

Influence of Authentic Leadership on Innovation Performance: The Role of Knowledge Sharing and Organizational Commitment

Melisa Siagian¹, Justine Tanuwijaya^{2*}, Andreas Wahyu Gunawan³

¹ Master's Program in Management, Universitas Trisakti, Jakarta, Indonesia

^{2*,3} Faculty of Economics and Business, Universitas Trisakti, Jakarta, Indonesia

ARTICLE INFO



Email Correspondence:

justine@trisakti.ac.id

Keywords:

Authentic Leadership, Organizational Commitment, Explicit Knowledge Sharing, Tacit Knowledge Sharing, Innovation Performance

DOI:

<https://doi.org/10.33096/jmb.v11i1.689>

ABSTRACT

In dynamic business environments, innovation is the key to organizational success. PT. Indokemika Group recognizes leadership's pivotal role in driving innovation. The study aims to assess Authentic Leadership's impact on Innovation Performance, with Explicit and Tacit Knowledge Sharing and Organizational Commitment as mediators. Analyzing data from 180 respondents, Structural Equation Model (SEM) and Sobel Test were utilized. Findings reveal that authentic leadership and tacit knowledge sharing significantly influence innovation performance through organizational commitment mediation. However, organizational commitment doesn't mediate the link between authentic leadership and explicit knowledge. Implications entail nurturing authentic leadership, promoting knowledge-sharing culture, and fostering robust organizational commitment.

ABSTRAK

Dalam bisnis yang dinamis, inovasi menjadi kunci kesuksesan organisasi. PT. Indokemika Group memahami pentingnya kepemimpinan dalam mendorong inovasi. Bertujuan menganalisis Pengaruh Kepemimpinan Otentik terhadap Kinerja Inovasi: Peran Berbagi Pengetahuan Explicit dan Tacit dan Komitmen Organisasi sebagai mediasi. Dengan sampel 180 responden, analisis data menggunakan Structural Equation Model (SEM) dan Sobel Test. Hasil Penelitian menunjukkan kepemimpinan otentik dan tacit knowledge sharing memiliki pengaruh signifikan terhadap kinerja inovasi yang dimediasi oleh komitmen organisasi namun komitmen organisasi gagal menjadi mediasi hubungan antara kepemimpinan otentik dan berbagai pengetahuan explicit. Implikasinya, fokus pada pengembangan pemimpin otentik, budaya berbagi pengetahuan, dan memastikan tingginya tingkat komitmen organisasi.



This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/).

INTRODUCTION

In the ever-evolving era, industrial competition has become increasingly fierce. The key to a company's success lies in authentic leadership, influencing innovation performance and organizational commitment. The development of innovation is considered the optimal solution to sustain existence and achieve high competitiveness. Innovation performance is deemed a crucial construct in human resource management. Leaders' ability to introduce new ideas, set specific goals, and encourage innovative initiatives from subordinates is recognized as a primary key. Leader openness not only paves the way for innovation but also nurtures genuine commitment throughout the organization.

Organizational commitment stemming from authentic leadership is not merely a task or obligation but an expression of wholehearted engagement with shared vision and values. The role of individual knowledge in organizational development holds significant influence across both public and private sectors. Organizational commitment and social ties play crucial roles in tacit knowledge processes across various cultures (Borges et al., 2019). Knowledge Sharing (KS) is identified as the core foundation and determinant of innovation success (Le and Lei, 2021). Cultures of knowledge sharing within organizations not only generate opportunities and ideas for innovation but also create effective solutions for implementing innovation processes (Le et al., 2020; Singh et al., 2021). Knowledge resources and behaviors in Knowledge Sharing are found to be key factors in innovation and organizational performance (Pham and Hoang, 2019; Le and Lei, 2019; Singh et al., 2021).

This research is motivated by a research gap in previous studies, specifically the research conducted by Sharif et al. (2023), which indicated that authentic leadership significantly and positively influences organizational commitment and tacit and explicit knowledge sharing. This study utilizes a survey questionnaire among 415 employees, with a total sample size of 300 employees at a Non-Profit Organization (NPO) in Saudi Arabia, conducted on December 12, 2022. The research investigates various aspects of NPOs in Saudi Arabia, focusing on sustainability-oriented collaboration, bring-your-own-device policy implementation, and volunteer motivation. The findings suggest that NPOs in this country progressively invest in knowledge sharing through collaboration, technology use, and awareness of variables that attract volunteer interest.

The uniqueness of this research compared to previous studies lies in the addition of a new variable, namely innovation performance, to uncover the impact of authentic leadership on innovation performance with the mediation of organizational commitment and explicit and tacit knowledge-sharing behavior at PT. Indokemika Group. The reason for conducting the research at PT. Indokemika Group is due to the unique challenges the company faces regarding employee attention, knowledge-sharing behavior, and psychological engagement, which have not been extensively studied. Additionally, there is still a lack of research exploring the impact of authentic leadership on innovation performance. Therefore, managers are encouraged to adopt authentic leadership as a solution to address these challenges.

