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IMPACT OF PARTICIPATIVE LEADERSHIP ON EMPLOYEE INNOVATIVE WORK BEHAVIOR

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RESUMO

Os líderes nas organizações atuais enfrentam maiores responsabilidades devido a dependência crescente de informação e desenvolvimento. Uma abordagem para lidar com isso é a liderança participativa, que envolve o uso de dados e insights para diminuir obstáculos e incluir indivíduos em diferentes níveis na tomada de decisão. Este estilo de liderança é positivo, pois permite que os trabalhadores tenham pensamento crítico e dinâmico através de suporte e influência. O estudo investigou o impacto da liderança participativa no comportamento inovador dos funcionários, levando em conta a atitude de compartilhamento de conhecimento e capacidade de absorção, além da gestão de riscos de projeto como moderador. Dados foram coletados de 273 trabalhadores em empresas de TI de Portugal. Os resultados mostraram impacto positivo e significativo da liderança participativa no comportamento inovador dos funcionários, e a atitude de compartilhamento de conhecimento e capacidade de absorção mediaram positivamente a relação entre liderança participativa e comportamento inovador. A gestão de riscos de projeto apenas moderou significativamente a relação entre capacidade de absorção e comportamento inovador.

Palavras chave: Liderança participativa; comportamento de trabalho inovador dos funcionários; atitude de compartilhamento de conhecimento do funcionário; capacidade de absorção; riscos na gestão de projeto.

ABSTRACT

Leaders in today's organizations are facing greater responsibilities as they rely more on information and development to carry out their work. One approach that can help with this is participative leadership, which involves using data and insights to decrease obstacles and involve individuals at different levels in the decision-making process. This leadership style is positive as it allows workers to engage in dynamic and critical thinking through support and influence. The study aimed to investigate the impact of participative leadership on employee innovative behavior, considering the role of employee knowledge sharing attitude and absorptive capacity and project risk management as moderator. Data was collected from 273 workers in IT companies of Portugal using a non-probability convenience sampling method over a period of three months. The results revealed that participative leadership has a positive and significant impact on employee innovative work behavior. Additionally, employee knowledge sharing attitude and absorptive capacity were found to positively and significantly mediate the relationship between participative leadership and employee innovative work behavior. However, it was found that project risk management only significantly moderates the relationship between absorptive capacity and employee innovative work behavior.

Keywords: Participative leadership; employee innovative work Behavior; employee knowledge sharing attitude; absorptive capacity; project risk management.

Index

Abstract.....	ii
List Of Figures.....	7
List Of Tables	8
List Of Abbreviations And Acronyms	9
Chapter 1	10
Introduction	10
Problem Statement.....	14
Research Questions.....	15
Research Objectives.....	15
Significance Of The Study.....	16
Definition Of Variables.....	17
Participative Leadership (PL)	17
Employee Innovative Work Behavior (EIWB).....	18
Project Risk Management (PRM).....	18
Employee Knowledge Sharing Attitude (EKSA).....	19
Absorptive Capacity (AC).....	19
Supporting Theory	19
Chapter 2	21
Literature Review	21
Participative Leadership And Employee Innovative Work Behavior.....	21
Absorptive Capacity As Mediator Between Participative Leadership And Innovative Work Behavior	22
Employee Knowledge Sharing Attitude As Mediator Between Participative Leadership And Innovative Work Behavior.....	25
Project Risk Management As Moderator Between Participative Leadership And Innovative Work Behavior.....	27
Project Risk Management As Moderator On The Relationship Between Absorptive Capacity And Innovative Work Behavior.....	30
Project Risk Management As Moderator Between Employee Knowledge Sharing Attitude And Innovative Work Behavior.....	33
Research Framework	35
Hypotheses:	36
Chapter 3	37

Research Methodology	37
Introduction	37
Research Design	37
Research Strategy	38
Time Horizon	38
Population And Sampling	38
Measures	40
Structural Equation Modelling (Sem)	40
Chapter 4	42
Results	42
Measurement Model	42
Discriminatory Validity	44
Structural Model Evaluation	45
Summary Of Hypotheses	47
Chapter 5	48
Discussion	48
Conclusion	54
Practical Implications	57
Theoretical Implications	58
Limitation And Future Directions	59
References	61
Appendix	74

LIST OF FIGURES

Figure 1: Research Model	34
Figure 2. Measurement model analysis.....	43
Figure 3: PLS (n = 5000 bootstrapped samples) path analysis	45

LIST OF TABLES

Table 1: Demographics	38
Table 2: Measurement Model	41
Table 3. Discriminatory Validity	43
Table 4. Coefficient of determination	44
Table 5. Results of the structural equations model	45
Table 6. Summary of Accepted and Rejected Hypothesis	46

LIST OF ABBREVIATIONS AND ACRONYMS

IT	Information Technology
PL	Participating Leadership
EIWB	Employee Innovative Work Behavior
EKSA	Employee Knowledge Sharing Attitude
AC	Absorptive Capacity
PRM	Project Risk Management
PDM	Participatory Decision-Making Theory
PLS	Partial Least Squares
SEM	Structural Equation Modelling
AVE	Average Variance Extracted
CR	Composite Reliability
HTMT	Heterotrait–Monotrait

CHAPTER 1

INTRODUCTION

According to investigators, competition has become increasingly difficult as time has passed (Kahupi, Hull, Okorie, & Millette, 2021). Organizations face many challenges in obtaining and maintaining competitive advantages (Fosfuri & Tribo, 2008; Azeem et al., 2021). Knowledge, an intangible asset, and innovation are the most critical factors for companies looking to gain competitive advantage and improve their performance in this situation (Shafiee, 2021). Because of the limitations imposed on environmental uncertainty, competition, and rapid change, a focus on knowledge is essential (Haider, & Kayani, 2020). The company is very fast in learning, acquiring, and integrating new and relevant information, significant in its strategic strength, allowing it to maintain and improve its competitive advantages and marketing outcomes. External knowledge and resources are increasingly important in promoting the formation and improvement of organizational performance (Liao, & Marsillac, 2015). The way companies operate has changed dramatically in the 21st century. Global consumption, technological advances, and challenging market conditions are some of the many reasons why businesses are so focused on innovation (Haider et al., 2021).

Leaders' responsibilities have grown as a result of the associations' increasing reliance on information and development to carry out their work (Bhatti, Kiyani, Dust, & Zakariya, 2021). It is important for leaders to guide and support organizations in responding to the challenges of continually generating new innovation and information frameworks. Leaders' views and Behaviors have a significant impact on the long-term success of the organization. Leaders' participatory technique is a key factor in achieving this goal by taking a severe level of revenue of information making, information sharing, assembling and building up an authoritative environment; giving a climate of trust, enduring groundbreaking thoughts and sentiments, and animating subordinates to create new information (Nguyen & Yeh, 2022). One such factor is participative style, as it assumes a fundamental part in manifesting the moment of truth in any association (Usman et al., 2021). For an association to accomplish innovation, its leadership should follow a positive methodology as development cannot take in the adverse climate. The participative initiative is characterized as authority that draws on part data and insight, decreasing progressive obstructions by including individual hierarchical individuals in the decision-making process (Arnold et al., 2000; Haider, & Tehseen, 2022). The participative initiative style is a positive sort of leadership style in which the leader offers workers the chance

to partake in dynamic and critical thinking through consolation, backing, and impact (Somech, 2006; Huang et al., 2021). Since innovation is considered a result of authoritative learning (Naqshbandi & Tabche, 2018; Chang et al., 2019; Kim et al., 2021), we look at mediation impacts of employee knowledge sharing and absorptive capacity on the relationship between participative leadership and innovative work behavior in information technology (IT) firms operating in Portugal.

Participative leaders give representatives an awareness of others' expectations by giving them a part in decision-making (Chang et al., 2021). Enthusiasts of a participative leader will undoubtedly show extraordinary execution, definitive citizenship lead, and other positive practices (Miao, Newman & Huang, 2014). Examining assertive laborer practices and workers' commitment to change has procured fundamental importance during the latest years, and it is transcendently an immediate consequence of the outside weight on the relationship to accept change for long-lasting perseverance and improvement. In case employees are to be innovative, initiative help is fundamental (Carmeli et al., 2013) because leaders impressively impact workplace settings. Participating leadership (PL) can benefit an employee's intelligence by having leaders consult with representatives based on successive choices (Somech, 2006). Participating leadership is linked to different positive employee outcomes, for example, job fulfilment, commitment, performance, and authorized tenure. The hierarchical research impacts the participative initiative as summoning persuasive or psychic apparatuses with direct fundamental or moderating consequences for worker advancement (Li et al., 2018).

According to Arnold et al. (2000), participatory leadership is concerned about slow decision-making and information processing. Participating leadership promotes decision-making, increases staff morale by empowering them, increases cooperation, reduces competition, and innovates new problem-solving solutions (Fatima, Majeed, & Saeed, 2017). The PL is usually responsible for making the right decisions, and making sound decisions is needed in business (Haider, & Tehseen, 2022). As this leadership contributes to the organization's existence, this study will examine at the relationship between participating leadership and employee innovative work behavior (EIWB). For example, DeJong and Den Hartog (2010) used internal motivational theory to find that participatory leadership is related to innovative behaviors. Chang et al (2019), on the other hand, proposed a coherent and integrated mediation effect, based on the organizational learning concept, to show that staff knowledge and the ability to partially interact mediate the relationship between participatory leadership and employee innovation, individually and collectively. Chang et al. (2019) repeated previous research on the effects of successive mediation on employee outcomes.

Employee knowledge sharing attitude (EKSA) is characterized as representatives sharing errand significant thoughts, data, and ideas with others; while absorptive capacity (AC) is characterized as the capacity to procure outside information, acclimatize it, and take advantage of it. The contention is that this limit exists at the employee level to such an extent that workers drive the hierarchical learning capacity, steady with Chang et al. (2012). Both of these information mechanisms have been connected to participative leadership viability and the accomplishment of firm-level results. For example, Huang et al. (2021) contend that employee knowledge sharing is a system for authoritative learning measures between participative leadership and results. Cuevas-Vargas, Aguirre and Parga-Montoya (2022) recommends that representatives' absorptive capacity expands employee innovative work behavior under a participative leadership, yet feature the need to analyze the way these functions; while, employee knowledge sharing is proposed to communicate with worker absorptive capacity with regards to advancement closes. Taken together, the jobs played by these information systems structure the premise of theory's advancement.

Innovative work behavior is a significant factor that administration researchers need to consider, significantly, to acquire a competitive advantage and build up hierarchical supportability (Fatima et al., 2017). Aside from innovative work, the associations working in the profoundly cutthroat business climate likewise need creative work conduct in different areas of organizations to find better approaches for fulfilling client requests and hold their competitive situation in the business world (Odoardi et al., 2015). Since the associations depend on various actors to stimulate innovative work behavior, the hierarchical leaders are the most conspicuous actors who can cultivate creative work conduct in the work environment and consequently carry new changes to a tricky circumstance. Consequently, flow research has featured authority among the significant factors that influence innovative work behavior. Consequently, associations have understood the need to draw in leaders who can resolve complex issues with creative arrangements.

Moreover, knowledge sharing is an essential resource for an organization that provides a competitive advantage in a viable economy. Depending on recruitment and training programs, it is necessary. However, it is not enough for firms to establish a competitive advantage when it focuses on hiring employees with specific knowledge, skills, abilities, and experiences or assisting employees in gaining those. Stock, Tsai, Jiang and Klein (2021) suggested how technical knowledge and skills should be transferred to novices should be considered by companies. In addition, organizations should focus on and emphasize the most commonly used resources. According to Kim et al. (2021), knowledge sharing is an

organizational learning process tool in addition to participating leadership and outcome. Innovations that revolve around information technology, environmental dynamics in business, and the advent of PL are innovative because they ensure the participation of each employee at the various levels of project decisions, helping to realize the importance of a participant leader (Wang, Yang & Xue, 2017). As a fundamental pillar of organizational performance and achieving sustainable competition.

In this review, we focused on five factors considering adding to an association's competitive advantage. These are participative leadership, absorptive capacity, employee knowledge sharing attitude, employee innovative work behavior, and project risk management (PRM). As demonstrated in the previous investigations, the participative initiative style's conduct, mentality, and approach support people and groups inside the association from numerous viewpoints (Nguyen et al., 2022). Other than this, we think about the hierarchical schedules, cycles, and designs of a leader to offer this help. From one viewpoint, these permits gaining and absorbing new information; then again, it offers enormous development freedom. Knowledge and development are among the main assets of an association's competitive advantage. Associations will be more versatile and fruitful contrasted with the other to redesign the knowledge base and produce innovation. Regarding this review, another issue that we need to emphasize is the mediating role of absorptive capacity and EKSA between participative authority and EIWB. It implies that leaders' information gained through initiative and advancement can be changed over to leadership achievement.

Absorptive capacity all through the past thirty years or somewhere around there has expected its pivotal part in the space of development. The concept of absorptive power presented by Cohen and Levinthal in their 1990 revision is called “the company's ability to create development and to work through learning”. Since then, researchers have used the concept within several progressive studies, including the outstanding report by Liao et al. (2003). The absorptive capacity is essential for developing innovative products, which are undoubtedly linked to higher market organizations and operations and monetization (Kang & Lee, 2017). Along these lines, it is fundamental to inspect its job thoroughly. The absorptive limit has been implied as the progressive ability to accomplish the high ground by assembling information to make functional capacities. Scientists show that absorptive capacity is embedded in organizational structures, strategies and programs (Baykal, 2019). For the most part, existing composing focuses on the state the art relationship in collecting organizations, yet they focus on this form in made nations. Like this, it is fundamental to see the impact of AC in firms having a spot with the advancement-based regions in non-modern nations as the

results would shift due to contrasts in system and sponsorship provided for them (Wang et al., 2017). When evaluating project hazard, it is crucial to consider changes identified with the actual innovation, yet additionally, hierarchical risks and explicitly potential client's capacity to comprehend, acknowledge, and dependably suitable the innovation to accomplish the planned performance consequences (Wang, Liu, Feng & Wang, 2014).

