Leadership Style and Information Technology Adoption on Knowledge Sharing Intention: A Structural Equation Modelling (SEM) Partial Least Square Approach

Dewiana Novitasari[1], Felina Co Young[2], Bambang Tri Cahyono[3]

[1,2,3]The Philippine Women's University, Philippines
[1]Universitas Insan Pembangunan Indonesia, Indonesia
Corresponding author email: novitasoeprapto76@gmail.com

Abstract -The purpose of this study is to investigate the effect of information technology adoption on knowledge-sharing intention by involving the leadership style variable as a mediator. The sample of this research was taken from 102 lecturers of a private university in Indonesia using a simple random sampling technique and using Structural Equation Model Partial Least Square (SEM-PLS) with SmartPLS version 4.0 software as a statistical tool. The results of this study indicate that the adoption of information technology has a positive and significant effect on knowledge-sharing intention, either directly or through leadership style mediation. Therefore, leadership style can be a variable mediator that strengthens the influence of information technology adoption on knowledge-sharing intention.

Keywords: Information technology adoption, knowledge sharing intention, leadership style.

I.   INTRODUCTION

Information technology (IT) not only provides more channels for information sharing but also reduces the barriers to information flow and, therefore, improves the information-sharing process (Hendriks, 1999). The most valuable aspect of IT in knowledge management (KM) is enabling the expansion and universalization of the scope of knowledge and increasing the speed of knowledge transfer. IT thus plays an essential role in promoting knowledge sharing, although support from top management is required for organizations to accept, adopt, and implement IT projects (Neufeld et al., 2007). Previous studies on IT adoption have been based on individual and organizational perspectives to investigate the willingness to utilize IT. From an individual perspective, most studies are based on the Technology Acceptance Model (TAM) and investigate how individual decision-maker's knowledge and attitudes influence IT adoption. From an organizational perspective, many studies have examined organizational background, culture, technological factors, and external environment to investigate the main issues behind organizational IT adoption (Mohammadi, 2015). However, only some studies consider both individual and organizational factors when examining the relationship between IT adoption intentions and knowledge-sharing intentions. In addition, leadership style influences the way employees think, act, and respond to process improvement missions (Fathema et al., 2015). In addition, there is an influence of leadership style and employee behavior on knowledge sharing (Asbari et al., 2021; Fikri et al., 2021; Hutagalung et al., 2021; Novitasari et al., 2021; Purwanto et al., 2020; Singgih et al., 2020; Suroso et al., 2021).

Given the critical role of leadership style in IT adoption and knowledge-sharing intentions, this study aims to answer the question: How are IT adoption and knowledge-sharing intentions related to various leadership roles? By addressing this gap in existing research (Pebrina et al., 2021). This study seeks to make three key contributions. First, this study attempts to enrich research on the complex effects of IT adoption intentions and knowledge-sharing intentions. Therefore, this study is based on the concept of IT engagement and investigates whether this affects the intention of IT adoption and further affects the intention to share knowledge.

Secondly, this study focuses on a core variable, namely leadership style, as a moderator between IT adoption and knowledge-sharing intentions. In other words, this study argues that the intention to adopt IT can increase the intention to share knowledge through the mechanism of leadership style. Third, this study proposes concrete suggestions that can be used as a reference by companies that want to increase the willingness of staff to share knowledge.

This paper is structured as follows. The theoretical background and hypotheses sections introduce the critical constructs of research and develop hypotheses. The methodology section describes the procedures used for data collection and validation of construction properties measurements, and the results section presents the results of this empirical study. The implications for practice and research are presented in the discussion and implications. Finally, the study concludes with a discussion of the findings and suggestions for further research in the conclusion section.

II.   LITERATURE REVIEW

Whisler and Leavitt (1958) defined IT as the simulation of higher-order thinking through computer programs and related techniques to process large amounts of information rapidly. IT thus includes technologies such as mathematical programming and methodologies such as operations research, as well as the application of statistical and mathematical methods to decision-making problems. Expanding on this definition, Kroenke (2013) notes that IT includes all products, methods, inventions, and standards that can be used to generate information, while Laudon & Traver (2013) state that IT consists of all the hardware and software that need to be used by the company to achieve its goals. IT can help enterprises reduce costs and improve efficiency, thereby achieving and maintaining greater competitiveness.

Laudon & Traver (2013) describe IT as a tool to control, store, and disseminate structured knowledge, thereby helping people to disseminate documents or knowledge to every corner of the organization. Other researchers claim that when an enterprise implements KM, it needs support from IT to systematize and simplify abstract knowledge and enable it to be collected, stored, transmitted, and reused, IT can support communication, collaboration, and knowledge retrieval (Asbari et al., 2019, 2020. 2021; Basuki et al., 2020; Fikri et al., 2021; Suroso et al., 2021). Khandelwal dan Gottschalk (2003). They investigate how IT enables corporate law to transfer knowledge internally. Their results show that IT has been used successfully to support KM in the organizations they researched and can increase the effectiveness of teamwork. Some previous studies have found that techniques such as data mining can help organizations extract valuable information from databases, mainly for marketing, customer relationship management (CRM), e-commerce, and other purposes (Agistiawati et al., 2020; Novitasari, Haque, et al., 2021; Novitasari, Supriatna, et al., 2021; Singgih et al., 2020).

