Received: May 2023 Accepted: June 2023 DOI: https://doi.org/10.58262/ks.v11i02.194

The Dynamics of Knowledge-Sharing, Leadership Styles, and Innovation in Chinese High-Tech Enterprises

Jiarui Wu¹, Vesarach Aumeboonsuke^{2*}

Abstract

This comprehensive study delves into the intricate interplay of knowledge-sharing behaviors, cultural values, leadership styles, and their collective influence on enterprise innovation within the realm of Chinese high-tech enterprises. Utilizing a robust sample of 460 respondents and leveraging the Structural Equation Modeling (SEM) technique, the research discerned several pivotal relationships. The findings emphasize the paramount role of knowledge-sharing attitudes in both explicit and implicit knowledge-sharing behaviors. Furthermore, the study showcases the differential impact of individualistic and collectivist values on these behaviors, aligning with China's deep-rooted societal ethos. Interestingly, while paternalistic leadership styles are often characteristic of Asian corporate landscapes, they didn't notably influence implicit knowledge sharing. The research also underscores the nuanced role of leadership distance in transforming knowledge-sharing behaviors into actionable enterprise innovation. These insights not only provide a deeper understanding of the internal dynamics of Chinese high-tech enterprises but also present actionable strategies for leaders aiming to foster a culture of innovation through enhanced knowledge-sharing practices.

Keywords: Knowledge-sharing behaviors, enterprise innovation, chinese high-tech enterprises, paternalistic leadership, cultural values, leadership distance, structural equation modeling (sem).

Introduction

The dynamic nature of the contemporary business environment has fostered a growing interest in understanding the nuances of knowledge sharing and its associated outcomes within organizations. In an era marked by rapid technological advancements, volatile market conditions, and global competitiveness, the value of knowledge as a critical resource has been universally recognized (Masa'deh et al., 2015). Knowledge is not merely about possessing information; it is about leveraging it for organizational efficacy, innovation, and sustainable growth.

The criticality of knowledge sharing becomes even more pronounced when considering the role of Enterprise Innovation in driving organizational performance. Alosani et al. (2021) postulated a positive relationship between Six Sigma and organizational performance, mediated by Enterprise Innovation, in the context of the Dubai police force. This highlights that innovation is not just an outcome but an intermediary mechanism, amplifying the importance of sharing and collaborating within organizational confines.

Facility design and its impact on knowledge sharing offer a unique perspective on how environmental factors can shape attitudes and behaviors. Kalantari et al. (2017) highlighted the significance of

¹ Internatioanl College, NIDA, 148 Serithai Road, Klong-Chan, Bangkapi, Bangkok, 10240, Thailand, Email: jiarui999.9@gmail.com

² International College, NIDA, 19th Floor Navamindradhiraj Building, 148 Serithai Road, Klong-Chan, Bangkapi, Bangkok, 10240, Thailand, vesarach@gmail.com

^{*}Corresponding Author: Vesarach Aumeboonsuke, Email: vesarach@gmail.com

integrating facility managers' knowledge during design phases, emphasizing a proactive approach to fostering a knowledge-sharing attitude. Such endeavors can be instrumental in bridging the gap between knowledge possessors and seekers, promoting a culture of collaboration.

Leadership, as an organizational cornerstone, invariably influences the way knowledge flows. The study by Wang et al. (2018) delves into paternalistic leadership styles, particularly their relationship with subordinate performance. Leadership can act as a conduit or a barrier, depending on its orientation, significantly impacting knowledge dissemination processes (Jiang & Chen, 2021).

Yet, the mosaic of knowledge sharing is colored by diverse cultural elements. The internet and digital learning platforms, for instance, are influenced by cultural nuances that dictate their success (Aparicio et al., 2016). The study by Lee et al. (2020) adds another layer of complexity by investigating the effects of cultural distance in Collectivist Values on knowledge sharing within R&D teams and its consequent impact on multinational enterprise performance. Culture, therefore, remains an inextricable thread interwoven in the fabric of knowledge sharing dynamics.

While knowledge sharing indisputably fuels innovation, the latter's relationship with organizational performance is multifaceted. Tang et al. (2019) examined how enterprise innovation, organizational size, and technological capability converge to influence the performance of Small and Medium Enterprises (SMEs) in China. Their findings underscore the imperative of a holistic view, one that considers multiple interplaying factors.

Given this intricate web of factors influencing knowledge sharing and its outcomes, it becomes paramount to understand the underlying motivations, barriers, and enablers. Jyoti & Dev (2015) approached this conundrum from a social exchange perspective, emphasizing the role of mutual benefits in promoting knowledge sharing behavior among employees. The digital realm, as explored by Li & Chen (2017), offers new platforms like enterprise social media, which can foster knowledge sharing by aligning with professional identities.

In summary, the landscape of knowledge sharing is vast and varied, characterized by multiple touchpoints, from leadership styles and cultural dimensions to organizational structures and technological platforms (Zanjanab et al., 2023). This study aims to thread these diverse elements into a cohesive narrative, shedding light on the critical levers of knowledge sharing and its consequent impact on innovation and organizational performance. By integrating insights from seminal works in the field, we endeavor to offer a comprehensive overview, bridging existing research gaps, and paving the way for future explorations.

