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IMPACT OF LEADERSHIP STYLE ON EMPLOYEE CREATIVITY AND KNOWLEDGE SHARING IN THE IT INDUSTRY IN BOSNIA AND HERZEGOVINA

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Abstract

This research study examines the profound impact of transformational leadership within the complex ecosystem of Information Technology (IT) companies in Bosnia and Herzegovina, specifically focusing on its influence on employee creativity and knowledge sharing. In an era where innovation and information dissemination are central to competitive advantage, understanding the role of leadership in fostering such an environment is imperative. The study centers on the characteristics and practices of transformational leaders in the context of IT industries, investigating into how these leaders inspire, motivate, and stimulate creativity among their teams. This study uses quantitative and empirical methodologies, including surveys for data collection, and analyzing those using SPSS to determine the significance and predictive value of the variables selected. Furthermore, this investigation explores the pivotal role of transformational leaders in developing a climate of open communication and knowledge sharing among IT professionals. It studies how these leaders effectively communicate a convincing vision, encourage idea exchange, and promote a shared understanding, consequently fostering a collaborative environment ripe for information distribution and expertise creation. The findings



of this study offer actionable insights and practical implications for IT industry leaders seeking to embrace transformational leadership paradigms. By understanding the nuances and impact of transformational leadership on fostering creativity and knowledge sharing, leaders can leverage these insights to craft strategies that harness the full potential of their teams, driving innovation and enhancing organizational effectiveness within the dynamic IT landscape.

Keywords: Employee Creativity, Knowledge Sharing, Leadership, Transformational Leadership, IT Industry, Bosnia and Herzegovina

INTRODUCTION

Leadership is a dynamic and multifaceted concept that plays a pivotal role in guiding individuals, teams, and organizations towards common goals. Rooted in influence and inspiration, effective leadership involves the ability to motivate, communicate, and make strategic decisions. As a critical element in personal and professional development, leadership covers a diverse range of skills and styles that shape the direction and success of individuals and collective efforts. In this ever-evolving landscape, understanding and improving leadership capabilities are essential for navigating challenges and fostering positive change.

There are various leadership styles, each characterized by distinct approaches to decision-making, communication, and team management. Transformational leadership as one of these styles which represents a change in thinking in the realm of organizational influence, encapsulating a style that inspires and motivates individuals to transcend their limitations and achieve extraordinary outcomes. Pioneered by notable scholars such as James MacGregor Burns (1979) "Leadership" and Bass, B. M. (1985) in his book "Leadership and Performance Beyond Expectations", the transformational leadership approach revolves around empowering followers by fostering a collective sense of purpose, encouraging innovation, and cultivating a supportive environment conducive to personal and professional growth. This introduction sets the stage to explore the profound impact of transformational leadership, drawing from the insights of important figures who have shaped this influential leadership model.

In the ever-evolving landscape of Information Technology (IT) industries, the role of leadership stands as a requirement in managing organizations toward innovation and competitive advantage. Among the various leadership paradigms, transformational leadership has emerged as a critical factor in fostering environments conducive to creativity and knowledge sharing. This paper investigates into the profound influence of transformational leadership on

employee behaviors, particularly focusing on its impact on stimulating creativity and facilitating knowledge exchange within IT companies.

The essence of transformational leadership lies in its ability to inspire and motivate individuals beyond the mere execution of tasks, compelling them to envision and strive for a collective purpose. Within the IT domain, where groundbreaking innovations and continuous learning are essential, the attributes and practices of transformational leaders play a pivotal role in shaping organizational dynamics.

Furthermore, in a knowledge-intensive field like IT, the sharing of expertise is vital for organizational learning and adaptability. Transformational leaders, with their emphasis on communication, collaboration, and knowledge exchange, are poised to influence the extent to which employees share their insights and experiences. By exploring the impact of transformational leadership on knowledge-sharing behaviors, this study aims to shed light on how leaders can cultivate an atmosphere where information flows seamlessly, facilitating continuous learning and improvement.

The findings of this study are expected to offer practical implications for IT industry leaders, providing insights into how embracing and implementing transformational leadership principles can effectively nurture creativity and enhance knowledge sharing among employees, contributing to organizational success in this fast-paced and competitive sector.

