



Impact of Knowledge-Oriented Leadership on Innovative Behavior, and Employee Satisfaction: The Mediating Role of Knowledge-Centered Culture for Sustainable Workplace

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DOI: <https://doi.org/10.71145/rjsp.v3i3.415>

Abstract

Knowledge orientation leadership has recently gained attention from academics and business executives for its positive impact on long-term organizational and employee outcomes. This study examines the impact of knowledge-oriented leadership on innovative behavior and employee job satisfaction, with the mediating role of knowledge-centered culture for sustainable workplace. Drawing on Affective Events Theory, survey data were collected from 456 employees in hotels and travel companies in Khyber Pakhtunkhwa Pakistan. The model and hypothesis were tested using Partial least square structural equation modeling (PLS-SEM). The results validate that knowledge-oriented leadership fosters a knowledge-centered culture inside firms, which in turn fosters innovative service behavior and work satisfaction among employees. The findings show that knowledge-centered culture mediates the relationship between knowledge-oriented leadership, innovative behavior, and job satisfaction. This study contributes to the literature from a developing country perspective by providing empirical evidence that knowledge-oriented leadership fosters an organizational-centered culture, which in turn increases job satisfaction and service innovation.

Keywords: Culture, Innovation, Knowledge Management, Sustainable Leadership

Introduction

Pakistan, as a developing nation, faces major challenges in enhancing its innovation and competitiveness due to limited skilled human resources and brain drain, despite notable progress in education over the recent decades. One of Pakistan's biggest obstacles to promoting industrial innovation is the shortage of skilled workers. With a particular focus on technology, manpower, and expenses, Pakistan has prioritized the transfer of skills and technology in order to make up for the lack of technological expertise in the country. A cornerstone strategy, the "Pakistan 2025" vision aims to transform the country into a knowledge economy that innovates and competes globally. Research indicates that in order to achieve innovative results, businesses require not only skills and personnel but also engaged and satisfied employees (Jung & Yoon, 2018). Furthermore, it has been demonstrated that satisfied employees who consistently innovate their services can provide a competitive edge (Baradarani & Kilic, 2018; Stock, 2015). As a result, both the academics and practitioners have started to pay close attention to strategies that increase job satisfaction and innovative activity. Some researchers have looked for ways to characterize

job satisfaction. It can be defined as the degree to which people are satisfied or dissatisfied with their work, or as the combination of environmental, physiological, and psychological elements that make a person happy or unhappy in their employment (Judge, 1994). Additionally, Sagheem et al., 2024 argue that it is typically regarded as the degree to which a worker's desires align with the qualities of the task. Therefore, the degree of satisfaction or dissatisfaction will depend on whether expectations are met and whether the experience is appreciated or valued. According to Stock (2015), service innovative behavior refers to employee's implementation of new concepts and methods to enhance the effectiveness and quality of current services during the delivery process. Innovation, is the development and application of new ideas, techniques, resources, and systems with the goal of improving current capabilities within an organization or community (Sagheem et al., 2025). Businesses must leverage their resources and skills to survive in the highly competitive tourism and hospitality sector. One such resource is human knowledge, embodied in corporate leadership, culture, and HR practices (Chow & Gong, 2010). Scholars believe that HR along with knowledge management (KM) approaches can inspire workers to produce, absorb, communicate, and share knowledge (Singh et al., 2021). Because of this, managers now work to create a positive corporate culture by utilizing their most valuable resource: the expertise and abilities of their employees (Elayan et al., 2022; Iqbal & Ahmad, 2021). Young managers are keen to implement systems in which leadership and other organizational functions revolve around knowledge management. Knowledge-oriented leadership (KOL) is a leadership style in which managers not only encourage employees to learn new things and challenge their thinking, but also provide incentives and training to create a platform for learning, storing, sharing, and applying knowledge (Donate & de Pablo, 2015; Men & Jia, 2021; Shamim et al., 2019). Despite this, the literature on tourism and hospitality (Hoang et al., 2022; Yang et al., 2021) and other industries, particularly those focused on sustainable leadership (Iqbal & Piwowar-Sulej, 2023; Piwowar Sulej & Iqbal, 2022), has identified a number of leadership styles, including transformational leadership, and entrepreneurial leadership. However, there is a limited theoretical and practical knowledge regarding the impact of KOL on organizational and employee outcomes (Donate et al., 2022; Donate & de Pablo, 2015). For instance, it remains unclear to what extent KOL influences organizational culture, such as knowledge-centered culture (KCC). By promoting and rewarding cooperation, teamwork, and information sharing, a knowledge-centered culture is designed to improve an organization's knowledge processes (Lei et al., 2019). Understanding the influence of Knowledge Centered Culture (KCC) on innovative behavior and job satisfaction requires an understanding of organizational culture, which is expressed through rituals, norms, and shared interpretations. Since knowledge-centered cultures allow people to share and acquire new skills and information they can utilize in their jobs (Gui et al., 2021; Iqbal, 2021; Lei et al., 2019), they may provide employees with a sense of purpose, knowledge application, and achievement. This study adds to the literature by presenting data showing how knowledge-oriented leadership fosters and supports a knowledge culture that encourages service innovation and employee satisfaction. Thus, this work responds to calls for additional research on the effects of KCC and KOL (Donate et al., 2022; Gui et al., 2021; Lei et al., 2019; Shamim et al., 2019). The focus on KCC and KOL and their effect on employee outcomes in the travel and hospitality sector has significant implications for sustainable organizational growth. By filling knowledge gaps and providing useful insights, the findings can help tourism and hospitality firms develop more effective leadership strategies and cultivate work environments that encourage creativity and employee satisfaction. As one of the first studies to explore these ideas in the tourism and hospitality sector in Khyber Pakhtunkhwa, Pakistan, this article differs from previous work by focusing on a developing country context. By adopting these practices, such nations can improve their ability to compete in the global market and implement sustainable tourism and hospitality strategies. We also contribute to the body of research in the tourism and hospitality sector by examining the process through which knowledge-oriented leadership generates favorable employee outcomes that managers can leverage for long-term competitiveness.