Pebrina et al. (2021) studied the factors that influence knowledge-sharing behavior on blogs and found that IT provides the basis and mechanism for communication and interaction in such online communities. With IT support, a community can process and present information in a flexible way to help gather knowledge. Based on these and other studies, IT is widely seen as useful for its ability to support better communication and collaboration, facilitate the organization and search for knowledge, and even stimulate innovation (Pebrina et al., 2021; Wiyono et al., 2021).

Behavioral intentions describe the likelihood that consumers will behave in certain ways and can be used to predict certain behaviors (Pebrina et al., 2021). After consumers experience a service, they will subjectively decide whether they will buy again shortly, and a comfortable experience will lead to greater purchase intention. Purwanto et al. (2021) stated that behavioral intentions refer to specific actions or behavioral intentions that are generated after a person uses a product or service. These can be classified into six categories: purchase intentions, repurchase intentions, shopping intentions, shopping intentions, search intentions, and consumption intentions. Purwanto, Asbari, Santoso, Wijayanti, et al. (2020) stated that repurchase intention and willingness to recommend are critical factors for assessing behavioral discovery. Zeithaml (2000) suggested that favorable behavioral intentions are associated with the ability of service providers to get consumers to say positive things about them, recommend services to others, express cognitive loyalty, spend more with the company, and pay a premium price for services offered. Zeithaml (2000) used information on word of mouth, purchase intention, price sensitivity, and complaining behavior to assess behavioral intentions. Based on the literature review, this study sees intention as an essential factor in any realized behavior. Moreover, if behavioral intentions can be measured correctly, then the company can predict most of the actual consumer behavior.

Al-Qirim (2007) explored the adoption of e-commerce technologies (e.g., internal email, external email, Intranet, Extranet/VPN, Internet-EDI, and websites) in small businesses and found that CEOs must be involved when companies want their staff to adopt intranet. Another study found that staff involvement is also essential and will determine the success of IT adoption and implementation. Al-Qirim (2007) investigated the advantages of electronic word-of-mouth and its effect on consumer behavioral intentions depending on consumer involvement. It is stated that the level of passenger involvement concerning public transport has a positive effect on his behavioral intentions. The same results were also found in a study examining behavioral intentions to upload online video content. The results show that ego involvement plays a vital role in accounting for both attitudes towards uploading behavior and intention to upload (Park et al., 2011), and similar results have been found about IT adoption intentions of staff.

Von Krogh et al. (2011) claim that the knowledge-sharing process is based on the interaction between tacit and explicit knowledge. This kind of sharing is not only limited to individuals but is about sharing activities among individuals. The following study notes that knowledge sharing is the process of transferring knowledge through media, and the recipient then interprets the new knowledge or interacts with others to carry out a further transfer of knowledge (Agistiawati et al., 2020; Asbari et al., 2019 2020. 2021; Basuki et al., 2020; Fikri et al., 2021; Hutagalung, Admiral, et al., 2021; Novitasari, Haque, et al., 2021; Novitasari, Supriatna, et al., 2021; Singgih et al., 2020; Suroso et al., 2021). The study suggests that knowledge sharing is a communication process. At the same time, knowledge is not like a product that can be easily transmitted to a passive recipient, and when one learns knowledge from another, it is the first. It is also required to have the knowledge and the ability to rebuild, learn, and share knowledge.

The higher the level of knowledge sharing, the easier it is for staff to acquire related knowledge and the higher the value this knowledge will create (Bradley, 2000). Hutagalung et al. (2021) stated that in an organization, knowledge sharing that occurs between staff can also be done informally, not systematically, and outside of routine habits. Boer et al. (2011) proposed a relational model theory to study knowledge sharing in organizations. This theory classifies the relational model into four types, namely communal sharing, authority ranking, equality matching, and market pricing. The results show that knowledge-sharing intentions are embedded in various relational models and that knowledge will be shared when members share appropriate relational models.

In addition, knowledge sharing will be more effective if there are incentives and the implementation of the right KM system based on the relational model. This study shows that many areas of management research have examined the issue of knowledge sharing. This is because such sharing is not only an essential process in creating new products and services, leveraging organizational knowledge assets, and achieving collective outcomes (Boer et al., 2011) but also one of the biggest challenges when implementing KM. Previous studies have shown that IT adoption can help organizations manage and share their internal knowledge. Boer et al. (2011) state that social software (e.g., Wikis, blogs, and online Communities of Practice (CoP)) has become widely used as a way to acquire softer (or implicit) knowledge. Such software and related applications can encourage information sharing and collaboration. Von Krogh et al. (2011) also show that the intention to use blogs has been an essential factor in knowledge-sharing behavior. Boer et al. (2011) found that greater use of social media technology within medical institutions could lead to more effective internal knowledge sharing. Based on the literature review, IT adoption intentions have a significant influence on knowledge-sharing intentions.