In the milieu of participative leadership and PRM, upper and lower-level risks affect project execution (Barki, Rivard, & Talbot, 2001). A venture supervisor is considered responsible for project choice as PL has to give impetuses to dynamic cooperation among collaborators to share their insight to create an innovative item and take care of the uprising issues and developing hazards during the existence pattern of the task or item (Khairuddin et al., 2021). A usual decision making is conceivable through research and coherent assessment by choosing the potential decisions dependent on reasons and realities. Participating leadership assumes an imperative part in a great dynamic that helps the venture administrator and expands the odds of project success. It implies great participatory leader not just distinguish the adjustment of task life cycle yet additionally give vision and rule to extend group for the execution of progress. Earlier studies demonstrate that genuine PRM is coordinated in project the executives (Del Cano, & de la Cruz, 2002). PRM's execution is a significant action that associations should achieve to accomplish practical benefit (Sundara et al., 2021). Henceforth, the proper decision-making process is conceivable with effective PRM and PL, which are engrained in activities and assets. Undertaking Risk Management is the effective and efficient wellspring of dynamic and apparatus to manage change in an ideal manner in programming projects (Rahi, 2021).

Problem Statement

The inexorable process of market globalization has impacted the knowledge-intensive services and project engineering business, which is one of the most competitive on a worldwide scale. Procedures for removal, cost reduction, and quality improvement, as well as the need to establish and modify what is offered (product or service development) how those offers are developed and delivered (process or management innovation), have become frequent concerns to be tackled in this industry. Without successful innovation, there is a high risk of losing competitive advantage and eventually getting out of business. Organizations in developed countries, especially those in Portugal, are facing dire employees' turnover circumstances, PL, EKSA and EIWB is likely to be one of the possible solutions to this problem.

The study's problem statement is: How Absorptive capacity and employee knowledge sharing attitude influence firm output through participative leadership? By examining the relationships between variables, the effect of PL on EIWB, PL on PRM can be determined, and the current literature on PL and EIWB can be improved. Project management has been effective in exposing the management and coordination of participating leadership. The vast diversity of accessible subjects reflects the strong academic interest in this subject, even though many aspects of participating leadership remain unread. Employee knowledge sharing attitude and absorptive capacity mediation research between PL and employee innovative work behavior is a gray area, as well as research on project risk management as a moderating role in Portugal IT sector amid PL and EIWB.

Research Questions

- ❖ Does participative leadership help in attaining employee innovative work behavior?
- ❖ Does participative leadership help in conquering employee knowledge sharing attitude?
- ❖ Does participative leadership support in conquering absorptive capacity?
- ❖ Does absorptive capacity support in conquering employee innovative work behavior?
- ❖ Does employee knowledge sharing attitude is positively associated with employee innovative work behavior?
- ❖ Does absorptive capacity as mediator on the relationship between participative leadership and innovative work behavior?
- ❖ Does employee knowledge sharing play a mediating role between participative leadership and employee innovative work behavior?
- ❖ Does absorptive capacity play a mediating role between participative leadership and employee innovative work behavior?
- ❖ Does project risk management as moderator on the relationship between participative leadership and innovative work behavior?
- ❖ Does project risk management as moderator on the relationship between absorptive capacity and innovative work behavior?
- ❖ Does project risk management as moderator on the relationship between employee knowledge sharing attitude and innovative work behavior?

Research Objectives

The comprehensive objective of the current study is to develop and evaluate the predicted model to identify relationships between participative leadership, employee knowledge sharing,

AC, and EIWB. In addition, Project Risk Management (PRM) was introduced as a moderator to investigate the relationships between the variables of the study model participative leadership, employee knowledge sharing, AC, and EIWB. The following are some of the objectives of the current study:

- ❖ To determine the influence of participative leadership on employee innovative work behavior.
- ❖ To investigate the impact of participative leadership on employee knowledge sharing attitude.
- ❖ To discover the influence of participative leadership on absorptive capacity.
- ❖ To determine the impact of absorptive capacity on employee innovative work behavior.
- ❖ To determine the impact of employee knowledge sharing attitude on employee innovative work behavior.
- ❖ To examine the mediating role of absorptive capacity as on the relationship between participative leadership and employee innovative work behavior.
- ❖ To inspect the mediating role of employee knowledge sharing attitude between participative leadership and employee innovative work behavior.
- ❖ To scrutinize the mediating role of absorptive capacity between participative leadership and employee innovative work behavior.
- ❖ To investigate the moderating role of project risk management on the relationship between participative leadership and employee innovative work behavior.
- ❖ To examine the moderating role of project risk management on the relationship between absorptive capacity employees and innovative work behavior.
- ❖ To examine the moderating role of project risk management on the relationship between employee knowledge sharing attitude and employee innovative work behavior.

Significance of the Study

The significance of the study is about the confirmations that participative leadership and project risk management affect employee innovative work behavior with employee knowledge sharing attitude and absorptive capacity for IT industry of Portugal. The consequences of this review will help in effective and efficient dynamics in IT projects. Leaders are constantly occupied with the task; however, the leader's conduct and mind shift from one area to another. This review will help explore the directing effects of PRM on PL and employee innovative work behavior alongside the mediating role of absorptive capacity and employee knowledge sharing attitude.

Knowledge sharing has been confounded with other phrases such as knowledge flow, knowledge transfer, knowledge diffusion, and even information sharing/transfer/dispersion, making a coherent and agreed-upon definition challenging to come by. Furthermore, a literature review revealed that multiple levels of analysis were used in knowledge sharing studies: people, teams/groups/within and between organizations, and organizations. Other studies treat knowledge as an item, an asset resource, or a state of mind. These inconsistencies influence the nature of their conclusions.

Companies have recently met with unpredictable environmental factors and shifts, and increasingly competitive trends. To obtain a competitive edge, attain superior performance and success and increase long-term survival and longevity, they have to apply, introduce and apply suitable techniques and strategies. Techniques and methods from a variety of fields have been examined rigorously and analytically. Our research can assist project-based companies in securely incorporating creativity and imagination into their bids. It can be done by looking for market possibilities and taking risks to put specific ideas into practice. It will not only assist businesses in increasing profitability through the successful implementation of their inventions, but it will also provide them with a competitive advantage.

The new reviews have proposed that there is a reliant, joined coordinated connection between the five factors unequivocally PL, KS, PRM, and employee innovative work behavior; however, no writing has been found through moderating and mediating factors. This review shows that participative leadership is the vital factor of employee innovative work behavior. Effective and efficient PL will be held when employee knowledge sharing attitude and absorptive capacity intervenes amid PL and employee innovative work behavior.

The probabilities and conceivable outcomes of employee innovative work behavior will increment when project risk management goes about as a moderating variable amid EKSA, AC, and EIWB. So, the purpose of this research is to use the employee knowledge sharing attitude and absorptive capacity as a mediator and PRM as a moderator in this paper. This research uses an exceptional data set to test the framework on quantitative data and provide crucial data by following an entire explanatory methodology.

DEFINITION OF VARIABLES

PARTICIPATIVE LEADERSHIP (PL)

Participatory Leadership (PL) is described by Arnold et al. (2000) as leadership that draws on stakeholder information and ingenuity while minimizing barriers by involving all

organization members in decision-making. To understand the meaning of the word *Participation*, one must first understand its origin. The term “*participation*” is used to describe a situation in which employees have a legitimate role in the business they employ. In this regard, a classification system is developed that distinguishes between different types of Participation and the resources and objectives that drive them. Following that, all Participation was divided and negotiated with human resource management, and different and contradictory interests were accepted in the negotiations.

EMPLOYEE INNOVATIVE WORK BEHAVIOR (EIWB)

Employee innovative behavior is defined as work linked to the development of new products, the expansion of new markets, or the improvement of business processes within their company. Employee conduct is defined using organizational planning. Researchers regard employee IWB as a volunteer and human / employee-led initiative to generate new ideas, support those ideas, and implement those ideas (Chen & Leung, 2016; Bagheri & Akbari, 2018). In line with advances in integration, new job performance is considered support for development in the association.

PROJECT RISK MANAGEMENT (PRM)

The purpose of project risk management is to reduce the likelihood that the project and its stakeholders will fail to achieve their objectives and maximize and benefit from opportunities (Del Cano et al., 2002). Risk management, in particular, assists project managers in setting priorities, allocating resources, and implementing activities and processes that reduce the chances of a project failing to meet its objectives (Sundara et al., 2021). There are *three keys* to successfully managing project risk and procurement:

- Early and systematic identification, analysis, and risk assessment, and the development of risk management systems;
- Assign disaster risk management function to the best-prepared team, including implementing new methods, processes, or systems or negotiating appropriate contractual arrangements; and
- Project risk management ensuring that risk reduction costs are aligned with project priorities and risks involved.

EMPLOYEE KNOWLEDGE SHARING ATTITUDE (EKSA)

According to Nguyen et al. (2022) endorsed that knowledge sharing is an internal information trade and an information move among associations drawn-out unique interaction. Numerous researchers have additionally directed inside and out research on the components impacting knowledge sharing. Chen and Kuo (2017) proposed knowledge sharing theory, which is more acknowledged than different speculations. They contended that information partakes in the impact of individual interest, authoritative foundation, and social foundation. Concerning acknowledging significant business knowledge sharing, Yang (2009) checked that the method by which employees commute information and make new knowledge together is viewed as knowledge sharing; thus, knowledge sharing conduct incorporates information gathering and giving.

ABSORPTIVE CAPACITY (AC)

Camisón and Forés, (2010) defined absorptive capacity as an organization's ability to value, assimilate, and use knowledge. Absorptive limit is sometimes referred to as “a company's ability to recognize the estimate of new data, absorb it, and use it in business closings” Lane, Koka, & Pathak (2002).

SUPPORTING THEORY

Various researchers worldwide present many theoretical theories to support the position of PL and EIWB with PRM, such as transaction costs, institutional perspective, and the concept of cognitive. However, participatory decision-making theory (PDM) covers the most critical variables, including PL, EKSA, AC, PRM, and EIWB. The term democratic leadership is used in PL and PDM to describe PL in which all party members can participate in decision-making. PDM allows subordinates and staff to participate in organizational decision-making.

A participative leader develops a human capability, ability, and a sense of responsibility through participation in decision-making. Participation in decision-making fosters self-efficacy, psychological empowerment, and the perception that subordinates are significant assets to a company. Mishra and Yadav (2021) claimed that companies operate in a competitive environment and need to use their unique resources, skills, and capabilities, take up new opportunities, expel threats, and meet the customers' wants.

Employees can participate in the decision-making process regarding work issues (i.e., work organization, task prioritization) or organizational issues, such as when they have a say in advocating new strategy ideas. According to Russ (2011), PDM is a management theory based on “theory Y”, which states that people are more likely to be committed and effective when managers value their opinion in making decisions that affect the type of work. Both employees and employers can benefit from the various opportunities to participate in the decision-making process. In addition, Project risk management is a moderator in this study, as resources are among the main challenges on which organizational decisions (Kim et al., 2011). Although the participative decision-making theory takes into its circle of impact all the dimensions examined during this study, it justifies its implementation in current research.

CHAPTER 2

LITERATURE REVIEW

This chapter aims to conduct a systematic assessment and analysis of relevant literature, identify gaps in existing research, and develop research questions and hypotheses that will serve as a framework for this thesis.

PARTICIPATIVE LEADERSHIP AND EMPLOYEE INNOVATIVE WORK BEHAVIOR

Yuan and Woodman (2010) define it as: “employees’ purposeful performance or utilization of novel thoughts, items, cycles, and strategies”. EIWB is essentially thinking out about the crate with elective techniques. EIWB comprises of (a) individual practices, for example, investigating, producing, advocating, and executing inventive thoughts (De Jong & Den Hartog 2007); and (b) three interrelated tasks, to be specific the creation, advancement, and execution of thoughts (Majeed, Kayani & Haider, 2021). It can take different structures, like working on measures, utilizing new devices and materials, presenting new schedules, further developing participation, or making new contributions. Employees do not need to be necessary for the entire interaction; however, they can be associated with various stages since development is portrayed by limiting exercises. Shockingly, information about IWB needs consistency and is divided, even though it assists with acquiring and keep up with Lin et al. (2018), a competitive advantage, which even applies to information-intensive enterprises.

EIWB is vital to organizational maintainability. Luu (2019) also causes to notice that the innovative work behavior of workers has not gotten sufficient consideration contrasted with a group or hierarchical development. Then again, interest in EIWB and advancement research is developing as the world globalizes, the financial climate changes, and the requests on contending increment (Akram et al. 2016). As indicated by the investigation of Jankelová, Joniaková and Mišún (2021) forerunners of IWB at the association, work gathering and individual levels are initiative, work bunch, work environment, individual contrasts, work attributes and requests, character, and qualities, which are significantly connected with EIWB. Notwithstanding, the creators underscore that authority assumes a particular part. The beneficial outcomes of EIWB are shared for both the association and the actual representatives as, for instance, better working conditions, higher occupation fulfillment, or expanded prosperity (Lukes & Stephan 2017). Among the authoritative benefits and psychic benefits for representatives, incorporate the harmonization of requirements for occupations and assets of workers, expanded occupation fulfillment, and correspondence efficiency.

Associations are currently moving from value-based initiative styles to present-day leadership styles. One such model is PL, a profoundly known and valued style for affirmative change in the association (Asmawi, Rahim & Zainuddin, 2015). Participative leaders do not spare a instant to impart their capacity to their representatives by empowering them to partake in dynamics (Ndlovu, 2020). Because of this positive conduct, workers consequently begin viewing affirmative outcomes as excellent execution, work fulfillment, and other positive results (Miao et al., 2014). All in all, personnel gain from their chief and attempt to mimic his positive conduct by showing positive results like innovative work behavior. The current review suggests that representatives show innovative work behavior under a participative leader (Lam, Nguyen, Le, & Tran, 2021).