Research Objectives

By addressing these objectives, the study aims to provide a comprehensive analysis of the impact of transformational leadership on employee creativity and knowledge sharing, offering insights that can be applied both in theoretical research and practical organizational settings within the IT sector.

Assessing the Influence of Transformational Leadership and examine how transformational leadership practices affect employee creativity and knowledge-sharing behaviors within IT organization. Understanding the Relationship with Employee Creativity to investigate the specific mechanisms through which transformational leaders inspire and foster creativity among IT professionals.

Analyzing Knowledge Sharing Dynamics and explore how transformational leadership contributes to creating an environment conducive to open communication and collaborative knowledge-sharing practices among employees. Evaluating Organizational Outcomes to assess the broader organizational outcomes resulting from transformational leadership in terms of innovation, adaptability, and overall competitive advantage in the IT industry.

Contribution of the study

This study makes significant contributions on both theoretical and practical fronts, representing an advancement over prior research in this field. It extends and enriches the existing body of knowledge, building upon foundational studies related to these subjects.

From a theoretical standpoint, this study enriches existing literature by diving into the complex connections between leadership styles and two crucial aspects of organizational dynamics employee creativity and knowledge sharing. By exploring these relationships, the study contributes to a deeper understanding of the significant influences that various leadership styles can have on the creative processes within a team and the sharing of knowledge among employees.

On a practical level, the findings of this study can serve as a valuable guide for organizational leaders and managers seeking to optimize their leadership approaches. Recognizing that leadership styles play a pivotal role in shaping the work environment, the study emphasizes the practical importance of aligning leadership strategies with the promotion of employee creativity and knowledge sharing. This insight can aid in the development of targeted leadership training programs and interventions to foster a workplace culture that stimulates innovation and effective knowledge exchange.

LITERATURE REVIEW

The combined themes and discoveries underscore the multifaceted nature of transformational leadership, impacting diverse facets of employee creativity and knowledge sharing in the IT industry. The literature indicates that transformational leaders play a crucial role in shaping the organizational culture, nurturing innovation, and establishing an atmosphere where employees feel motivated to actively contribute to creative endeavors and share their knowledge.

Leadership

Leadership is the skill of guiding, motivating, and influencing others towards a shared objective or vision. It incorporates effective communication, decision-making, and the capability to inspire individuals or teams to realize their maximum potential. Leadership manifests in diverse styles, spanning from directive and transactional to transformative and inspirational, adjusting to the needs and objectives of the organization or community.

Transformational leadership

Transformational leadership is a leadership approach that focuses on inspiring and motivating followers to achieve greater levels of performance and personal development. This

style emphasizes the creation of a shared vision that aligns with the organization's goals, fostering innovation by encouraging creative thinking and problem-solving. Transformational leaders also strive to create positive organizational change by empowering their followers and promoting a culture of continuous improvement and adaptation. Overall, transformational leadership aims to elevate both individual and organizational performance through inspiration, motivation, and a focus on growth and positive change.

Transformational leadership, as conceptualized by James MacGregor Burns (1979) in his seminar work "Leadership", is a style of leadership that seeks to inspire and empower followers to achieve extraordinary outcomes by appealing to their higher-order needs and aspirations. At its core, transformational leadership involves the creation of a shared vision that resonates with followers' values and ideals, mobilizing them to work towards a common purpose with enthusiasm and dedication.

One of the distinguishing features of transformational leadership is its emphasis on individualized consideration, wherein leaders demonstrate genuine concern for the needs and development of each follower. This personalized approach fosters trust and loyalty, creating a supportive environment where individuals feel valued and motivated to contribute their best efforts. Additionally, transformational leaders stimulate intellectual growth and innovation by challenging conventional thinking and encouraging followers to explore new ideas and perspectives.

Research by Avolio, B. J., and Bass, B. M. (1988) as „Transformational leadership, charisma, and beyond“, has highlighted the transformative impact of this leadership style on organizational performance and employee well-being. By fostering a culture of empowerment and collaboration, transformational leaders can enhance employee engagement, job satisfaction, and organizational commitment. Moreover, their ability to articulate a compelling vision and inspire collective action enables them to navigate complex challenges and drive meaningful change within their organizations.