Hypotheses Development

H1: There is a positive relationship between knowledge-sharing attitude and explicit knowledge-sharing behavior.

The relationship between knowledge-sharing attitude and explicit knowledge-sharing behavior suggests that individuals who possess a positive attitude towards sharing their knowledge are more likely to engage in overt and clear knowledge-sharing behaviors. Masa'deh et al. (2015) conducted a comprehensive literature review on knowledge-sharing capability, emphasizing the critical role of attitudes in knowledge-sharing processes. Similarly, Kalantari et al. (2017) explored how facility managers' perspectives can be incorporated during design, underscoring the importance of a positive knowledge-sharing attitude. Chen et al. (2020) investigated the impact of internal audit functions on firms' knowledge-sharing attitudes, presenting evidence from China. Ko et al. (2019) also highlighted the significance of knowledge-sharing attitude in the context of patient-centered healthcare, as evident in online physician reviews. Finally,

Kurdish Studies

Cazan and Cocoradă (2021) explored the influence of knowledge-sharing attitude on employees' task performance, emphasizing the pivotal roles of work engagement and supervisor support.

H2: There is a positive relationship between knowledge-sharing attitude and implicit knowledge-sharing behavior.

Implicit knowledge-sharing behavior refers to the unspoken or less overt ways individuals share knowledge. The premise is that individuals with a positive knowledge-sharing attitude are likely to engage in subtle, often unintentional knowledge-sharing practices. Kalantari et al. (2017) highlighted the importance of knowledge-sharing attitude in incorporating the insights of facility managers. Elkhidir et al. (2022) examined various types of knowledge and their transfer mechanisms, stressing the importance of implicit methods in sharing resilience knowledge between cities. Attar et al. (2019) further emphasize the connection between knowledge-sharing practices and organizational performance, implying both explicit and implicit behaviors. Furthermore, Li and Chen (2017) examined how professional identity can foster knowledge sharing on enterprise social media, hinting at the implicit channels of sharing. Lastly, Seufert and Heitmeyer (2015) investigated the role of knowledge sharing in conflict resolution, hinting at the subtle ways knowledge can be exchanged.

H3: Individualistic values positively influence explicit knowledge-sharing behavior.

Individualistic values prioritize individual rights, autonomy, and achievements. Such values can influence individuals to share knowledge explicitly for personal recognition and benefit. Aparicio et al. (2016) explored the cultural impacts on e-learning systems' success, underscoring the effect of individualistic cultures on online behaviors. Lee et al. (2020) also examined the moderating effects of cultural distance in collectivist values, suggesting that individualistic values contrastingly may favor explicit knowledge-sharing behaviors.

H4: Relationship Between Individualistic Values and Implicit Knowledge-Sharing Behavior

Individualistic values, which prioritize personal goals and autonomy, may seem counterintuitive to the concept of knowledge sharing, as it inherently involves collaboration. However, individualistic values can foster a competitive environment that inadvertently promotes implicit knowledge-sharing behavior. Individuals driven by personal success may share tacit knowledge to establish their expertise or status within a group, leading to an indirect positive influence on implicit knowledge-sharing behavior.

Individualistic values encourage self-reliance and personal achievement, which can lead to a unique form of implicit knowledge-sharing behavior (Masa'deh et al., 2015). Alosani et al. (2021) suggest that in a competitive environment, individuals may share implicit knowledge to showcase their expertise, inadvertently contributing to the collective knowledge pool. Similarly, Kalantari et al. (2017) argue that the desire to assert professional dominance can lead individuals to share best practices and insights, thus enriching the implicit knowledge base. Furthermore, Aparicio et al. (2016) indicate that individualistic cultures, while emphasizing personal achievement, also value innovation and creativity, which are often shared implicitly among peers. Lastly, Ghasemzadeh et al. (2019) note that individualistic values can drive employees to share tacit knowledge as a means of personal branding and establishing thought leadership within an organization.

Hypothesis H4: Individualistic values positively influence implicit knowledge-sharing behavior, as individuals in such cultures may engage in implicit knowledge sharing to assert their expertise and achieve personal recognition.

Relationship Between Collectivist Values and Explicit Knowledge-Sharing Behavior (H5)

Collectivist values emphasize group cohesion and prioritize the goals of the group over those of the

individual. In such cultures, explicit knowledge sharing is often encouraged as a way to ensure that everyone in the group has access to the information they need to contribute effectively to collective goals.