The fruitful associations need to support innovative work behavior in the working environment to use worker inventiveness to adapt to the unsure business climate. Innovative work behavior alludes to creating and executing innovative thoughts by representatives while playing out their responsibility to upgrade their assignment execution, bunch execution, or authoritative execution. Despite the proceeding with an interest of the board researchers and experts in development for long-term authoritative achievement, the examination in innovative work behavior is at its outset stage. When leaders in the association give a compelling workspace to employees where they could profoundly connect with themselves in their work, the representatives are bound to carry more creative plans to themselves, their group, and their association. Thus, we hypothesized that:

H1: Participative leadership is positively associated with employee innovative work behavior.

ABSORPTIVE CAPACITY AS MEDIATOR BETWEEN PARTICIPATIVE LEADERSHIP AND INNOVATIVE WORK BEHAVIOR

Absorptive capacity is characterized as “the capacity of a firm to perceive the worth of new, outside data, acclimatize it, and apply it to business closes” (Dolmark, Sohaib, Beydoun, & 2021). Additionally, (Srivastava, & Agarwal, 2021) depict absorptive capacity as getting the hang of, creating and acclimatizing new information needed for upper hand through measures. The essential thought of absorptive capacity, which is fundamental for advancement limit, is that an association needs applicable earlier information to acclimatize and utilize new information. In this manner, absorptive limit permits associations to comprehend the current inner information stream better, just as use outer information more innovative way by giving the progression of outside information to the association. If an association cannot recognize,

absorb, and apply new and pertinent outer information, then, at that point, it will not get any advantage, exceptionally creative, from outside information. (Siachou, Vrontis, & Trichina, 2021) partitioned absorptive limit into two sub-gatherings; "likely absorptive capacity and acknowledged absorptive limit". While potential absorptive capacity incorporates the limit of procurement and absorbing new information, acknowledged absorptive limit incorporates the limit of change and abuse. Potential absorptive limit requires an innovative and adaptable culture that is available to change; however, acknowledged absorptive limit requires a culture dependent on a significant degree of solidness, request, and control.

“Top administration and Leadership are vital. Impending excursion's end might be an achievement. Work is going to offer an opportunity to take an interest. Estimation is essential to deliver outstanding results. Preparing is fundamental for individuals. Winnings depend on results. The individuals who work some other spot can work now. The impending is a hazard to be moderated. Chosen ought to be an ideal” Hollander (2012).

The participative leadership style is frequently identified with more cheerful and valuable employees, as participative initiative works with the association of representatives in business exercises and dynamics. De Jong and Den Hartog (2010) displayed in their study that there is a ton of exact proof found of a positive connection between participative initiative and innovation. Therefore, participative leaders that include representatives in decision-making raise workers' insights and comprehension of the business climate, fostering their absorptive limit thus. Martinkenaite and Breunig (2016) support this directionality, arguing that “administration systems effect how personnel connect with the outside climate, how they transfer and coordinate new knowledge”. For example, authority driving worker absorptive capacity. People can then quickly gain and grasp their insight by autonomously choosing reasonable information stocks to change and take advantage of during gatherings and conversations.

According to Dolmark, Sohaib, Beydoun and Wu, (2021), underlining the meaning of correspondence, an affiliation's absorptive capacity depends upon correspondence structure and convincing correspondence between the association and the outrageous environment or between the subunits in the collaboration. Absorptive capacity, therefore, is strongly linked to the existence of schedules and cycles within the association, which empowers the organization to move from individual to the progressive level, to share and transmit. Moreover, ANNAN (2021) expressed that such an administration style giving shared trust regarding the thoughts and sensation of representatives is emphatically identified with mentalities and practices as far as the procurement of information.

Innovation is essential for the board, and information creation (Konadu, Ahinful, Boakye, & Elbardan, 2022), and participative leaders can achieve this through their perspectives and practices. For example, Aliçkaj (2021) have tracked down that participative leadership positively affects innovation. Kiatkoski Kim et al., (2021) signify that innovative associations have a few components like open correspondence, information sharing, the environment of common trust, Etc. Working at such an association, representatives can impractically utilize their abilities and capacities for inventive exercises without much of a stretch. Creative exercises give a significant commitment to accomplishing development. Innovative works, by their actual nature, frequently require getting input from a broad scope of people. For instance, in a review of the initiative, it has been discovered that workers foster more options under the participative administration, and it has been recommended that participative leadership might be more proper for speculative errands. Notably, participative dynamic and open correspondence channels can diminish the deterrents. Along these lines, this establishes an authoritative climate that empowers sharing, deciphering, dispensing with and carrying out creative thoughts (Huang et al., 2021). Hence, absorptive capacity helps an association get fundamental freedoms as the first and consequently display a predominant performance, react to client requests or take advantage of these competitive edges (Siachou et al., 2021). As such, while permitting to acquire and disguise the new, vital and pertinent information, participatory leadership of the leaders can allow associations to acquire upper hands through the different uses of this information. For instance, an authority style that improves all individuals from the association (particularly those with the limit and innovativeness that make thoughts for more significant vital potential) can separate the association from others by establishing a learning environment.

Participative administration, then, at that point, is relied upon to empower more prominent representative absorptive capacity by propelling workers to change and take advantage of new outside information through expanding their cooperation in choice cycles (for example, comprehensive gatherings that embrace worker conceptualizing, inclusion, and information). Thus, this ingestion and absorption of information empower exploratory advancement by representatives. Following these assertions, we recommend that;

H2: Participative leadership is positively associated with absorptive capacity.

H3: Absorptive capacity is positively associated with employee innovative work behavior.

H4: Absorptive capacity as a mediator on the relationship between participative leadership and innovative work behavior.

EMPLOYEE KNOWLEDGE SHARING ATTITUDE AS MEDIATOR BETWEEN PARTICIPATIVE LEADERSHIP AND INNOVATIVE WORK BEHAVIOR

The participative leadership style includes shared dynamic and joint impact, which are fundamental for acquiring change in the association (Lam et al., 2021). Those workers who are given a section in the decision-making feel special as it gives them the inclination that their leader thinks of them as a significant piece of their association (Kohn, 2021). This outcomes in representative obligation to change. The PDM system additionally recommends that leaders go about as an excellent example for the employees (Pal, Galinsky, & Kim, 2021). The positive conduct of a leader rouses the workers to follow his strides. Miller and Monge (1986) indicated, participative decision-making permits subordinates and workers in an authoritative dynamic. PL, one of the kinds of authority, is about simplification of discussion to affect individuals to impart insight, so available information is delivered for acceptable choices. Force sharing technique in the work environment is spread among people who are, for the most part, progressively inconsistent. When workers oversee that their chief is giving them obligation by permitting them to participate in dynamic, they naturally begin imitating the positive conduct of their boss by showing their responsibility towards change (Nayal, Pandey, & Paul, 2021).

Two individual elements extensively influence the knowledge-sharing cycle; one is a sensation of joy in helping individuals, and the other is self-assurance on the information. Leaders' shore up, which is one of the hierarchical factors, additionally enormously affects knowledge sharing cycles. Widely influence communication execution. Effective correspondence with all the colleagues should be thinking about as the leader energizes and move every laborer since this will build the likelihood of thoughts and decisions, which is fundamental for achievement and fulfill of objectives. As indicated by Mayer, Aquino, Greenbaum and Kuenzi (2012), the quality of the ethical leader is to see how well to execute every aptitude of each colleague and produce an effective venture. Another fundamental component is variety among colleagues during the creation and finishing of the venture effectively. The variety now addresses the part's insight and mastery not identified with socio numeric qualities, race, sexual orientation, and age. It is fundamental because diversified individuals can ensure the undertaking's effective achievement by achieving errands.

Bett and Bett (2021) recognize that; *"Information sharing alludes to the arrangement of errand data and ability to help other people and to team up with others to tackle issues, foster groundbreaking thoughts, or carry out approaches or methods. Knowledge sharing can happen by means of composed correspondence or vis-à-vis interchanges through systems*

administration with different specialists, or recording, putting together and catching information for other people”.

The five significant snags to sharing information are trust, insufficient relational relations, construction of association, and nonappearance of inspirations. Additionally, a person's demeanor and proficiencies can upset the exchange of information. Inherently, different laborers may be new to moving and sharing information. Others not worried about trading as a laborer want to work alone, repugnance for learning as of others, terrified of losing responsibility for, notoriety or power, or expect extra burden and a deficiency of affirmation. The analyses exploring to date the precursors of sharing knowledge, for the most part, end the social capital perspective that perceives three predecessor sub-classifications: intellectual, social, and primary. Common trust amid the information beneficiary and knowledge sharer. The underlying methodology proposes that sharing knowledge can be affected by viewpoints like phases of primary assortment working groups. According to (Areed, Salloum, & Shaalan, 2021), knowledge is a fundamental asset that recommends novel arrangements, makes primary proficiencies, and learns new practices to tackle an issue.

The positive side of the participative initiative is that these leaders don't drive their decisions on specialists. Taking everything into account, they take thoughts and ideas from the specialists and settle on decisions dependent on arrangement (Hughes et al., 2021). These leaders ensure the incorporation of their laborers in ordinary practice similarly as critical as business matters. Employees feel valued and encouraged by their leader to consider their views and treat them as equals from the association (Rahaman, Stouten, Decoster, & Camps, 2022). They recognize their leader and try to disguise themselves by his behavior by showing good feelings in the workplace. Thus, employees benefit from their current circumstances by paying attention to their supervisor, which shapes their behavior (Anser, Shafique, Usman, Akhtar, & Ali, 2021). Impression of positive direct at the workplace on repeated reason achieves the gathering of this lead. Accordingly, positive information prompts positive outcomes in light of intellectual learning measures. Given this, it is likely that participatory leadership is strongly linked to employee ethics through the sharing of knowledge of employees.

Innovation is one of the most urgent components of the keenness of the economy later on. Advancement ability is one of the main determinants of authoritative execution. Innovation implies a capacity and inspiration to embrace an ongoing inquiry and apply the consequences of this examination, groundbreaking thoughts, ideas, and developments. Moreover, innovation envelops boosting and creating creation measures and working innovations likewise utilized in administrations, the utilization of new arrangements in association and the executives,

progresses in the improvement of a framework, and in particular, availability to data. Comprehensively comprehended development is one of the primary factors behind accomplishing an upper hand by associations. Each association has an alternate development potential deciding the sort, degree, and size of presented advancements, just as the association's working and development procedure. Data on the qualities of innovative endeavors can be found in the subject writing. Their attributes incorporate a typical vision, administration, ability to make an innovative organization, participation, steady association in creative exercises, and a suitable arrangement of inspiration.

EIWB is not just significant for developing arranged associations or occupations, yet it is likewise vital for the entire, authoritative labor force. Innovative work behavior is centered around such activities that the actual people start, and their point is to work on the current conditions or producing new ones for the association and themselves (Fatima et al., 2017; Parker et al., 2010). The meaning of EIWB in supporting an authoritative competitive advantage is likewise affirmed by the researchers (Tufail, Ishaque, & Umair, 2020); Yuan and Woodman, 2010). An association's inventiveness generally relies upon its representatives. Worker ingenuity is perceived—by relationship to an association's inventiveness—as the capacity, tendency, and want to make and execute new arrangements. It is uncovered through innovative practices apparent as intentional creation, advancement, and execution of representatives' novel thoughts in the work environment, in the association. Innovative employees produce novel thoughts and discover answers for current issues, adding to the improvement of an association (Moghimi & Subramaniam, 2013).

H5: Participative leadership is positively associated with employee knowledge sharing attitude.

H6: Employee knowledge sharing attitude is positively associated with employee innovative work behavior

H7: Employee knowledge sharing attitude as a mediator on the relationship between participative leadership and innovative work behavior.

PROJECT RISK MANAGEMENT AS MODERATOR BETWEEN PARTICIPATIVE LEADERSHIP AND INNOVATIVE WORK BEHAVIOR.

Project risk management is a process in which project managers manage risks that can positively or negatively impact a project. The aim is to reduce the severity of these risks. Any unforeseen issue that can affect people, technology, resources, or processes is considered hazardous (including projects). Risks, in contrast to recurring problems, are risks that can come

suddenly and unexpectedly. Because project risk is inherently hazardous, project risk reduction is possible. There are four critical stages in PRM: risk identification, planned risk management, risk analysis, and possible measures.

The risk the executives' plan is the third phase of hazard the board. PM is more identified with taking care of the risk and hazard the executives plan from a couple of working systems. These six techniques involve risk disposal, probability abbreviation, a decline in risk sway, risk moving, possibility arranging, and tolerating risk. The last phase of risk the board is to set risk the executives strategy in motion as the PM would have the enlisted all hazards of the undertaking and anticipates a risk register that in case anything is minute significant in a project activity plan that PM would have a register of hazard for it which end up being a piece of the review preliminary and subsequently, it is an administration instrument which licenses PM to keep track on project execution and to watch out for each hazard of the venture and, at whatever point PM makes a move, he tracks that activity on hazard log and screens its effect on the task. Assuming the activity does not lessen the risk sufficiently, break down to develop another arrangement and make extra moves. A risk register is an essential instrument for PRM, and it is embraced that each PM should assemble their danger register for the venture. PRM has significant significance in a project the executives in such manner administration style assumes a novel part in identification of hazard. PRM cycles, methods, and bits of knowledge are essential to managing project changes, affecting the undertaking in a hopeful or destructive manner to project targets. Task hazard typically can digress from goals. Task Managers who need consistent achievement should alter their style with the changing conditions. Risk can occur whenever the existing pattern of the task implies from inception stage to shutting stage.