Additionally, Bass, B. M., and Avolio, B. J. (1990 1993, and 1995) seminal works, "Multifactor Leadership Questionnaire," "Developing Transformational Leadership," and "Transformational Leadership and Organizational Culture," collectively contribute to the exploration of transformational leadership within the organizational context. The central theme underlying their research is the evaluation of transformational leadership, a phenomenon systematically assessed through the utilization of the Multifactor Leadership Questionnaire (MLQ). This instrument is identified as a crucial and valuable tool for comprehensively gauging the dimensions of transformational leadership within organizational settings.

The findings of their collective work underscore the pivotal role of the MLQ in the assessment of transformational leadership, affirming its significance in leadership research and practice. Furthermore, the research posits that transformational leadership extends beyond individual leadership styles, playing a vital role in shaping and influencing organizational culture. The leader, as a central figure, emerges as a key influencer in shaping the beliefs, values, and behaviors that define the organizational culture. Thus, the interconnection between transformational leadership and organizational culture is elucidated, highlighting the multifaceted impact of leadership on the broader organizational milieu.

Bass, B. M., and Riggio, R. E. (2006), "Transformational Leadership" (2nd ed.), constitutes a significant scholarly endeavor, engaging in an extensive exploration of the theme of transformational leadership with a specific emphasis on its conceptualization and practical applications. The main idea encapsulated in the work revolves around the thorough investigation of transformational leadership. The second edition of "Transformational Leadership" stands as an updated and comprehensive resource that delves into the theoretical underpinnings and practical implications of the transformational leadership theory.

The central finding of the second edition underscores its substantial contribution to advancing a deeper understanding of the fundamental principles, behavioral dynamics, and real-world applications associated with transformational leadership. The scholarly merit of this edition lies in its ability to offer nuanced insights and updated perspectives, rendering it an indispensable resource for scholars in the academic domain as well as practitioners seeking to apply and integrate transformational leadership principles in organizational contexts. In essence, Bass and Riggio's work significantly augments the scholarly discourse on transformational leadership, presenting it as an essential reference for both academic researchers and practitioners vested in the multifaceted realm of leadership studies.

Creativity

Creativity is the ability to generate novel ideas or solutions that are original, valuable, and applicable. It is influenced by intrinsic motivation, which drives individuals to explore new possibilities and take risks. Additionally, contextual factors such as organizational culture, resources, and constraints play a significant role in shaping creative thinking. Collaboration and team dynamics also contribute to creativity by fostering diverse perspectives and encouraging the exchange of ideas. Overall, creativity is crucial for organizational innovation as it enables the development of new products, processes, and strategies that drive growth and competitiveness. The study titled as „The effects of transformational leadership on employee creativity: Moderating role of intrinsic motivation“ conducted by Shafi, M., Zoya, Li, et al (2020) explores

the relationship between transformational leadership and employee creativity, with a focus on the moderating role of intrinsic motivation. Through a thorough investigation published in the *Asia Pacific Management Review*, the researchers delve into how transformational leadership styles impact the creative abilities of employees within organizations. Specifically, they examine how leaders who exhibit transformational qualities such as inspiration, motivation, and intellectual stimulation influence the creative output of their employees. Moreover, the study considers the intrinsic motivation levels of employees as a moderating factor in this relationship, suggesting that employees with higher intrinsic motivation may respond more positively to transformational leadership behaviors, thus enhancing their creative potential. This research contributes valuable insights into the intricate dynamics between leadership styles, intrinsic motivation, and employee creativity, offering implications for organizations aiming to foster innovation and creative problem-solving among their workforce. Additionally, Suifan, T., Abdallah, A. B., et al. (2018) in their study titled "The impact of transformational leadership on employees' creativity: The mediating role of perceived organizational support", explore the relationship between transformational leadership and employee creativity, with a focus on the mediating influence of perceived organizational support. Published in the *Management Research Review*, the research investigates how transformational leadership practices impact employees' creative abilities within organizational settings. Specifically, the study examines the extent to which employees' perceptions of organizational support mediate the relationship between transformational leadership and creativity. By delving into these dynamics, the authors provide valuable insights into the mechanisms through which leadership behaviors contribute to fostering a creative work environment, highlighting the role of perceived organizational support as a crucial factor in this relationship.