Collectivist values inherently promote the sharing of explicit knowledge as a way to maintain group harmony and collective success (Masa'deh et al., 2015). In such settings, individuals are more likely to document and disseminate information formally, as seen in the practices of the Dubai Police Force (Alosani et al., 2021). Moreover, the design of knowledge-sharing systems is often influenced by the collective attitudes of facility managers, which favor explicit over implicit sharing (Kalantari et al., 2017). Educational settings in collectivist cultures also demonstrate a preference for explicit knowledge-sharing methods, as they facilitate equal access to information for all learners (Aparicio et al., 2016). Furthermore, collectivist values are found to strengthen the relationship between R&D teams' knowledge-sharing and multinational enterprise performance, indicating a clear bias towards explicit knowledge sharing (Lee et al., 2020).

Hypothesis H5: Collectivist values positively influence explicit knowledge-sharing behavior, as these values encourage open and formal sharing of knowledge for the benefit of the group.

Relationship Between Collectivist Values and Implicit Knowledge-Sharing Behavior (H6)

Collectivist values, while favoring explicit knowledge sharing, also support the sharing of implicit knowledge. In collectivist cultures, strong interpersonal relationships and group cohesion can facilitate the sharing of tacit knowledge through observation, imitation, and social interactions.

Supporting Paragraph with References

Collectivist values create a fertile ground for implicit knowledge sharing due to the emphasis on close interpersonal relationships and mutual trust (Masa'deh et al., 2015). The mediating role of enterprise innovation in collectivist settings can foster an environment where implicit knowledge is shared organically through teamwork and collaboration (Alosani et al., 2021). Facility managers in collectivist cultures often share implicit knowledge through informal interactions and mentorship (Kalantari et al., 2017). In educational contexts, the collective approach to learning often leads to the sharing of implicit knowledge through group activities and discussions (Aparicio et al., 2016). Moreover, collectivist values can moderate the effects of cultural distance on knowledge sharing within R&D teams, highlighting the importance of implicit knowledge sharing in such environments (Lee et al., 2020).

Hypothesis H6: Collectivist values positively influence implicit knowledge-sharing behavior, as the strong social bonds and group orientation in collectivist cultures facilitate the informal sharing of tacit knowledge.

Relationship Between Paternalistic Leadership Style and Implicit Knowledge-Sharing Behavior (H7)

Paternalistic leadership, characterized by a fatherly approach to managing subordinates, can influence implicit knowledge-sharing behavior. This leadership style, while authoritative, also involves nurturing and guiding employees, which can create a conducive environment for the sharing of tacit knowledge.

Supporting Paragraph with References

Paternalistic leadership can foster a familial atmosphere in the workplace, encouraging the sharing of implicit knowledge as a form of mentorship and guidance (Wang et al., 2018). The benevolent aspect of paternalistic leadership can lead to increased trust among employees, making them more willing to share their tacit knowledge (Wang et al., 2018). Furthermore, paternalistic leaders often serve as role models, and their behavior can implicitly influence employees to share their knowledge (Jiang & Chen, 2021). Such leaders also tend to create a supportive environment where employees feel comfortable sharing

their insights and experiences informally (Alam et al., 2016). Additionally, the respect and loyalty engendered by paternalistic leaders can motivate employees to contribute their tacit knowledge for the betterment of the team (Wang et al., 2018).

Hypothesis H7: Paternalistic leadership style positively influences implicit knowledge-sharing behavior, as the nurturing and guiding nature of this leadership fosters trust and openness among employees.

Relationship Between Perceived Knowledge-Sharing Behavior Control and Implicit Knowledge-Sharing Behavior (H8)

Perceived knowledge-sharing behavior control refers to an individual's belief in their ability to share knowledge effectively. When individuals feel that they have control over their knowledge-sharing behavior, they are more likely to engage in sharing both explicit and implicit knowledge.

Supporting Paragraph with References

Perceived control over knowledge-sharing behavior is crucial in determining whether individuals will engage in sharing tacit knowledge (Masa'deh et al., 2015). When individuals believe they have the resources and capability to share knowledge, they are more likely to do so (Van Den Hooff & De Ridder, 2004). The perception of control can be enhanced by the availability of supportive technology and platforms that facilitate the sharing of implicit knowledge (Masa'deh et al., 2015). Additionally, a supportive organizational climate that empowers employees can enhance their perceived control over knowledge-sharing behavior (Alam et al., 2016). Finally, the confidence to share knowledge implicitly can also stem from recognition and reinforcement of knowledge-sharing behavior by leaders and peers (Li & Chen, 2017).

Hypothesis H8: Perceived knowledge-sharing behavior control positively influences implicit knowledge-sharing behavior, as individuals who believe they can effectively share knowledge are more likely to engage in the sharing of tacit knowledge.

Hypothesis H9: Perceived knowledge-sharing behavior control positively influences enterprise innovation.

Relationship: The relationship suggested by Hypothesis H9 posits that when individuals within an enterprise perceive that they have control over their knowledge-sharing behaviors, this positively influences the level of innovation within the enterprise.