The results of previous studies indicate that KM effectiveness fully mediates the impact of leadership style on effectiveness. Manafi & Subramaniam (2015) explored the mediating effect of leadership style and knowledge sharing on transformational leadership and Enterprise Resource Planning (ERP) system success and found that development culture had a direct impact on ERP success, while the hierarchical, group, and rational cultures indirectly related to ERP success, mediated by ERP knowledge sharing. Thus, they recommend that top executives should work to develop appropriate leadership styles, encourage ERP knowledge sharing, and achieve the benefits of using ERP systems.

Leadership style has a significant influence on IT use (Gençer & Samur, 2016) and knowledge sharing and management (Asbari et al., 2021; Fikri et al., 2021; Hutagalung, Admiral, et al., 2021; Novitasari, Haque, et al., 2021; Purwanto et al., et al., 2020; Singgih et al., 2020; Suroso et al., 2021). Song et al. (2015) identified and ranked 44 leadership style attributes of the KM technology profiling leadership style and instrument and identified the most important ones that stimulate knowledge sharing and lead to success when implementing KM technologies. NS The results reveal that specific cultural attributes have a significant relationship with the successful application of KM

technology and knowledge sharing. Sharma and Bock (2005) found that effective knowledge sharing cannot be forced or mandated. Companies that wish to institutionalize knowledge-sharing behavior should encourage a facilitative work context. These include extrinsic motivators, socio-psychological forces, and organizational climate. They further stated that extrinsic motivators, socio-psychological forces, and organizational climate will affect the intention of sharing knowledge with individuals. Yang (2007) found that there is a significantly positive relationship between the effectiveness of knowledge sharing and collaborative culture. Hutagalung, Novitasari, et al. (2021) stated that leadership style plays a vital role in knowledge creation because it affects how members learn, acquire, and share knowledge. On the other hand, leadership style can also be seen as a model of organizational behavior of organizational members who share a complex set of beliefs and expectations.

III.   RESEARCH METHOD

According to Creswell & Creswell (2017), if the purpose of this study is to determine the relationship between the variables studied, the quantitative approach is the best. Quantitative research methods are suitable for testing theories and hypotheses through the use of a set of statistical tools (Creswell & Creswell, 2017). Hence, this study uses a survey method to test the formulated hypothesis. Additionally, a questionnaire was adopted as an instrument to collect the required data. The research population consisted of 167 lecturers at private universities in Tangerang. Using simple random sampling, 167 questionnaires were sent online to the population. A total of 102 questionnaires were returned and valid, making up a response rate of 61%. Therefore, according to Roscoe et al. (1975), the number of samples obtained was very adequate.

The nature of this study involves a dependent effect between latent constructs and manifest variables. Therefore, the reflective measurement model is suitable for this study (Hair Jr et al., 2017). All adopted items were rated on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). The Information Technology Adoption (ATI) instrument consists of 3 items (ITA1-ITA3) adapted from Tseng (2017). The instrument for measuring knowledge sharing consists of 5 items (KSI1-KSI5) adapted from Tseng (2017). The instrument for measuring leadership style consists of 4 items (LS1-LA4) adapted from Tseng (2017).

The most popular statistical techniques under the Structural Equation Model SEM are the covariance-based approach (CB-SEM) and the variance-based partial least squares technique (PLS-SEM) (Sarstedt et al., 2014). However, PLS-SEM has recently received wide attention in many disciplines, such as marketing, strategic management, management information systems, and others (Hair et al., 2012). The ability of PLS-SEM to deal with problematic modeling problems that commonly occur in the social science environment, such as unusual data characteristics (e.g., non-normal data) and highly complex models, is an essential reason behind the increased use of this approach. Considering the advantages of this approach, this study uses PLS-SEM to test the proposed hypothesis thoroughly. SmartPLS 4.0 software was performed to evaluate each outer model and inner model. Testing of the outer model is carried out to ensure the reliability and validity of the measurements, while the hypotheses introduced are checked through the inner model. Furthermore, the final results of the questionnaire, which were then used in this study, are mentioned in Table 1.

Table 1. Research Items List

Notations	Item	References
Information Technology Adoption (ATI)		Tseng (2017)
ITA1	I intend to use IT facilities that can help me share knowledge shortly.	
ITA2	I predicted that I will use IT facilities that can help me share knowledge shortly.	
ITA3	I plan to use IT facilities that can help me share knowledge shortly.	
Knowledge Sharing Intention (KS)		Tseng (2017)
KSI1	I intend to share my knowledge with my colleagues.	
KSI2	I intend to try my best to share my knowledge with my coworkers.	
KSI3	I intend to endeavor to share my knowledge with my colleagues.	

Notations	Item	References
KSI4	I intend to share my knowledge with my colleagues more often in the future.	
KSI5	I intend to share my knowledge with my colleagues in an effective way.	
Leadership Style (LS):		Tseng (2017)
LS1	My boss has a clear and broad perspective, is also sensitive to the environment and staff needs, and has an adventurous spirit that is not limited by ancient traditions.	
LS2	My supervisor appropriately provides remuneration, awards, promotion opportunities, and other rewards to meet my needs and desires; while I will obey their orders and directions, and accomplish the task they gave me in return.	
LS3	My boss will introduce innovative ideas, propose better suggestions or raise moral standards to motivate me to achieve my assigned goals, as well as to voluntarily achieve organizational/team goals.	
LS4	My leader puts the needs of others first, can recognize others through listening to them, helps his team to develop and perform at their best, increases the trust of others, and earns the trust of subordinates.	