Authentic leadership can provide guidance, moral values, and courage in building emotional attachment and facilitating knowledge sharing among employees. Based on the identification of evidence and literature gaps, the main goal of this research is to fill these knowledge gaps by exploring the impact of authentic leadership on innovation performance through two forms of knowledge sharing, namely tacit and explicit. This process will be mediated by the crucial role of organizational commitment. Therefore, this research aims to provide a deeper insight into the complex relationship between authentic leadership, organizational commitment, knowledge sharing, and innovation performance at Indokemika Group.

LITERATURE REVIEW

Authentic Leadership and Innovation Performance

Authentic leadership is considered a primary organizational factor facilitating creativity and innovation within companies, as empirically evidenced (Xu et al., 2017). In other words, authentic leadership plays a pivotal role in influencing improved innovation performance (Shariq et al., 2018). Zia (2020) demonstrated a significant relationship between leadership and innovation performance, while Banmairuroy et al., (2021) argued that Authentic Leadership correlates positively with innovation performance due to its blend of transactional and transformational leadership, which are precursors to performance-oriented cultures. Their findings support a positive relationship between leadership and innovation. Therefore, the first hypothesis can be formulated as follows:

H₁ : Authentic leadership is positively associated with Innovative Performance.

Authentic Leadership and Explicit Knowledge Sharing Behavior

Authentic leadership has a significant impact that leads to increased collaboration, creativity, and innovation within an organization or team (Sergio et al., 2016). Jung et al. (2021) also reveal that authentic leadership encourages knowledge sharing through high-quality leader-member exchange relationships to motivate employees to engage in innovative behaviors by fostering trust and open communication. Based on previous research, the second hypothesis can be formulated as follows:

H₂ : Authentic leadership is positively associated with explicit knowledge sharing.

Authentic Leadership and Organizational Commitment

Based on studies by Ribeiro et al. (2022), and Lux et al. (2023), it is evident that authentic leadership positively influences teacher organizational commitment and organizational citizenship behavior in educational institutions. They propose emphasizing the importance of understanding the intricacies of commitment in the context of authentic leadership. Authentic leadership and organizational affective commitment are positively correlated as organizational commitment tends to be associated with emotional attachment (Hadian Nasab and Afshari, 2019). Authentic leadership directly impacts employees' perceptions of their jobs, particularly organizational commitment, job significance, job performance, and enthusiasm. According to several studies, authentic leadership is also linked to organizational commitment (Lee, 2018). Based on previous research, the third hypothesis can be formulated as follows:

H₃ : Authentic leadership is positively associated organizational commitment.

Authentic Leadership and Tacit Knowledge Sharing Behavior

Based on the research by Hadian Nasab and Afshari (2019), authentic leadership is a philosophy of managing and sharing knowledge. Previous studies revealing the mediating role of organizational commitment between leadership and performance found influence, with respondents being postgraduate business administration students from various professions in South Korea (Lee et al., 2019). Iqbal et al. (2018) stated that knowledge sharing without authentic leadership is merely a vague notion. Furthermore, the research by Sharif et al. (2022) and Fikri et al. (2021) investigated the impact of authentic leadership on tacit knowledge sharing, exploring gender disparity's role in authentic leadership and its influence on commitment and tacit knowledge sharing. Fikri et al. (2021) examined the

authentic leadership model and its role in managing knowledge sharing through psychological climate. Based on previous research, the second hypothesis can be formulated as follows:

H₄ : Authentic leadership is positively associated tacit knowledge sharing behavior.

Mediation Effect

Knowledge-Sharing Behavior

The study conducted by Ribeiro et al., (2022) specifically investigates the mediating function of affective commitment in the connection between authentic leadership and knowledge sharing. Their research underscores that authentic leadership triggers organizational citizenship behaviors, and affective commitment plays a crucial role as a mediator in this process. Hyun et al. (2015) argued, supported by evidence, that employee attitudes serve as significant mediators, particularly concerning organizational commitment to sharing knowledge. Based on previous research, the fifth hypothesis can be formulated as follows:

H₅ : Authentic leadership is indirectly and positively associated with explicit knowledge sharing behavior by the mediating role of organizational commitment.

H₆ : Authentic leadership is indirectly and positively associated with tacit knowledge sharing behavior by the mediating role of organizational commitment.

Organizational Commitment and Innovation Performance

The company needs to hire employees who are satisfied, stress-free, and committed to optimizing organizational commitment, leading to increased organizational innovation. The result is that both product and process innovation impact company performance (Tarigan, 2018). Organizational commitment significantly enhances both product and process innovation (with process innovation influencing product innovation), which in turn affects organizational functional performance. Thus, organizational commitment positively influences innovation performance. Consequently, the following hypotheses are put forward.

H₇ : Organizational commitment is positively associated with innovation performance.