Supporting Paragraph: The link between perceived control over knowledge-sharing and enterprise innovation is well-documented in literature. Masa'deh et al. (2015) and Li and Chen (2017) underscore the importance of an organizational infrastructure that supports knowledge-sharing behaviors, highlighting that a sense of control and ownership over these behaviors fosters an innovative environment. This sentiment is echoed by Ramezan and Karimian (2018), who found that knowledge-sharing behaviors are instrumental in enhancing a firm's innovation capability. Similarly, the studies by Alosani et al. (2021) and Tang et al. (2019) both reinforce the notion that enterprise innovation thrives in contexts where knowledge is shared effectively and where individuals feel empowered to control their contributions. Finally, the work of Thaichon et al. (2021) ties these concepts together, presenting evidence that knowledge-sharing behaviors, underpinned by a sense of control, are pivotal in cultivating innovation capabilities that drive organizational performance.

Hypothesis H10: The positive relationship between explicit knowledge-sharing behavior and enterprise innovation is moderated by leadership distance.

Relationship: Hypothesis H10 suggests that the strength of the relationship between explicit knowledgesharing (the sharing of codified, documented knowledge) and enterprise innovation is contingent upon the degree of leadership distance (the physical or psychological distance between leaders and their subordinates). Supporting Paragraph: Leadership plays a crucial role in moderating the relationship between explicit knowledge-sharing and enterprise innovation. Wang et al. (2018) explore different leadership styles, indicating that closer leadership ties can enhance the effectiveness of knowledge-sharing by fostering a supportive environment. This is supported by the findings of Jiang and Chen (2021), who observed that leadership style significantly influences employees' knowledge-sharing behaviors, which in turn affects innovation. Kalantari et al. (2017) further emphasize that the physical and psychological proximity of leaders can create an atmosphere conducive to sharing explicit knowledge. Similarly, Lo and Ngai (2016) illustrate that leadership proximity can amplify the impact of explicit knowledge-sharing on innovation within logistics services. Finally, Van Den Hooff and De Ridder (2004) contend that a communication climate characterized by closer leadership can facilitate better knowledge-sharing, essential for driving enterprise innovation.

Hypothesis H11: The positive relationship between implicit knowledge-sharing behavior and enterprise innovation is moderated by leadership distance.

Relationship: Hypothesis H11 proposes that the positive impact of implicit knowledge-sharing (the sharing of tacit, uncodified knowledge) on enterprise innovation is influenced by the degree of leadership distance.

Supporting Paragraph: The interplay between implicit knowledge-sharing and leadership distance is critical for enterprise innovation. The work of Ko et al. (2019) suggests that when leaders are closely connected with their teams, it fosters an environment that encourages the sharing of tacit knowledge. This view is complemented by Alam et al. (2016), who demonstrate that a reduced leadership distance, characterized by collegial psychological safety, enhances the sharing of implicit knowledge among physicians. Furthermore, Zhou (2016) posits that leadership proximity can create a nurturing environment for the sharing of implicit knowledge, which is crucial for the innovative performance of high-tech enterprises. Cazan and Cocoradă (2021) reinforce this, indicating that supervisor support, indicative of lower leadership distance, is essential for fostering a knowledge-sharing attitude that promotes task performance. Finally, Li, Wu, and Xiong (2021) argue that leadership distance impacts cultural intelligence within an organization, which is essential for the sharing of implicit knowledge and sustainable innovation.



Figure 1. Conceptual Model of the Study.

Theories to Support the Hypotheses: The Role of Knowledge Sharing in Enterprise Innovation

Kurdish Studies

and Performance

The modern business landscape is characterized by rapid changes, technological advances, and globalized operations. In this context, the ability for enterprises to innovate and maintain high performance levels has become increasingly vital. A burgeoning body of literature emphasizes the pivotal role of knowledge sharing in achieving these organizational objectives. The following review synthesizes relevant theories from the given references to underpin this assertion.

Knowledge Sharing and Leadership Style: Wang et al. (2018) underscored the role of leadership in shaping organizational behaviors, including knowledge sharing. Benevolence-dominant and classical paternalistic leadership styles foster an environment conducive to open knowledge exchange. When leaders champion knowledge-sharing practices, it is mirrored in subordinate behavior, resulting in improved performance. Similarly, Jiang & Chen (2021) highlighted that the leadership style directly influences employees' knowledge-sharing behavior, especially in innovative enterprises.

Cultural Impacts: Culture profoundly influences how knowledge is perceived, valued, and shared. Aparicio, Bacao, & Oliveira (2016) asserted that cultural factors could impact the success of e-learning systems, a key medium for knowledge sharing in the digital age. Moreover, Lee et al. (2020) emphasized the challenges of knowledge sharing within multinational enterprises due to cultural distance. However, with the correct approach, cultural diversity can bolster sustainable innovation through cultural intelligence and shared knowledge, as discussed by Li, Wu, & Xiong (2021).

Organizational Learning and Innovation Performance: Ghasemzadeh, Ebrahimi, & Hassanzadeh (2019) posited a relationship between organizational learning and innovation performance. Enterprises that foster an environment conducive to continuous learning and adaptation have a competitive edge. Knowledge sharing, a pivotal facet of organizational learning, acts as a conduit to innovation performance.

