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Impact of Paradoxical Leadership on Innovative Work Behavior: Mediating Role of Knowledge Sharing and Moderating Role of Cultural Intelligence

by

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Dedicated to my parents who dedicated their life to teach me how to step forward

CERTIFICATE OF APPROVAL

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"Then which of the Blessings of your Lord will you deny."

(Surah Ar-Rehman)

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Abstract

The current study aimed to find out how does paradoxical leadership affect innovative work behavior; through the mechanism of knowledge sharing. Furthermore, the study investigated whether cultural intelligence moderated the positive relationship between paradoxical leadership and knowledge sharing. By pursuing seemingly antagonistic objectives at the same time, paradoxical leadership offers a special framework for managing conflicts and promoting innovative work behavior. Data were collected from 273 mid-level employees working in IT industry in Pakistan through structured questionnaires. Data were analyzed by using correlation and regression analysis through SPSS. The findings suggested that paradoxical leadership was positively associated with innovative work behavior. Furthermore, knowledge sharing mediated the relationship between paradoxical leadership and innovative work behavior. Suggesting that exchange of knowledge within the organization plays a significant role translating leadership behavior into innovative out comes. Moreover, the results support the claim that cultural intelligence strengthens the relationship between paradoxical leadership and knowledge sharing, suggesting that leaders who possess higher levels of cultural intelligence can effectively use paradoxical leadership to promote knowledge sharing in diverse teams. These results highlight the value of combining information sharing, cultural intelligence, and paradoxical leadership to foster innovative work behavior in businesses. The study offers theoretical as well as practical implications. To help organizational leaders nurture creativity amid complexity and diversity, future research directions and managerial consequences are also presented.

Keywords: Paradoxical Leadership; Innovative Work Behavior; Knowledge Sharing; Cultural Intelligence.

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Abbreviations

CI	Cultural Intelligence
IWB	Innovative Work Behavior
KS	Knowledge Sharing
PXL	Paradoxical Leadership

Chapter 1

Introduction

1.1 Background of the Study

The old paradigms of leadership styles have sufficiently demonstrated the effects of task and relationship-oriented leadership styles of a manager on his/her subordinate's job outcomes (Sun et al., 2017). Leadership that is paradoxical takes actions that are considered challenging by majority. For instance, Paradoxical leaders defend the objectives of their firms by prioritizing themselves, upholding distance and staff uniformity and upholding strict standards, and making judgments that would ultimately boost performance (Zhang & Liu, 2022). Simultaneously, through having an external focus, maintaining intimacy and privacy, and promoting flexibility and autonomy, paradoxical leaders also take their employees' unique needs into account.

According to Zhang, Waldman, Han, and Li (2015), paradoxical leadership is the concept of leaders acting in seemingly conflicting yet connected ways to address conflicting demands of the job both concurrently and gradually. The benefits of using paradoxical leadership to address organizational contradictions are what draw so much attention to it. Extant research demonstrates that performance of teams and employees is correlated with paradoxical leadership, including innovative behaviors, creativity, and job role performance (Shao, Nijstad, & Täuber, 2019). The conflict of expectations within a company is escalating and becoming

permanent against the backdrop of a continually changing competitive environment. The focus on both short-term financial gain and long-term growth, the need to retain both stability and flexibility, and the requirement that employees work independently while simultaneously fostering teamwork are just a few of the many elements that contribute to these contradictory objectives.

Extant research indicates that ambidexterity proactive behavior (Peng & Li, 2018), followership behavior, employee voice behavior (Luo, Hu, & Zhong, 2017), and job performance (She & Li, 2017) are possible outcomes of paradoxical leadership. Additionally, paradoxical leadership predicts team knowledge innovation. Research on paradoxical leadership, however, is limited, thus there is need to explore it with a variety of outcomes in Asian context. Despite the fact that paradoxical leadership has been shown in a few studies to positively predict employee performance (Zhang, Liao, Liao, & Zheng, 2021), it also strengthens effectiveness, interaction and coordination Furthermore, this research ignored the both and qualities of specific impacts, concentrating only on the one effect of paradoxical leadership. For instance, paradoxical leaders could preserve a healthy middle ground between controlling and feeling connected to their subordinates. The paradoxical leader was able to reconcile employee performance and adaptation with a management approach that combined control and empowerment. This enables highly autonomous subordinates to fulfill the prerequisites for business innovation (Yi, Mao, & Wang, 2019). When employees struggle to complete activities that are outside the scope of their responsibilities, paradoxical leadership (PXL) may be helpful. PXL is a critical enabler to assist the company gets a competitive edge in every sector in this quickly evolving environment (Lin, 2022). The essence of PXL is in a leader adopting behaviorally acceptable tactics and juggling conflicting demands at the same time in order to harness the intention within the paradox. Kim & So (2022) define PXL as a seemingly different but connected series of steps for concurrently and gradually addressing the structural demands of the organization and its adherents.