Literature Review

Knowledge-oriented leadership and knowledge-centered culture

When employees leave their organization, their knowledge and skills are transferred to other organizations, particularly if they fail to translate their expertise into organizational knowledge, such as transferring and storing business insights into organizational memory or systems. According to Abubakar et al. (2019), the activities of knowledge development, sharing, storing, and application at the individual level are referred to as knowledge management (KM). Converting employee expertise into organizational knowledge has therefore become crucial for the tourism and hospitality sector, which is primarily impacted by seasonal workforces and significant employee turnover (Abubakar et al., 2018). Retaining employees and their knowledge is becoming difficult. According to the literature, KCC exhibits three distinct knowledge process dimensions: a culture of knowledge generation, sharing, and implementation that represent organizational members' fundamental knowledge (Gui et al., 2021). KCC is defined as a set of values, beliefs, conventions, and social rules that provide a shared goal and direction for employees to develop, exchanging, and applying knowledge resources in their work-tasks. In other words, it refers to an organizational culture that encourages and facilitates knowledge creation, sharing, and application for the long-term success (Gui et al., 2021). The connection between leadership and KCC has been largely overlooked in the literature, particularly in the tourism and hospitality sectors (Lei et al., 2019). KCC can be promoted in businesses through transformational leadership (Li et al., 2017) and ethical leadership (Lei et al., 2019). These leadership styles can foster an environment that encourages and supports workers' creativity, sharing, and application of knowledge (Gui et al., 2021). KCC is also a result of knowledge-oriented leadership (KOL). KOLs combine the communication and motivational elements of both transactional and transformational leadership, focusing on maintaining leader-member relationships through incentives and rewards for knowledge-related outcomes while also inspiring and motivating staff (Donate et al., 2022). The impact of KOL on organizational outcomes such as service quality (Mansoor & Hussain, 2022), project success (Mariam et al., 2022), and innovation capabilities (Donate et al., 2022; Ul Zia, 2020), as well as employee outcomes like work engagement, commitment, and knowledge sharing (Shamim et al., 2019; Shariq et al., 2019); team creativity and learning (Men & Jia, 2021) has been identified in previous studies. Nevertheless, there are limited observations from the context of tourism and hospitality. According to Affective Event Theory (AET), leaders can influence workers and the workplace through their actions and behaviors, which shape workplace climate, culture, and outcomes (Weiss & Beal, 2005; Weiss & Cropanzano, 1996). KOLs can help organizations create and develop ideal circumstances for knowledge sharing, conversion, and application through communicational and motivating elements such as advancement in their careers, opportunities, material rewards, and decision-making autonomy (Men & Jia, 2021; Sahibzada et al., 2021). Thus, we propose that:

H1. Knowledge-oriented leadership has a positive effect on knowledge-centered culture.