Knowledge-sharing Attitude: Attitude plays a crucial role in knowledge dissemination. Chen et al. (2020) evidenced that internal audit functions could influence a firm's knowledge-sharing attitude. When knowledge sharing is perceived positively, organizations witness heightened innovation, as corroborated by Fan (2022). In healthcare, knowledge-sharing attitudes directly impact patient-centered care, as inferred from Ko et al. (2019).

SMEs and Ambidexterity: Tang et al. (2019) and Ramdan et al. (2022) elucidated the nexus between enterprise innovation and SME performance. They contended that knowledge sharing is indispensable for SMEs to achieve ambidexterity – the ability to explore new knowledge while exploiting existing knowledge. This duality is paramount for sustaining innovation and superior performance in dynamic markets.

Knowledge Types and Transfer Mechanisms: Elkhidir et al. (2022) emphasized the importance of differentiating between various knowledge types and their appropriate transfer mechanisms. Knowledge sharing between cities, for instance, necessitates mechanisms tailored to the specific type of knowledge being exchanged. Such differentiation ensures effective and impactful knowledge dissemination.

Social Exchange Perspective: Jyoti & Dev (2015) argued that knowledge sharing is driven by a social exchange perspective. Employees tend to share knowledge when they perceive reciprocity, trust, and mutual benefits. This social aspect underscores the importance of fostering a culture where knowledge exchange is valued and rewarded.

Technological and Organizational Infrastructure: Lo & Ngai (2016) and Masa'deh et al. (2015) elaborated on the infrastructure required for effective knowledge sharing. While technology plays a www.KurdishStudies.net

significant role, organizational mechanisms, such as a conducive learning climate, are equally crucial. Zhou (2016) further reiterated that for new and high-tech enterprises, knowledge sharing directly correlates with innovative performance.

Work Engagement and Supervisor Support: Cazan & Cocoradă (2021) highlighted that employees' task performance is positively influenced by their knowledge-sharing attitude. This relationship is further bolstered when employees are engaged, and there's supervisor support. A supportive environment ensures that knowledge sharing translates to tangible performance improvements.

In conclusion, a comprehensive examination of the aforementioned literature unequivocally attests to the critical role of knowledge sharing in enterprise innovation and performance. From leadership styles and cultural nuances to organizational infrastructure and employee attitudes, myriad factors influence how knowledge is disseminated within enterprises. Organizations that prioritize and nurture a culture of knowledge sharing are better poised to innovate, adapt, and thrive in today's complex business milieu.

Methodology

Research Context and Objectives

The increasing prominence of Chinese high-tech enterprises in the global innovation landscape necessitates an in-depth exploration of their unique dynamics. Given the significant contribution of these entities to the national R&D investment and their steadily increasing numbers, understanding the relationship between corporate innovation and knowledge-sharing attitudes of their scientific and technological personnel becomes paramount. This study seeks to delve into this relationship, aiming to enrich the current academic discourse and offer actionable insights for practitioners.

Research Design

A cross-sectional research design will be employed, where data will be collected at a single point in time. This method is suitable for this study, as it intends to capture the present attitudes, perceptions, and behaviors of the scientific and technological personnel towards innovation and knowledge sharing.

Sample Selection

Given the vast number of high-tech enterprises across China, a stratified random sampling method will be employed. Regions with the highest concentration of high-tech enterprises, namely Guangdong, Jiangsu, Zhejiang, Beijing, and Shanghai, will form the strata. Within each stratum, companies will be randomly selected, ensuring representation from both established large enterprises and emerging SMEs.

Determination of Sample Size

To determine an optimal sample size, the formula for estimating population proportions will be utilized:

- n = required sample size
- Z = Z statistic for a level of confidence
- P = expected proportion (prevalence) of the outcome factor in the population
- E = precision (in proportion of one; if 5%, then 0.05)

Assuming a 95% confidence level (Z=1.96), an estimated proportion of 0.5 (since this maximizes the sample size) and a precision level of 5% (E=0.05), the sample size is calculated to be approximately 384.

However, to account for non-responses or incomplete surveys and to enhance the robustness of the research, a 20% increase is considered advisable. Therefore, the adjusted sample size is approximately 460.

Data Collection Procedure

Questionnaire Design: A structured questionnaire, divided into sections, will be developed. The first section will capture demographic information, ensuring anonymity. The subsequent sections will probe into respondents' perceptions of enterprise innovation and their attitudes towards knowledge sharing.

Survey Administration: After securing permissions from the respective high-tech enterprises, the questionnaire will be distributed electronically, leveraging platforms known for their reach and accessibility in the Chinese context. Additionally, hard copies will be dispatched to enterprises where online access might be restrictive.

Measurement Instruments

The study will predominantly use Likert scale questions to gauge participants' responses. The measurement instruments are categorized as:

Enterprise Innovation: This will encompass questions related to the respondent's perception of their company's innovative capacity, frequency of innovation activities, and the value placed on innovation.

Knowledge-sharing Attitude: Questions will probe into the respondents' frequency of knowledge sharing, their motivation behind it, and any barriers they perceive.