According to Sekaran & Bougie (2003), the theoretical framework is the foundation on which all research projects are based. From the theoretical framework, hypotheses can be developed that can be tested to determine whether the formulated theory is valid or not. Then later it will be measured by appropriate statistical analysis. For this reason, the authors build a research model as shown in Figure 1.
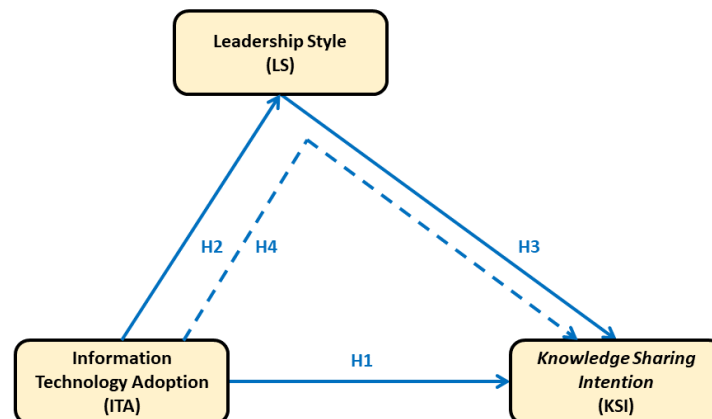
Figure 1. Research Model

Thus, this study establishes the following hypotheses:
H1: Information Technology Adoption has a positive influence on knowledge sharing intention.
H2: Information Technology Adoption has a positive influence on leadership style.
H3: Leadership style has a positive influence on knowledge sharing intention.
H4: Information Technology Adoption has an indirect positive influence on knowledge sharing intention through leadership style mediation.

IV.   RESULT AND DISCUSSION

Result

In total 102 lecturers participated. The most men (72.77%), then women (27.23%). Additionally, they have different age groups that include under 30 years (25.41%), ranging from 30-40 years (46.60%), and over 40 years (27.99%). The tenure as a lecturer also varies, some of them are under 5 years (35.66%), ranging from 5-10 years (48.52%), and

more than 10 years (15.82%). Meanwhile, the majority of their last education degree ranges from a Master's Degree (94.01%) to and Doctoral (5.99%).

The measurement model testing phase includes testing of convergent validity and discriminant validity. Meanwhile, to test construct reliability, Cronbach's alpha and composite reliability values were used. The results of the PLS analysis can be used to test research hypotheses if all indicators in the PLS model have met the requirements of convergent validity, discriminant validity, and reliability testing. Convergent validity test is done by looking at the loading factor value of each indicator to the construct. In most references, a factor weight of 0.7 or more is considered to have strong enough validation to explain the latent construct (Chin, 1998; Ghozali, 2014; J. F. Hair et al., 2010). In this study, the minimum accepted loading factor is 0.7 provided that the AVE value of each construct is > 0.5 (Ghozali, 2014). After going through SmartPLS 4.0 processing, all indicators have a loading factor value above 0.7 and an AVE value above 0.5. The fit or valid model of this research can be seen in Figure 2. Thus, the convergent validity of this research model has met the requirements (Purwanto et al., 2019; Purwanto, Asbari, Santoso, Paramarta, et al., 2020; Purwanto, Asbari, & Santoso, 2021b, 2021a; Purwanto, Asbari, Santoso, et al., 2021). The value of loadings, Cronbach's alpha, composite reliability, and AVE for each construct can be seen in Table 2.

Discriminant validity is carried out to ensure that each concept of each latent variable is different from other latent variables. The model has good discriminant validity if the AVE squared value of each exogenous construct (the value on the diagonal) exceeds the correlation between the construct and other constructs (the value below the diagonal) (Ghozali, 2014). The results of the discriminant validity test are using the AVE squared value, namely by looking at the Fornell-Larcker Criterion Value obtained as shown in Table 3. The results of the discriminant validity test in Table 3 show that all constructs have the AVE square root value above the correlation value with other latent constructs (through the Fornell-Larcker criteria). Likewise, the cross-loading value of all items from one indicator is greater than the other indicator items as mentioned in Table 3, so it can be concluded that the model has met discriminant validity (Fornell & Larcker, 1981).