The seminal works of Amabile, T. M. (1996, 1997) by "Creativity in Context" and "Motivating Creativity in Organizations ", emphasize the significant impact of organizational context on creativity. The author contends that organizational environments play a crucial role in shaping creative processes, with intrinsic motivation and genuine passion being key factors in motivating and sustaining creativity within organizations. Amabile's research underscores the nuanced interplay between contextual factors, internal motivation, and authentic enthusiasm in fostering creativity within organizational settings.

Hirst, G., Van Knippenberg, D., et al (2009) study "A Cross-level Perspective on Employee Creativity", drives into the theme that employee creativity is influenced by factors such as goal orientation, team learning behavior, and individual creativity. Adopting a cross-level perspective, the research highlights the interplay between individual and team factors. It identifies goal orientation, team learning behavior, and individual creativity as key elements

shaping overall employee creativity within organizational settings. This approach contributes not only to theoretical insights into employee creativity but also offers practical implications for organizational strategies aimed at enhancing creative capabilities by considering both individual and team-level dynamics.

Furthermore Jyoti, J., and Dev, M. (2015) delve in their study "The impact of transformational leadership on employee creativity: The role of learning orientation", delve into the relationship between transformational leadership and employee creativity, with a particular emphasis on the role of learning orientation. Published in the Journal of Asia Business Studies, the research explores how leaders who exhibit transformational qualities influence the creative capabilities of their employees, especially in organizations that prioritize a learning-oriented culture. By investigating these dynamics, the authors offer valuable insights into the mechanisms through which transformational leadership practices foster employee creativity, highlighting the importance of a learning-focused environment in enhancing innovative thinking and problem-solving among employees.

Knowledge sharing

Knowledge sharing is the process of exchanging information, insights, and expertise among individuals or groups within an organization. It involves communicating ideas, best practices, lessons learned, and other forms of knowledge to facilitate collaboration, learning, and innovation. Knowledge sharing enables team members to leverage each other's expertise, experiences, and perspectives to solve problems, make decisions, and improve performance collectively. In the context of transformational leadership, knowledge sharing is essential for fostering a culture of learning and continuous improvement, where leaders empower and encourage their followers to contribute their knowledge and expertise to the collective goals of the organization.

In the realm of transformational leadership, knowledge sharing serves as a cornerstone for organizational growth and success. This philosophy emphasizes the notion that effective leadership transcends mere direction; it involves the cultivation of an environment where information flows freely and collaboratively among team members.

Further to this, Son, T. T., Phong, L. B., et al (2020) in their study "Transformational Leadership and Knowledge Sharing: Determinants of Firm's Operational and Financial Performance", investigated the relationship between transformational leadership and knowledge sharing as determinants of a firm's operational and financial performance in their study published in SAGE Open Access. The researchers delve into the mechanisms through which transformational leaders influence knowledge sharing behaviors within organizations. By

examining how leaders who inspire and motivate their followers can foster a culture of open communication and knowledge exchange, the study sheds light on the pivotal role of transformational leadership in facilitating knowledge sharing initiatives. Furthermore, the research underscores the importance of knowledge sharing for enhancing both operational efficiency and financial outcomes within firms. This study offers valuable insights into the organizational processes that underpin effective knowledge sharing practices, highlighting the potential benefits for firms striving to achieve competitive advantage through the dissemination and utilization of knowledge assets.

Al-Husseini, S., and Elbeltagi, I. (2018), in their study titled "Evaluating the effect of transformational leadership on knowledge sharing using structural equation modelling: The case of Iraqi higher education", investigate the impact of transformational leadership on knowledge sharing within the context of Iraqi higher education. Published in the International Journal of Leadership in Education, the research employs structural equation modeling to examine the relationship between transformational leadership behaviors and knowledge sharing practices among educators and administrators in Iraqi universities. By applying rigorous analytical techniques, the authors aim to provide a comprehensive understanding of how transformational leadership influences knowledge sharing behaviors in the higher education sector. This study contributes valuable insights into the dynamics of leadership and knowledge exchange within educational institutions, offering implications for enhancing collaborative practices and fostering a culture of learning and innovation in Iraqi universities. Additionally, In Simon Sinek's seminal work published in 2014 "Leaders Eat Last: Why Some Teams Pull Together and Others Don't," Sinek explores the critical role of trust and cooperation in fostering a culture of knowledge sharing within transformative leadership frameworks. Sinek argues that leaders who prioritize the well-being and development of their team members naturally inspire trust and loyalty, thereby creating an atmosphere conducive to open communication and idea exchange.