Knowledge Sharing and Innovation Performance

The creation of new knowledge is a vital aspect of collaborative innovation performance (Chedid et al., 2020). Knowledge sharing involves enterprises in sharing documents, work-related tools, operational specifications, training materials, and other resources with their partners. On the other hand, tacit knowledge sharing entails sharing knowledge through informal communication, interaction, and influence (Shan and Li, 2015; Zhu et al., 2016). Consequently, the following hypotheses are put forward.

H₈ : Explicit knowledge sharing is positively associated with innovation performance.

H₉ : Tacit knowledge sharing is positively associated with innovation performance.

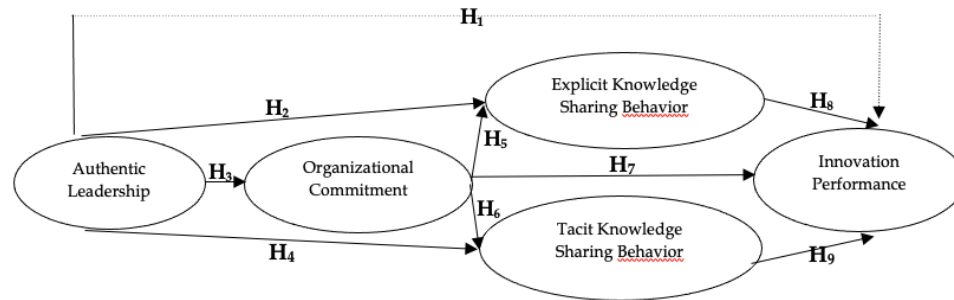


Figure 1 Framework

Source : Processed with SPSS (Researchers, 2023)

RESEARCH METHODS

The research conducted in this study adopts a quantitative descriptive approach with a cross-sectional design. The variables under investigation encompass authentic leadership, organizational commitment, explicit knowledge-sharing, tacit knowledge-sharing behavior, and innovation performance. Authentic leadership is the independent variable, while innovation performance is the dependent variable, with organizational commitment acting as a mediating variable through explicit and tacit knowledge sharing. The research design incorporates hypothesis testing, aiming to scrutinize the impact of independent variables on the dependent variable through mediating variables. This research falls within the realm of cross-sectional research, conducted at a specific moment without spanning a defined period for data collection. Data collection directly engages industry employees, categorizing the research setting as non-contrived, implying that data is gathered in a natural or realistic environment devoid of manipulation or specific arrangements. Hence, the researcher observes and collects data from naturally occurring situations without contrived scenarios.

The operational definition of innovation performance is pivotal in human resource management and organizational governance, enabling companies to achieve objectives and tackle competitive challenges. It hinges on a company's capacity to innovate and create novel entities such as products, services, work processes, and management protocols, gauging its efficacy in generating and implementing new ideas to bolster competitiveness. Explicit knowledge-sharing behavior involves the explicit dissemination of knowledge, fostering organizational knowledge development through novel knowledge creation and organizational advancement. Conversely, Tacit knowledge-sharing entails disseminating unseen and informal knowledge employees possess, including experience, expertise, unique insights, and intuition. Tacit knowledge-sharing behavior is more relevant than explicit knowledge-sharing behavior in skill-oriented environments.

Organizational commitment, a behavioral dimension, evaluates employees' inclination to remain within an organization, characterized by their dedication to work, reflecting attitudinal and behavioral commitment and emotional attachment to the organization. As defined by Crawford et al. (2018), authentic leadership embodies the synergy of four characteristics—self-awareness, relational transparency, balanced processing, and internalized moral perspective—depicting an authentic personality. Authentic leaders

exhibit self-awareness and are guided by robust ethical values driving their actions, fostering a climate of trust that spurs the personal development of subordinates and enhances organizational performance.

The study utilizes a quantitative methodology to collect numerical data through a questionnaire. This approach encourages the numerical measurement of variables, enabling the collection and analysis of substantial data using statistical methods. It is conducive to hypothesis testing and population generalization. The measurement tool comprises Likert scales, with variable measurement conducted through a questionnaire featuring 36 statements. Sample size determination follows the formula by Hair et al. (2018), suggesting a minimum of 180 samples calculated based on the number of indicators multiplied by 5 to 10. Data quality assessment encompasses validity testing to gauge questionnaire accuracy and reliability testing to demonstrate instrument precision, consistency, and accuracy in measuring constructs.

RESULTS and DISCUSSION

This research involved 180 respondents from the industrial sector, surveyed through the distribution of online questionnaires among industry employees, categorized by gender, age, length of employment, and educational level. The respondent profile indicates that the majority of respondents are male, with 91 individuals (50.6%), suggesting that at PT. Indokemika Group, there is a higher number of male employees. In terms of age, employees at Indokemika are predominantly in the 18-30 age group, with 114 individuals (63.3%). Based on the highest level of education, the majority of Indokemika employees hold a Bachelor's degree (S1), totaling 135 individuals (75%), indicating a relatively high level of education among the workforce. Regarding work experience, the majority of Indokemika employees have been working for 1-5 years, totaling 114 individuals (63.3%), suggesting that most employees at Indokemika have been in the workforce for 1-5 years.

