



Inclusive Leadership and Generational Diversity as Drivers of Innovative Work Behavior: A Conceptual Analysis of the Mediating Role of Knowledge Sharing

Shollahudin^{1*} , Kusuma Chandra Kirana² , Syamsul Hadi³

^{1,2,3} Universitas Sarjanawiyata Tamansiswa

^{1*}shollahudin7@gmail.com, ²kusumack@ustjogja.ac.id,

³syamsul.hadi@ustjogja.ac.id

Abstract. Organizations progressively depend on employee innovation to sustain competitiveness in rapidly changing business environments. Therefore, understanding the factors that promote innovative work behavior (IWB) has become an important issue in organizational research. This study intends to conceptually examine the relationships among inclusive leadership (IL), generational diversity (GD), knowledge sharing (KS), and IWB using Social Exchange Theory (SET) as the primary conceptual basis. A concept analysis approach was used through a comprehensive review and synthesis of relevant literature to identify key constructs, dimensions, and theoretical linkages among the variables. The results show that IL develops a supportive, psychologically safe work environment characterized by openness, accessibility, and availability, thereby encouraging employees to engage in knowledge-sharing and innovative behaviors. In addition, GD provides a variety of experiences, values, perspectives, and competencies that can become valuable resources for innovation when effectively integrated through knowledge-sharing processes. Knowledge sharing, encompassing knowledge donating, knowledge collecting, and expertise exchange, functions as a crucial mechanism that transforms leadership support and generational differences into innovative outcomes. Based on the conceptual synthesis, this study suggests that IL and GD positively influence IWB both directly and indirectly through KS. The study adds to the literature through integrating these variables into a comprehensive conceptual framework founded in SET and emphasizing the bridging function of KS. The proposed framework delivers a conceptual basis for future empirical studies and practical guidance for organizations trying to enhance innovation in multigenerational workplaces.

Keywords: Generational Diversity, Inclusive Leadership, Innovative Work Behavior, Knowledge Sharing, Social Exchange Theory.

1 Introduction

Modern organizations face increasing pressure to maintain competitiveness through innovation amid the accelerating pace of digital transformation, changes in the business environment, and the growing complexity of an increasingly diverse workforce [1], [2]. In a dynamic environment, an organization's capacity to conceive, develop and apply

novel ideas has become a critical factor in achieving sustainable competitive advantage [3], [4]. Consequently, organizations are increasingly focusing on IWB as a primary source of innovation at both the individual and organizational levels [5], [6].

Innovative work behavior refers to a series of individual activities that include identifying opportunities, developing ideas, promoting ideas, and putting innovative ideas to work for the company [5], [6]. This behavior is influenced not only by individual characteristics but also by the social and organizational environment in which employees work [3]. Various studies indicate that leadership support, the quality of work relationships, and interactions among organizational members play a crucial role in fostering innovative employee behavior [7], [9]. Therefore, comprehending the determinants that can foster IWB is becoming increasingly important in addressing the challenges of modern organizations.

One factor that has garnered widespread attention in recent years is IL. IL describes leadership behavior that demonstrates openness, accessibility, availability, and appreciation for the contributions of all team members regardless of individual background [10], [11]. Inclusive leaders create a psychologically safe work environment so that employees feel valued, heard, and have equal opportunities to contribute to the organization [8], [12]. These conditions encourage employees to propose new ideas, take initiative, and participate in innovative activities that support organizational goals [9], [13]. IL is viewed as one of the key mechanisms in building a work environment conducive to the emergence of IWB.

In addition to leadership, changes in the composition of the global workforce mean that organizations today are faced with multiple generational groups working side by side in a single work environment [14]. GD brings a variety of experiences, work values, skills, and perspectives that have the potential to be a source of organizational creativity and innovation [15], [16]. On the other hand, differences in characteristics between generations can also lead to conflict, miscommunication, and knowledge gaps that hinder the effectiveness of team collaboration if not managed properly [17], [18]. Organizations require mechanisms capable of integrating this diversity of perspectives and experiences to generate added value for the organization through innovation.