Moreover, transformational leaders recognize that knowledge is not hoarded but rather distributed and amplified through collective engagement. They actively encourage dialogue, feedback, and the sharing of insights, leveraging the diverse perspectives and expertise within their teams to drive innovation and problem-solving. By championing a culture of knowledge sharing, transformational leaders empower their followers to contribute meaningfully to the organization's mission and vision. They recognize that every individual possesses unique talents and experiences, and by harnessing the collective intelligence of the group, they can navigate complex challenges and seize opportunities for growth and advancement.

One influential work that delves into this concept is "Leadership and the New Science: Discovering Order in a Chaotic World" by Wheatley, M. J. (1992). Wheatley's exploration of

leadership through the lens of chaos and complexity theory underscores the importance of collaborative learning and knowledge sharing in navigating today's complex organizational challenges.

This approach aligns with the concept of the "learning organization" popularized by Peter Senge. (1990). in his groundbreaking book "The Fifth Discipline: The Art and Practice of The Learning Organization" Senge emphasizes the necessity of cultivating a culture that promotes continuous learning, where individuals contribute to the collective intelligence, promoting innovation and adaptability.

Knowledge sharing in transformational leadership is not a one-way street; it is a reciprocal process where leaders and team members engage in a mutual exchange of ideas. In "Drive: The Surprising Truth About What Motivates Us," by Pink, D.H. (2009) which argues that autonomy, mastery, and purpose are key motivators. Transformational leaders recognize that by empowering team members to share their knowledge, they foster a sense of autonomy and mastery, contributing to the overall purpose and success of the organization.

Tacit and explicit knowledge sharing

Tacit knowledge refers to deeply ingrained, personal knowledge that is often difficult to articulate or codify. It is rooted in individuals' experiences, intuitions, and insights, making it challenging to transfer directly to others.

Explicit knowledge, on the other hand, is formalized and easily communicable knowledge that can be documented, codified, or transferred through written or verbal communication. It includes facts, procedures, and information that can be easily expressed and understood by others.

Tacit and explicit knowledge sharing involves the transfer of both types of knowledge within an organization to enhance understanding and performance. This process may include informal discussions, mentorship, training programs, documentation, and knowledge management systems. By sharing both tacit and explicit knowledge, organizations can leverage their collective expertise and experiences to improve decision-making, problem-solving, and innovation. In Polanyi, M. (1966) in seminal work, "The Tacit Dimension", the distinction between tacit and explicit knowledge is explored in depth, providing foundational insights into the nature of knowledge sharing.

Polanyi defines tacit knowledge as deeply ingrained, personal, and often challenging to articulate explicitly. This type of knowledge is gained through experience, practice, and intuition. The author suggests that tacit knowledge is a fundamental component of human understanding and plays a crucial role in various professional fields.

In the context of knowledge sharing, Polanyi highlights the difficulty of transferring tacit knowledge directly from one individual to another. Tacit knowledge is often unspoken, residing in the minds of individuals who have acquired it through years of practice and exposure to a specific domain.

On the other hand, explicit knowledge is formalized, codified, and can be easily communicated through language, documentation, or other tangible means. Polanyi acknowledges the importance of explicit knowledge but argues that it is built upon a foundation of tacit knowledge. Explicit knowledge serves as a way to externalize and share aspects of tacit knowledge, making it more accessible to a broader audience.