Table 1. Respondents Profile

Information	Characteristics	Frequency	Percentage
Gender	Male	91	50,6%
	Female	89	49,4%
	Total	180	100%
Age	18-30 years	114	63,3%
	>30-40 years	55	30,6%
	>40-50 years	11	6,1%
	Total	180	100%
Last Education	D3	40	22,2%
	S1	135	75,0%
	S2	5	2,8%
	Total	180	100%
Work Experience	< 1 year	5	2,8%
	1- 5 years	114	63,3%
	>5 - 10 years	44	24,4%
	> 10 years	17	9,4%
	Total	180	100%

Source : Processed with SPSS (Researchers, 2023)

Testing validity is defined as the degree of accuracy between the data observed in the research object and the data reported by the researcher. The data processing results indicate that the linearity assumptions are met for all dimensions with their constructs based on the indicator plot matrix with composite construct scores. Reliability testing is an indication of the consistency of an instrument in measuring a concept or can be interpreted as the accuracy of the measurement. This study uses Cronbach's Alpha method to measure reliability. If the Cronbach's Alpha value is ≥ 0.60 , it can be considered reliable, and the statements are suitable for use in the questionnaire. However, if < 0.60 , it is considered unreliable or not suitable for use in the questionnaire.

Table 2. Validity and Reliability Testing

Variable	Indicator	Validity Testing		Reliability Testing	
		Factor Loading	Conclusion	Cronbach's alpha	Conclusion
AL1	My supervisor assists in understanding how my goals align with the team.	0,628	Valid	0,828	Reliable
AL2	My supervisor helps in understanding the importance of my work to the overall performance of the team in my workplace.	0,666	Valid		
AL3	My supervisor helps in understanding how my job aligns with the big picture.	0,648	Valid		
AL4	My supervisor often involves me in the decision-making process.	0,686	Valid		
AL5	My supervisor frequently consults with me when making important decisions.	0,709	Valid		
AL6	If a decision may have an impact, the supervisor will seek my opinion.	0,805	Valid		
AL7	My supervisor trusts me to handle challenging tasks.	0,628	Valid		
AL8	Even when making mistakes, my supervisor trusts me to rectify them.	0,688	Valid		
AL9	My supervisor has full confidence that I can perform the job well.	0,736	Valid		
AL10	My supervisor allows me to work in my own way.	0,543	Valid		
AL11	My supervisor makes my work more efficient by maintaining rules and systems. sederhana.	0,660	Valid		
AL12	My supervisor allows me to make significant decisions quickly to address issues.	0,631	Valid		

Variable	Indicator	Validity Testing		Reliability Testing		
		Factor Loading	Conclusion	Cronbach's alpha	Conclusion	
OC	OC1	I feel like I am a part of the organization.	0,677	Valid	0,789	Reliable
	OC2	This organization truly brings out the best in me in terms of performance.	0,791	Valid		
	OC3	I deeply care about the fate of this organization.	0,581	Valid		
	OC4	I take pride in telling others that I am a part of the organization.	0,809	Valid		
	OC5	I find that my values align closely with the values of the organization.	0,716	Valid		
	OC6	I am willing to take on almost any type of job assignment to continue working in this organization.	0,811	Valid		
	OC7	I am willing to exert a great deal of effort, beyond what is typically expected, to help this organization succeed.	0,791	Valid		
	OC8	This organization deserves my loyalty.	0,677	Valid		
EKS	EKS1	People in my company often share reports and official documents with members of the organization.	0,869	Valid	0,625	Reliable
	EKS2	People in my company frequently share reports and official documents prepared with members of the organization.	0,908	Valid		
	EKS3	People in my company often gather reports and official documents from others in their work.	0,653	Valid		
	EKS4	People in my company are often driven by knowledge-sharing mechanisms.	0,464	Valid		
	EKS5	People in my company are frequently offered various training and development programs.	0,237	Valid		
	EKS6	People in my company are facilitated by the invested IT system for knowledge sharing.	0,199	Valid		
TKS	TKS1	People in my company often share knowledge based on experience.	0,859	Valid	0,784	Reliable

Variable	Indicator	Validity Testing		Reliability Testing	
		Factor Loading	Conclusion	Cronbach's alpha	Conclusion
TKS2	People in my company frequently gather knowledge from others based on experience.	0,865	Valid		
TKS3	People in my company often share knowledge about know-where or know-whom with others.	0,843	Valid		
TKS4	People in my company often share knowledge based on expertise.	0,881	Valid		
TKS5	People in my company often gather knowledge from others based on expertise.	0,871	Valid		
TKS6	People in my company often share lessons from past failures when they feel it's necessary.	0,799	Valid		
IP	IP1 I often adopt new methods and approaches to solve encountered challenges at work.	0,736	Valid	0,67	Reliable
	IP2 I am adept at innovation and serve as a learning model for everyone.	0,835	Valid		
	IP3 I have discovered new and innovative solutions for my field of work.	0,865	Valid		
	IP4 I have generated innovative ideas to tackle challenging tasks.	0,867	Valid		

Source : *Processed with SPSS (Researchers, 2023)*

Note: AL=Authentic Leadership, OC= Organizational Commitment, EKS= Explicit Knowledge Sharing, TKS= Tacit Knowledge Sharing, IP= Innovation Performance.