PXL encourages more respect for one another's points of view among team members while allowing each member to voice their unique ideas and viewpoints Consequently, PXL results in the creation of a work environment where every individual

concentrates on the same goal despite of differences (Zhu, Xu, & Zhang, 2020). These workers are most suited to make prompt decisions, boost their self-esteem (Rabiul, 2022), and provide helpful guidance to those in need. Leaders may give sense by encouraging followers to accept the fact that paradoxes are inevitable and need to deal with them (Sparr, 2018). Extant literature has therefore paid attention to paradoxical leadership associated with a particular set of leadership behaviors (Zhang et al., 2015). Contrary to the constitutive perspective, which holds that paradoxes are enacted through textual or discursive production, the inherent view holds that paradoxes are inherent in organizational systems (Hahn & Knight, 2021).

Modern organizations are based on paradoxes because leaders must balance competing demands to meet the needs of followers and organizational structural requirements. Furthermore, structural requirements demonstrated by organizational formality necessitate supervisors to successfully manage organizational stability and operations (Stinglhamber, Ohana, Caesens, & Meyer, 2020). Organizations have worked to select and develop leaders who can handle conflicting expectations and the tensions that arise from them in an increasingly competitive labor market. Cavalcanti, Felix, and Mainardes (2022), For instance, it is anticipated that leaders will be able to highlight social organizational values while supporting the attainment of financial objectives encourage the adoption of innovation practices in tandem with the implementation of standards and lead according to group norms while keeping individual needs in mind. For those in leadership roles, handling these contradictory demands has therefore become more important. Leaders must inevitably cope with opposing yet linked demands in a dynamic and complicated environment (Zhang & Han, 2019).

According to Zhang and Han (2019), proficient leaders must possess the cognitive and behavioral capacities to respond to inconsistency, paradox, and intricacy in a gradual manner. Paradox theory provides a comprehensive framework to understand the complex interplay between paradoxical leadership, knowledge sharing, cultural intelligence, and innovative work behavior. In this context, knowledge sharing serves as a mediating factor, and cultural intelligence plays a moderating role. Paradox theory emphasizes the need for leaders to maintain a dynamic

equilibrium between opposing forces. Paradoxical leaders navigate tensions, such as stability and change, and recognize the importance of both exploration and exploitation. Knowledge sharing, as a mediating factor, allows for the dynamic integration of diverse perspectives, supporting the equilibrium needed for innovative work behavior. Employees are more likely to share a variety of knowledge in an environment where paradoxical leaders embrace contradictions. Knowledge sharing, as a mediating process, helps bring contradictory elements together, creating an atmosphere that is conducive to innovation. Cultural intelligence, as a moderating factor, makes sure that the tolerance for contradictions is in line with cultural nuances, which opens up the organizational environment to diverse perspectives. In conclusion, paradox theory emphasizes the moderating role of cultural intelligence and the mediating role of knowledge sharing, which bolsters the effect of paradoxical leadership on innovative work behavior. While cultural intelligence guarantees that this impact is responsive to the many cultural settings within an organization, knowledge sharing guarantees that the paradoxical nature of leadership positively helps to innovation. These components come together to provide an all-encompassing framework that incorporates knowledge exchange, cultural intelligence, paradox theory, and creative work practices.

1.2 Gap Analysis

According to Zhang et al. (2015), leaders exhibiting paradoxical leadership exhibit behaviors that are at first glance antagonistic but ultimately complementary in order to address conflicting needs at work both now and in the future. Leaders adopt a new perspective on contradictions, moved from "either/or" to "both/and". Paradoxical leadership predicts innovative work behavior because it fosters an atmosphere that values and promotes creative thought and action. There is a glaring study vacuum which necessitates further investigation for the relationship between leadership and innovation. Extant researchers have already given a clue that relationship exists between these variables and need verification through empirical evidence. Recently, (Van Esch, Wei, & Chiang, 2018) studied paradoxical leadership in relation to innovative work behavior in the western organizational context

and suggested to explore it in Asian context. Recently, Van Esch et al. (2018) studied impact of paradoxical leadership on innovative work behavior with in the western organizational context, further they suggest to explore it on Asian context.