Participative Leadership is depicted as the activities that engage the workers and deal them with possibilities associated with autonomous decision-making cycles. Decision inclusion in dynamic urges employees to confide in their chief's capacities and abilities. When people acquire insight and abilities, they appreciate that their leader perceives their original thoughts and abilities. This faith in them by their directors urges them to do extra undertakings and obligations that improve the association's intensity and development. A participative leader invigorates inspiration through including workers in the decision-making interaction (Lundell & Marcham, 2018); this inclusion causes them to feel that leaders esteem their thoughts and ideas. Thus, the independence of sharing thoughts and common control of a participative leader characteristically persuade supporters to display additional aiding practices (Sagnak, 2016).

Sökmen (2014) contends that when workers feel occupied with the dynamic cycle, they are less inclined to look for another work. Considering the determinants of direct worker

cooperation, we should likewise consider the job of situational factors. In this unique circumstance, Drewniak (2017) called attention to the significance of the predominant/subordinate relationship, employees' job in the decision-making interaction, their assumptions, and the initiative style embraced in the organization. Gollan and Xu (2015) likewise accentuate the meaning of inner guidelines, the character of the association and its representatives, the inspiration and objective of the individuals from the association, and the force of worker's organizations. The impacts of these elements shift, contingent upon the particular conditions (situational setting). Notwithstanding, as analysts bring up, associations should focus on forming these elements to guarantee better execution.

An association in decision-making animate subordinates to accept that a leader believes in their abilities and capacities. A participative leader advances self-viability among employees and perceives their self-esteem. At the point when representatives acquire insight, they get acknowledgment, and the leader recognizes their innovative thoughts and abilities; this self-acknowledgment by the leader urges them to perform additional tasks and undertakings that add to the association's development and intensity. A participative leader initiates natural inspiration through including subordinates in the dynamic interaction; this contribution causes them to feel that the leader places esteem on the thoughts and ideas of subordinates.

In project risk management and participative leadership, PL ordinarily includes people in the dynamic course for lessening progressive boundaries and extricating data. As colleagues have different information and have the expertise to tackle any issue with potential arrangements, the venture supervisor must allot the proper task to a perfect individual by utilizing his leadership style. Also, participative leadership gives impetuses to excellent project risk management for project success as far as advancement. Participative leadership assumes an imperative part in overseeing groups.

Following Yan (2011), participative leaders strengthen and commit among subordinates, which works on inherent inspiration to encourage the sensation of ability and things. Accordingly, this adds to innovative work behavior since subordinates have expanded inspiration to think of groundbreaking thoughts, as they see more significant strengthening from and commitment of the leader. In addition, a setting is made in which bosses request thoughts, which works with the open trade for thoughts, as it diminishes boundaries for subordinates to think of groundbreaking thoughts and ideas. The thought age from an individual is the first phase of advancement. Generally speaking, trustworthiness, availability just as openness, worked with representative engagement in creative work (Widmann and Mulder, 2018; Kremer et al., 2019). Innovation is ostensible for expanding the nature of

execution as it works on the viability of offices conveyed by staffs through working on the likelihood and quintessence of groundbreaking thought producing organization acknowledgment (Fatima et al., 2017), Argued that allies of a participative leader are valuable expected to exhibit citizenship conduct through excellent execution. Then, at that point, thus working on the seriousness and associations accomplishment through the execution of those thoughts, accomplishing inventiveness for associations areas is a fundamental objective. There is a fundamental necessity to perceive the authority, notwithstanding the impact of an authoritative climate on innovative work behavior in affiliations (Bagheri & Akbari, 2018). Achievement in new item innovations is not autonomous of the association's activity climate (Ye et al., 2019).

Besides, the literature analysis contends that inventive leaders impact development (Bulinska-Stangrecka, 2018). Notwithstanding, different initiative perspectives were portrayed in various settings. Because of the examination, Nawrat (2013) presents the accompanying attributes of an inventive director: transparency, a comprehensive perspective on issues, the capacity to tackle issues and clashes imaginatively, adjusting to changes, innovativeness. As indicated by the respondents, a creative supervisor is up-and-coming, continually looking and presenting changes and upgrades, informative and amicable, ready to rouse others, pay attention to their perspectives and recognize rational thoughts. The two fundamental factors that impact the improvement of creative skills are abstract conditions—like inclinations, highlights, capacities, character type, individual and social capabilities, which are considered the most significant—and expert climate. Administration conveyed the selective attention to strong demonstrations from leaders that would expand worker creative work mentalities. Slope et al. (2014), in their examination on positions of authority in driving advancement, presume that creative associations need leaders who can forsake traditional administration and the board styles to assemble associations equipped for continuous advancement, creating innovative groups and building up connection's dependent on common trust. Thus, we hypothesized that, ***H8: Project risk management as moderator on the relationship between participative leadership and innovative work behavior.***

PROJECT RISK MANAGEMENT AS MODERATOR ON THE RELATIONSHIP BETWEEN ABSORPTIVE CAPACITY AND INNOVATIVE WORK BEHAVIOR

Absorptive capacity is known as the capacity of the association to accumulate and coordinate data to make functional abilities (Siachou et al., 2021). The absorptive capacity incorporates four provisions of the association's learning cycle: “procurement, osmosis, change

and double-dealing”. The obtaining limit shows, as per research, the capacity of a company to separate and get outside data fundamental for the association. Assimilation offers schedules and methods for looking at, handling, deciphering, and catching the information got by the association. Additionally, change alludes to the capacity of a partnership to create and foster plans that incorporate existing information with recently procured ability. According to Kang and Lee (2017), mechanical AC in specialized undertakings essentially and decidedly impacts progressive information and headway, and that engaging innovative absorptive limits inside an organization guides laborers to search for and learn novel considerations. The proficiency of changing this data into new administrations and items will increment, further developing the advancement execution of organizations and expanding the undertaking a positive outcome rate consequently. Higher AC firms, in contrast with different firms, are bound to perceive market openings, get market data, and appreciate customers' necessities; subsequently, they properly attempt advancement improvement exercises, work on firm execution, and increment openings for high-achievement rates for projects.

According to the market perspective, hazard taking means firms tend to accept specific operational risks to accomplish ultimate objectives to advance on the lookout. A high AC helps firms to utilize higher effective use of ideal innovative possibilities. Like this, it can respond quickly to the progressions produced in outside climate and diminish the vulnerabilities and hazards identified with the market. The higher absorptive capacity can likewise help firms perceive and get new outside data, adjust acquired information, and combine it with current information to create new data. Subsequently, numerous valuable issues can be settled if firms use the information procured through various sources (Siachou et al., 2021). Higher AC can build the repeat of advancement (Guimaraes, Paranjape, & Walton, 2022) and upgrades the speed of improvement of creative undertakings. Firms with proactiveness capacities have faster ecological examining speed, and their capacity is more grounded to recognize the changes in the market than different organizations (Yang, & Meyer, 2019). In light of the capability of advancement openings, firms will act all the more promptly to get information assets from the outside world (customers, competitors, markets, etc.) (Hughes, Hughes, Hodgkinson, Chang, & Chang, 2021). With a more prominent AC, firms can appreciate these information assets quickly and precisely, combine the gained information assets with their present learning all the more effectively, and suggest the difference in new data. The viability of changing this data into new administrations and items expands, which can upgrade firms' advancement execution and build the achievement pace of undertakings.

Risk is characterized as the likelihood of misfortune or the level of vulnerability, where choices may not be acknowledged as expected. Hazard is inescapable in present-day life and unavoidable in different fields, like business, therapeutic care, and instruction. People produce various outcomes relying upon how they react to change. Hazard-taking conduct alludes to the conduct and readiness of people to transparently attempt likely hazards for a positive result in a circumstance where contrary outcomes are expected. Subsequently, reacting to hazard and the level of hazard-taking conduct can influence authoritative tasks. In hazard investigation, an essential part is assessing the effect and probability of the danger, and the size of hazard probability depends on low, medium, and high-proportion of hazard while the effect of the risk can be estimated in terms of planning and task booking deviation.

AlMazrouei, Zacca and Mustafa (2022) define IWB as an individual's conduct that plans to accomplish the initiation and purposeful performance (inside a work job, gathering or association) of new and valuable thoughts, cycles, items, or procedures. IWB varies from representative innovativeness – the creation of new and helpful ideas concerning items, administrations, measures, and procedures (Danaeefard, & Ahmadzahi Torshab, 2021) – because it also includes the execution of thoughts. Unlike creativity, IWB is unequivocally expected to provide some benefit, and it has a cleaner applied part and is relied upon to result in innovative yield. Imagination can be viewed as a crucial part of IWB, generally appear at the beginning of the development interaction when problems or execution holes are recognized, and thoughts are created because of each perceived need for advancement. Here, we address an expansive scope of innovative work behaviors, including the initiation execution of thoughts. Worldwide contest and ecological vulnerability caused that advancement is perceived as a fundamental factor in the drawn-out endurance of associations. Generally, individual inventiveness has been recognized as the premise of development inside associations (for example, Lukes & Stephan, 2017). Subsequently, associations need workers who surpass their proper occupation necessities with inventive conduct (Malik, 2021). Innovative work behavior is a complicated interaction that works on authoritative performance. Additionally, as Innovative work behavior is described by supportive of effectively proposing novel thoughts, such environments reinforce the connection because the representatives are empowered to make creative ideas without the dread that their idea will be dismissed dependent on its intricacy. Moreover, such environments support participative innovators in their means to urge representatives to step up to the plate and create a genuinely new thing. Following these assertions, we recommend that;

H9: Project risk management as moderator on the relationship between absorptive capacity and innovative work behavior.

PROJECT RISK MANAGEMENT AS MODERATOR BETWEEN EMPLOYEE KNOWLEDGE SHARING ATTITUDE AND INNOVATIVE WORK BEHAVIOR.

As PL is about the commitment of workers and they give an arrangement of the issues. As per Zhao, Hwang and Phng, (2014), the quick advance of PRM is early identification of all risk to make hazard the board arrangement. KS is influenced by hierarchical administration, and associations have a component of KM which is worked on through PRM, which helps foster exposure reaction systems for directing KS. As specified by Saban, Rau and Wood, (2021) the chief's job is vital in a project; the executives consider the leader's readiness, which is typically effected by vulnerability evasion. In the presence of a project hazard, the executives at the individual level ought to work with the activity of participative leaders on improving employee innovative work behavior. A risk-taking is portrayed by the help for proposing groundbreaking thoughts, investigating openings, and thinking of high-hazard projects. This is by qualities of participative authority (open correspondence and joint dynamic) and the appurtenant altitude where there is the place for creative thoughts with a base degree of social risk (Kiatkoski Kim et al., 2021). The uncertainty contributes by establishing an innovative climate that empowers workers to create and share their inventive ideas. One can contend that associations who need to keep away from chances would struggle with an innovative environment where advancement is frequently connected with facing challenges.

According to Cavaliere et al., (2021), increment of knowledge depends on gaining from one another when laborers take part in dynamic by achieving new abilities and commonly extending their advancement. Joint unit individuals usually take an interest in dynamics, as this activity supports joint knowledge sharing and is valued by participative leaders. At an individual level, the participative authority has been recognized and demonstrated to be a vital determinant of worker development (Rosing, Frese, & Bausch, 2011). There exists no uniform definition for knowledge sharing. Alshwayat, MacVaugh and Akbar (2021) characterized knowledge sharing as data, thoughts, suppositions, and abilities that people share with others. A few researchers characterize information sharing as giving data, realizing how to help other people, and helping others tackle issues, propose novel thoughts, and execute strategies and systems (Cavaliere et al., 2021). Our review centers around the "giving cycle" of information sharing and characterizes information sharing as the conduct of people giving business-related data, ability, innovation, experience, thoughts, and strategies to other people. Individual

information sharing has been displayed to develop additional individual dynamic capacity (Lanzolla, Pesce, & Tucci, 2021), diminish authoritative creation costs, abbreviate project finish time (Hansen, 2002), advance hierarchical development, and work on hierarchical execution (Collins & Smith, 2006). In this manner, how to inspire people to all the more likely offer information is urgent to associations. Past research has shown that workers' apparent chief help can advance employees' knowledge sharing (Abbasi, Shabbir, Abbas, & Tahir, 2021), and distinctive authority styles diversely affect workers knowledge sharing. For instance, groundbreaking initiative advances information dividing between representatives (Liu & Li, 2018; Le & Son, 2020). The moral initiative is decidedly identified with worker information sharing through the interceding impacts of controlled inspiration and moral personality (Bavik et al., 2018). Humble authority advances worker knowledge sharing through mental wellbeing (Wang et al., 2018). On the other hand, value-based authority is less viable in advancing information sharing. Harmful oversight adversely influences worker information sharing through enthusiastic fatigue (Lee et al., 2017).

Employee innovative behavior is characterized as a cycle with various stages where an individual perceives an issue and creates groundbreaking thoughts and arrangements (thought age), attempts to advance and fabricate support for the novel thoughts (thought advancement), and produces a model for the utilization and advantage of the association (thought execution). Innovation assumes a significant part in assisting the associations with keeping up with the competitive advantage over their rivals (Nangoy et al., 2020). We have instances of numerous associations that rule the world by following the advancement and innovativeness methods. Notwithstanding, the IWB of workers is a significant factor that can assist with advancing advancement measures in the associations. Past investigations talked about many elements like representatives' mental strengthening (Prabowo, Mustika, & Sjabadhyni, 2018), execution factors (Spanuth and Wald, 2017), work commitment (Kim & Park, 2017), employees responsibility (Jafri, 2010), to improve EIWB. Be that as it may, this load of variables can be accomplished through a decent reward framework (Montani et al., 2017). Objective orientated individuals discover various ways and techniques to accomplish their objectives and increment innovativeness in their work conduct. In any case, association individuals face additional difficult conditions in their work environment that imply a significant degree of hazard, vulnerability. This robust business-related climate frequently makes them focused and baffled from their work and antagonistically affects their general exhibitions and EIWB. Workers with inventive and creative abilities draw in the client, keep up with the item quality and handle the

issues during project improvement measures. Consequently, associations consider gifted workers necessary for getting the competitive advantage on the lookout.