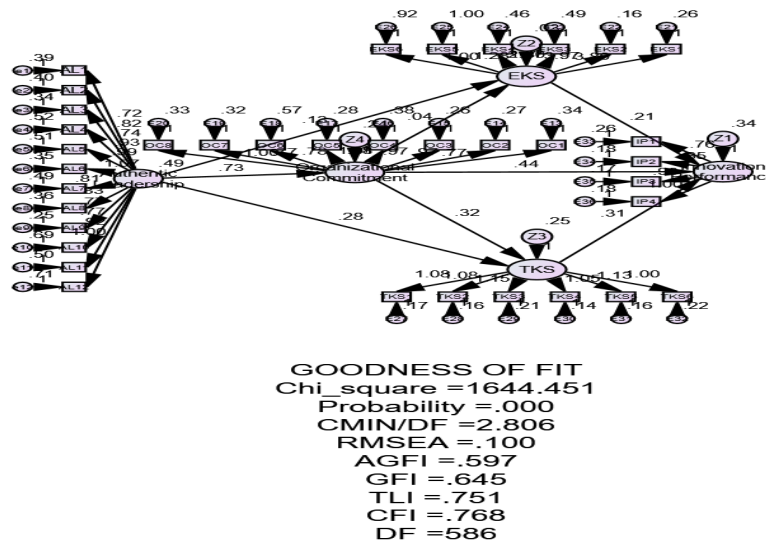


Figure 2 Path Diagram of Structural Equation

Source : SEM Analysis (Researchers, 2023)

Initial analysis of the preliminary model fit showed that the overall model fit index obtained indicates marginal goodness of fit, with marginal chi-square, Probability, GFI, AGFI, TLI, and CFI indices providing insufficient support for model goodness. If the validity test results indicate that all variables have factor loading values greater than 0,5, it can be concluded that all variables are considered valid as appropriate measurements of the intended constructs.

Table 3. Goodness of Fit Testing

Goodness of fit index	Cut-off Value	Model Results*	Information
Chi_Square	Expected to be small	530,784	Good fit
Probability	≥ 0,05	0,110	Good fit
CMIN/DF	≤ 2,00	1,079	Good fit
RMSEA	≤ 0,08	0,021	Good fit
GFI	≥ 0,90	0,868	Marginal fit
AGFI	≥ 0,90	0,821	Marginal fit
TLI	≥ 0,94	0,989	Good fit
CFI	≥ 0,94	0,992	Good fit

Source : SEM Analysis (Researchers, 2023)

Parameter estimation results (regression, weights, or loading factors) through the maximum likelihood method were obtained based on data processing, and tests were conducted to determine if there was an influence between the latent variables hypothesized earlier.

Table 4 Hypothesis Testing Result

	Hypothesis	Estimate	p-value	Description
H ₁	Authentic leadership is positively associated with Innovative Performance.	0,175	0,000	Supported

H ₂	Authentic leadership is positively associated with explicit knowledge sharing.	0,517	0,170	Not supported
H ₃	Authentic leadership is positively associated organizational commitment.	0,781	0,000	Supported
H ₄	Authentic leadership is positively associated tacit knowledge sharing behavior.	0,452	0,000	Supported
H ₅	Authentic leadership is indirectly and positively associated with explicit knowledge sharing behavior by the mediating role of organizational commitment.	-0,025	0,170	Not supported
H ₆	Authentic leadership is indirectly and positively associated with tacit knowledge sharing behavior by the mediating role of organizational commitment.	0,170	0,000	Supported
H ₇	Organizational commitment is positively associated with innovation performance.	0,456	0,000	Supported
H ₈	Explicit knowledge sharing is positively associated with innovation performance.	0,021	0,772	Not supported
H ₉	Tacit knowledge sharing is positively associated with innovation performance.	0,325	0,000	Supported

Source: Amos Processing Results and Sobel Test (Researcher, 2023)

In this study, nine hypotheses are being tested. The hypothesis testing in this study utilizes Structural Equation Modeling (SEM) analysis with AMOS software to examine direct effects and Sobel Test to examine indirect effects. The tolerance for error used is 5% ($\alpha = 0,05$) as the basis for decision-making. If the p-value is $\leq 0,05$, then H₀ is not supported, and H_a is supported; if the p-value is $> 0,05$, then H₀ is supported, and H_a is not supported. Hypothesis 1 (H₁), which proposes that Authentic leadership is positively related to innovation performance, is accepted. This conclusion is based on the critical ratio (CR) calculation where the t-value is greater than the t-table value ($3,874 > 1,96$), and the probability value (p) is less than 0,05 ($0,000 < 0,05$), indicating a significant causal relationship between the variables. According to the path coefficient, tacit knowledge behavior has a positive influence on innovation performance, as indicated by the path coefficient of 0,175.