Knowledge-centered culture, job satisfaction and service innovative behaviors

According to Hu et al. (2009); Jung and Yoon (2018) innovative behavior is the deliberate action of an organizational member to develop, present, and execute novel concepts in order to improve the productivity and efficacy of a person, group, or commercial firm overall. According to (Sagheem et al., 2025) define innovative working behavior as "a range of activities executed by members of the team to generate, promote and implement unique or valuable concepts within an organization". Since this study is conducted at the individual level, innovative behavior is distinct from innovation itself. Although, similar to creativity, innovative behavior is more comprehensive because it includes both idea generation and implementation (Hu et al., 2009). Therefore, innovative behavior encompasses both creating and applying ideas, proving it a vital source of long-term competitiveness in the workplace (Jung & Yoon, 2018; Kim & Lee, 2014). Along with innovative behavior, Job satisfaction is another crucial

element of organizational competitive advantage. "Workplace affect" refers to attitudes and feelings shaped by employees' entire experiences at work (Weiss & Beal, 2005; Weiss & Cropanzano, 1996). Interactions with coworkers and managers, the organizational culture, and policies, all contribute to an employee's job satisfaction. According to AET, "people's affective workplace experiences forms the basis of job satisfaction, which is an attitudinal variable" (Weiss & Beal, 2005; Sagheem et al., 2025). Researchers in tourism and hospitality management has found that contextual and environmental factors significantly influence employee job satisfaction and innovative service behavior (Hoang et al., 2022; Yang et al., 2021). Employee satisfaction with work and creative behavior are crucial because the sector depends on the unique and unforgettable experiences that its visitors have. Employees may have these experiences if they are able to take advantage of and utilize their organizational KCC to test out cutting-edge ideas for service delivery. According to Chang and Lee, 2007, KCC motivates staff members to acquire, share, and use knowledge in the provision of services. Innovative conduct has been associated with transformational leadership (Yang et al., 2021), entrepreneurial leadership (Hoang et al., 2022), and knowledge-based HR methods (Noopur & Dhar, 2019). However, it is still unclear how KCC affects both innovative behavior and job satisfaction at the same time. KCC fosters a cooperative environment that encourages engagement, dialogue, transparency, friendship, trust, a feeling of unity, and a willingness to exchange information (Donate & Guadamillas, 2011; Gui et al., 2021; Lei et al., 2019). Employees can gain knowledge and new abilities to become more flexible and sensitive to business changes in an atmosphere that supports KCC. This could lead to the display of more creative and high-quality service. In the same manner, employees may perform their tasks more competently by minimizing obstacles and trial and error, boosting their confidence and self-efficacy and ultimately leads to higher levels of job satisfaction. Thus, we suggest that:

H2. Knowledge-centered culture has a positive effect on (a) employee job satisfaction and (b) innovative behavior

Mediating role of knowledge-centered culture

A mediating variable explains how or why independent variable affects a dependent variable. In other words, mediating variable describes the process through which independent variable impact is transferred to the dependent variable. e. In this study, KCC is proposed as a mediator between KOL and both innovative behavior and job satisfaction. More managerial and conceptual understanding is required for their intersection and application, as the need for knowledge management efforts and appropriate leadership has grown in importance (Abubakar et al., 2019). According to (Dessler et al. 2001; Sagheem et al. 2025). Leadership is a type of administration that discusses how to motivate people to put in extra effort in order to accomplish significant tasks. From this perspective, knowledge leaders should reward and recognize behaviors that encourage their subordinates to share, transfer, and apply their knowledge (Men & Jia, 2021; Sahibzada et al., 2021). Knowledge leadership supports a company's knowledge generation, transfer, storage, and application (Donate & de Pablo, 2015). KCC revolves around these activities. According to earlier research, KCC and leadership are important factors in establishing an environment that encourages employees to share and transfer knowledge that may be helpful for creative ideas (Lei et al., 2019). KCC moderates the pathways that connect innovative thinking, knowledge gathering, and donation to transformative leadership (Gui et al., 2021). KOL-style leaders frequently mentor and counsel staff members to help them understand how their work and knowledge management initiatives support competitiveness and knowledge flow. This is because employees may believe that knowledge management projects and activities are not significant or worthwhile if leaders do not emphasize and clearly demonstrate corporate expectations around communication and information sharing (Donate & de Pablo, 2015). According to Donate and de Pablo 2015, these leaders are more likely to reward and encourage their staff to use or take advantage of existing knowledge by creating programs for storage (e.g., to remember and have a corporate memory that might facilitate future work procedures), transfer (e.g., to utilize the understanding in