In this context, knowledge sharing (KS) is considered a mechanism capable of bridging individual differences and transforming the diversity of knowledge resources into valuable innovation [19], [20]. KS is an act of exchanging expertise, knowledge, abilities, and insights between others that enables collective learning within an organization [20], [21]. Previous research indicates that knowledge-sharing practices can enhance individual creativity, accelerate problem-solving, and strengthen an organization's capacity to generate innovation [22], [23]. In a work environment led inclusively and composed of diverse generational groups, KS has the potential to serve as a primary means of integrating various different perspectives into innovative ideas and solutions.

The relationship between IL, GD, KS, and IWB can be explained through the SET introduced [24] and further developed [25]. This theory explains that social relationships are formed through a process of resource exchange that generates mutual obligations between the parties involved [24], [25]. In an organizational context, when employees receive support, recognition, trust, and fair treatment leaders respond with positive actions that benefit the company from them [25]. IL can be viewed as a form of social investment provided by leaders to employees, while KS and IWB are forms

of reciprocal responses demonstrated by employees in response to such positive treatment [8], [26]. In addition, SET also explains that positive interactions among organizational members can increase individuals' willingness to share their resources, including knowledge and experience [24], [25]. In a multigenerational work environment, positive social exchange relationships enable cross-generational knowledge transfer that enriches the insights and problem-solving abilities of organizational members [14], [15]. Through this process, GD becomes not only a source of differences but also a source of learning and innovation that can enhance employees' IWB.

Although the relationship between IL, GD, KS, and IWB has garnered attention in the management and organizational behavior literature, existing research still exhibits conceptual fragmentation. Most studies focus on the relationship between IL and IWB [8], [9], [13], while other studies emphasize the impact of GD on creativity, team performance, or intergenerational conflict [15], [17], [18]. On the other hand, research on KS is generally examined as a factor influencing innovation without comprehensively integrating the roles of IL and GD into a single conceptual framework [22], [23]. Consequently, there remains a limited understanding of how social exchange mechanisms formed through IL and multigenerational interactions can foster IWB through KS.

Given this gap, this article aims to conceptually analyze the relationship between IL, GD, KS, and IWB, using SET as the primary theoretical framework. This article contributes to the development of the literature by integrating these four concepts into a comprehensive conceptual framework, explaining the role of KS as a social exchange mechanism that links IL and GD to IWB, and providing a theoretical foundation that can serve as a basis for future empirical research.

2 Literature Review

2.1 Social Exchange Theory

Social Exchange Theory (SET) posits that social relationships are developed through the exchange of resources based on the norm of reciprocity, whereby individuals tend to reciprocate favorable treatment with positive attitudes and behaviors that benefit the provider [24], [25]. In organizational settings, supportive and fair treatment from leaders and organizations encourages employees to contribute through constructive work behaviors [8], [26]. IL, characterized by openness, accessibility, and appreciation for diverse perspectives, fosters high-quality exchange relationships between leaders and employees [10], [27]. Furthermore, GD provides a rich source of knowledge, experiences, and skills that facilitate social interactions and learning among employees [16]. Drawing on SET, employees are more likely to engage in KS as a reciprocal response to the support and opportunities provided by their work environment. This exchange process enhances access to diverse insights and expertise, thereby strengthening employees' capacity to generate, promote, and implement innovative ideas, which ultimately contributes to higher levels of IWB.

2.2 Inclusive Leadership

Inclusive leadership refers to a leadership style characterized by openness, availability, and accessibility toward all employees, regardless of their backgrounds or individual characteristics [8], [26]. This leadership approach promotes a work environment that values diverse perspectives and encourages employees' active participation in organizational processes [8], [11]. Inclusive leaders foster psychological safety by making employees feel accepted, respected, and valued for their unique contributions [8], [10]. The literature consistently identifies three core dimensions of IL: openness, reflecting a leader's willingness to consider new ideas; availability, indicating readiness to provide support and guidance; and accessibility, referring to ease of communication and interaction between leaders and employees [10], [11], [28], [29]. These dimensions facilitate information exchange, collaboration, and employee engagement, making them essential elements of IL in contemporary organizations [8], [26].