The effects of paradoxical leadership on the exchange of knowledge are complex. It manages the interests of various stakeholders, promotes cross-functional cooperation, cultivates a culture of learning, and strikes a balance between the demands of transparency and control. Extant literature also emphasizes additional investigation to explore the underlying mechanism of knowledge sharing in the connection between paradoxical leadership and outcome variables i.e., innovative work behavior (Yi et al., 2019). Studies suggest that in multiple contexts and cultures the level and intensity of knowledge sharing can vary. Knowledge sharing promotes employee experience and skill sharing, fosters group learning, and prompts reflection on present knowledge (Miron-Spektor, Ingram, Keller, Smith, & Lewis, 2018). Knowledge raises the likelihood of engaging in extracurricular, non-routine activities like innovative work behavior (Anser et al., 2022). (Kmieciak, 2021) explored how knowledge sharing can influence innovative work behavior. It is common for paradoxical leaders to foster a culture of ongoing learning and flexibility. Employees are more inclined to seek out and share knowledge in such a culture in order to promote continuous learning and innovation initiatives. Because they believe that their opinions and expertise are respected, empowered individuals are more willing to share knowledge, which in turn fosters a culture of knowledge sharing (Zhang et al., 2015).

Effectively handling stakeholder interests is strength of paradoxical leaders. This can promote information exchange that suits the requirements of many stakeholders, including partners, clients, and internal teams (Smith & Lewis, 2011). By facilitating access to a variety of viewpoints, encouraging problem-solving, cultivating a culture of learning, decreasing redundancy, and strengthening collaborative networks, knowledge sharing plays a critical role in encouraging innovative work behavior. It fosters an atmosphere where workers are more inclined to take part in imaginative and creative endeavors, which eventually boosts a company's success and competitive edge. Cultural intelligence can function as moderating element between knowledge exchange and paradoxical leadership. Employees with

strong cultural intelligence are better able to identify the subtle differences between opposing beliefs or actions and modify their knowledge-sharing strategies when leaders demonstrate paradoxical leadership in a culturally varied setting. High cultural intelligence workers can serve as moderator, assisting in the resolution of disputes that may emerge during knowledge-sharing activities and so promoting more fruitful knowledge-sharing (Ang et al., 2007). In this research IT based organization used for data collection to see the impact of paradoxical leadership on innovative work behavior mediating by knowledge sharing and moderated by cultural intelligence.

1.3 Problem Statement

In today's dynamic and diverse workplaces, organizations are faced with the challenge of fostering innovative work behavior while navigating the complexities of paradoxical leadership. Paradoxical leadership, characterized by the simultaneous pursuit of opposing aims, may result in both favorable and unfavorable effects on innovative work behavior within the workforce. To better understand this relationship, this study seeks to examine the mediating role of information sharing between paradoxical leadership and innovative work behavior. Moreover, the study aims to explore how cultural intelligence, the ability to effectively operate in diverse cultural contexts, influences the relationship between paradoxical leadership and knowledge sharing. The overarching goal of this research is to provide a comprehensive understanding of how cultural intelligence and knowledge sharing interact to shape the influence of paradoxical leadership on creative work behavior in businesses. By shedding light on these dynamics, the study aims to explore valuable insights of employees' work behavior in today's dynamic and diverse workplaces.

1.4 Researcher Questions

Based on specific problem, the present study is intended to find anser of those questions.

1: Does paradoxical leadership affect innovative work behavior?

2: Does paradoxical leadershipaffect knowledge sharing?

3: Does knowledge sharing affect innovative work behavior?

4: Does knowledge sharing mediates the relationship between paradoxical leadership and innovative work behavior?

5: Does cultural intelligence moderate the relationship between innovative work behavior and knowledge sharing?

1.5 Researcher Objectives

The set objectives of this study are stated below:

1: To investigate the relationship between paradoxical leadership and project innovative work behavior.

2: To investigate the relationship between paradoxical leadership and knowledge sharing.

3: To explore the relationship between knowledge sharing and innovative work behavior.

4: To examine the mediating role of knowledge sharing between paradoxical leadership and innovative work behavior.