Along these lines, the literature has recommended that project risk management moderates EKSA and employee innovative work behavior. Moderate the risk before it impacts the Project Performance. Vulnerability and task hazards can expand the worth of the undertaking since supports look for projects that have the potential for colossal payoff. To help the administration work, especially in preparation, determining and observing a mind-boggling venture can be conceivable through project risk management. In this way, it very well may be guaranteed that acceptable PRM results in upgraded EKSA, which is progressively lead to EIWB and shows that project risk management moderates among EKSA and EIWB. Therefore, we hypothesized that,

H10: *Project risk management as moderator on the relationship between employee knowledge sharing attitude and innovative work behavior.*

RESEARCH FRAMEWORK

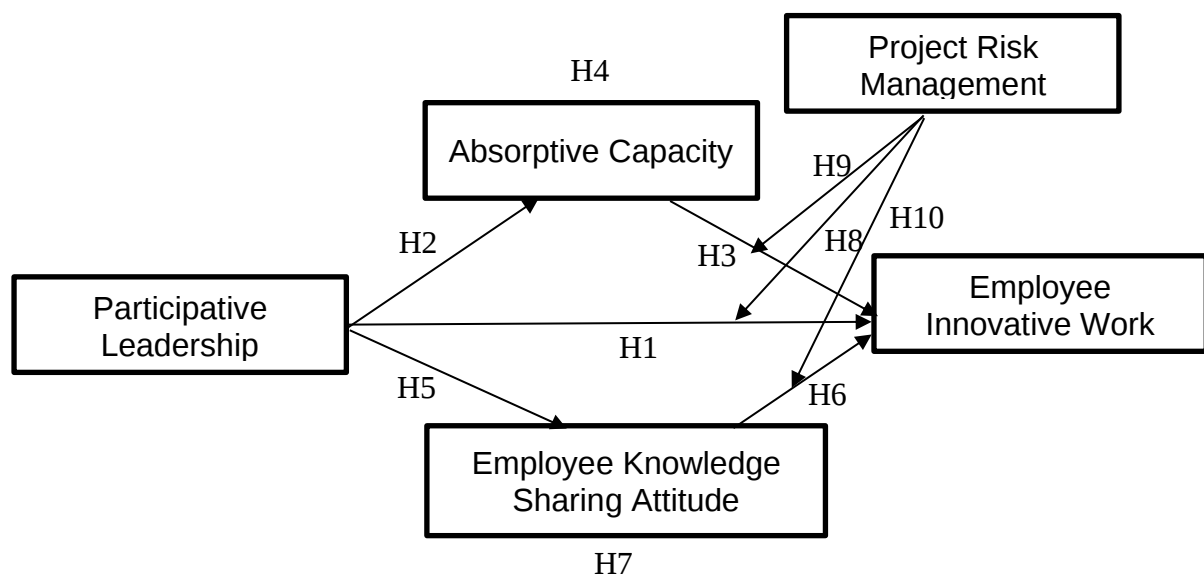


Figure 1: Research Model

HYPOTHESES:

H1: Participative leadership is positively associated with employee innovative work behavior.

H2: Participative leadership is positively associated with absorptive capacity.

H3: Absorptive capacity is positively associated with employee innovative work behavior.

H4: Absorptive capacity as mediator on the relationship between participative leadership and innovative work behavior.

H5: Participative leadership is positively associated with employee knowledge sharing attitude.

H6: Employee knowledge sharing attitude is positively associated with employee innovative work behavior.

H7: Employee knowledge sharing attitude as mediator on the relationship between participative leadership and innovative work behavior.

H8: Project risk management as moderator on the relationship between participative leadership and innovative work behavior.

H9: Project risk management as moderator on the relationship between absorptive capacity and innovative work behavior.

H10: Project risk management as moderator on the relationship between employee knowledge sharing attitude and innovative work behavior.

CHAPTER 3

RESEARCH METHODOLOGY

INTRODUCTION

The purpose of this research to examine the impact of participative leadership on employee innovative work behavior in the Portugal IT industry through the mediating role of absorptive capacity and knowledge sharing attitude also project risk management as moderator. For the purposes of defending the findings and elucidating the demographics of the intended audience, this study relied on survey research. This chapter explains how we were able to choose the study population and gather data that could be analyzed. Gender, age, marital status and IT sector experience all play a role in this study's findings. The factors analyzed in this research are obtained from the literature review, and the analysis of these variables is also taken into consideration.

RESEARCH DESIGN

A survey research approach was used for this investigation. Because it enabled the researcher to collect data on several respondents in a systematic manner, this survey study methodology is critical, as noted by Saris and Gallhofer (2014a). The research employed convenience sampling to guarantee that the personnel who were needed for the study were discovered at their jobs. In order to conduct both descriptive and inferential analyses, this study used a quantitative approach (Schreiber & Asner-Self, 2011). For the purpose of explaining and elucidating the current replies of representatives about participative leadership, employee innovative work behavior, absorptive capacity, knowledge sharing attitude as well as project risk management, this investigation is descriptive rather than prescriptive. An important part of study design is to choose between quantitative and qualitative research methods, or a combination of the two. Quantitative research methods, according to Schreiber et al. (2011), are:

- Testing and authentication are weighted
- Evidence and causes related to the social affair are emphasized
- The analytical and particular approach
- Organized quantities
- Hypothetical analysis
- Concerned with consequence

- Circumstantial and logical rationalization through population participation.

The present study deals with the quantitative approach to research. Procedures towards quantitative approach involve well-organized protocols, verbal or composed managed questionnaires consist of restricted prearranged reactions.

RESEARCH STRATEGY

TIME HORIZON

The data has been collected within three months from January 2022 to March 2022. As it was collected at one time so the design is cross-sectional in nature.

UNIT OF ANALYSIS

The unit of analysis is the most important part of a study. Engineer managers, project managers, team leaders, and other experts with knowledge of past projects helped compile the data that was gathered from these sources. Thus, the study's unit of analysis is the Engineer Manager, Project Manager, Project Leader, Team Leader, Software Engineer, Advisor, and Expert. This strategy is linked to the organization's objectives and the employee innovative work behavior since, as Akram et al. (2016) point out, the valuable result is dependent on the pleasure of important stakeholders. Micro-level analysis is used in this study, which focuses on IT/Software-based project organizations and industries, since the individual subordinates who are core team members are the unit of analysis and have a direct influence on the project's success, execution, performance, and instigation.

POPULATION AND SAMPLING

A population is a collection of events, things and people that are associated with an interest that the researcher wants to analyze. It's field research since workers in the IT industry were contacted and questionnaires were filled out while they were at their workplaces. The sample is a configuration of the population that depicts the entire population for the study we utilized a convenience sampling technique was used.

We distributed 380 questionnaires including hardcopies and softcopies due to the COVID-19 pandemic in the different public and private IT companies of Portugal. An introductory letter alongside the goal of the study was given to the administrators and representatives of the organizations. A different measure of surveys was given to them.

Scholars received data from 300 target respondents, from these 300 questionnaires 27 was excluded based on missing information and incorrect answers, which make these questionnaires inconclusive and thus excluded. However, only 273 usable surveys were received, resulting in a 71.84% response rate.

During the one-month period of the study, participants could respond to the online questionnaire by entering the URL provided on the message, which also outlined the study's goal and provided a hyperlink to the survey form. I also visited the workplaces to meet with the administrator and clarify the purpose of the study and the information collection in a printed version. I promised them that if they needed anything, they could count on me to provide. During these face-to-face discussions, I informed the groups that the information would be collected from the representatives. Cross-sectional data was used in this study. The demographics of the study population are shown in Table 1.

TABLE 1: DEMOGRAPHICS

Demographics	Categories	Frequency	Percent
Gender	FEMALE	109	39.9
	MALE	164	60.1
Age	20-30	130	47.6
	31-40	108	39.6
	41-50	35	12.8
Education	Bachelor	85	31.1
	Master	153	56.0
	Ph.D.	35	12.8
Current Organization Experience	<3	40	14.7
	3-5	128	46.9
	6-10	86	31.5
	>10	19	7.0
Total Experience	<3	36	13.2
	3-5	137	50.2
	6-10	81	29.7
	>10	19	7.0
Organization Type	Public	53	19.4
	Private	220	80.6
Position	Software Developer	73	26.7
	Middle management	79	28.9
	Project Manager	62	22.7
	Human resource directors	43	15.8
	CEOs/presidents	16	5.9

MEASURES

Data were compiled with by means of questionnaires from various sources. The questionnaire consisted of a total of 33 items, including: a 5-items scale developed by Arnold et al. (2000) was used to measure participative leadership the independent variable, and a 09-item scale was used for dependent variable employee innovative work behavior adopted from Janssen (2000). For mediator the absorptive capacity was used the 04-items scale was developed by Chang et al. (2012), and second mediator knowledge sharing attitude 06-items scale adopted from Park & Lee (2014). Lastly, moderator project risk management based on 09-items scale was used developed by Wallace et al. (2004). All scale evaluated based on five-point Likert scale, comprising 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) and 5 (strongly agree).

STRUCTURAL EQUATION MODELLING (SEM)

SEM is called "second-generation" technique, which is used simultaneously to analyses multiple variables (Sarstedt et al., 2019). The term "soft modulization" (Henseler et al., 2015) was also developed by Herman Wold in 1970s because of his soft assumptions. In many fields including organizational management, human resources administration, marketing, etc., it has received significant attention (Hair et al., 2016). SEM is divided into "covariance-based" and structural equation modelling Partial Least Squares (PLS). PLS is used as the "component-based approach" to SEM in exploratory study for forecasting and explaining the variance of criterion variables (Hair et al., 2016). PLS-SEM is the most important functionality:

- A. The size of the small sample
- B. Efficient management of complex models
- C. No assumption for normality of data.
- D. Management of a one-point building.
- E. Measurement of training structures

There are two components to the PLS-SEM. The first component is called a measuring model (or external model) which demonstrates the relationship between constructs and their indicators. The second component is the structural model (or internal model), which shows the

connection between one construction and another (Hair et al., 2016). The building is exogenous or endogenous.

Exogenous buildings are separate variables and there is no arrow pointing towards them. Endogenous buildings are those explained by other variables (i.e., arrows are pointing towards them). The independent variable becomes if the endogenous construction is placed among two variables (Hair et al., 2014). Two stages of PLS results are assessed. The first phase examines the measurement model and evaluates the structural model in a second phase if the results are satisfactory.

CHAPTER 4

RESULTS

In this chapter, the statistical methods used to analyze data obtained will be discussed. Two different software systems were used for data analysis; IBM SPSS Statistical version 23 and Smart PLS version 3.2.8. It starts with a brief introduction to PLS-SEM and describes how descriptive analysis, reliability analysis, validity analysis, mediation and measurement analysis assess the measurement and structural model. Tables and graphs illustrated the results.

MEASUREMENT MODEL

The measurement model is analyzed through the validity of the constructs, convergent and discriminating (internal consistency reliability). Only the items that satisfied the criteria were maintained. Generally, the external load value must exceed 0.70 (Hair et al., 2014). Those items whose external loads are 0.40-0.70 should only be removed if removal increases the reliability of the composites or average variance extracted (AVE) (Hair et al., 2016). Moreover, the number of items in an area that can reduce the credibility of the scale depends on Cronbach alpha (Hair et al., 2017). Composite reliability (CR), therefore, provides an appropriate reliability measure and varies between 0 and 1. As threshold values exceeding 0.70 are recommended (Hair et al., 2016). AVE is another way of determining the validity of convergence. It explains how much the element and its corresponding structure are variable (Hair et al., 2017). The AVE threshold is 0.50 or higher, based on the criteria of (Fornell & Larcker, 1981).

TABLE 2: MEASUREMENT MODEL

Construct's	Factor Loading	α	CR	AVE	Source
Participative leadership		0.888	0.914	0.640	Arnold et al. (2000)
PL1: Encourages work group members to express ideas/suggestions.	0.796				
PL2: Listens to my work group's ideas and suggestions.	0.789				
Uses my work group's suggestions to make decisions that affect us.	0.818				
PL3: Gives all work group members a chance to voice their opinions.	0.825				
PL4: Considers my work group's ideas when he/she disagrees with them.	0.783				
PL5: Makes decisions that are based only on his/her own ideas.	0.790				
Employee Knowledge Sharing Attitude		0.870	0.905	0.623	Park & Lee (2014)
KS1: We shared the minutes of meetings or discussion records in an effective way.	0.843				
KS2: We always provided technical documents, including manuals, books, training materials to each other	0.838				

KS3: We shared project plans and the project status in an effective way.	0.850				
KS4: We always provided know-where or know-whom information to each other in an effective way.	0.839				
KS5: We tried to share expertise from education or training in an effective way.	0.851				
KS6: We always shared experience or know-how from work in a responsive and effective way.	0.415				
Absorptive Capacity		0.875	0.914	0.727	Chang et al. (2012)
AC1: Have the ability to acquire new knowledge from the company to achieve targets.	0.856				
AC2: Have a vision of what the unit is trying to achieve through the transfer of knowledge from the company.	0.849				
AC3: Have the technical competency to absorb the knowledge from the company.	0.836				
AC4: Have the necessary skills to implement the practices from the company.	0.871				
Employee Innovative Work Behavior		0.870	0.898	0.507	Janssen (2000)
EIWB1: I create new ideas for difficult issues.	0.832				
EIWB2: I make important organizational members enthusiastic for innovative ideas	0.839				
EIWB3: I mobilize support for innovative ideas.	0.642				
EIWB4: I search out new working methods or instruments to improve my work.	0.839				
EIWB5: I transform innovative ideas into useful applications.	0.846				
EIWB6: I introduce innovative ideas into the work environment in a systematic way.	0.508				
EIWB7: I evaluate the utility of innovative ideas.	0.497				
EIWB8: I acquire approval when I come up with something new.	0.451				
EIWB9: I generate original solutions for problems	0.790				
Project Risk Management		0.877	0.901	0.507	Wallace et al. (2004)
PRM1: Lack of an effective project management.	0.772				
PRM2: Project progress not monitored closely enough	0.777				
PRM3: Inadequate estimation of required resources	0.732				
PRM4: Poor project planning	0.639				
PRM5: Project milestones not clearly defined	0.798				
PRM6: Inexperienced project manager	0.766				
PRM7: Ineffective communication	0.694				
PRM8: Inexperienced team members	0.614				
PRM9: Team members lack specialized skills required by the project	0.577				