2.3 Generational Diversity

Generational diversity refers to the presence of various generational groups within an organization that have different experiences, values, and perspectives on work, thereby forming diverse characteristics and work behaviors [15], [17]. In organizations, GD is viewed as a resource that can support the processes of learning, knowledge exchange, and innovation if the existing differences are managed effectively [14], [17]. Various concept analysis results indicate that GD can be constructed into three main dimensions, namely differences in work values, which reflect variations in principles and priorities in working [14]; intergenerational climate, which describes the level of respect and quality of relationships between age groups in the workplace [17]; and communication styles, which show differences in preferences for interacting and exchanging information across generations [15]. Therefore, these three dimensions are used in this study to represent the concept of GD in organizations [14], [15], [17].

2.4 Knowledge Sharing

Knowledge sharing is the activity of transfer knowledge, data, experience and skill among people to enhance understanding and organizational capabilities [22], [26]. In organizations, KS facilitates learning and innovation by enabling employees to access and utilize collective knowledge resources [22]. The literature identifies three key dimensions of KS: knowledge donating, which reflects employees' willingness to share knowledge with colleagues; knowledge collecting, which refers to seeking and acquiring knowledge from others; and expertise exchange, which involves the transfer of practical experiences and professional skills among employees [26]. These dimensions represent the primary mechanisms through which knowledge is exchanged and leveraged within organizations.

2.5 Innovative Work Behavior

Innovative work behavior (IWB) can be described as the behavior of employees aimed at generating, encouraging, and executing novel concepts that contribute to

organizational effectiveness and performance [30]. Beyond creativity, IWB encompasses the process of transforming ideas into practical solutions that create value for the organization [8]. The literature commonly conceptualizes IWB through four dimensions: opportunity identification, which involves recognizing areas for improvement; idea generation, referring to the creation of novel solutions; idea promotion, which focuses on gaining support for innovative ideas; and idea realization, which involves implementing ideas into practice [31]. Together, these dimensions represent the key stages of the employee innovation process in the workplace.

3 Methodology

This research uses a conceptual analysis approach to examine and integrate various theoretical perspectives on the relationship between IL, GD, KS, and IWB. The conceptual analysis was conducted thru the review and synthesis of relevant literature to identify key attributes, dimensions, inter-variable relationships, and mechanisms underlying how IL and GD can drive IWB. Based on the literature synthesis results, this study develops a conceptual framework that positions KS as the mechanism explaining the influence of IL and GD on IWB. The proposed conceptual framework provides a theoretical foundation for understanding the interconnections between constructs and serves as a basis for future empirical research. Specifically, this conceptual analysis proposes several theoretical relationships, namely: (1) IL positively influences IWB; (2) GD positively influences IWB; (3) IL positively influence KS; (4) GD positively influences KS; (5) KS positively influences IWB; (6) KS mediates the influence of IL on IWB; and (7) KS mediates the influence of GD on IWB.

4 Result and Discussion

4.1 The Influence of IL on IWB

The results of the conceptual analysis show that IL plays an important role in encouraging IWB by creating a work environment that supports employee participation, openness, and engagement. IL characterized by openness, availability, and accessibility allows employees to feel valued, heard, and supported in expressing different ideas and perspectives [8], [26]. Those conditions enhance psychological safety, making employees more willing to identify opportunities, generate new ideas, promote concepts, and implement innovations in their work [13]. The literature review also indicates that IL not only has a direct impact on IWB, but also influences it through various psychological and behavioral mechanisms. Empirical findings indicate that IL can enhance IWB through various mediating mechanisms, such as job crafting [8], psychological safety, and work autonomy [31]. These findings are supported by other research indicating that IL can enhance perceptions of organizational support, which in turn fosters innovative behavior [32]. Furthermore, inclusive interactions by leaders can enhance intrinsic motivation, work engagement, and innovative behavior among team members, thereby strengthening the organization's innovation capacity [9], [33]. Based on the results of the conceptual synthesis and empirical evidence, it can be concluded

that the higher the implementation of IL in the organization, the greater the tendency for employees to exhibit IWB. Therefore, this study proposes the first hypothesis, namely H1: IL has a positive effect on IWB.