Hypothesis 2 (H₂), which states that Authentic leadership is positively related to explicit knowledge sharing, is rejected. This conclusion is based on the calculation results of the critical ratio (CR) where the t-value is smaller than the t-table value ($1,372 < 1,96$), and the probability value (p) is greater than 0,05 ($0,170 > 0,05$), indicating that the two variables have a non-significant causal relationship. Based on the path coefficient, authentic leadership does provide a positive influence on explicit knowledge sharing, as indicated by the path coefficient of 0,517.

Hypothesis 3 (H₃), which states that Authentic leadership is positively related to Organizational commitment, is accepted. This conclusion is based on the calculation results of the critical ratio (CR) where the t-value is greater than the t-table value ($8,327 > 1,96$), and the probability value (p) is less than 0,05 ($0,000 < 0,05$), indicating that the two variables have a significant causal relationship. Based on the path coefficient, authentic leadership does provide a positive influence on organizational commitment, as indicated by the path

coefficient of 0,781. Hypothesis 4 (H₄), which states that Authentic leadership is positively related to tacit knowledge sharing, is accepted. This conclusion is based on the calculation results of the critical ratio (CR) where the t-value is greater than the t-table value (3,788 > 1,96), and the probability value (p) is less than 0,05 (0,000 < 0,05), indicating that the two variables have a significant causal relationship. Based on the path coefficient, authentic leadership does provide a positive influence on tacit knowledge sharing, as indicated by the path coefficient of 0,452.

Hypothesis 5 (H₅), which suggests that Authentic leadership indirectly and positively relates to explicit knowledge behavior through the mediating role of organizational commitment, is rejected. This conclusion is drawn from the critical ratio (CR) calculation where the t-value is smaller than the t-table value (1,372 < 1,96), and the probability value (p) is greater than 0,05 (0,170 > 0,05), indicating a non-significant causal relationship between the variables. Based on the path coefficient, authentic leadership does not directly exert a negative influence on explicit knowledge sharing, as indicated by the path coefficient of -0,025. Hypothesis 6 (H₆), which suggests that Authentic leadership indirectly and positively relates to tacit knowledge behavior through the mediating role of organizational commitment, is accepted. This conclusion is drawn from the critical ratio (CR) calculation where the t-value is greater than the t-table value (3,788 > 1,96), and the probability value (p) is less than 0,05 (0,000 < 0,05), indicating a significant causal relationship between the variables. Based on the path coefficient, authentic leadership indirectly exerts a positive influence on tacit knowledge sharing, as indicated by the path coefficient of 0,170.

Hypothesis 7 (H₇), which posits that Organizational commitment is positively related to innovation performance, is accepted. This conclusion is based on the critical ratio (CR) calculation where the t-value is greater than the t-table value (4,520 > 1,96), and the probability value (p) is less than 0,05 (0,000 < 0,05), indicating a significant causal relationship between the variables. According to the path coefficient, organizational commitment has a positive influence on innovation performance, as indicated by the path coefficient of 0,386. Hypothesis 8 (H₈), which suggests that Explicit knowledge behavior is positively related to innovation performance, is rejected. This conclusion is drawn from the critical ratio (CR) calculation where the t-value is smaller than the t-table value (0,290 < 1,96), and the probability value (p) is greater than 0,05 (0,772 > 0,05), indicating a non-significant causal relationship between the variables. Despite this, based on the path coefficient, explicit knowledge behavior does provide a positive influence on innovation performance, as indicated by the path coefficient of 0,021. Hypothesis 9 (H₉), which proposes that Tacit knowledge behavior is positively related to innovation performance, is accepted. This conclusion is based on the critical ratio (CR) calculation where the t-value is greater than the t-table value (3,734 > 1,96), and the probability value (p) is less than 0,05 (0,000 < 0,05), indicating a significant causal relationship between the variables. According to the path coefficient, tacit knowledge behavior has a positive influence on innovation performance, as indicated by the path coefficient of 0,325.

The findings of this research present a blend of consistencies and discrepancies when compared to previous related studies. While Hypothesis 1, suggesting a positive correlation

between authentic leadership and explicit knowledge sharing, is refuted, these outcomes may signal contextual nuances or methodological variances between this study and prior research that merit consideration. Conversely, findings supporting Hypotheses 1, 3, 4, 6, 7, and 9 align with earlier literature, underscoring the notion that authentic leadership, organizational commitment, and knowledge sharing can enhance innovation performance. Further theoretical implications underscore the intermediary function of organizational commitment in linking authentic leadership, knowledge sharing, and innovation performance.