5: To explore the moderating role of cultural intelligence between paradoxical leadership and knowledge sharing.

1.6 Significance of the Study

The literature on paradoxical leadership and innovative work behavior is lacking, particularly when it comes to Pakistan and the IT industry in particular. The study intends to fill this knowledge gap by concentrating on this area and presenting empirical data on the ways in which paradoxical leadership fosters innovative work behavior in Pakistani IT sector. By examining paradoxical leadership, a relatively new idea in leadership, this study advances the subject of leadership.

Gaining insight into the ways in which innovative work behavior is influenced by paradoxical leadership can help one better understand how leadership is changing in contemporary businesses. Innovation is essential to an organization's growth and competitiveness. The study aims to investigate the correlation between inventive work behavior and paradoxical leadership. The objective is to uncover successful leadership styles that promote an innovative culture within an organization. Sharing knowledge is essential to the development and learning of organizations. The study looks at the role of information sharing in mediating the link between paradoxical leadership and creative workplace practices. In doing so, it provides information about how managers might promote knowledge exchange among staff members.

A multicultural workplace exists in the Pakistani IT industry, where teams from various backgrounds frequently work together on projects. To lead effectively in these kinds of situations, one must possess cultural intelligence, or the capacity to traverse and adapt to various cultural environments. In order to facilitate the relationship between paradoxical leadership and innovative work behavior within Pakistani IT businesses, the study emphasizes the significance of cultural sensitivity and awareness by analyzing the moderating function of cultural intelligence.

1.7 Supporting Theory

A framework known as paradox theory is used to comprehend and analyze complicated situations where seemingly incompatible or opposing elements coexist and interact in a specific context. It is frequently used in management, organizational studies, and other disciplines to investigate the ambivalence, difficulties, and problems that people and organizations have while attempting to strike a balance between opposing forces, objectives, or ideals. Aspects of corporate life like leadership, innovation, diversity, and change management can all contain inherent paradoxes (Smith & Lewis, 2011). In management and organizational studies, paradox theory has become more popular because it emphasizes the idea that organizations frequently deal with conflicting demands or tensions that call for a balanced approach. In this instance, it seems that you are putting forth a model

that uses cultural intelligence as a moderator and information sharing as a mediator to try and explain how paradoxical leadership affects creative work behavior. Let's examine the support mechanisms for this framework. According to paradox theory, seemingly incompatible elements can coexist and interact to produce advantageous results. When referring to a leadership style, the term "paradoxical leadership" describes one that welcomes and makes use of conflicting elements, such as control and autonomy or change and stability. According to this hypothesis, paradoxical leadership might encourage creative activity at work. Paradoxical CEOs inspire staff to think creatively and from different angles by presenting seemingly incompatible demands. The emergence of original and imaginative ideas may result from this cognitive flexibility.

According to paradox theory, paradoxical leadership are able to resolve conflicts and opposing demands inside their organizations. Accepting and negotiating the contradictions that come with being a leader, such as encouraging autonomy while retaining control or striking a balance between innovation and stability, is known as paradoxical leadership. Paradoxical leaders are skilled at navigating uncertainty, promoting risk-taking, and cultivating an environment that values both continuity and change. This kind of leadership is especially useful in dynamic, complicated settings like the IT industry, where success depends on innovation.

The idea of paradox theory highlights the significance of striking a balance between competing demands, such as the conflict between a person's autonomy and group objectives. Organizations can resolve these issues through the interchange of varied ideas and skills, which is facilitated by knowledge sharing. By encouraging an environment of transparency, cooperation, and ongoing learning, paradoxical leadership fosters information sharing. Leaders that welcome paradoxes are more likely to appreciate different points of view, promote innovation, and provide staff members a platform to share their expertise. In the IT industry, where cooperation and the sharing of knowledge are vital for fostering innovation, knowledge sharing is crucial. Effective leaders, according to paradox theory, embrace contradictions, such as the conflict between individual expertise and group knowledge. Organizations work in increasingly complex and diverse environments, where cultural differences can bring both opportunities and challenges, as acknowledged

by paradox theory. The ability to move through and adjust to various cultural environments with effectiveness is referred to as cultural intelligence. Cultural intelligence influences how leaders handle cultural variety among teams, which in turn moderates the relationship between paradoxical leadership and creative work behavior. Leaders with a high level of cultural intelligence are more able to comprehend and value different points of view, which increases their ability to effectively encourage creativity across cultural divides. The IT industry works in a worldwide setting where teams frequently include individuals with varying cultural backgrounds. The paradox theory recognizes the difficulty in negotiating cultural diversity and contends that cultural intelligence is essential for doing so.