4.2 The Impact of GD on IWB

The results of the conceptual analysis indicate that GD has the potential to enhance IWB through the diversity of work values, experiences, perspectives, and communication styles possessed by each generational group. The presence of employees from various age groups enables organizations to access a more diverse range of knowledge and perspectives in identifying problems, generating ideas, and developing innovative solutions [15], [17]. From the perspective of GD, intergenerational differences are not only viewed as a potential source of conflict, but also as a resource that can enrich learning, knowledge exchange, and innovation when supported by a positive work environment and mutually respectful relationships among age groups [8], [14], [17], [26]. The results of the literature review indicate that GD has the potential to enhance innovation by integrating the different experiences, skills, work values, and perspectives of each generation. GD has been shown to contribute to team innovation, particularly when existing differences are effectively managed through shared leadership, thereby transforming potential conflicts into productive collaboration [15]. In addition, the combination of perspectives and competencies from various age groups can strengthen an organization's culture of innovation and expand a team's ability to develop new solutions [14]. The involvement of employees from different generational cohorts also creates a richer work dynamic, thereby fostering creativity and new ideas within the organization [17]. In line with this, a positive intergenerational climate and mutual respect among age groups have been shown to strengthen the knowledge exchange process, which serves as a crucial foundation for innovation (Wang et al., 2024). Based on the results of this conceptual synthesis and the empirical evidence, it can be concluded that effectively managed GD can create a more creative, collaborative, and innovative work environment. Therefore, this study proposes a second hypothesis, namely H2: GD has a positive effect on IWB.

4.3 The Impact of IL on KS

Findings based on the conceptual analysis indicate that IL is one of the key factors driving KS within organizations. IL, distinguished by transparency, availability, and accessibility, creates a work environment that supports collaboration, mutual trust, and employee engagement in knowledge exchange [8], [26]. From the perspective of SET, the positive treatment that leaders extend to employees encourages reciprocal behavior in the form of Availability to give reliable data, experiences, and expertise with coworkers and the organization [24]. The results of the literature review indicate that IL can enhance both knowledge-sharing and knowledge-gathering activities because employees feel safe to voice their ideas, ask for help, and exchange work experiences. Previous research has found that IL has a positive and significant effect on knowledge-sharing behavior by fostering more collaborative working relationships [26]. This is supported by evidence showing that IL enhances KS by boosting employees' intrinsic motivation [33]. IL fosters a collaborative work environment and reduces

communication barriers, thereby promoting effective KS among team members [23]. Based upon findings of the conceptual synthesis and empirical evidence, It is possible to say that the higher the level of IL, the greater the tendency for employees to share knowledge, experience, and expertise within the organization. The investigation thus suggests a third hypothesis, namely H3: IL has a positive effect on KS.

4.4 The Impact of GD on KS

The results of the conceptual analysis indicate that GD can foster KS through interactions among individuals with different experiences, work values, and competencies. The presence of various generational groups within an organization creates opportunities for the exchange of knowledge, experiences, and expertise that can enrich the learning capacity of both individuals and teams [14], [17]. From the perspective of SET, individuals tend to engage in exchange relationships when they derive benefits from the interactions, so the process of KS is viewed as a mutually beneficial exchange of resources [24]. In the context of GD, differences in experience and expertise across age groups create opportunities for organizational members to exchange valuable knowledge. Intergenerational relationships serve as a key mechanism for knowledge transfer and the development of an organization's intellectual capital [14]. Furthermore, interactions with coworkers of different ages encourage individuals to both receive and share knowledge as part of a mutually beneficial exchange [35]. Employees who actively seek knowledge from cross-generational colleagues also gain greater learning benefits through this information-sharing process [18]. Other findings indicate that a multigenerational work environment influences individuals' willingness to share knowledge, while generational characteristics also influence the methods and approaches used in the knowledge-sharing process [36]. The results show that of the conceptual synthesis and empirical evidence, it can be concluded that GD, supported by positive interaction and collaboration, can enhance KS within an organization. Therefore, this study proposes the fourth hypothesis, namely H4: GD has a positive effect on KS.