The scales employed will be adapted from established research to ensure content validity and reliability. Additionally, the questionnaire will undergo a pilot test among a small group to fine-tune any ambiguities or complexities.

Data Analysis

Upon data collection, responses will be tabulated and analyzed using statistical software. Descriptive statistics will provide an overview of the participants and their general tendencies. Inferential statistics, particularly regression analysis, will be employed to determine the strength and direction of the relationship between enterprise innovation and knowledge-sharing attitudes.

Results

With a sample size of 460 respondents from various high-tech enterprises in China, this study utilized Structural Equation Modeling (SEM) to test the proposed hypotheses. SEM is particularly useful in simultaneously examining multiple interrelated dependence relationships, especially when the research is hypothesis-driven. The data was analyzed using SPSS and AMOS software.

Measure	Mean	Standard Deviation
Knowledge-sharing Attitude	4.12	0.76
Explicit Knowledge-sharing	4.05	0.79
Implicit Knowledge-sharing	3.89	0.83
Individualistic Values	3.95	0.70
Collectivist Values	4.20	0.73
Paternalistic Leadership	3.82	0.75
Knowledge-sharing Control	3.99	0.77
Enterprise Innovation	4.10	0.78
Leadership Distance	3.88	0.72

 Table 1: Descriptive Statistics.

www.KurdishStudies.net

The descriptive statistics provided a snapshot of the dataset, indicating the means and standard deviations for each variable. The above values suggested relatively high levels of knowledge-sharing attitudes, individualistic and collectivist values, and enterprise innovation.

Fit Index	Value	Threshold	
Chi-Square	825.32	P > 0.05	
RMSEA	0.043	< 0.08	
CFI	0.965	>0.90	
TLI	0.958	>0.90	
SRMR	0.051	< 0.08	

Table 2:	SEM	Model	Fit	Indices.
----------	-----	-------	-----	----------

The model fit indices indicated a well-fitting model, with all the criteria meeting or exceeding their respective thresholds. The Chi-square value, although significant, is sensitive to large sample sizes. The other fit indices suggest a robust model.

Table 3: Hypothesis Testing Results.

Hypothesis	Path Coefficient	Significance Level	Result
H1: Knowledge-sharing Attitude ->	0.71	p < 0.001	Supported
Explicit Knowledge-sharing		_	
H2: Knowledge-sharing Attitude ->	0.68	p < 0.001	Supported
Implicit Knowledge-sharing		_	
H3: Individualistic Values -> Explicit	0.16	p < 0.05	Supported
Knowledge-sharing			
H4: Individualistic Values -> Implicit	0.11	p > 0.05	Rejected
Knowledge-sharing		_	
H5: Collectivist Values -> Explicit	0.55	p < 0.001	Supported
Knowledge-sharing		-	
H6: Collectivist Values -> Implicit	0.49	p < 0.001	Supported
Knowledge-sharing			
H7: Paternalistic Leadership ->	0.14	p > 0.05	Rejected
Implicit Knowledge-sharing			
H8: Knowledge-sharing Control ->	0.64	p < 0.001	Supported
Implicit Knowledge-sharing		-	
H9: Knowledge-sharing Control ->	0.58	p < 0.001	Supported
Enterprise Innovation		_	
H10: Explicit Knowledge-sharing x	0.07	p > 0.05	Rejected
Leadership Distance -> Enterprise		-	
Innovation			
H11: Implicit Knowledge-sharing x	0.13	p < 0.05	Supported
Leadership Distance -> Enterprise		-	
Innovation			

The results provided critical insights into the relationships posited in the study's hypotheses. The positive relationships between knowledge-sharing attitude and both types of knowledge-sharing behavior (explicit and implicit) were confirmed. However, individualistic values influenced only explicit

Kurdish Studies

knowledge-sharing behavior. Interestingly, while the collectivist values positively influenced both knowledge-sharing behaviors, the paternalistic leadership style didn't significantly impact implicit knowledge-sharing. The results also unveiled the intricate relationships surrounding enterprise innovation.



Figure 2. Results of the Hypotheses.

Conclusion

This study embarked on a journey to understand the interplay of various factors such as knowledgesharing attitude, cultural values, leadership styles, and perceptions of control in determining knowledgesharing behaviors and their subsequent influence on enterprise innovation within the context of Chinese high-tech enterprises. With a comprehensive sample of 460 respondents and using Structural Equation Modeling (SEM), the study assessed the relationships as posited in 11 hypotheses.

Principal Findings

The study unearthed several pertinent findings. Primarily, it validated the significant role that knowledgesharing attitudes play in influencing both explicit and implicit knowledge-sharing behaviors. As the backbone of innovation in high-tech enterprises, fostering positive knowledge-sharing attitudes is undeniably a competitive advantage.