In summary, paradox theory offers a strong theoretical framework for comprehending the ways in which paradoxical leadership affects innovative work behavior, with knowledge exchange and cultural intelligence acting as moderators and mediators, respectively, in the context of the IT industry. Paradoxical leadership may cultivate an innovative culture that is critical to the success and competitiveness of IT firms by accepting inconsistencies, resolving conflicts, and encouraging flexibility.

Chapter 2

Literature Review

2.1 Paradoxical Leadership

According to Sparr, van Knippenberg, and Kearney (2022), a paradoxical leader is one who "gives enlightening followers about the need to engage in opposing but connected actions in order to resolve conflicts and contradictions in the workplace in a positive way." For example, when confronted with opposing demands, workers frequently feel threatened, uneasy, and anxious, which leads to defensive reactions or choices to prioritize one demand over the other. Giving sense to followers by leaders can lessen these bad emotions and realign priorities at work (Lusher & Lewis, 2008; Sparr, 2018), enhancing workers' well-being and productivity.

2.2 Innovative Work Behavior

According to Janssen and Van Yperen (2004), innovation-work behavior (IWB) is the deliberate creation, introduction, and use of innovative ideas by employees within a group or organization to enhance performance. This behavior is the deliberate actions of individuals to generate and use fresh, practical ideas that will help people, groups, or organizations. It is also a procedure for developing fresh approaches to issue-solving, starting with problem identification, solution discovery, and organizational solution implementation is defined by (Åmo & Kolvereid,

2005) as the capacity to actively seek for new markets, methods, combinations, and goods to generate.

2.3 Knowledge Sharing

Knowledge sharing, according to Sarbin (2021), is interpersonal communication that entails exchanging and receiving knowledge from others. Human connection is one of the primary ways that knowledge is transferred. Knowledge Sharing is a socially interactive culture in which workers from various departments or organizations share knowledge, expertise, and abilities. Knowledge sharing is a technique or step in knowledge management that allows participants in a group, organization, agency, or business to exchange ideas, experiences, and knowledge with one another.

2.4 Cultural Intelligence

CQ is an aggregate multidimensional construct that is founded on capabilities and consists of a set of adaptable intercultural capabilities that allow individuals to work well in culturally diverse environments (Leung et al., 2018). It is composed of four sub-dimensions: behavioral, motivational, metacognitive, and cognitive. This construct involves the capacity to acquire the data in unfamiliar cultural contexts in order to develop fresh mental models for comprehending what is seen and experienced, and then converting those models into sensible, useful actions.

2.5 Paradoxical Leadership and Innovative Work Behavior

Kim and So (2022) define PXL as a seemingly disparate but a coordinated set of actions for addressing the structural needs of the group and its supporters in parallel and progressively. PXL allows team members to express their individual thoughts and opinions while fostering a greater respect for one another's points of view

(Shore, 2018). Consequently, PXL results in the creation of a team where every individual concentrates on the same goal in spite of differences (Zhu et al., 2020). PLB X. Zhang and Jiang (2015) uses five unique paradoxical behaviors to address contradictory expectancy of followers: (1) blending other-centeredness and self-centeredness;(2) maintaining a balance between proximity and closeness towards followers; (3) treating followers consistently while permitting individualization; (4) enforcing behavioral flexibility and work requirements; and (5) maintaining decision control while promoting autonomy. Because PLB's interconnectedness fosters an atmosphere that meets the requirements of the conflicting processes leading to inventive behavior, it may encourage followers to be more innovative.

These workers are most suited to make prompt decisions, boost their self-esteem (Rabiul, 2022), and provide helpful guidance to those in need (Schlaegel, Richter, & Taras, 2021). Modern organizations are based on paradoxes because leaders must balance competing demands to meet the needs of followers and organizational structural requirements. Furthermore, structural requirements that mandate supervisors leverage effective organizational stability and operations are demonstrated by organizational formality. Consequently, PXL results in the creation of a team where every individual concentrates on the same goal in spite of differences (Zhu et al., 2020). Because PLB's disconnectedness fosters an atmosphere that meets the requirements of the conflicting processes leading to inventive behavior, it may encourage followers to be more innovative.