4.5 The Effect of KS on IWB

The results of the conceptual analysis indicate that KS is a critical mechanism that supports the development of IWB through the exchange of information, experiences, and expertise among individuals within an organization. Activities such as knowledge donating, knowledge collecting, and expertise exchange enable employees to gain new insights, combine their existing knowledge, and develop more effective solutions to work-related problems [22], [26]. Through the process of KS, individuals gain access to the information, experiences, and expertise possessed by their colleagues, thereby enriching the knowledge base that can be utilized in the performance of their work. A synthesis of the literature indicates that KS contributes to an increase in IWB. KS enables individuals to leverage the knowledge available within the organization to support the development of ideas and the resolution of problems more effectively [37]. These findings align with research showing that KS has a direct influence on IWB at the individual level [38]. Furthermore, KS plays a crucial role in linking an organization's intellectual capital to the emergence of innovative employee behavior

[39]. The exchange of information and knowledge among employees has also been shown to support IWB and strengthen individual innovation capabilities within the organization [30], [40]. Based on the results of the conceptual synthesis and empirical evidence, it can be concluded that the higher the level of KS within an organization, the greater the tendency for employees to exhibit IWB. Therefore, this study proposes the fifth hypothesis, namely H5: KS has a positive effect on IWB.

4.6 The Role of KS as a Mediator of the Effect of IL on IWB

The results of the conceptual analysis indicate that GD has the potential to enhance IWB through the diversity of work values, experiences, perspectives, and communication styles possessed by each generational group. The presence of employees from various age groups enables organizations to access a more diverse range of knowledge and perspectives when identifying problems, generating ideas, and developing innovative solutions [8], [26]. Through knowledge donation, knowledge collection, and expertise exchange, the knowledge dispersed among organizational members can be combined and leveraged to generate more innovative ideas and solutions. A review of the literature indicates that IL has a positive impact on KS [26], whereas KS has been shown to enhance IWB [37], [38]. Furthermore, found that KS acts as a bridging mechanism for the influence of leadership on employee creativity and innovative behavior [41]. These findings indicate that the support and openness provided by inclusive leaders will be more effective in fostering IWB if accompanied by an active knowledge-sharing process within the organization. Thus, KS is not merely a consequence of IL but also serves as a channel that transforms leadership support into IWB. Based on the results of this conceptual synthesis and empirical evidence, this study proposes a sixth hypothesis, namely H6: KS mediates the influence of IL on IWB.

4.7 The Role of KS as a Mediator of the Effect of GD on IWB

The results of the conceptual analysis indicate that KS serves as a mechanism that explains how GD can enhance IWB. GD brings differences in experience, work values, perspectives, and competencies that have the potential to serve as a source of new ideas and knowledge for the organization [15], [17]. However, this potential does not automatically lead to innovation unless it is accompanied by effective knowledge exchange among team members. Through knowledge donating, knowledge collecting, and expertise exchange, the knowledge possessed by different generational groups can be integrated and leveraged to generate more creative and innovative solutions [14]. The literature synthesis indicates that GD fosters KS through intergenerational interaction and learning [14], [18], while KS has been shown to contribute to increased IWB [37], [38]. Furthermore, emphasize that a positive intergenerational climate can strengthen knowledge exchange among different age groups [17], thereby expanding opportunities to develop innovative ideas and work practices. These findings indicate that GD will yield greater benefits for IWB when supported by an active knowledge-sharing culture within the organization. Thus, KS is not merely a consequence of intergenerational interactions but also serves as a pathway that transforms diverse experiences and perspectives into IWB. Based on the results of this conceptual

synthesis and empirical evidence, this study proposes the seventh hypothesis, namely H7: KS mediates the effect of GD on IWB.