Furthermore, a collinearity evaluation is carried out to determine whether there is a collinearity problem in the model. To find the collinearity, we need the VIF collinearity statistics of each construct. If the VIF is more than 5, then the model has collinearity (Hair et al., 2014). As shown in Table 4, all VIF scores are less than 5, i.e. the results of the collinearity structural model reveal VIF values below 2. This shows that this research model does not have multicollinearity problems. Construct reliability can be assessed from the value of Cronbach's alpha and composite reliability of each construct. The recommended value of composite reliability and Cronbach's alpha is more than 0.7 (Ghozali, 2014). The results of the reliability test in Table 2 show that all constructs have composite reliability and Cronbach's alpha values greater than 0.7 (> 0.7). In conclusion, all constructs have met the required reliability.
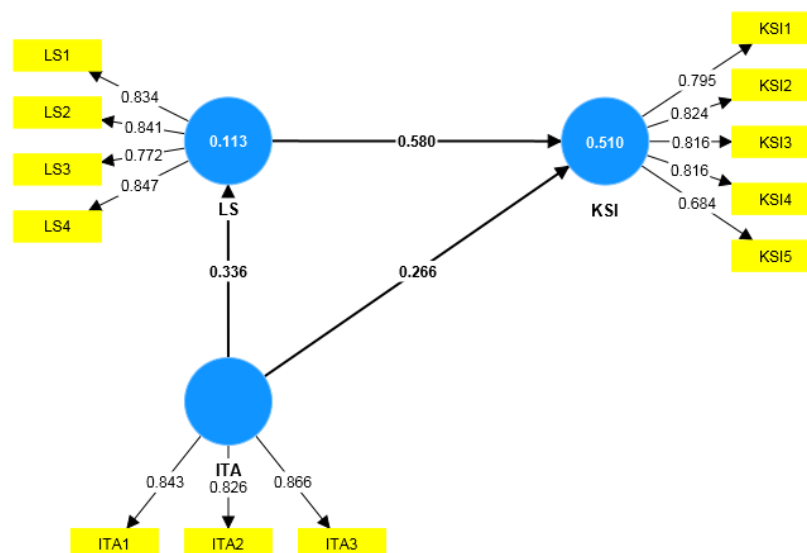
Figure 2. Valid Research Model
Source: SmartPLS 4.0 Processing Results (2024)

Table 2. Items Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability (Rho_A)	Composite Reliability (Rho_C)	AVE
Information Technology Adoption (ITA)	ITA1	0.843	0.800	0.800	0.882	0.714
	ITA2	0.826				
	ITA3	0.866				
Knowledge Sharing Intention (KSI)	KSI1	0.795	0.847	0.850	0.891	0.622
	KSI2	0.824				
	KSI3	0.816				
	KSI4	0.816				
	KSI5	0.684				
Leadership Style (LS)	LS1	0.834	0.842	0.847	0.894	0.679
	LS2	0.841				
	LS3	0.772				
	LS4	0.847				

Source: SmartPLS 4.0 Processing Results (2024)

Table 3. Discriminant Validity

Var	ITA	KSI	LS
ITA	0.845		
KSI	0.461	0.789	
LS	0.336	0.669	0.824

Source: SmartPLS 4.0 Processing Results (2024)

Table 4. Collinearity (VIF)

Var	ITA	KSI	LS
ITA		1.127	1.000
KSI			
LS		1.127	

Source: SmartPLS 4.0 Processing Results (2024)

Table 5. *R Square* Value

Variables	R Square	R Square Adjusted
KSI	0.510	0.507
LS	0.113	0.109

Source: SmartPLS 4.0 Processing Results (2024)

Table 6. Hypotheses Testing

Hypotheses	Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
H1	ITA -> KSI	0.266	0.269	0.052	5.147	0.000	Supported
H2	ITA -> LS	0.336	0.338	0.064	5.258	0.000	Supported
H3	LS -> KSI	0.580	0.578	0.047	12.462	0.000	Supported

Hypotheses	Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
H4	ITA -> LS -> KSI	0.195	0.195	0.038	5.074	0.000	Supported

Source: SmartPLS 4.0 Processing Results (2024)

Hypothesis testing in PLS is also called inner model testing. This test includes testing the significance of direct and indirect effects as well as measuring the magnitude of the influence of exogenous variables on endogenous variables. To determine the influence of information technology adoption on knowledge-sharing intentions and leadership style, a direct influence test is needed. Meanwhile, to test the role of leadership style, and whether it mediates the influence of information technology adoption on knowledge-sharing intention, an indirect test is needed. The influence test was carried out using the t-statistical test on the partial Least Squared (PLS) analysis model using SmartPLS 4.0 software. Using the bootstrapping technique, the R Square value and significance test values are obtained in Table 5 and Table 6. The results of all hypotheses (H1, H2, H3, H4) are supported.

Discussion

Based on Table 5, the R Square value of leadership style (LS) is 0.113, which means that the leadership style (LS) variable can be explained by the information technology adoption (ITA) amounted to 11.3%. In comparison, the remaining 88.7% was explained by other variables not discussed in this study. Likewise, the R Square value of knowledge-sharing intention (KSI) is 0.510, meaning that the knowledge-sharing intention (KSI) variable can be explained by information technology adoption (ITA) and leadership style (LS) variable of 51.0%, and the remaining 49.0 % explained by other variables not discussed in this study. Meanwhile, Table 6 displays t-statistics and p-values, which show the influence between the research variables mentioned. The magnitude of the influence of the independent variable on the dependent variable is explained by the Original Sample (O) value.

An example is as follows: The magnitude of the influence of the variable of information technology adoption (ITA) on knowledge-sharing intention (KSI) variable is 0.266, meaning that every addition of one unit to the ITA variable will have a positive influence on KSI of 0.266 per unit or 26.6%. The magnitude of the influence of the variable of information technology adoption (ITA) on the leadership style (LS) variable is 0.336, meaning that every addition of one unit to the ITA variable will have a positive influence on LS of 0.336 per unit or 33.6%. The magnitude of the influence of the variable of leadership style (LS) on the knowledge-sharing intention (KSI) variable is 0.580, meaning that every addition of one unit to the LS variable will have a positive influence on KSI of 0.580 per unit or 58.0%. Meanwhile, the magnitude of the mediating influence of the LS variable on the relationship between ITA and KSI is 0.195 or 19.5%.