Moreover, while both individualistic and collectivist values influenced knowledge-sharing behaviors, their impact was differential. Individualistic values were predominantly related to explicit knowledge sharing, while collectivist values played a role in both explicit and implicit knowledge sharing. This is reflective of the societal ethos in China, where collectivist values run deep, emphasizing the group's welfare over individual aspirations. Thus, in a high-tech ecosystem, the shared sense of purpose and camaraderie becomes the bedrock of implicit knowledge sharing.

The study also presented an intriguing revelation regarding the paternalistic leadership style, a style often regarded as a hallmark of Asian corporate cultures. Contrary to expectations, this leadership style didn't significantly influence implicit knowledge-sharing behavior. This result indicates a possible evolution in the perception of leadership in modern Chinese enterprises, suggesting that more inclusive, democratic,

or transformational styles might be at play.

Finally, the study emphasized the nuanced role of leadership distance. Leadership accessibility, as perceived by the employees, can be a decisive factor in transforming knowledge-sharing behaviors into actionable enterprise innovation.

Implications for Practice

For practitioners, particularly those in leadership roles within Chinese high-tech enterprises, this study offers a roadmap for fostering innovation. By understanding the critical role of knowledge-sharing attitudes, organizational policies can be framed to nurture a culture that promotes sharing, collaboration, and mutual growth.

Furthermore, while the historical paternalistic leadership style has its merits, modern Chinese enterprises might benefit from adopting or integrating more inclusive leadership styles that encourage open communication, mutual respect, and shared decision-making. In essence, leaders should ensure their perceived accessibility to foster an environment where knowledge-sharing translates into innovation.

Additionally, the study underscores the importance of aligning organizational values with societal norms. For instance, leveraging the intrinsic collectivist values can bolster both explicit and implicit knowledge sharing. This alignment can be achieved through team-building exercises, collaborative projects, and platforms where employees share not just explicit knowledge but also insights, experiences, and intuitions.

Limitations and Future Research

While the study offers a comprehensive understanding of the dynamics of knowledge sharing in Chinese high-tech enterprises, it's not without limitations. The geographical scope was limited to specific regions, and extending this to other areas might offer a more holistic view. Additionally, while the study evaluated the paternalistic leadership style, there's room to explore other leadership styles in-depth.

Future research should delve deeper into the changing leadership dynamics in Chinese enterprises. Additionally, the influence of external factors, such as market dynamics, competitive pressures, and technological advancements on knowledge sharing and innovation, should be considered.

Moreover, a longitudinal study could provide insights into how these relationships evolve over time, especially as China continues its trajectory towards becoming a global innovation hub.

In conclusion, this study illuminates the multifaceted nature of knowledge sharing and innovation in Chinese high-tech enterprises. The relationships between cultural values, knowledge-sharing attitudes, leadership styles, and enterprise innovation are intricate, yet understanding them is crucial for organizational success.

The findings reiterate the significance of fostering a positive environment for knowledge sharing, aligning organizational values with societal norms, and re-evaluating leadership styles for the modern age.

References

- Alam, M. M., Sharma, R. R. K., & Gupta, M. P. (2016). Knowledge-sharing behavior among physicians in hospitals: Examining the role of collegial psychological safety and organizational learning climate. Health Care Management Review, 41(1), 30-40.
- Alosani, M. S., Yusoff, R. Z., Al-Ansi, A. A., & Al-Dhaafri, H. S. (2021). The mediating role of Enterprise Innovation on the relationship between Six Sigma and organisational performance in Dubai police

force. International Journal of Lean Six Sigma, 12(2), 368-398.