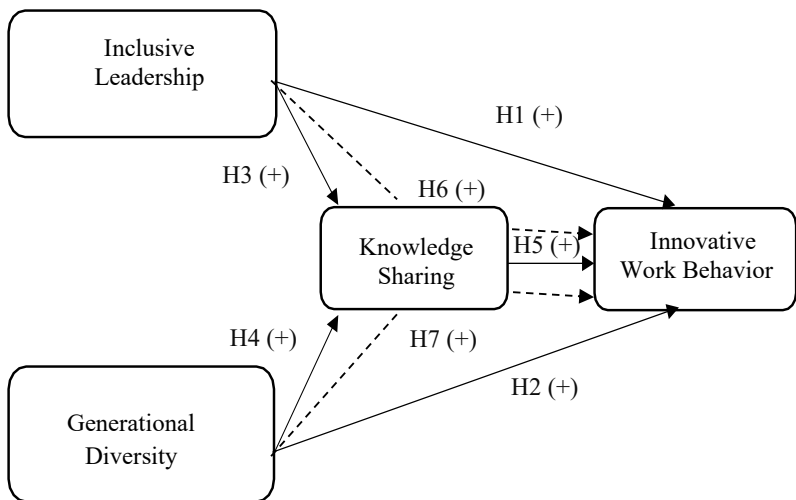


Fig 1. Research Framework

Figure 1 presents a conceptual framework that explains the relationships among IL, GD, KS, and IWB. IL and GD are proposed to directly influence IWB and indirectly influence it through KS. IL encourages an open environment for exchanging ideas, while GD provides diverse perspectives and experiences that support KS. In turn, effective KS is expected to enhance employees' IWB. Therefore, IWB can be strengthened through both direct and indirect effects of IL and GD.

5 Conclusion

This study employs a concept analysis approach to examine the relationship between IL, GD, KS, and IWB. The results of the literature synthesis indicate that characterized by openness, availability and accessibility contributes significantly to the creation of a working environment that enables knowledge exchange and the development of IWB. On the other hand, GD, reflected through differences in work values, intergenerational climate, and communication styles, provides resources in the form of diverse perspectives, experiences, and competencies that can enrich the innovation process within an organization. However, the potential of IL and GD will not yield optimal innovation without mechanisms capable of integrating and disseminating knowledge among organizational members.

Furthermore, the analysis results indicate that KS which consists of knowledge donating, knowledge collecting, and expertise exchange serves as a key mechanism linking IL and GD to IWB. Through the process of KS, information, experiences, and expertise, individuals' resources can be combined into a collective learning resource

that supports the identification of opportunities, the generation of ideas, the promotion of ideas, and the implementation of innovations. Thus, this study proposes a conceptual model explaining that IL and GD influence IWB both directly and indirectly via KS. These conceptual findings enrich the literature on IWB and provide a theoretical foundation for future empirical research to test and validate the relationships of the variables proposed in the research paradigm.

References

- [1] W. F. Cascio and R. Montealegre, "How technology is changing work and organizations," *Annu. Rev. Organ. Psychol. Organ. Behav.*, vol. 3, no. 1, pp. 349–375, 2016.
- [2] S. Nambisan, K. Lyytinen, A. Majchrzak, and M. Song, "Digital innovation management: Reinventing innovation management research in a digital world," *MIS quarterly*, vol. 41, no. 1. Management Information Systems Research Center, University of Minnesota, pp. 223–238, 2017.
- [3] N. Anderson, K. Potočník, and J. Zhou, "Innovation and creativity in organizations: A state-of-the-science review, prospective commentary, and guiding framework," *J. Manage.*, vol. 40, no. 5, pp. 1297–1333, 2014.
- [4] S. Salunke, J. Weerawardena, and J. R. McColl-Kennedy, "The central role of knowledge integration capability in service innovation-based competitive strategy," *Ind. Mark. Manag.*, vol. 76, pp. 144–156, 2019.
- [5] J. Onne, "Job demands, perceptions of effort-reward fairness and innovative work behavior," *J. Occup. Organ. Psychol.*, pp. 287–302, 2000.
- [6] J. De Jong and D. Den Hartog, "Measuring innovative work behaviour," *Creat. Innov. Manag.*, vol. 19, no. 1, pp. 23–36, 2010, doi: 10.1111/j.1467-8691.2010.00547.x.
- [7] W. A. Umrani, B. Afsar, M. Khan, and U. Ahmed, "Addressing the issue of job performance among hospital physicians in Pakistan: The role of job security, organizational support, and job satisfaction," *J. Appl. Biobehav. Res.*, vol. 24, no. 3, pp. 1–17, 2019, doi: 10.1111/jabr.12169.
- [8] Y. Guo, J. Jin, and S.-H. Yim, "Impact of inclusive leadership on innovative work behavior: The mediating role of job crafting," *Adm. Sci.*, vol. 13, no. 1, p. 4, 2022.
- [9] J. Liu, X. Liu, and H. Gao, "Moderated mediation analysis of the relationship between inclusive leadership and innovation behavior," *Sustainability*, vol. 17, no. 9, p. 3962, 2025.
- [10] A. Carmeli, R. Reiter-Palmon, and E. Ziv, "Inclusive leadership and employee involvement in creative tasks in the workplace: The mediating role of psychological safety," *Creat. Res. J.*, vol. 22, no. 3, pp. 250–260, 2010.
- [11] A. E. Randel *et al.*, "Inclusive leadership: Realizing positive outcomes through belongingness and being valued for uniqueness," *Hum. Resour. Manag. Rev.*, vol. 28, no. 2, pp. 190–203, 2018.
- [12] A. C. Edmondson and Z. Lei, "Psychological safety: The history, renaissance, and future of an interpersonal construct," *Annu. Rev. Organ. Psychol. Organ. Behav.*, vol. 1, no. 1, pp. 23–43, 2014.
- [13] S. E. Lee and J.-K. Seo, "Effects of nurse managers' inclusive leadership on nurses' psychological safety and innovative work behavior: The moderating role of collectivism," *J. Nurs. Scholarsh.*, vol. 56, no. 4, pp. 554–562, 2024.
- [14] K. Kuyken and D. Costanza, "Because work is changing: A new paradigm for intergenerational workplace knowledge sharing," *J. Intergener. Relatsh.*, vol. 23, no. 1, pp. 91–107, 2025.