The primary purpose of this study was to investigate the effect of information technology adoption on knowledge-sharing intention by mediating leadership style variables. The results of this study state that all hypotheses are supported, and it is found that the adoption of information technology has a positive and significant effect on knowledge-sharing intention and leadership style. Leadership style has a positive and significant effect on knowledge-sharing intention. Likewise, leadership style has a positive and significant role as a mediator between information technology adoption and knowledge-sharing intention.

The positive and significant effect of information technology (IT) adoption on knowledge-sharing intention can be attributed to several key factors: (1) Enhanced communication and collaboration: IT tools and systems facilitate seamless communication and collaboration among employees, regardless of their physical location. By providing platforms for sharing information, ideas, and expertise, IT adoption creates a conducive environment for knowledge sharing within an organization. (2) Efficiency and accessibility: IT adoption streamlines processes and makes knowledge more accessible to employees. With digital repositories, databases, and communication channels, employees can easily retrieve and share information, leading to increased knowledge-sharing intention. (3) Real-time information sharing: IT enables real-time sharing of information and updates, allowing employees to stay informed and up-to-date on relevant knowledge. This immediacy encourages timely knowledge sharing and reduces barriers to information exchange. (4) Cross-functional collaboration: IT adoption promotes cross-functional collaboration by breaking down silos and enabling employees from different departments or teams to connect and share knowledge. This interdisciplinary interaction fosters a culture of knowledge-sharing and innovation. (5) Data analytics and

insights: IT systems can analyze data and provide valuable insights that can be shared across the organization. By leveraging IT tools for data-driven decision-making, employees are encouraged to share knowledge based on evidence and analysis. (7) Remote work and flexibility: In today's digital age, remote work and flexible arrangements are increasingly common. IT adoption supports virtual collaboration and knowledge sharing among remote teams, enabling employees to contribute and access information from anywhere. (7) Training and development: IT adoption often includes training programs and resources to help employees effectively use technology. This training not only enhances IT skills but also promotes a culture of continuous learning and knowledge sharing within the organization. Overall, the positive and significant effect of IT adoption on knowledge-sharing intention is rooted in the ability of technology to facilitate communication, collaboration, accessibility, and efficiency in sharing knowledge across the organization. By embracing IT tools and systems, organizations can create a dynamic and knowledge-sharing culture that drives innovation and growth.

Information technology (IT) adoption can have a positive and significant effect on leadership style in several ways: (1) Enhanced Communication: IT tools enable leaders to communicate effectively with their teams, regardless of physical distance. Leaders can use email, video conferencing, and messaging platforms to stay connected with employees, provide guidance, and share information in real-time (Dube et al., 2020). This enhances communication transparency and accessibility, leading to a more collaborative leadership style (Cortellazzo et al., 2019). (2) Data-Driven Decision-Making: IT systems provide leaders with access to data analytics and insights that can inform strategic decision-making (Carvalho et al., 2023). By leveraging IT for data analysis, leaders can make informed decisions based on evidence and trends, leading to a more data-driven and analytical leadership style. (3) Remote Leadership: With the rise of remote work, IT adoption allows leaders to manage and lead virtual teams effectively. Virtual collaboration tools enable leaders to coordinate projects, provide feedback, and support team members from a distance, fostering a flexible and adaptive leadership style (Al-Mashaikhya, 2022). (4) Efficiency and Productivity: IT adoption streamlines processes and automates tasks, allowing leaders to focus on strategic initiatives and high-impact activities (Dube et al., 2020). By leveraging IT tools for project management, scheduling, and communication, leaders can enhance their efficiency and productivity, leading to a more effective leadership style. (5) Innovation and Adaptability: IT adoption encourages leaders to embrace innovation and adapt to technological advancements (Sinambela et al., 2020). Leaders who are open to leveraging new technologies and digital solutions demonstrate a forward-thinking and innovative leadership style, driving organizational growth and competitiveness. (6) Employee Engagement and Empowerment: IT tools can empower employees by providing them with access to information, resources, and opportunities for collaboration (Tseng, 2017). Leaders who leverage IT to engage and empower their teams demonstrate a participative and inclusive leadership style, fostering a culture of trust and empowerment within the organization. Overall, IT adoption can positively impact leadership style by enhancing communication, enabling data-driven decision-making, supporting remote leadership, improving efficiency, fostering innovation, and empowering employees. Leaders who embrace IT tools and leverage technology effectively can enhance their leadership capabilities and drive organizational success in the digital age.