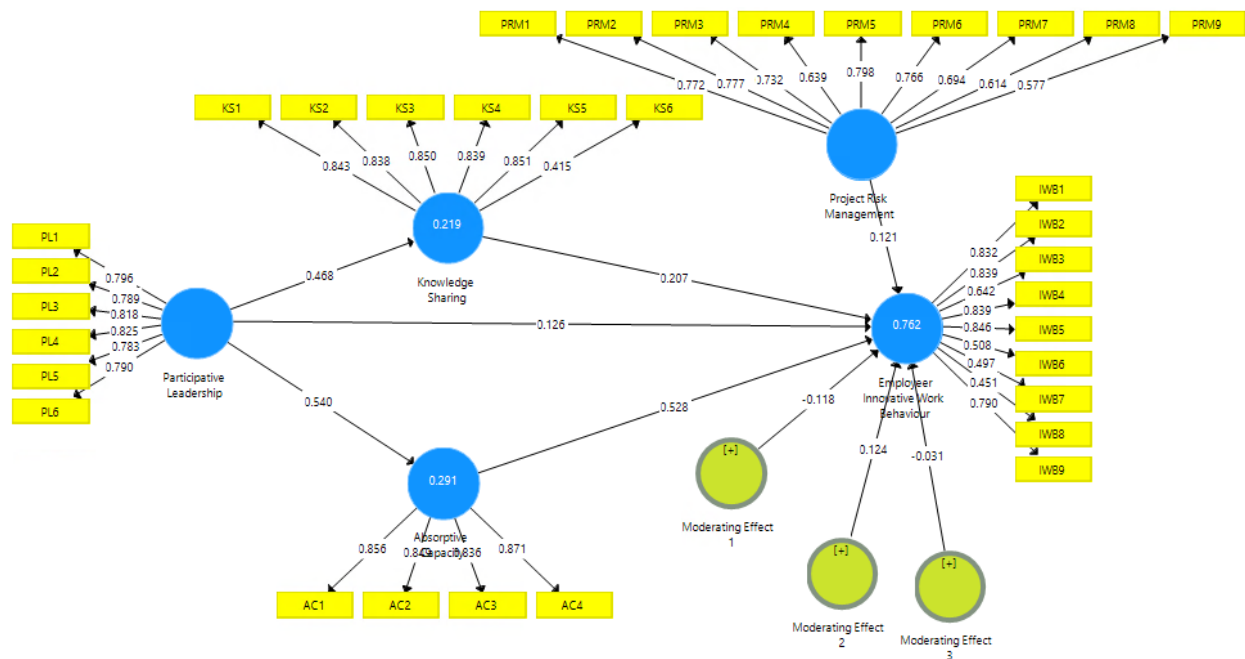


FIGURE 2. MEASUREMENT MODEL ANALYSIS

DISCRIMINATORY VALIDITY

For discriminatory validity the Heterotrait–monotrait (HTMT) techniques was used presented by Henseler et al., (2015). This is the average correlation ratio of the indicators between the various structures and the average correlation of the associated structure indicators. According to Hair et al. (2017) model with similar structures have a threshold of 0.90 while constructs with a threshold of 0.85 or below are non-related. In Table 3, it can be observed that not a single value is more than 0.85. Therefore, discriminatory validity was established.

TABLE 3: DISCRIMINATORY VALIDITY

Constructs	1	2	3	4	5	6	7	8
Absorptive Capacity								
Employee Innovative Work Behavior	0.802							
Employee Knowledge Sharing Attitude	0.829	0.790						
Moderating Effect 1	0.111	0.240	0.109					
Moderating Effect 2	0.091	0.146	0.087	0.735				
Moderating Effect 3	0.070	0.154	0.124	0.722	0.798			
Participative Leadership	0.605	0.757	0.515	0.162	0.088	0.124		
Project Risk Management	0.716	0.844	0.731	0.214	0.052	0.053	0.759	

STRUCTURAL MODEL EVALUATION

The standard method for bootstrapping with subsample 5000 was used in this study to acquire significant associations among the structure. We followed the methods recommended by Henseler et al (2015) to review the mediating results of employee knowledge sharing attitude and absorptive capacity. Four specific criteria were used to analyze the direct and indirect effects of the structural equation models. Firstly, to calculate the amount of variation elucidated by all constructs, to estimate R^2 in endogens of latent variables (Hair et al., 2018). Although, the satisfactory evaluation for R^2 depending on the setting of the study (Cohen, 1998) shows a high, moderate and low evaluation of 0.26, 0.13, and 0.09 respectively. The R^2 value for employee innovative work Behavior was 0.762, which was large and shows that participative leadership, knowledge sharing, absorptive capacity, and project risk management had elucidated 76.2% of EIWB variation. Similarly, Table 5 and Figure 3 indicates the R^2 value for absorptive capacity= 0.291 and knowledge sharing= 0.219 both are high, which mean 29.1% change occur in absorptive capacity and 21.9 change occur in knowledge sharing due to participative leadership.

TABLE 4. COEFFICIENT OF DETERMINATION

Constructs	R Square	R Square Adjusted	Q² (=1-SSE/SSO)
Absorptive Capacity	0.291	0.289	0.209
Employee Innovative Work Behavior	0.762	0.756	0.379
Employee Knowledge Sharing Attitude	0.219	0.216	0.132

Second, the predictive relevance measure (Q^2) was also used to measure the evaluated meaning of the investigation model using a cross-validation redundancy measure (Hair et al., 2014). Table 5 shows the appropriate estimates of direct effect model value since the endogenous latent variable value of Q^2 is greater than zero, both direct and indirect endogenous constructs Absorptive Capacity ($Q^2 = 0.209$) and Knowledge Sharing ($Q^2 = 0.132$) and employee innovative work behavior ($Q^2 = 0.379$) values greater than zero and can be considered as an acceptable predictive relevance of the model (Henseler et al., 2015). Figure 3 and Table 6 shows that the direct effect of participative leadership on employee innovative work behavior was positive and significant ($\beta = 0.111$, $p < 0.05$). The path coefficient indicates that one-unit change PL occur 11.1% change in EIWB. Furthermore, the direct effect of PL on EKSA ($\beta = 0.468$, $p < 0.000$), PL on AC ($\beta = 0.540$, $p < 0.000$), EKSA on EIWB ($\beta = 0.217$, $p < 0.000$)

and AC on EIWB ($\beta = 0.548, p < 0.000$) was also positive and significant. Therefore, all direct hypotheses H1, H2, H3, H4 and H5 were accepted.

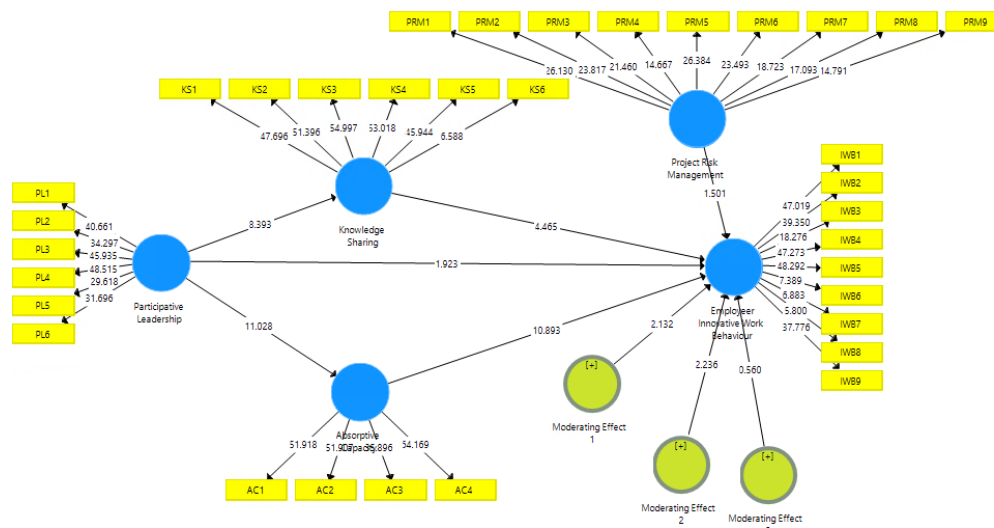


FIGURE 3: PLS (N = 5000 BOOTSTRAPPED SAMPLES) PATH ANALYSIS

Analysis of mediation is the phenomenon that explains the relationship between independent constructs and dependents. In the current study, the knowledge sharing and absorptive capacity mediates the relationship between participative leadership and employee innovative work Behavior. Table 6 illustrated that the indirect effect results of EKSA on PL and EIWB is positive and significant ($\beta = 0.102, p < 0.000$) also AC on PL and EIWB is positive and significant ($\beta = 0.296, p < 0.000$). Lastly, the moderator project risk management positively and significantly moderate the relation between EKSA and EIWB ($\beta = 0.116, p < 0.025$) and negatively moderate the relation between PL and EIWB ($\beta = -0.104, p < 0.033$). But insignificant between AC and EIWB ($\beta = -0.027, p = 0.576$) because p-value greater than 0.05. Therefore, Hypotheses H6, H7, H9 were accepted, H8 and H10 were rejected.

TABLE 5. RESULTS OF THE STRUCTURAL EQUATIONS MODEL

Hypotheses	Relationship among Constructs	β	Mean	S. D.	T Values	F square	P Values	Remarks
Direct Effect								
H1	PL -> EIWB	0.111	0.308	0.058	4.923	0.316	0.030	Supported
H2	PL -> AC	0.540	0.543	0.049	11.028	0.411	0.000	Supported
H3	AC -> EIWB	0.548	0.546	0.050	10.893	0.443	0.000	Supported
H4	PL -> EKSA	0.468	0.472	0.056	8.393	0.281	0.000	Supported
H5	EKSA -> EIWB	0.217	0.220	0.049	4.465	0.158	0.000	Supported
	PRM -> EIWB	0.105	0.108	0.070	1.501	0.011	0.134	Not Supported
Mediating Effect								
H6	PL -> AC -> EIWB	0.540*0.548	0.296	0.036	8.228		0.000	Supported

H7	PL -> KS -> EIWB	=0.296 0.468*0.217 =0.102	0.104	0.027	3.824		0.000	Supported
	Moderating Effect							
H8	MODE 1 -> PL*EIWB	-0.104	-0.100	0.049	2.132	0.124	0.033	Not Supported
H9	MODE 3 -> AC*EIWB	-0.027	-0.029	0.048	0.560	0.001	0.576	Not Supported
H10	MODE 2 -> EKSA*EIWB	0.116	0.115	0.052	2.236	0.220	0.025	Supported

Abbreviations: Employee Innovative Work Behavior (EIWB); Project Risk Management (PRM); Participative Leadership (PL); Absorptive Capacity (AC); Employee knowledge sharing attitude (EKSA); Moderating Effect (MODE); Standard Deviation (S.D.).

SUMMARY OF HYPOTHESES

The proposed hypotheses for the study are summarized in Table 6 below.

TABLE 6. SUMMARY OF ACCEPTED AND REJECTED HYPOTHESIS

Hypothesis	Statement	Results
H1	Participative leadership is positively associated with employee innovative work behavior.	Accepted
H2	Participative leadership is positively associated with absorptive capacity.	Accepted
H3	Absorptive capacity is positively associated with employee innovative work behavior.	Accepted
H4	Absorptive capacity as mediator on the relationship between participative leadership and innovative work behavior.	Accepted
H5	Participative leadership is positively associated with employee knowledge sharing attitude.	Accepted
H6	Employee knowledge sharing attitude is positively associated with employee innovative work behavior.	Accepted
H7	Employee knowledge sharing attitude as mediator on the relationship between participative leadership and innovative work behavior.	Accepted
H8	Project risk management as moderator on the relationship between participative leadership and innovative work behavior.	Rejected
H9	Project risk management as moderator on the relationship between absorptive capacity and innovative work behavior.	Accepted
H10	Project risk management as moderator on the relationship between employee knowledge sharing attitude and innovative work behavior.	Rejected

Source: Author's preparation

CHAPTER 5

DISCUSSION

Participative leadership is positively associated with employee innovative work behavior.

Hypothesis 1 anticipated that participative leadership is positively associated with employee innovative work behavior and results ($\beta = 0.111$, $p < 0.05$) has also emphasized a significant bond among the variables. In the last few decades, large data have arisen as a new field of research. Worldwide companies are extremely interested in making full use of the innovative work (Ross et al., 2013). Participation has been linked to increased creativity in the workplace in previous research (e.g., De Jong & Den Hartog, 2010). The theoretical foundation is based on the idea that participation improves workers' aspirations to share knowledge and take risks while participating in creative endeavors by emphasizing interpersonal social connections within the corporate framework (Hahn, Pinkse, Preuss, & Figge, 2015). Wang et al. (2015) found that employee involvement had a substantial positive influence on innovation, based on a sample of 1,419 enterprises, underscoring the importance of including workers in the participatory process and activities. Innovation is imperative for the IT industry in inclement and dubious conditions (Bukhari et al., 2021). It is a significant origin of the competitive advantage (Anderson et al., 2014) and drives firm endurance on the long term (Ramteke, 2019).