- [15] L. Wang and X. Duan, "Generational diversity and team innovation: the roles of conflict and shared leadership," *Front. Psychol.*, vol. 15, p. 1501633, 2025.
- [16] F. Kunze, S. A. Boehm, and H. Bruch, "Age diversity, age discrimination climate and performance consequences—a cross organizational study," *J. Organ. Behav.*, vol. 32, no. 2, pp. 264–290, 2011.
- [17] S. Hans, A. M. Nayeem, S. Mikkilineni, and R. Gupta, "Exploring the relationship between generational diversity and knowledge sharing: the moderating role of workplace intergenerational climate, boundary-spanning leadership and respect," *Empl. Relations Int. J.*, vol. 45, no. 6, pp. 1437–1454, 2023.
- [18] J. Pfrombeck, A. Burmeister, and G. Grote, "Older workers' knowledge seeking from younger coworkers: Disentangling countervailing pathways to successful aging at work," *J. Organ. Behav.*, vol. 45, no. 1, pp. 1–20, 2024.
- [19] I. Nonaka and H. Takeuchi, "The knowledge-creating company," *Harv. Bus. Rev.*, vol. 85, no. 7/8, p. 162, 2007.
- [20] R. A. Wang, S., & Noe, "Knowledge Sharing: A Review and Directions For Future Research," *Hum. Resour. Manag. Rev.*, vol. 20, no. 2, pp. 115–131, 2010.
- [21] B. Van Den Hooff *et al.*, "Knowledge sharing in context: The influence of organizational commitment, communication climate and CMC use on knowledge sharing," *J. Knowl. Manag.*, vol. 8, no. 6, pp. 117–130, 2004, doi: 10.1108/13673270410567675.
- [22] A. M. Elamin, H. Aldabbas, A. Z. E. Ahmed, and A. N. Abdullah, "Employee engagement and innovative work behavior: The mediating role of knowledge-sharing behavior in the United Arab Emirates (UAE) service context," *Adm. Sci.*, vol. 14, no. 9, p. 232, 2024.
- [23] T. V. T. Nguyen, H. T. Nguyen, T. X. Nong, and T. T. T. Nguyen, "Inclusive leadership and creative teaching: the mediating role of knowledge sharing and innovative climate," *Creat. Res. J.*, vol. 36, no. 2, pp. 324–335, 2024.
- [24] P. Blau, *Exchange and Power in Social Life*. New York: Wiley, 1964.
- [25] R. Cropanzano and M. S. Mitchell, "Social exchange theory: An Interdisciplinary review," *J. Manage.*, vol. 31, no. 6, pp. 874–900, 2005, doi: 10.1177/0149206305279602.
- [26] N. Abdelaziz, M. Abdeen, and H. Mohamed, "Effect of inclusive leadership on nurses' knowledge sharing at Zagazig University Hospitals," *Neuro Quantology*, vol. 20, no. 11, pp. 8224–8238, 2022.
- [27] B. Javed, S. M. M. R. Naqvi, A. K. Khan, S. Arjoon, and H. H. Tayyeb, "Impact of inclusive leadership on innovative work behavior: The role of psychological safety," *J. Manag. Organ.*, vol. 25, no. 1, pp. 117–136, 2019.
- [28] I. M. Nembhard and M. C. Edmondson, "Making it safe: The effects of leader inclusiveness and professional status on psychological safety and improvement efforts in health care teams," *J. Organ. Behav.*, vol. 27, no. October, pp. 941–966, 2017, doi: 10.1002/job.413.
- [29] S. B. Choi, T. B. H. Tran, and B. Il Park, "Inclusive leadership and work engagement: Mediating roles of affective organizational commitment and creativity," *Soc. Behav. Personal. an Int. J.*, vol. 43, no. 6, pp. 931–943, 2015.
- [30] S. Suryanto, S. Hadi, and D. Subiyanto, "Analysis of the effect of work environment and knowledge sharing on employee performance in innovative behavior mediation," *JBTI J. Bisnis Teor. Dan Implementasi*, vol. 14, no. 1, pp. 306–322, 2023.
- [31] A. S. Otaverina and S. Sunaryo, "The Influence of Inclusive Leadership on Innovative Work Behavior: The Mediating Role of Job Autonomy and Psychological Safety (A Study of Start-Up Industry Employees in Semarang)," *Int. J. Curr. Sci. Res. Rev.*, vol. 08, no. 05, pp. 2445–2462, 2025, doi: 10.47191/ijcsrr/v8-i5-55.
- [32] M. S. Hadisuwito, R. T. Yokanan, and A. K. Kaloeti, "The effect of inclusive leadership