Leadership style plays a crucial role in shaping knowledge-sharing intention. Here are some ways in which leadership style can have a positive and significant effect on knowledge-sharing intention: (1) Role Modeling: Leaders who demonstrate a commitment to knowledge sharing by actively participating in sharing information, expertise, and resources set a positive example for employees (Phong et al., 2018). When leaders prioritize and engage in knowledge-sharing themselves, it encourages employees to follow suit, leading to a culture of sharing within the organization. (2) Communication and Transparency: Leaders who communicate openly, transparently, and frequently with their teams create a trusting environment where employees feel comfortable sharing their knowledge and ideas (Manzoor et al., 2023). Effective communication from leaders can clarify expectations, provide feedback, and encourage dialogue, fostering a culture of knowledge sharing. (3) Empowerment and Support: Leaders who empower employees by providing them with autonomy, resources, and opportunities to contribute to decision-making processes are more likely to cultivate a culture of knowledge sharing (Ali et al., 2019). When employees feel supported and valued by their leaders, they are more inclined to share their knowledge and insights with others. (4) Recognition and Rewards: Leaders who recognize and reward employees for their knowledge-sharing efforts reinforce the importance of sharing within the organization (Mishra & Pandey, 2019). By acknowledging and incentivizing knowledge-sharing behaviors, leaders can motivate employees to actively participate in sharing their expertise and experiences. (5) Collaborative Leadership: Leaders who adopt a collaborative leadership style, emphasizing teamwork, cooperation, and shared goals, create a collaborative environment conducive to knowledge sharing (Chaman et al., 2021). When leaders encourage collaboration and teamwork, it fosters a sense of community and mutual support among employees, leading to increased knowledge-sharing intention. (6) Continuous Learning and Development: Leaders who prioritize

continuous learning, professional development, and knowledge-sharing initiatives within the organization demonstrate a commitment to fostering a culture of learning and growth (Manzoor et al., 2023). By promoting a learning mindset and providing opportunities for knowledge sharing, leaders can inspire employees to engage in sharing their knowledge and experiences. In summary, leadership style can have a positive and significant effect on knowledge-sharing intention by influencing organizational culture, communication practices, empowerment strategies, recognition mechanisms, collaboration efforts, and learning initiatives. Effective leadership that promotes and values knowledge sharing can create a culture where sharing information and expertise is encouraged, leading to enhanced collaboration, innovation, and organizational success.

The relationship between information technology (IT) adoption and knowledge-sharing intention can be mediated by leadership style in the following ways: (1) Communication Facilitation: Leadership style can mediate the relationship between IT adoption and knowledge-sharing intention by facilitating communication between employees (Tseng, 2017). Influential leaders who promote open communication channels and encourage dialogue about IT tools and knowledge-sharing practices can enhance the transfer of information and expertise among team members. (2) Role Modeling: Leaders who adopt a supportive and participative leadership style can serve as role models for employees in utilizing IT tools for knowledge sharing (Manzoor et al., 2023). By demonstrating how to effectively leverage technology for sharing knowledge, leaders can influence employees' attitudes and behaviors towards IT adoption and knowledge-sharing intention. (3) Empowerment and Engagement: A leadership style that empowers employees to take ownership of their learning and knowledge-sharing activities can mediate the relationship between IT adoption and knowledge-sharing intention (Phong et al., 2018). When leaders empower employees to use IT tools creatively and collaboratively, it can enhance their motivation and willingness to share knowledge with others. (4) Recognition and Incentives: Leaders who recognize and reward employees for their efforts in utilizing IT for knowledge-sharing can mediate the relationship between IT adoption and knowledge-sharing intention (Cui, 2017). By providing incentives and acknowledgment for the effective use of IT tools in sharing knowledge, leaders can reinforce positive behaviors and attitudes toward knowledge sharing. (5) Training and Development: A leadership style that emphasizes continuous learning and development opportunities related to IT adoption and knowledge sharing can mediate the relationship between the two variables (Binsaeed et al., 2023). Leaders who invest in training programs, workshops, and resources to enhance employees' IT skills and knowledge-sharing capabilities can facilitate the integration of IT tools into knowledge-sharing practices. (6) Organizational Culture Alignment: Leadership style plays a crucial role in aligning organizational culture with IT adoption and knowledge-sharing practices (Phong et al., 2018). Leaders who promote a culture of collaboration, innovation, and continuous improvement can create an environment where IT tools are seamlessly integrated into knowledge-sharing processes, leading to enhanced intention to share knowledge among employees. In conclusion, leadership style acts as a mediating factor between IT adoption and knowledge-sharing intention by influencing communication dynamics, role modeling behaviors, empowerment strategies, recognition mechanisms, training initiatives, and organizational culture alignment. Effective leadership that supports and guides employees in utilizing IT tools for knowledge-sharing can enhance the relationship between IT adoption and knowledge-sharing intention within an organization.