various domains or units), and application (e.g., to merge fragmented knowledge and map a pattern). According to (Yang et al., 2021) research findings, transformational leadership influences creative behavior indirectly through self-efficacy. Through incentive and trust in leadership, entrepreneurial leadership encouraged creative activity from employees (Hoang et al., 2022). The relationship between Knowledge-oriented-leadership and open innovation in multinational corporations was mediated by Knowledge Management competency (Naqshbandi & Jasimuddin, 2018). KOLs have a significant impact on both business performance and employee job satisfaction in the higher education industry (Sahibzada et al., 2021). As a result, it has been recorded that Knowledge-oriented-leadership affect team creativity and learning, as well as how team learning mediates the relationship between KOL and team creativity (Men & Jia, 2021). Additionally, KCC moderated the link between employee knowledge sharing and ethical leadership (Lei et al., 2019). The present study postulates that KCC will act as a mediator between the independent and dependent variables under investigation. Such knowledge management (KM) activities tend to give employees a way to feel satisfied, but innovative companies also push their employees to explore and take advantage of their knowledge potential. Employee experiences are influenced by sharing and exchanges, which allow employees to mentor others to achieve company goals. For example, the sharer has respect for their coworkers and the work itself, feels a feeling of belonging, and finds purpose in both their labor and the receiving side. In the setting where KCC is promoted, employees' minds are stimulated to acquire new skills and knowledge. Employees are able to identify and resolve company problems as a result, which enhances a variety of creative behaviors and provides them with a sense of success. Consequently, we suggest that:

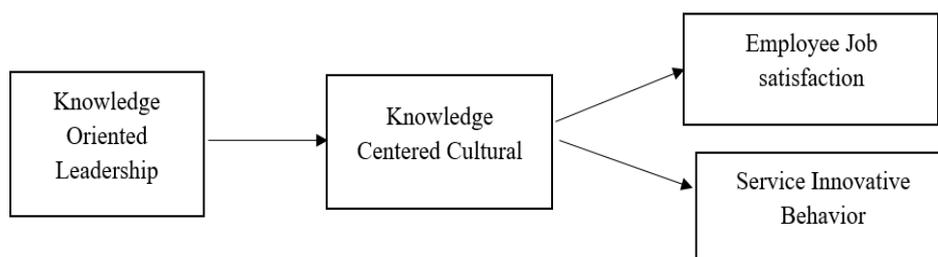
H3. Knowledge-centered culture mediates the knowledge-oriented leadership and employee job satisfaction association.

H4. Knowledge-centered culture mediates the knowledge-oriented leadership and service innovative behavior.

Affective events theory

As a well-known psychological theory, affective events theory (AET) describes how workplace events impact employees' emotions, attitudes, and behaviors (Weiss & Beal, 2005; Weiss & Cropanzano, 1996). According to this theory, leaders play an essential role in generating either positive or negative emotional events at work that influence workers' feelings, attitudes, and actions. For example, a positive knowledge culture and climate are likely to enhance employee job satisfaction as well as innovative behavior, an attitude, and a behavior, respectively. Leaders who reward and recognize good performance, provide support and guidance, and cultivate an encouraging workplace where knowledge sharing and dissemination occurs are likely to foster these positive knowledge cultures and climates. On the other hand, a boss who is critical, distant, and cultivates a bad work atmosphere is likely to encourage unfavorable attitudes and actions in others.

The proposed model is illustrated in Figure 1.