Moreover, the research outcomes pave the way for deeper insights into the influence of knowledge sharing on innovation performance, spanning both tacit and explicit domains. From a practical perspective, authentic leadership and organizational commitment emerge as viable strategies to foster knowledge sharing, bolstering innovation performance. Understanding the mediating role of organizational commitment can aid companies in crafting more impactful leadership development initiatives.

Drawing from the research findings, this thesis's overarching conclusion is that authentic leadership within the industrial sector, exemplified by the case of Indokemika, profoundly influences tacit and explicit knowledge-sharing behaviors among employees. Authentic leadership plays a pivotal role in cultivating a knowledge-sharing ethos critical for organizational advancement and success. These findings carry significant implications, particularly for Indokemika, which can leverage authentic leadership as a linchpin in nurturing a culture of knowledge sharing among its workforce. Authentic leadership directly influences knowledge-sharing behaviors and shapes employees' commitment to the organization.

The existence of organizational commitment, mediated by authentic leadership, emerges as a decisive factor in facilitating knowledge sharing and driving innovation performance. Organizations like Indokemika can take concrete measures to cultivate and fortify authentic leadership as a cornerstone for fostering a robust knowledge-sharing culture. These measures encompass leadership development initiatives, enhanced communication channels, and incentivizing explicit knowledge sharing among employees.

Furthermore, recognizing the positive impact of authentic leadership on innovation performance can serve as a springboard for crafting comprehensive organizational policies and programs. Thus, these findings contribute not only to theoretical insights into the interplay between authentic leadership, knowledge sharing, and innovation performance but also offer actionable guidance for Indokemika and analogous entities in harnessing the potential of authentic leadership to attain competitive excellence through a thriving knowledge-sharing culture.

CONCLUSION

The research findings indicate strong support for six hypotheses, revealing a positive correlation between authentic leadership and tacit knowledge sharing, authentic leadership and organizational commitment, organizational commitment and innovation performance, as well as authentic leadership and innovation performance. Furthermore, the study suggests that authentic leadership indirectly influences tacit knowledge-sharing

behavior through the mediating role of organizational commitment, which in turn, positively impacts innovation performance. However, three hypotheses did not receive support, particularly regarding the absence of a significant causal relationship between explicit knowledge sharing and authentic leadership, organizational commitment, and innovation performance. These results suggest that differences in organizational values or priorities may account for the lack of direct influence of authentic leadership styles on explicit knowledge sharing.

Recommendations for future research include incorporating additional methodologies such as surveys, interviews, or direct observations to gain a more comprehensive understanding. Leaders are encouraged to take proactive measures in addressing issues to enhance innovation performance, recognizing the positive effects of authentic leadership on fostering commitment, loyalty, and trust. Moreover, future studies should not limit their focus to the chemical industry but should encompass diverse sectors to generalize results with a larger respondent pool. Researchers are urged to include other variables, such as job satisfaction, to obtain more precise and comprehensive data. These findings lay the groundwork for further exploration and provide valuable insights for practitioners and policymakers in formulating strategies to foster innovation within organizational settings.

REFERENCE

- Banmairuroy, W., Kritjaroen, T. and Homsombat, W. (2021), "*The effect of knowledge-oriented leadership and human resource development on sustainable competitive advantage through organizational innovation's component factors: evidence from Thailand's new S-curve industries*", *Asia Pacific Management Review*, Vol. 27 No. 3, pp. 200-209.
- Borges, R., Bernardi, M. and Petrin, R. (2019), "*Cross-country findings on TKsharing: evidence from the brazilian and indonesian IT workers*", *Journal of Knowledge Management*, Vol. 23 No. 4, pp. 742-762, doi: 10.1108/JKM-04-2018-0234.
- Chedid, M., Alvelos, H. and Teixeira, L. (2020), "*Individual factors affecting attitude toward knowledge sharing: an empirical study on a higher education institution*", *VINE Journal of Information and Knowledge Management Systems*, Vol. 52 No. 1, pp. 1-17, doi: 10.1108/vjikms01-2020-0015.
- Crawford, J., Dawkins, S., Martin, A. and Lewis, G. (2018), "*Conceptualising authentic followers and developing a future research agenda*", *Authentic Leadership and Followership*, Palgrave Macmillan, Cham, pp. 271-293.
- Fikri, M.A.A., Pramono, T., Nugroho, Y.A., Novitasari, D. and Asbari, M. (2021), "*Leadership model in Pesantren: managing knowledge sharing through psychological climate*", *International Journal of Social and Management Studies*, Vol. Vol. 2 No. 3, pp. 149-160.
- Hadian Nasab, A. and Afshari, L. (2019), "*Authentic leadership and employee performance: mediating role of organizational commitment*", *Leadership and Organization Development Journal*, Vol. 40 No. 5, pp. 548-560.
- Hyun, Y.S., Cho, D. and Yoon, S.W. (2015), "*Landscape of human resource development research in Korea: results from author co-citation network analysis*", *Human Resource Development International*, Vol. 18 No. 5, pp. 446-463.