Proposed Research Model

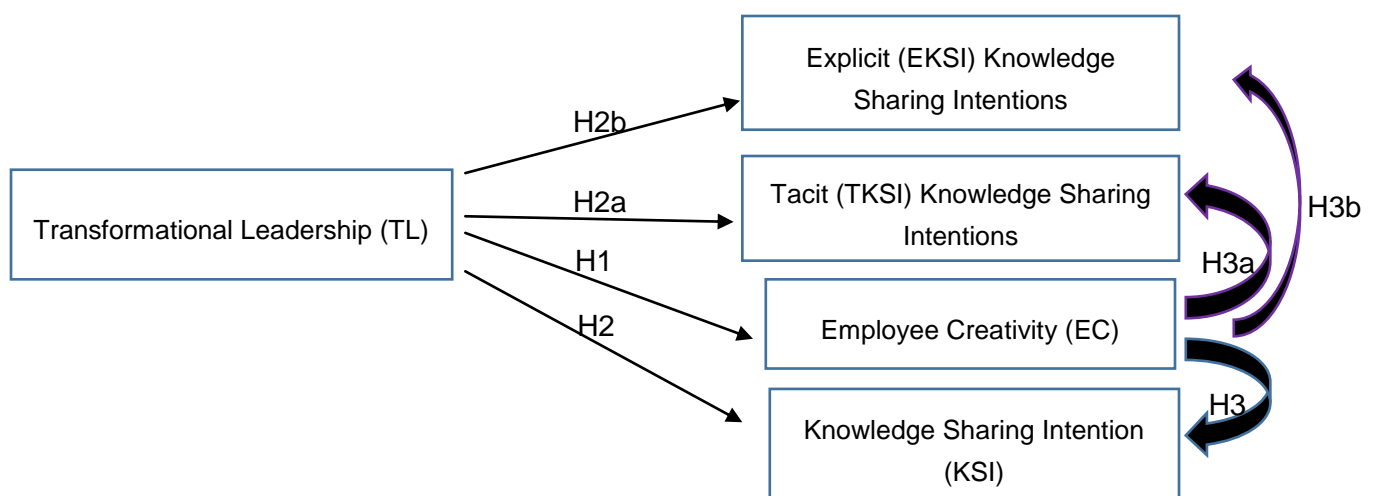


Figure 1 Conceptual framework

Hypotheses

H1: Transformational leadership has positive impact on employee creativity.

H2: Transformational leadership has a positive impact on knowledge sharing intention.

H2a: Transformational leadership has positive impact on tacit knowledge sharing intention.

H2b: Transformational leadership has positive impact on explicit knowledge sharing intention.

H3: Employee creativity has a positive impact on knowledge sharing intention.

H3a: Employee creativity has a positive impact on tacit knowledge sharing intention.

H3b: Employee creativity has a positive impact on explicit knowledge sharing intention.

METHODOLOGY

This study endeavors to explore the significance of the transformational leadership style and its impact on employee creativity and knowledge sharing within the IT industry. Drawing from existing research, the anticipated findings suggest that the implementation of the transformational leadership style is likely to yield substantial and positive effects on both employee creativity and knowledge sharing.

This research study adopts rigorous quantitative methods and employs empirical methodologies, utilizing surveys for precise data collection and conducting analyses through the advanced tool with the help of SPSS.

The method of gathering data used was non-probabilistic convenience sampling method. The study specifically targets employees within the dynamic IT industry, ensuring survey respondents are actively employed and operate under the guidance of a designated leader. The chosen corporate context is situated in Switzerland, known for its diverse workforce drawn from various global locations, providing a rich and varied perspective to the study.

The survey instrument was adapted from a number of previously published studies including Tierney, Farmer et al. (1999), Bock, Zmud et al. (2005), Hau, Kim et al. (2013), and Nasra, M. A., & Heilbrunn, S. (2016). The survey was disseminated to all participants through email channels. A total of two hundred emails were dispatched, resulting in the acquisition of fifty-eight valuable responses. The comprehensive survey consisted of twenty-nine inquiries, with eight specifically tailored to gather demographic information from the participants.

To evaluate the survey responses, a five-point Likert scale was employed, where participants rated each question on a scale ranging from 1 (Very Bad) to 5 (Very Good), providing a nuanced assessment of their experiences and opinions.

Once employees have provided valid responses, the collected data has undergone thorough analysis utilizing SPSS. This comprehensive examination includes the application of relevant statistical measures such as reliability and validity, correlation analyses, descriptive statistics, as well as regression.

RESULTS

Descriptive statistics from the respondents were 41.4% females and 55.2% males employed in different sections of IT company. Out of those, 31% were from 18 to 24 years old, 24.1% were from 25 to 34 years old, 17.2% were from 35-44 years old, 13.8% were 45-54 years old, and 13.8% were 55-64 years old.

The level of education of those respondents is as follows: 17.2% finished high school, 41.4% have a bachelor's degree, 27.6% have a master's degree, and 13.8% have a Ph.D. Additionally, 24.1% of the respondents have less than 1 year of work experience, 10.3% have 1 to 2 years, 24.1% have 3 to 5 years, 17.2% have 6 to 10 years and 24.1% have more than 10 years of work experience. All questionnaires were collected via Google Docs, and the participation was completely anonymous.