Absorptive capacity as a mediator

Hypothesis 2 anticipated that participative leadership is positively associated with absorptive capacity and results ($\beta = 0.540$, $p < 0.000$) has also emphasized a significant bond among the variables. In the last few decades, large data have arisen as a new field of research. Worldwide companies are extremely interested in making full use of the innovative work (Ross et al., 2013). The participatory leadership-triggered learning mechanism may provide the essential atmosphere for workers to explore knowledge in the future (Huang, Liu, and Gong, 2010). When a leader allows subordinates to share their thoughts, views, and suggestions, they are more likely to seek out opportunities to gain work-related skills and talents. Because involvement necessitates more work on the employees' side to give input. This work is focused on acquiring new and valuable information (Lam et al., 2015). In this regard, participative leaders may play an essential role in achieving absorptive capacity by fostering organizational conditions that promote knowledge-seeking, acquisition, sharing, making sense of, and

appreciation. (Imamoglu, Ince, & Karakose, 2016) discovered that involvement was positively associated with knowledge acquisition and that participation in choices enhances the learning of new external information.

Hypothesis 3 anticipated that Absorptive capacity is positively associated with employee innovative work behavior and results ($\beta = 0.548$, $p < 0.000$) has also emphasized a significant bond among the variables. In the last few decades, large data have arisen as a new field of research. Our findings also confirmed the role of AC as a mediator in the collaboration between PL and EIWB. A previous study by Leal Rodriguez et al. (2014) focused on the role of AC in promoting innovation as a result of the system. Thus, Liu et al. (2013) investigated AC as a mediator in the relationship between IT skills and robust performance. However, our findings strongly suggest that AC plays a mediating role in the relationship between PL and EIWB. One strategy for businesses to enhance efficiency and performance is to empower their staff and share what they know so that others can benefit. Empowered team members are more motivated to acquire and assimilate new information since they have more control over their performance than when they are micro-supervised and given detailed instructions, in which case the supervisor bears more accountability. In this sense, participative leadership may also increase the group's absorptive capacity by allowing and encouraging individual absorption behavior (ability and motivation) through sharing information and coaching team members (Bosch et al., 1999).

Hypothesis 4 anticipated that absorptive capacity as mediator is positively associated between participative leadership and innovative work behavior and results ($\beta = 0.296$, $p < 0.000$) has also emphasized a significant bond among the variables. In the last few decades, large data have arisen as a new field of research. The sensation of being in charge improves the work fulfillment and the obligation to the association (Vikaraman, Mansor, Mohd Nor, Alias, & Gurusamy, 2021 as referred to in Yidong and Xinxin, 2012), which would expand the likeliness of representatives to invest more energy into producing, advancing, and executing creative thoughts (Kör, Wakkee, & van der Sijde, 2021). For this proposal, one of the points is to see whether participative leadership could be decidedly identified with innovative work behavior. The discoveries from the investigation show that there is a substantial positive connection between participative leadership and innovative work behavior. The investigation demonstrates that participative initiative is emphatically identified with inventive representative conduct. The conduct of the leader could clarify the positive connection. This leadership behavior establishes a climate that depends on the straightforwardness of data and

information, where workers feel that they partake in the decision-making process (Ogbeide & Harrington, 2011).

The examination of the information shows that compelling initiative requires the assembly of the rewards of subordinates, so perceive the capability of employees. Practically articulating, this implies that investment animates the improvement of innovative arrangements and cultivates innovativeness in workers. It is vital that organizations assemble representative commitment dependent on the components related to professional improvement and make excellent conditions for learning and acquiring new capabilities, bringing about the expanded potential for acquainting developments related to items, association, and cycles (Drewniak and Karaszewski, 2020). Given the discoveries of Hassan et al. (2018) and Khuong and Hoang (2015), employees will be exceptionally energetic to play out the doled-out undertakings, will arrive at their maximum capacity, and will function admirably under the management of the leader if he/she can stand out for them.

Employee knowledge sharing attitude as a mediator

Hypothesis 5 anticipated that participative leadership is positively associated with employee knowledge sharing attitude and results ($\beta = 0.468$, $p < 0.000$) has also emphasized a significant bond among the variables. In the last few decades, large data have arisen as a new field of research. Before making a choice, participative leaders consult with their staff. This consultation method allows the leader and workers to share their knowledge and explore various alternatives (Zhang, & Bartol, 2010), resulting in new ideas. Utilize Opportunities for participants to exhibit their ability and apply their knowledge to develop innovative ideas and solutions. Employees are intrinsically driven to execute their tasks and achieve high creative performance due to their improved sense of competency and growth of self-determination (Zhang & Bartol, 2010; Lam et al., 2015; Zhang, & Liu, 2021). Supervisors and workers collaborate through regular communication and exchanges during participation, and employees may securely express their thoughts and opinions to increase decision quality (Lam et al., 2015; Zhang, & Liu, 2021). Consequently, workers believe that their superiors have a high level of trust in them, which enhances their readiness to put more effort into producing unique and helpful ideas as a way of repaying that trust (e.g., Zhang, & Liu, 2021).

Hypothesis 6 and 7 anticipated that employee knowledge sharing attitude is positively associated with employee innovative work behavior and results ($\beta = 0.217$, $p < 0.000$) has also

emphasized a significant bond among the variables. Furthermore, Hypothesis 7 anticipated that employee knowledge sharing attitude as mediator is positively associated between participative leadership and innovative work behavior and results ($\beta = 0.102, p < 0.000$) has also emphasized a significant bond among the variables. In the last few decades, large data have arisen as a new field of research. It was estimated that there is an affirmative association between participative leadership and the all-out EIWB. It was upheld as the plan showed positive connections, just as sure relapse of the impact of the participative style of initiative on sections of the EIWB of the IT industry in Portugal. This finding proposes that the initiative's impact on employee IWB will increment if individuals are focused on their association and work. As clarified by (Zenga et al., 2017; Tobias and Jochen, 2019), the method involved with cultivating EIWB in an association does not exclusively lie on the powerful initiative, yet it likewise relies upon representatives' motivation. Additionally, its innovative inclination relies upon every individual's capacity to act in an inventive way. It implies that employee innovative work behavior establishes any high-performing association (Bukhari, Gul, Bashir, Zakir, & Javed, 2021). Employee innovative behavior is estimated through articulations, where the respondents showed to which degree they act innovatively. It implies idea promotion, idea generation, and idea implementation (Bukhari, Gul, Bashir, Zakir, & Javed, 2021; Wang et al., 2015). The mediating variable is Employee Knowledge Sharing attitude (EKSA), and its interceding job with Participative Leadership (PL) (which is a dependent variable) was set up to foresee the Employee innovative work behavior.

Project risk management as moderator

Hypothesis 8 anticipated that Project risk management as moderator on the relationship between participative leadership and innovative work behavior is rejected and results ($\beta = -0.104, p < 0.033$) has also emphasized an insignificant bond among the variables. In the last few decades, large data have arisen as a new field of research. Christensen and Jnsson (2011) evaluated research on the impacts of implementing decision-making participation and found that decision-making participation leads to freedom, which enhances individuals' creative search activities. Scholars say that participative leadership explicitly symbolizes the basic principle of organizational participation, based on which leaders include employees in the decision-making process, which is consistent with the participation literature (Huang et al., 2010). Employees fulfill their intrinsic psychological needs (Zhang & Bartol, 2010) by participating in shared decision-making, allowing them to reach their full potential and

generate superior results (Cai, Lin, Yang, & Fan, 2021). Participative leadership is linked to follower innovation via increasing follower high morale, according to past studies (He, 2013). The current paper's goal was to investigate the overall result of the participative style of initiative on representative EIWB in the IT industry in Portugal. With the expansion in rivalry, authoritative are endeavoring hard to get the strategic advantage. EIWB has become intriguing for researchers just as academicians as it prompts a few affirmative worker and hierarchical results. The mediation and moderation mechanism consolidates initiative exploration with IWB by challenging the balance and intercession system through which PL prompts IWB.

Hypothesis 9 anticipated that Project risk management as moderator leadership is negatively associated between absorptive capacity and innovative work behavior and results ($\beta = -0.027$, $p = 0.576$) has also emphasized a insignificant bond among the variables. In the last few decades, large data have arisen as a new field of research. On the other hand, firms with higher absorptive capacity will have a better chance of project success. According to Vezzoni et al. (2013), a straightforward risk management approach should be selected for each risk, and project managers should keep in mind that project risk planning can be critical to project success. The effects of PRM on EIWB can be expanded when employee knowledge sharing goes about as an interceding specialist amid PL and EIWB, which results can show. Direct effect of PRM on EIWB was significant when the two factors were intervened with absorptive capacity. IT industry has a significant component to address task issues with thoughts, ideas, and data sharing. The significant focal point of IT area projects is on checking and controlling. The current review has a moderating variable, project risk management, a fundamental part of any task estimating and for the decision-making process in an effective way for Project Success. Workers are a significant wellspring of data sharing and are a resource of association to perform participative leadership. A few managers give critical significance to relational abilities since it is a significant device for dealing with crisis circumstances and conflict goals. Undertaking risks can be limited with acceptable correspondence, and PRM is vital for an acceptable dynamic, which brings about EIWB. Theoretically, the absorptive capacity may be impacted directly by the leader's empowerment and indirectly by enhanced information sharing among staff members, as knowledge sharing may boost the ability and incentive to absorb new practices.

Hypothesis 10 anticipated that Project risk management as moderator leadership on the relationship between participative leadership and innovative work behavior is accepted and results ($\beta = 0.116$, $p < 0.025$) has also emphasized an insignificant bond among the variables. In the last few decades, large data have arisen as a new field of research. The moderating

variable in this study is project risk management, an essential part of any project forecasting and decision-making process for Employee Innovative Work Behavior. Likewise, the determinant of employee investment in the decision-making process is investigated concerning the situational setting (Gollan, Xu, 2015). This setting decides the variables that in specific conditions have a more prominent or lesser effect, the course and power of their belongings, and the progressions they go through. Employees occupied with the decision-making process assume liability for the nature of their work, exhibit drive and innovativeness (Drewniak et al., 2020). It boosts their well-being and motivation to achieve tasks, which may reduce the enthusiasm to change the employer. Men (2015) exhibits that employees favor direct correspondence or email with the forerunners in the association. Because of innovative advancements, electronic mail turned into a fundamental component of everyday schedule in the work environment, even though it is an offbeat correspondence channel. However, organizations need to concentrate on various dimensions to build a high EIWB level.

Notwithstanding, we accept that the commitment of information incorporates not just the dispersion of information inside associations into the information on associations but also the circulation of information to associations and coordination with the information on different associations. This review proves that Project Risk Management (PRM) in the programming improvement area is effective and efficient PRM in the product ventures will help in hazard catering to prove that Employee Knowledge Sharing attitude (EKSA) is led decently for Employee innovative work behavior. It would likewise help in dealing with the group risks and correspondence chances for dealing with the undertakings.

CONCLUSION

The motivation behind the current review was to check the effect of PL on Employee IWB with the mediating role of Employee Knowledge Sharing Attitude and Absorptive Capacity. This concentrate likewise speculated that Project Risk Management directs the connection between participative leadership and Employee Knowledge Sharing Attitude and Absorptive Capacity. It is demonstrated that participative initiative prompts an expansion in the innovative work behavior amid personnel, and this association is interceded by employee knowledge sharing attitude and absorptive capacity. These outcomes are as per the past investigations, which demonstrated that representatives working under an affirmative participative style are bound to show affirmative results (Jong and Hartog, 2007; Avey, Hughes, Norman and Luthans, 2008; Fong and Fong and Snape, 2015; Nelson, 2014). Whenever leaders offer representatives the chance to take an interest in routine errands and offer their viewpoint in the decision-making process, then personnel additionally begin partaking in the association's advancement, effectively bringing about an expansion in the obligation to change because of which their innovative work behavior. Information is gathered from the IT business of Portugal. The PDM hypothesis is utilized in this exploration to help the proposed theory. The information examination is done, which acknowledge all the theory. Participative leadership is effectively used to affect the EIWB.

Information obtaining demonstrates the distinguishing proof and procurement of remotely created information that is basic for the association's activities. Knowledge absorption demonstrates the schedules and cycles that empower examining, handling, deciphering, and comprehending the information gained from outside sources. Along these lines, (Guimaraes, Paranjape, & Walton, 2022) have distinguished likely absorptive limit as exploratory learning, have clarified it as perceiving and understanding the new outside information, and they have mainly featured the information that association has—as per this view, understanding the new outside information because of the mission for the association's interest relies upon the accessible information inside the association. Associations are more open to outside information, and they can grasp it rapidly with the more grounded likely absorptive capacity. One of the distinctive components of this research is that it clarifies the moderating role of Project Risk Management between PL, EKSA, AC, and EIWB. The principal discoveries of the review are

1. It features the significance of PL in making the undeniable degree of responsibility and capability among the experts occupied with project undertakings;

2. It clarifies the meaning of PL in expanding the EKSA and AC of the employees, which consequently likewise builds their IWB;
3. It proposes that Project Risk Management is a fundamental piece of the association that unmistakably portrays IWB of the employees having a place with differentiated societies, religions, identities, having various qualities, perspectives, and thinking styles.

As a result of this adding Project Risk Management, the outcomes have become more dependable that can be useful for the administrators to comprehend the worth of PL in upgrading representatives' IWB and working on their responsibility and capability.

An organization that uses participatory leadership reaps enormous profits. Collaboration is encouraged by a participatory leadership style. When employees' attempts to donate according to their ideas or experience are rejected, they may feel suffocated or silenced. There is a platform for these ideas to be expressed through participatory leadership. Participative leadership allows the company to grow. It is essential at a time when businesses are under scrutiny. Openness is achieved by involving employees in decision-making. Free movement of ideas was made possible by participatory leadership. Competition is reduced by participatory leadership. Employees do not worry about the initial ownership of the concept when they know that their ideas will be evaluated by the team and possibly implemented in the company's operations. Retention is enhanced by participatory leadership. The above factors cooperate to deliver a workplace where employees feel esteemed, less forced to dominate, and more human. People are less likely to resign when they have such qualities. An organization can benefit from participatory leadership in a variety of ways. A leader who makes good use of this approach will be able to involve all of his or her employees in the company's work. It is just as vital to be aware of a leadership style's possible flaws as it is to be aware of its positives.

