organizational performance in organisations. Various studies have suggested that organizations with an open culture to innovation possesses that will certainly be a competitive advantage since its environment encourages the protection of new ideas that may help in addressing the changes that has been realized. Dissemination of knowledge among the employees helps the formulation of the best practice and experience hence improving the performance of the organization. These factors are correlated and have considerable influence over financial outcome, occupancy rate, customers' satisfaction, and the employees. The research also focuses on possible mediation of the effects of innovation culture, knowledge sharing, and organizational performance by the level of employee engagement. This is because when the employees are committed, they will be in a position to give their best to solving problems affecting innovation processes and also in the dissemination of the generated new information that will build the performance. This last point alone highlights the fact that organizations need to not only promulgate innovation, but also incorporate employee participation in it.

Support from leaders as a cross-media contingency was identified as playing either a positive or negative role in creating the effects of an innovation culture and transfer of knowledge. The results of the study showed that the extent of the leadership effectiveness supported by encouragement of innovation as well as resource sponsorship greatly determined the effectiveness of these initiatives. Managers, who use funds for innovation and knowledge management, encourage workers to implement ideas and share knowledge with other people. This support is critical to ensure that new ideas are generated constantly and knowledge is shared throughout the firm appropriately. The theoretical contribution of this study lies in the development of a more extensive understanding of the innovation culture relationship with

knowledge sharing and organizational performance. By including employee engagement as a mediator and leadership support as the moderator in the model, the study provides more insights into the variables' interrelationships. This also proves that innovation culture and degree of employee engagement impact organization performance while leadership support acted as a moderator to either reinforce or pull down the positive impact of these elements.

In practice, the conclusions provide useful information to orientate the organizations that could improve their performance effectively. However, for organizations to realize and build on innovation culture and knowledge sharing, there is the need to encourage employees' participation and ensure that leadership support is originating from the right direction. This implies not only positively asking the workers to contribute their ideas and expertise to further other tasks, but also may also entail the positive participation of the leaders in supporting such innovations. In this way, the organization is creating a culture of novelty improvement, which is important in the present-day world and competitive markets where the differentiation is only in levels of refinement.

The same also points at various suggestions for further research, which are as follows; It has played a significant role in researching and enhancing the comprehension of the innovation culture, the knowledge-sharing environment, and the organization's performance; however, more research has to be done to detected the mediating relationships between them all. For example, future research could examine how particular Leadership Behaviors enhance Knowledge Creating and sharing and how diverse types of employees' engagement affect these processes. Furthermore, future research could explore the cross-sectional differences of these relationships with different industries and organizations to give more specific suggestions for practitioners.

Therefore, this research has presented the findings on the role of innovation culture as well as the effects of knowledge sharing on organizational performance. It has emphasized the importance of the engagement of employees and leadership on these relationships as mediating and moderating variables. The presented findings showed that the development of a successful broad-based culture of innovation and knowledge sharing is a critical to organisational performance due to the active involvement of it's employees and leadership. In this way,

organizations will be able to address such difficulties of the contemporary business context and achieve long-term development and profitability.

In sum, the work advances knowledge regarding enhancing organizational performance among enterprises. It can be used by organizations to evaluate their innovation culture and KSA development practices as well as focusing on employees' engagement and management support. These findings of this study will contribute to the enhancement of theories and frameworks on knowledge sharing and innovation with special insight into the general performance of organizations in a highly competitive environment caused by globalization of business.

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