Source: (Amro Alzghoul et al. 2023)

Methodology

Data Source and Sampling

The Statistics Department (2022) got statistics from the Tourism and Travel Agents (T&TA) that indicate that there are 679 travel agencies in Khyber Pakhtunkhwa, Pakistan, and that these firms employ around 5,000 individuals. According to the Hotel Association (HA), there are 43 five-star and 44 four-star hotels in Pakistan, and approximately 14,000 Pakistanis are employed by them (Statistics Department, 2021). For a number of reasons, hotels and travel companies provide excellent research subjects for KOL and KCC. First off, hotels are important businesses in the travel and hospitality sector and are known for their proficiency and efficient use of knowledge management (KM) in everyday business (Al Hawamdeh & Al-edenat, 2019). In contrast, travel agents are essential to the travel and hospitality sector. Understanding management activities are crucial for these organizations because they allow employees to get deep understanding of consumer preferences, market trends, goods, and services (Abou-Shouk et al., 2022). Gaining a competitive advantage and guaranteeing long-term industry viability depend on having this expertise. In the highly competitive environment of corporate travel agencies and four- and five-star hotels, service distinction is essential. These companies are more knowledge-intensive than lower-tier organizations since they usually cater to affluent customers who demand superior service. Their competitive edge can therefore be greatly increased by Knowledge Management efforts and practices. Since they are more likely to have established knowledge management systems and procedures in place, this study only looked at corporate travel agencies and four- and five-star hotels in the province. The permission and participation declaration was read and approved by each participant. They were informed that the information gathered would be kept confidential, used only for this study, and would not be accessible to outside parties. According to professional recommendations, several measures were taken to reduce the likelihood of common method bias (CMB) (Podsakoff et al., 2012). Data for the study was gathered in several cities of Khyber Pakhtunkhwa during May and June of 2025. Employees of 107 travel agencies and 24 and 27 five- and four-star hotels were requested to participate in the study using a simple random sample technique. It is well known that this method works well for finding people who fit a certain description. For example, have certain knowledge or experience. 600 employees were asked for their opinions, and 456 replies in total (218 from hotels and 238 from travel agencies) were received. This results in a 76% response rate, which is consistent with previous research in the tourism and hospitality environment (Alshaar et al., 2023; Donate et al., 2022).

Measuring Instrument

Six items are used to measure knowledge-oriented leadership taken from (Donate & de Pablo, 2015). The degree to which their supervisors and leaders encourage and reward knowledge management (KM) activities at work was evaluated by the respondents. One item example is "Managers encourage workers who apply and contribute their knowledge". A seven-item measure drawn from (Donate & Guada Millas, 2011; Lei et al., 2019) is used to assess knowledge-centered culture. Respondents evaluated how much learning and knowledge management approaches are supported in their companies. One item example is "Our company has a common language used to promote knowledge shared and exchanged between employees and departments". A seven-item measure derived from (Hu et al., 2009) was used to measure Innovative service behaviors. The respondents assessed their propensity and readiness to use creative and innovative work practices. "At work, I seek new service techniques, methods, or techniques" is one example. The three-item scale used to measure employee work satisfaction was borrowed from Judge (1994). The respondents scored how satisfied they were with their current position and company. "All things considered; I feel a great sense of satisfaction from my current job" is one example item. A five-point Likert scale, with 1 denoting strongly disagree and 5 denoting strongly agree, was used to measure the existing research measures.

Data Analysis & Results

Demographic of Respondents

This study is pertinent to demographic factors including gender, age cohorts, and educational attainment since these factors affect how people view and choose knowledge management. However, one important indicator that clarifies the connection within knowledge management & employee service innovation is the quantity of organizational innovations. It acts as an indicator of how well a company uses its knowledge resources to motivate innovation and enhance its offerings. 47.80% of the 456 responses that were collected came from 4- and 5-star hotels, with the remaining responses coming from corporate travel firms. Men made up about 49.1% of the sample, with women making up the remaining portion. The participants in this study, 49.1% have bachelor's degrees from universities, 27.6% have diplomas, 11.2% have postgraduate degrees, and 12.1% have only completed high school. About 43.9% of respondents said their firms had one invention in a year, 37.1% said they had two, and the remaining respondents said they had more than three.