Innovation does not happen in isolation from the people of organizations requires individual participation in organizations. People are the most crucial resource of an organization that can be better used to increase new skills. However, in today's market-focused economy, the efficient and effective use of this resource to increase competitive and productive profits is essential and requires special care. As a result, participatory leadership has been identified as an essential style for developing new skills of administrative staff, especially in the IT industry. Absorptive capacity plays a significant part in association development, and it assumes a fundamental part between Employee knowledge sharing and EIWB. The absorptive capacity additionally has a fractional mediating role among EIWB, PL, and PRM. Conventional subjective research on absorptive capacity focuses on the definition and

estimation of absorptive capacity, though quantitative exploration focuses on the mechanism of absorptive capacity on innovative execution from the interpersonal organization and modern group hypotheses. Subsequently, this end has vital importance for additional advancing absorptive capacity. It has significant directing importance for the association of information characterization the board later on, along these lines making an environment of regard for information and empowering ventures to accomplish their objectives.

A successful leader who can draw in employees in the foundation and accomplishment of common organization objectives assumes a vital part in building and keeping up with this relationship. Leaders should focus not just on the outcomes, adequacy boundaries, and long-lasting improvement but also on empowering employees to discover new, better techniques for working. An innovative leader is a planner of modernization and notoriety on rousing inventiveness and advancement in individuals. The course of employees' information sharing is continuous, efficient, and circumstance subordinate. Because of its particularity, it might consolidate new components that could build the degree of worker commitment and give positive feelings connection to the working environment. Information sharing advances authoritative development execution and expects representatives to change their perspective. Knowledge sharing with employees to look for obscure information and stays away from work duplication. Also, the experience of others can be utilized for reference, consequently decreasing the time and energy expenses of representative advancement. Assuming the level of information sharing inside associations is sufficient, workers can endeavor to construct an information and experience base for the development of an adult information the board data framework that successfully forestalls information misfortune. Employees' information sharing works with the information trade between each other. The perspectives and working techniques can be improved appropriately, further developing representatives' information level and work capacity and influencing authoritative advancement execution. In this way, workers' information-sharing conduct can decidedly impact authoritative innovation execution. Innovative items and innovativeness are fundamental for the programming improvement area and usually rely on employee knowledge sharing attitude which is tied in with sharing applicable errand thoughts. This review will likewise work with the product advancement area of Portugal to expand the significance of Participative Leadership (PL). The execution of PL builds the odds of EIWB alongside directing effects of PRM, which advances risk-taking and hazard possession. PRM permits the groups to work in an effective way to clean their abilities for hazard evasion. PRM allows teams to work effectively to refine their risk-avoidance skills. The strength of the review is less than the expansion of PRM and EKSA to increase job value.

New risks and difficulties are ready to understand the importance of PL. The IT industry is naturally diverse, with various projects such as web design and development and mobile and intelligent applications. Because PRM is all about risk identification, assessment, and design of risk response strategies, these projects should be managed appropriately with PRM. This study is unique because it adds to the body of knowledge of the effects of PL on EIWB in the IT field in Portugal, allowing researchers to develop PL and PRM for EIWB successfully. PL should be done using the EKSA, AC, and EIWB mechanisms.

PRACTICAL IMPLICATIONS

To further develop innovative employee behavior, associations need to advance participative leadership among their supervisors. Those leaders who are more comprehensive, moral, engaging, mindful, and have a clear vision can build innovative work behavior among their devotees. Participative leadership can likewise be utilized as a wellspring of representative inspiration because better relations with leaders build representative's work contribution that prompts better inventive conduct among laborers. Representatives need better conduct and strengthening in their work to accomplish higher imaginative objectives. Subsequently, in the present business climate, participative leadership can be utilized as an eventual source for sustainable advantage. It can likewise help in accomplishing higher authoritative efficiency objectives by associations overall and innovation-driven organizations specifically. In this way, it is time to prepare the authoritative leaders to portray better participative leadership with their adherents and establish a superior workplace for them. This will look at last prompt more elevated levels of imaginativeness and laborers' efficiency.

The present changing climate assists supervisors with embracing a participative leadership style to take on inward just as outer changes rapidly. Through his cogent and concerted, a participative leader may be ready to acquire the consistency of subordinates to execute change effectively. Supervisors will see that a participative leadership style is a more incisive method of leadership style by working with the adequacy of an association task. By featuring the significance of participative leadership, supervisors should embrace this initiative style by boosting subordinates' commitments in dynamic to reprimand hierarchical conduct. To get long haul results to acquire viability, leaders as participative leaders ought to foster a complete feeling of trust through strengthening, enthusiasm for the sharing of inventive thoughts, individual help, and mental wellbeing. The advancement of trust makes energy for subordinates to impart their insight to other people and leaders with no irritation. Companies should direct prepare projects to make mindfulness in supervisors in regards to the participative

style of leadership. Instructional courses should emphasize shared decision making, the advancement of various kinds of trust glorifying procedures, and award methodologies for workers who do a fantastic job.

THEORETICAL IMPLICATIONS

As a result, individuals with a strong emotional bond to their company may be provided with more salient information cues regarding the extent to which innovation is a socially valued and supported way of bringing about organizational benefits due to their exposure to a participative leadership climate. This finding aligns with existing research on workplace innovation, which suggests that organizational expectations and support for innovative efforts are necessary for new and practical ideas to be created and implemented successfully in the workplace (Pierce & Delbecq, 1977).

Indeed, in contrast to previous leadership studies that focus on leadership as a whole, at the group level of staff attitudes towards knowledge (e.g., Delegach, Kark, Katz-Navon, and Van Dijk, 2017), our research reveals new team work - level participative leadership enhances positive outcomes of the binding obligation of individual designation in the workplace. According to the study, employees feel more committed to change when leaders adopt a participatory leadership style, which enhances their new operational performance. And then imitate the behavior seen.

Another significant illustration professionals might take from the outcomes is how those workers prepared for change are bound to feel responsible at the hour of progress. Subsequently, specialists ought to foster techniques to build change availability among representatives. Moreover, top leaders should offer a part to representatives in dynamic as workers notice their labor and follow their conduct. The aftereffects of this examination will contribute to the product business and help computer programmers in the issues they are looking for because of developing number of IT project disappointments. It will likewise contribute to creating appropriate undertaking the executives' methodologies that will empower to establish a climate of business venture in projects. Culture is a significant component of edified social orders, which affects a person's life and association. Participatory Leadership (PL) is widely used in the IT industry to allow employees to participate in critical decision-making.

Employee knowledge sharing attitude as a mediator between PL and EIWB is beneficial and essential. Previous research has focused on the role of PL in the EIWB, while EKSA is yet to be investigated as a mediator. The study's findings show that when EKSA acts as a mediator

between PL and EIWB, the role of PL increases. Staff mobilization is essential, and participatory leadership plays a significant role in staff mobilization. However, EKSA is a critical element in the sharing of work knowledge, ideas, and suggestions. As a result, investigating these variables in the context of the Portugal IT sector is a opportunity to contribute to the participative leadership literature significantly.

LIMITATION AND FUTURE DIRECTIONS

One potential restriction of the review is the presence of just a single dependent variable. Like each idea, participative leadership has different sides, a positive one and a negative one. Of conceivable constraint of our review is that we have just featured the positive side of participative initiative. The participative initiative has confidence in including representatives all through the decision-making process. The participative initiative might create setbacks for the dynamic interaction. It is mainly because an enormous number of individuals are partaking in the dynamic cycle. Association of representatives in the dynamic interaction may likewise raise security issues as workers are very much aware of the activity intended to be trailed by the association directly from the underlying stage. Because of restricted admittance and spending plan, it was unrealistic for the specialists to get to every one of the workers' data sets of the IT Industry of Portugal. Subsequently, just those workers were reached and mentioned to top off the poll, who could react to this solicitation. In addition, this review is a cross-sectional review; subsequently, the information was gathered in one brief time frame. Nonetheless, a longitudinal or subjective review can be directed to comprehend the idea of participative leadership in more subtleties.

Future researcher should consider the dark side of participative leadership, and this will help associations make a mindful choice regarding picking the right leadership style. It will likewise be productive to look at the effect of the participative initiative on imaginative work conduct in small and medium enterprises or leading adventures as the idea of these organizations requires a more significant level of development and creative work conduct. Distinctive character types like the big five can likewise be contemplated with participative leadership and its results.

Future exploration should incorporate elective advancement-related measures that permit the particular phases of development cycles to be separated to enough survey whether and how each is formed by the collective impact of affective and participative administration. In addition to information technology, future studies may also focus on other industries with increasing sample sizes. Last but not least, this review was directed by utilizing Portugal

representatives' examples, but Portugal is a developed country, and future studies may also focus on developed and innovating developing countries in their Countries. A future examination should be led in an alternate business area, similar to the financial, fabricating industry, and media communications area. Then again, specialists can add the realized absorptive capability to the model and examine the relations between absorptive capability and diverse initiative styles, such as versatile, adaptive, supportive, and transformational. Etc. This study's findings and conclusions pave the path for future scientific investigation. Employees' views on the role of leadership in promoting creativity in the firm should be investigated further. It also appears necessary to look into the impact of leadership (particular roles) on the organization's ability to innovate. In addition to leadership, the organizational environment (culture) should be investigated as a component that promotes innovation.

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Appendix

Questionnaire

Dear respondent,

I am a student of **Master in Integrated Decision Support Systems (MSIAD)**, wishing to conduct research on “***IMPACT OF PARTICIPATIVE LEADERSHIP ON EMPLOYEE INNOVATIVE WORK BEHAVIOR***” for the completion of my research thesis.

In this regard, I have prepared the following questionnaire, please note that your identity as respondent is concealed. You can freely express whatever the ground realities you see and face. It will take you 10-15 minutes to answer the questions; any information obtained for this research will only be used for academic purpose.

For more queries, please email **pedronmata@gmail.com**. I really appreciate your time filling up this questionnaire.

Thanks a lot for your help and support!

Sincerely

Regards

Pedro Neves Mata

DEMOGRAPHICS

1. Gender

Male ☐ Female ☐

2. Age

21 to 30 years ☐ 31 to 40 years ☐ 41 to 50 years ☐ More than 50 ☐
years

3. Experience

Less than 3 years ☐ 3 to 5 years ☐ 6 to 10 years ☐ 11 to 15 years ☐

4. Education Level

Bachelor ☐ Master ☐ MS/M.Phil. ☐ Others (please specify)

5. IT Organization Type

Public ☐ Private ☐

6. Experience in Current Organization

Less than 3 years ☐ 3 to 5 years ☐ 6 to 10 years ☐ 11 to 15 years ☐

7. Position

- | | |
|--------------------------------------|--------------------------|
| 1. Auditors/accountants | ☐ |
| 2. Middle management | ☐ |
| 3. Senior managers (vice presidents) | ☐ |
| 4. Human resource directors | ☐ |
| 5. CEOs/presidents | ☐ |

Keeping in view your employer, please indicate the extent of your agreement and disagreement by entering the appropriate option.

Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agreed = 4, Strongly Agreed = 5

Participative leadership	Strongly Disagree	Disagree	Neutral	Agreed	Strongly Agreed
Encourages work group members to express ideas/suggestions.	1	2	3	4	5
Listens to my work group's ideas and suggestions.	1	2	3	4	5
Uses my work group's suggestions to make decisions that affect us.	1	2	3	4	5
Gives all work group members a chance to voice their opinions.	1	2	3	4	5
Considers my work group's ideas when he/she disagrees with them.	1	2	3	4	5
Makes decisions that are based only on his/her own ideas.	1	2	3	4	5

Employee Innovative Work Behavior	Strongly Disagree	Disagree	Neutral	Agreed	Strongly Agreed
I create new ideas for difficult issues.	1	2	3	4	5
I make important organizational members enthusiastic for innovative ideas	1	2	3	4	5
I mobilize support for innovative ideas.	1	2	3	4	5
I search out new working methods or instruments to improve my work.	1	2	3	4	5
I transform innovative ideas into useful applications.	1	2	3	4	5
I introduce innovative ideas into the work environment in a systematic way.	1	2	3	4	5
I evaluate the utility of innovative ideas.	1	2	3	4	5
I acquire approval when I come up with something new.	1	2	3	4	5
I generate original solutions for problems	1	2	3	4	5

Employee knowledge sharing attitude	Strongly Disagree	Disagree	Neutral	Agreed	Strongly Agreed
We shared the minutes of meetings or discussion records in an effective way.	1	2	3	4	5
We always provided technical documents, including manuals, books, training materials to each other	1	2	3	4	5
We shared project plans and the project status in an effective way.	1	2	3	4	5
We always provided know-where or know-whom information to each other in an effective way.	1	2	3	4	5
We tried to share expertise from education or training in an effective way.	1	2	3	4	5
We always shared experience or know-how from work in a responsive and effective way.	1	2	3	4	5

Absorptive Capacity	Strongly Disagree	Disagree	Neutral	Agreed	Strongly Agreed
Have the ability to acquire new knowledge from the company to achieve targets.	1	2	3	4	5
Have a vision of what the unit is trying to achieve through the transfer of knowledge from the company.	1	2	3	4	5
Have the technical competency to absorb the knowledge from the company.	1	2	3	4	5
Have the necessary skills to implement the practices from the company.	1	2	3	4	5

Project Risk Management	Strongly Disagree	Disagree	Neutral	Agreed	Strongly Agreed
Lack of an effective project management.	1	2	3	4	5
Project progress not monitored closely enough	1	2	3	4	5
Inadequate estimation of required resources	1	2	3	4	5
Poor project planning	1	2	3	4	5
Project milestones not clearly defined	1	2	3	4	5
Inexperienced project manager	1	2	3	4	5
Ineffective communication	1	2	3	4	5
Inexperienced team members	1	2	3	4	5
Team members lack specialized skills required by the project	1	2	3	4	5