- Iqbal, S., Farid, T., Jianhong, M., Khattak, A. and Nurunnabi, M. (2018), "The impact of authentic leadership on organizational citizenship behaviours and the mediating role of corporate social responsibility in the banking sector of Pakistan", *Sustainability*, Vol. 10 No. 7, pp. 2170.
- Jung, K.B., Ullah, S.E. and Choi, S.B. (2021), "The mediated moderating role of organizational learning culture in the relationships among authentic leadership, leader-member exchange, and employees' innovative behavior", *Sustainability*, Vol. 13 No. 19, p. 10802.
- Le, P.B. (2021), "Determinants of frugal innovation for firms in emerging markets: the roles of leadership, knowledge sharing and collaborative culture", *International Journal of Emerging Markets*, pp. 1-20, doi: 10.1108/IJOEM-02-2021-0258.
- Le, P.B., Lei, H., Le, T.T., Gong, J. and Ha, A.T. (2020), "Developing a collaborative culture for radical and incremental innovation: the mediating roles of tacit and explicit knowledge sharing", *Chinese Management Studies*, Vol. 14 No. 4, pp. 957-975.
- Le, P.B. and Lei, H. (2019), "Determinants of innovation capability: the roles of transformational leadership, knowledge sharing and perceived organizational support", *Journal of Knowledge Management*, Vol. 23 No. 3, pp. 527-547.
- Lee, C.S. (2018), "Authentic leadership and organizational effectiveness: the roles of hope, grit, and growth mindset", *International Journal of Pure and Applied Mathematics*, Vol. 118 No. 19, pp. 383-401.
- Lux, A.A., Grover, S.L. and Teo, S.T. (2023), "Reframing commitment in authentic leadership: untangling relationship-outcome processes", *Journal of Management and Organization*, Vol. 29 No. 1, pp. 103-121.
- Pham, L.T. and Hoang, H.V. (2019), "The relationship between organizational learning capability and business performance: the case of Vietnam firms", *Journal of Economics and Development*, Vol. 21 No. 2, pp. 259-269.
- Ribeiro, N., Duarte, A.P., Filipe, R. and David, R. (2022), "Does authentic leadership stimulate organizational citizenship behaviors? The importance of affective commitment as a mediator", *Sustainability Accounting, Management and Policy Journal*, Vol. 13 No. 2, pp. 320-340.
- Sergio Edú, V.J.A.M.L., Fernando, V.J.A.M.L. and Topa, C. (2016), "Authentic leadership and employee sharing behavior. Mediation of the innovation climate and workgroup identification", *Leadership & Organization Development Journal*, Vol. 24 No. 4, pp. 561-566.
- Shan, Y. and Li, Z. (2015), "An evolutionary game of knowledge sharing in construction supply chain facing construction industrialization", *Journal of Engineering Management*, Vol. 29 No. 2, pp. 1-5.
- Sharif, S., Albadry, O.M., Durrani, M.K. and Shahbaz, M.H. (2023), "Leadership, tacit and explicit knowledge sharing in Saudi Arabian non-profit organizations: the mediating role of organizational commitment", *Global Knowledge, Memory and Communication*, doi: 10.1108/GKMC-02-2023-0050.
- Sharif, S., Lodhi, R.N., Iqbal, K. and Saddique, F. (2022), "Gender disparity in leadership boosts affective commitment and tacit knowledge sharing about libraries", *International Journal of Organizational Analysis*, Vol. 30 No. 5, pp. 1212-1234.

- Shariq, S.M., Mukhtar, U. and Anwar, S. (2018), "*Mediating and moderating impact of goal orientation and emotional intelligence on the relationship of knowledge-oriented leadership and knowledge sharing*", *Journal of Knowledge Management*, doi: 10.1108/JKM-01-2018-0033.
- Singh, S.K., Mazzucchelli, A., Vessal, S.R. and Solidoro, A. (2021), "*Knowledge-based HRM practices and innovation performance: role of social capital and knowledge sharing*", *Journal of International Management*, Vol. 27 No. 1, 100830.
- Tarigan, Z.J.H. (2018), *The Impact of Organization Commitment to Process and Product Innovation in Improving Operational Performance*, Petra Christian University, Wonocolo.
- Xu, B.D., Zhao, S.K., Li, C.R. and Lin, C.J. (2017), "*Authentic leadership and employee creativity: testing the multilevel mediation model*", *Leadership and Organization Development Journal*, Vol. 38 No. 3, pp. 482-498, doi: 10.1108/LODJ-09-2015-0194.
- Zia, N.U. (2020), "*Knowledge-oriented leadership, knowledge management behaviour and innovation performance in project-based SMEs. The moderating role of goal orientations*", *Journal of Knowledge Management*, Vol. 24 No. 8, pp. 1819-1839.
- Zhu, j., He, Q., Yang, D., Luo, L. and Ding, L. (2016), "*Research on the Influence mechanism of interorganizational knowledge sharing of construction projects on project performance*", *Journal of Engineering Management*, Vol. 30 No. 6, pp. 89-94.