Measurement model

Partial least squares structural equation modeling (PLS-SEM) is a powerful statistical technique particularly suited for estimating complex and exploratory models. It is robust in handling data that violate normality and multivariate assumptions, making it highly flexible in various research contexts. Unlike covariance-based SEM, PLS-SEM does not require large sample sizes and performs well even with smaller datasets. This makes it ideal for early-stage theory development and predictive modeling. As highlighted by Hair et al. (2021), PLS-SEM has become increasingly popular in fields such as social sciences, business, and marketing research. The capacity of PLS-SEM to simulate both mediation and moderation at the same time makes it an advanced analytical technique. To prove construct validity, the researchers assessed the measures' reliability as well as their convergent and discriminant validity. For this, the researchers examined the scale items' factor loading, Cronbach's alpha (CA), average variance extracted (AVE), as well as composite construct reliability (CCR). Both the CA and CCR were at least 0.7, the AVE was at least 0.5, and the factor loadings listed in Table 1 were statistically significant ($p < .01$) and at least 0.5, suggesting that the measures were convergent and dependable (Fornell & Larcker, 1981; Hair et al., 2021).

Table No. 1

Items	Factor Loading	t-value	CA	CCR	AVE
Knowledge-oriented leadership			0.840	0.881	0.555
Item 1	0.791	32.126			
Item 2	0.768	22.917			
Item 3	0.708	17.481			
Item 4	0.801	24.465			
Item 5	0.782	23.188			
Item 6	0.602	14.086			
Knowledge-centered culture			0.915	0.933	0.665
Item 1	0.825	38.293			
Item 2	0.689	16.002			
Item 3	0.843	46.019			
Item 4	0.867	40.350			
Item 5	0.808	36.170			
Item 6	0.827	34.249			
Item 7	0.837	38.229			
Service innovative behavior			0.829	0.878	0.551
Item 1	0.844	43.675			
Item 2	0.823	40.207			

Item 3	0.818	43.297		
Item 4	0.783	26.557		
Item 5	0.576	13.626		
Item 6	0.649	11.378		
Employee job satisfaction			0.852	0.910 0.771
Item 1	0.897	80.801		
Item 2	0.864	56.104		
Item 3	0.875	51.023		

Abbreviations: AVE, average variance extracted; CA, Cronbach's alpha; CCR, composite construct reliability.

Structural model assessments

The PLS-SEM technique was employed to examine the proposed connections. The coefficient estimate and associated significance level are displayed in Table 2 and Figure 2. The results of this study show that KOL explains 24.9% of the variance in KCC and has a positive effect on KCC ($\beta=.499$, $\rho<0.01$). This suggests that a 1-unit increase in KOL is the reason for the 0.499-unit increase in organizational KCC. Thus, there was empirical evidence for hypothesis 1 (H1). Second, the results show that KCC accounts for 29.5% of the variance in work satisfaction and has a positive effect on it ($\beta=.543$, $\rho<0.01$). This suggests that a 1-unit rise in KCC is the reason for the 0.295-unit improvement in employee job satisfaction. Thus, there was empirical support for hypothesis 2a (H2). Third, the results show that KCC explains 32.9% of the variance in inventive behavior and has a positive effect on it ($\beta=.573$, $\rho<0.01$). This suggests that a 1-unit rise in KCC is the reason for the 0.329-unit increase in innovative behavior among employees. Thus, there was empirical support for hypothesis 2b (H2). The proposed indirect effects were tested using the well-known bias-corrected bootstrapping approach with 5000 resamples and a 95% confidence interval [CI].

Table No. 2 Hypothesis Testing (Direct Effect)

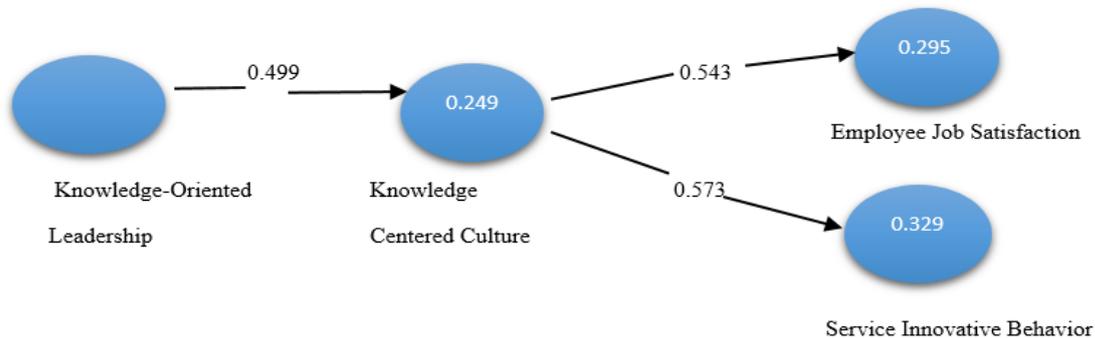
Variables	β	SD	t	ρ	R2	f2	Decision
H1 KOL > KCC	0.499	.040	12.584	<.01	0.249	0.331	Supported
H2a KCC > Job Satisfaction	0.543	.043	12.567	<.01	0.295	0.419	Supported
H2b KCC > Innovative Behavior	0.573	.038	15.108	<.01	0.329	0.490	Supported