- on innovative work behavior mediated by perceived organizational support,” *PHINISI*, pp. 83–96, 2025.
- [33] Y. Wu, M. I. Rasheed, Y.-S. Chang, M. H. Murtza, and M. Y.-P. Peng, “Inclusive leadership, service innovation, and knowledge sharing: the roles of intrinsic motivation and sleep quality,” *Knowl. Manag. Res. Pract.*, vol. 23, no. 5, pp. 507–516, 2025.
 - [34] H. Wang, M. Buljac-Samardžić, J. van Wijngaarden, and J. van de Klundert, “Do generational diversity and perceived similarity improve team functioning in rural Chinese hospitals? A cross-sectional survey study,” *BMJ Open*, vol. 14, no. 11, p. e086451, 2024.
 - [35] Y. Lu and H. Zhou, “Perceived dissimilarity and knowledge sharing with younger workers: The role of generativity striving and knowledge receiving from younger workers,” *Work. Aging Retire.*, vol. 11, no. 3, pp. 249–265, 2025.
 - [36] M. Sanaei, A. N. Javernick-Will, and P. Chinowsky, “The influence of generation on knowledge sharing connections and methods in construction and engineering organizations headquartered in the US,” *Constr. Manag. Econ.*, vol. 31, no. 9, pp. 991–1004, 2013.
 - [37] S.-S. Kim and D.-Y. Yoon, “Impact of empowering leadership on adaptive performance in hybrid work: a serial mediation effect of knowledge sharing and employee agility,” *Front. Psychol.*, vol. 16, p. 1448820, 2025.
 - [38] G. Radaelli, E. Lettieri, M. Mura, and N. Spiller, “Knowledge sharing and innovative work behaviour in healthcare: A micro-level investigation of direct and indirect effects,” *Creat. Innov. Manag.*, vol. 23, no. 4, pp. 400–414, 2014.
 - [39] J. Xu and W. Wei, “A theoretical review on the role of knowledge sharing and intellectual capital in employees’ innovative behaviors at work,” *Heliyon*, vol. 9, no. 10, 2023.
 - [40] E. Sintia and A. Partina, “Pengaruh Iklim Organisasi, Kepemimpinan Otentik, Dan Knowledge Sharing Terhadap Perilaku Kerja Inovatif Pada Pegawai Biro Sumber Daya Manusia Kementerian Keuangan,” *Cakrawangsa Bisnis J. Ilm. Mhs.*, vol. 5, no. 2, pp. 15–30, 2024.
 - [41] N. Saif, G. G. G. Goh, A. Rubin, I. Shaheen, and M. Murtaza, “Influence of transformational leadership on innovative work behavior and task performance of individuals: The mediating role of knowledge sharing,” *Heliyon*, vol. 10, no. 11, 2024.

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