The scale's reliability and internal consistency, as well as the assessment of its items, were evaluated using the Cronbach's alpha method. The findings, detailed in Table 1, indicate an elevated level of consistency among both the scale and its individual items.

Table 1 presents reliability coefficients (Cronbach's Alpha) and the number of items for various constructs measured in a study. Transformational Leadership (TL) demonstrates high reliability with a Cronbach's Alpha of .911, supported by 11 items. Idealized Influence (II) also shows good reliability at .838 with 4 items, while Inspirational Motivation (IM) and Intellectual Stimulation (IS) exhibit lower reliability with Cronbach's Alpha values of .484 and .778 respectively, each comprising 2 items. Individual Consideration (IC) has a reliability coefficient of .634 with 2 items. Knowledge Sharing Intention (KSI) displays high reliability at .915 with 5 items, and Employee Creativity (EC) demonstrates good reliability at .854 with 5 items. Tactic Knowledge Sharing Intention (TKSI) and Explicit Knowledge Sharing Intention (EKSI) show high reliability with Cronbach's Alpha values of .874 and .809 respectively, each comprising 3 items. Employee Cognitive Style (ECS) and Employee Intrinsic Motivation (EIM) exhibit acceptable reliability with Cronbach's Alpha values of .768 and .827 respectively, each consisting of 2 items. Overall, the table provides valuable insights into the internal consistency of the measurement instruments used for each construct in the study.

Table 1 Reliability

	TL	II	IM	IS	IC	KSI	TKSI	EKSI	EC	ECS	EIM
Cronbach's Alpha	.911	.838	.484	.778	.634	.915	.874	.809	.854	.768	.827
N of Items	11	4	2	3	2	5	3	2	5	3	2

On the other hand, Table 2 provides descriptive statistics (mean, standard deviation) for four variables (TL, EC, TKSI, EKSI) and correlation coefficients between these variables. The correlation coefficients suggest the strength and direction of the relationships between pairs of variables, with asterisks indicating the level of statistical significance.

Table 2 Mean, Standard Deviation, and Correlation

Variables	Mean	SD	TL	EC	TKSI	EKSI
TL	3.7241	.81150	1			
EC	3.6138	.90057	.869**	1		
TKSI	3.6207	.99795	.878**	.779**	1	
EKSI	3.6034	1.07098	.808**	.755**	.825**	1

Note. N = 58.

Additionally, Table 3 presents the results of a regression analysis, which aims to examine the relationships between various predictors (independent variables) and the corresponding dependent variables. The table provides information on the coefficients (β), the proportion of variance explained (R Square), significance levels (Sig.), and statistical details such as F-values and degrees of freedom for each regression model.

The column "Predictors" lists the independent variables used in the chosen regression models.

The column "Dependent variable" indicates the specific outcome variable each regression model is assessing.

The β values represent the regression coefficients, indicating the strength and direction of the relationship between each predictor and the dependent variable.

R Square provides information about the proportion of variance in the dependent variable that can be explained by the independent variables in the model. Higher R Square values indicate a better fit of the model to the data.

The Sig. values indicate the statistical significance of each predictor in predicting the dependent variable. A low Sig. value (typically below 0.05) suggests that the predictor is statistically significant.

The F-value and degrees of freedom (df) are associated with the overall significance of the regression model. A significant F-value indicates that at least one predictor in the model is related to the dependent variable.

In summary, Table 3 serves as a comprehensive summary of the regression analysis results, offering insights into the strength, significance, and explanatory power of the relationships between Transformational Leadership (TL), Employee Creativity (EC), and Knowledge Sharing Intentions (TKSI and EKSI).

Table 3 Regression Analysis

Predictors	Dependent variable	β	R Square	Sig.	F
TL	EC	.869	.0755	0.000	172.126
TL	TKSI	.878	.771	0.000	188.741
TL	EKSI	.808	.653	0.000	105.188
EC	TKSI	.779	.607	0.000	86.406
EC	EKSI	.755	.570	0.000	74.323

Note. N = 58.

DISCUSSION

The results of the regression analysis and the corresponding table reveal several significant findings regarding the relationships between Transformational Leadership (TL), Employee Creativity (EC), and Knowledge Sharing Intentions (TKSI and EKSI).