According to the results in Table 3, KCC significantly mediated the relationship between KOL and job satisfaction ($\beta=.271$, $\rho<0.01$), with the corresponding confidence interval [0.196 0.343]. This suggests that KOLs encourage KCC at work, which raises workers' job satisfaction levels. Consequently, hypothesis 3 (H3) is supported. Furthermore, KCC significantly influenced the path from KOL to inventive behavior ($\beta = 0.286$, $\rho < 0.01$) with a confidence interval (CI) [0.216–0.351]. This suggests that KOLs encourage KCC at work, which in turn encourages employees to act more creatively. Consequently, hypothesis 4 (H4) is supported.

Table No. 3 Hypothesis Testing (indirect Effect)

Variables	β	SD	t	ρ	CI	Decision
H3 KOL > KCC > Job Satisfaction	0.271	.038	7.181	<.01	[0.196, 0.343]	Supported
H4 KOL > KCC > Innovative Behavior	0.286	.034	8.291	<.01	[0.196, 0.343]	Supported

Figure No: 2 Structural Model



Discussion

In the contemporary knowledge-intensive Business environment, KOLs are an innovative, unconventional, and new type of leadership that works well for managing innovation (Donate et al., 2022; Iqbal & Ahmad, 2021; Ul Zia, 2020). In order to better understand how KOLs affect work and employee outcomes, the current study makes use of the KM framework. This study fills a research gap by developing fundamental models that illustrate the impact of KOL on KCC and employee outcomes like job satisfaction and inventive behavior. Furthermore, our research argues and demonstrates that KCC is a crucial channel that directs and connects KOL with innovative behavior and job satisfaction. The outcome indicates that KOL has a noteworthy impact on KCC. It was also determined that KCC had a noteworthy and pertinent effect on inventive behavior and job satisfaction. Lastly, through the mediating function of KCC, KOL indirectly impacted innovative behavior and job satisfaction. Overall, the results support and are consistent with previous research that is covered in the next section as well as the Affective Event theoretical perspective (Weiss & Beal, 2005; Weiss & Cropanzano, 1996).

Conclusion

The leadership and knowledge management literature has placed a high value on the ideas of KOL and KCC. The tested model in this work attempts to give a better overview of the possible outcomes of these concepts in the tourism and hospitality settings, even though their exploration is not new. To keep things brief, this work examined the roles of leadership and organizational ideas at the person level in the travel and hospitality sector in order to describe the underlying processes that support creative behavior as well as job satisfaction. Our findings gave us a better understanding of how KOL supports KCC, how KCC supports employee innovation and job satisfaction and lastly, how KCC plays a key role in the relationship between KOL and inventive behavior and job satisfaction.

Study limitations and future research

Despite the significance of knowledge management and leadership, further investigation is required to fully understand the causes and effects. The limitations of the present investigation could serve as a starting point for future research; for example, conclusions were based on data collected from a single country (Pakistan) and context, so they cannot be generalized due to cultural differences, industrial structure, location, and many other factors. Therefore, it seems to be beneficial to carry out similar studies in different nations and businesses in order to uncover important insights. The use of self-reported data, which are subject to bias, is another significant drawback of this study. Because the predictive power of cross-sectional surveys is frequently limited, researchers are recommended to use time-lag design for causal conclusions in order to investigate KOL and KCC in greater detail. Future research can also use experimental or longitudinal designs to support these causal findings. Although the relationship between KOL and knowledge concealing has been established (Donate et al., 2022), other KM

outcomes, including negative effects and knowledge hoarding, might be examined concurrently in subsequent studies.

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