V. CONCLUSION

The conclusion drawn from the study on the effect of information technology (IT) adoption on leadership style and knowledge-sharing intention highlights several key points: (1) Significant Influence of IT Adoption on knowledge-sharing intention: The research findings indicate that IT adoption intention has a significant and positive influence on knowledge sharing intention within an organization. This suggests that organizations focusing on enhancing IT adoption among employees are likely to see a subsequent increase in knowledge-sharing behavior. (2) Mediating Effects of Leadership Style: The study emphasizes that leadership style plays crucial mediating roles in the relationship between IT adoption and knowledge-sharing intention. Specifically, the results show that different leadership styles (such as servant leadership, charismatic leadership, transformational leadership, and transactional leadership) have varying degrees of influence on IT adoption and knowledge-sharing intention. (3) Recommendations for Enhancing Knowledge-Sharing Intention: The study suggests that organizations aiming to enhance knowledge-sharing intention should prioritize increasing IT involvement among employees. By fostering a culture that promotes IT adoption and leveraging appropriate leadership styles, organizations can create an environment conducive to knowledge sharing and collaboration. (4) Importance of Leadership Style in Driving Knowledge Sharing: The findings underscore the critical role of leadership in shaping knowledge-sharing behaviors within an organization. Different leadership styles can impact the willingness of employees to share knowledge, with servant and charismatic leadership styles showing

stronger moderating effects on IT adoption and knowledge-sharing intention. In conclusion, the study highlights the interconnected nature of IT adoption, leadership style, and knowledge-sharing intention within organizational settings. By understanding and leveraging these relationships, organizations can effectively promote a culture of knowledge-sharing and innovation.

Theoretical Implications

The theoretical contributions or implications of the research on the relationship between IT adoption, leadership style, and knowledge sharing are essential for advancing understanding in the field of information management and organizational behavior. Here are some key theoretical contributions based on the study findings: (1) Integration of individual and organizational perspectives: By considering both individual (IT adoption intention) and organizational (leadership style) factors in the study, the research bridges the gap between individual decision-making processes and organizational influences on IT adoption and knowledge sharing intention. This integrated approach provides a more comprehensive understanding of the complex relationships among these variables. (2) Moderating effects of leadership and culture: The study highlights the moderating effects of leadership style and organizational culture on the relationship between IT adoption and knowledge sharing intention. This finding contributes to the literature by demonstrating how leadership styles and organizational cultures can influence the effectiveness of IT adoption initiatives and knowledge sharing practices within an organization. (3) Role of leadership in knowledge sharing: The research emphasizes the critical role of leadership in cultivating a knowledge-sharing culture. By exploring how different leadership styles impact employees' willingness to share knowledge, the study contributes to the understanding of how leadership behaviors can shape information management practices and promote collaboration and learning within the organization. (4) Complexity of information management processes: The study sheds light on the complexity of information management processes within organizations. By examining the interplay between IT adoption, leadership style, and knowledge sharing intention, the research highlights the multifaceted nature of information management and the importance of considering various factors that influence these processes. (5) Practical application of theoretical concepts: The research provides practical implications derived from theoretical insights, offering guidance for organizations seeking to improve their information management strategies. By translating theoretical concepts into actionable recommendations for leadership development, organizational culture enhancement, and technology integration, the study bridges the gap between theory and practice in the context of IT adoption and knowledge sharing. Overall, the theoretical contributions of this research enhance our understanding of the complex relationships between IT adoption, leadership style, and knowledge sharing within organizations. By uncovering the moderating effects of leadership and culture on information management processes, the study advances theoretical knowledge in the field of organizational behavior and information management.

Managerial Implications

The managerial implications of the research on the relationship between IT adoption, leadership style, and knowledge sharing can provide valuable insights for organizational leaders looking to enhance information management practices. Here are some managerial implications based on the study findings: (1) Strategic alignment: Managers should align IT adoption strategies with leadership styles and organizational culture to promote knowledge sharing. By understanding how different leadership styles influence employees' attitudes towards technology adoption and knowledge sharing, managers can tailor their strategies to create a supportive environment for information management. (2) Leadership development: Managers can focus on developing leadership capabilities that promote a culture of knowledge sharing and IT adoption. Investing in leadership training programs that emphasize servant leadership, charisma, and transformational leadership qualities can empower leaders to drive technology initiatives and foster a collaborative work environment. (3) Change management: Effective change management practices are essential for successful IT adoption and knowledge sharing initiatives. Managers should communicate the benefits of new technologies and knowledge sharing practices to employees, address any resistance to change, and provide the necessary support and resources to facilitate a smooth transition. (4) Performance evaluation: Managers can incorporate IT adoption and knowledge sharing metrics into performance evaluations to incentivize employees to engage in these activities. By linking performance incentives to technology adoption and knowledge sharing behaviors, managers can motivate staff to actively participate in information management practices. (5) Collaborative platforms: Managers can implement collaborative platforms and tools that facilitate knowledge sharing and communication among employees. Providing easy-to-use technology solutions for sharing information, collaborating on projects, and accessing knowledge resources can encourage a culture of openness and collaboration within the organization. (6) Continuous learning: Encouraging a culture of continuous learning and skill development can

enhance employees' IT capabilities and knowledge sharing competencies. Managers can support ongoing training and development initiatives to ensure that employees have the necessary skills to effectively adopt new technologies and share their expertise with colleagues. (7) Feedback Mechanisms: Establishing feedback mechanisms to gather insights from employees on IT adoption and knowledge sharing practices can help managers identify areas for improvement. By soliciting feedback and actively listening to employees' suggestions, managers can make informed decisions to enhance information management processes. By considering these managerial implications and incorporating them into their organizational practices, managers can create a conducive environment for IT adoption, foster a culture of knowledge sharing, and drive innovation and collaboration within the organization.

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