The study establishes a robust positive correlation between Transformational Leadership and key outcomes, specifically increased Employee Creativity, and stronger Knowledge Sharing Intentions. This suggests that leaders employing a transformational leadership style are more likely to see positive effects on both employee creativity and the willingness to share knowledge.

Employee Creativity emerges as a significant predictor, positively influencing both Tacit (TKSI) and Explicit (EKSI) Knowledge Sharing Intentions. This emphasizes the pivotal role of fostering a creative work environment in promoting knowledge-sharing behaviors, both within the team and beyond organizational boundaries.

The overall Transformational Leadership scale exhibits high reliability, indicating its consistency in measuring the intended construct. However, it is suggested that some subscales, particularly Inspirational Motivation, may benefit from further refinement to enhance internal consistency.

Both the Knowledge Sharing Intentions and Employee Creativity scales demonstrate high reliability, affirming their utility in capturing meaningful data. This strengthens the validity of the study's findings and suggests the reliability of these scales in assessing the relevant constructs.

The findings underscore the significance of adopting a transformational leadership style within organizations. Leaders who inspire and encourage creativity are likely to foster a culture of knowledge sharing, both within teams and beyond organizational boundaries. Recognizing

the critical role of employee creativity, organizations should implement strategies to cultivate and celebrate creativity, leading to a more collaborative and innovative workplace.

CONCLUSION

In conclusion, the comprehensive analysis of the data and research components provides valuable insights into the dynamics of Transformational Leadership, Employee Creativity, and Knowledge Sharing Intentions within the context of the study. Here are the key conclusions drawn from the findings:

The study proves a robust positive correlation between Transformational Leadership and key outcomes, including increased Employee Creativity and stronger Knowledge Sharing Intentions among team members and externally.

Employee Creativity emerges as a significant predictor, positively influencing both Tacit and Explicit Knowledge Sharing Intentions. This underscores the importance of fostering a creative work environment for enhancing knowledge-sharing behaviors.

While the overall Transformational Leadership scale exhibits high reliability, some subscales, notably Inspirational Motivation, may benefit from further refinement to enhance internal consistency. Knowledge Sharing Intentions and Employee Creativity scales demonstrate high reliability, affirming their utility in capturing meaningful data.

The findings underscore the significance of adopting a transformational leadership style within organizations. Leaders who inspire and encourage creativity are likely to foster a culture of knowledge sharing, both within teams and beyond organizational boundaries.

Organizations should recognize the critical role of employee creativity in shaping knowledge-sharing intentions. Implementing strategies to cultivate and celebrate creativity can lead to a more collaborative and innovative workplace.

STUDY LIMITATIONS

Generalizability: The study's findings may be specific to the context of the IT industry. Generalizing these results to other sectors or cultural contexts should be done cautiously.

Cross-Sectional Design: The use of a cross-sectional design limits the ability to establish causation. Longitudinal studies could provide more insight into the temporal relationships between variables.

Scale Limitations: While the study utilizes established scales, some subscales, particularly within the Transformational Leadership construct, may exhibit variations in reliability, suggesting a need for further scale refinement.

Sample Size: The sample size, though adequate, may limit the generalizability of the findings. A larger and more diverse sample could enhance the external validity of the study.

STUDY FORWARD

Longitudinal Research: Future studies could adopt a longitudinal design to explore the dynamic nature of the relationships over time, providing a clearer understanding of causation and changes in variables.

Diversity in Samples: Including participants from various industries, cultural backgrounds, and organizational structures would enrich the study and increase the external validity of the findings.

Mixed-Methods Approach: Combining qualitative methods, such as interviews or focus groups, with quantitative data could offer a more comprehensive understanding of the intricacies of leadership, creativity, and knowledge-sharing dynamics.

Exploration of Mediating Variables: Investigating potential mediating variables, such as organizational culture or individual motivations, could deepen the understanding of the mechanisms through which leadership and creativity influence knowledge-sharing behaviors.

Contextual Analysis: Examining how contextual factors, such as organizational size or industry-specific challenges, may moderate the relationships identified in this study would contribute to a more nuanced understanding of the dynamics at play.

Further Scale Development: Continual refinement and validation of measurement scales, particularly within the Transformational Leadership construct, could enhance the accuracy and reliability of future research instruments.

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