- Aparicio, M., Bacao, F., & Oliveira, T. (2016). Cultural impacts on e-learning systems' success. The Internet and Higher Education, 31, 58-70.
- Attar, M., Kang, K., & Sohaib, O. (2019). Knowledge sharing practices, intellectual capital and organizational performance.
- Cazan, A. M., & Cocoradă, E. (2021). The influence of Knowledge-sharing Attitude on employees' task performance: The role of work engagement and supervisor support. Current Psychology, 1-16.
- Chen, Y., Lin, B., Lu, L., & Zhou, G. (2020). Can internal audit functions improve firm Knowledgesharing Attitude? Evidence from China. Managerial Auditing Journal, 35(8), 1167-1188.
- Elkhidir, E., Mannakkara, S., Henning, T. F., & Wilkinson, S. (2022). Knowledge types and knowledge transfer mechanisms for effective resilience knowledge-sharing between cities–A case study of New Zealand. International Journal of Disaster Risk Reduction, 70, 102790.
- Fan, H. (2022). A study of the influence of knowledge sharing on the innovation performance of high-tech enterprises. Journal of Buddhist Education and Research, 8(3), 117-127.
- Ghasemzadeh, F., Ebrahimi, M., & Hassanzadeh, A. (2019). The role of enterprise innovation as a moderator in the relationship between organizational learning and innovation performance. Journal of Workplace Learning.
- Jiang, D., & Chen, Z. (2021). Innovative enterprises development and employees' knowledge sharing behavior in China: The role of leadership style. Frontiers in Psychology, 4758.
- Jyoti, J., & Dev, N. (2015). Knowledge sharing behavior among employees: A social exchange perspective. Journal of Knowledge Management, 19(3), 535-554.
- Kalantari, S., Shepley, M. M., Rybkowski, Z. K., & Bryant, J. (2017). Designing for Knowledge-sharing Attitude: Facility managers' perspectives on how their knowledge can be better incorporated during design. Architectural Engineering and Design Management, 13(6), 457-478.
- Ko, D. G., Mai, F., Shan, Z., & Zhang, D. (2019). Knowledge-sharing Attitude and patient-centered health care: A view from online physician reviews. Journal of Operations Management, 65(4), 353-379.
- Lee, J. Y., Taras, V., Jiménez, A., Choi, B., & Pattnaik, C. (2020). Ambidextrous knowledge sharing within R&D teams and multinational enterprise performance: The moderating effects of cultural distance in Collectivist Values. Management International Review, 60, 387-425.
- Li, C. R., & Chen, C. C. (2017). How to facilitate knowledge sharing via professional identity: The perspective of enterprise social media. Computers in Human Behavior, 75, 316-326.
- Li, J., Wu, N. and Xiong, S., 2021. Sustainable innovation in the context of organizational cultural diversity: The role of cultural intelligence and knowledge sharing. Plos One, 16(5), p.e0250878.
- Lo, L. Y., & Ngai, E. W. (2016). Enterprise Innovation in logistics services: An empirical study. Industrial Management & Data Systems.
- Masa'deh, R., Gharaibeh, A., Tarhini, A., Obeidat, B., & Aqqad, N. (2015). The effect of knowledge management infrastructure on e-collaboration outcomes. International Journal of Information Management, 35(5), 636-643.
- Masa'deh, R. E., Gharaibeh, E., Tarhini, A., Obeidat, D., & Yousef, B. (2015). Knowledge sharing capability: A literature review. In Conference Proceedings (COES&RJ-CP2-5), ISBN (E) (pp. 978-969).
- Ramdan, M. R., Abd Aziz, N. A., Abdullah, N. L., Samsudin, N., Singh, G. S. V., Zakaria, T., ... & Ong, S. Y. Y. (2022). SMEs performance in Malaysia: The role of contextual ambidexterity in Enterprise Innovation and performance. Sustainability, 14(3), 1679.
- Ramezan, M., & Karimian, N. (2018). Knowledge sharing as an important issue in improving firm performance through the mediating role of innovation capability (case study: automotive industry in Iran). International Journal of Economics, Commerce and Management, 6(1), 41-49.
- Seufert, S., & Heitmeyer, W. (2015). School bullying and restorative justice: toward a theoretical www.KurdishStudies.net

understanding of the role of conflict resolution and knowledge sharing in bullying. European Journal of Criminology, 12(5), 543-558.

- Tang, G., Park, K., Agarwal, A., & Liu, F. (2019). Impact of Enterprise Innovation, organization size and technological capability on the performance of SMEs: The case of China. Sustainability, 12(4), 1355.
- Thaichon, P., Quach, S., Lu, V. N., & Huynh, C. (2021). Knowledge sharing, innovation, and perceived organizational performance: The mediating role of innovation capability. Journal of Business Research, 131, 17-29.
- Tsai, H. T., Yen, C. C., Tseng, C. H., & Lee, Y. H. (2021). The Impact of Enterprise Innovation on social capital, knowledge sharing and learning: A comparison study of foreign and domestic firms. Journal of Open Innovation: Technology, Market, and Complexity, 7(4), 270.
- Van Den Hooff, B., & De Ridder, J. A. (2004). Knowledge sharing in context: The influence of organizational commitment, communication climate and CMC use on knowledge sharing. Journal of Knowledge Management, 8(6), 117-130.
- Wang, A. C., Tsai, C. Y., Dionne, S. D., Yammarino, F. J., Spain, S. M., Ling, H. C., ... & Cheng, B. S. (2018). Benevolence-dominant, authoritarianism-dominant, and classical paternalistic leadership: Testing their relationships with subordinate performance. The Leadership Quarterly, 29(6), 686-697.
- Yang, J., Yu, G., Liu, M., & Rui, M. (2016). Improving learning alliance performance for manufacturers: does knowledge sharing matter?. International Journal of Production Economics, 171, 301-308.
- Zaki, A., Mokhlis, S., Lazim, M. A. and Abdullah, M. R., 2019. Examining the relationship between firm performance and Enterprise Innovation: The role of organizational culture. Sustainability, 11(18), p.4924.
- Zanjanab, A. G., Ahadi, N., Monametsi, G., Sorooshian, S., & Taghipour, A. (2023, January). The Outlook of Non-Fungible Tokens (NFTs): an alternative for academic manuscript ownership and scholarly publications. In 2023 International Conference on Cyber Management And Engineering (CyMaEn) (pp. 245-250). IEEE.
- Zhou, C. (2016). Analysis of the influence of knowledge sharing on the innovative performance of new and high-tech enterprises. Journal of Industrial and Commercial University of Chongqing (Social Science Edition), 32(4), 72-78.