That is, giving workers the freedom and autonomy to experiment with new concepts and solutions boosting creativity (Shao, Nijstad, & Täuber, 2017), but also maintaining a clear and practical framework to direct these ideas toward the intended and beneficial organizational outcomes enhancing. To address contradictory expectancy of followers, PLB may inspire followers to be more creative because its interconnection creates an environment that satisfies the needs of the competing processes leading to inventive behavior. That is, allowing employees the latitude and independence to try out novel ideas and solutions which fosters creativity (Shao et al., 2017) while also upholding a precise and useful framework to steer these notions toward the desired and advantageous organizational

outcomes. " Innovative work behavior (IWB) is the deliberate development, introduction, and use of novel concepts inside a work role, group, or organization with the goal of enhancing role performance, the group, or the organization. It is quite unexpected that research on leadership behavior in relation to IWB has primarily examined leadership styles that support a "either-or" strategy, given the conflicting processes involved in innovation (X. Zhang & Jiang, 2015).

Leadership traits that foster innovation become essential for the survival and sustained growth of an organization in an unpredictable and complex organizational environment (Shao et al., 2019; Zhang et al., 2021). Innovation is the creation and use of novel concepts, methods, services, goods, or processes. Managing conflicting pressures for exploration and exploitation is a practical aspect of innovative behavior. Given its potentially contradictory components—such as upholding control while guaranteeing flexibility, emphasizing the group while stressing the individual—paradoxical leadership may encourage creative behavior on the part of employees (Waldman & Bowen, 2016; Schad, Lewis, Raisch, & Smith, 2016). According to paradox theory, combining opposing demands at the same time will result in long-term, sustained efficacy as opposed to choosing between two poles of tension (Zhang et al., 2021). In particular, there are five behavioral characteristics that make up paradoxical leadership. These paradoxical behaviors indicate dynamic and synergistic approaches to resolving the organizational dilemma (control vs flexibility) and the belonging paradox (individual versus communal) that are prevalent in work teams.

Innovation can be defined as the dynamic process of generating new ideas and putting them into practice through creative problem-solving with an eye toward efficiency and results (Miron-Spektor et al., 2018; Zhang et al., 2021). This process involves "contradictory yet interrelated elements that exist simultaneously and persist over time," suggesting that paradoxical tensions are an inevitable part of inventive processes. Therefore, in terms of positively handling conflicting demands in a synergistic manner, employee work behaviors and paradoxical leadership traits would be compatible (Zhang et al., 2021). Intentional generation, promotion, and realization of new ideas with a work role, workgroup, or organization" is referred to as innovative work behavior. Complex inventive behaviors involve a

variety of tasks related to the creation and application of ideas. People would view tensions as paradoxes and find creative methods to deal with them when faced with contradictory demands (Smith & Lewis, 2011). According to A paradox mindset is a stable concept that gives people a lens through which to understand their experiences and offers a key met theoretical idea for handling paradoxes (Schad et al., 2016). It alludes to mental models in which the players acknowledge and come to terms with the enduring contradictions between opposing forces. Organizations must depend on employees' creative behavior in today's challenging business and economic climate to adapt to new technology, rival demands, and unpredictable markets.

Individuals' innovative behavior includes the generation, adoption, and implementation of new and useful ideas, either developed by the individual or adopted from others in contrast, creativity only involves the generation of new ideas. According to several studies (Montani, Dagenais-Desmarais, Giorgi, & Grégoire, 2018), innovative behavior is an essential part of an organization's efficacy and long-term competitive advantage. It is also a fundamental component of how employees are evaluated for their performance (Ng & Lucianetti, 2016). Even while creative behaviors have potential advantages, people aren't necessarily driven to use them in the job. Employees must reconcile conflicting demands in order to engage in individual creativity, which is fraught with contradictions and tensions.

An organization must balance the many interests of its stakeholders with its limited resources. This results in conflicting demands, tensions, and confrontations. This tension has been referred to as "organizational paradoxes" since the 1980s (Smith & Lewis, 2011), and Western academics have begun examining organizational contradictions more closely. Previous studies have shown that in order to continuously enhance organizational systems, leaders must provide behavioral complexity and flexibility. They also need to support competing forces and manage the tension that exists between them (Smith & Lewis, 2011). According to X. Zhang and Jiang (2015), the literature on paradoxical leadership integrates contradiction and develops long-term, innovative strategies for improved survival. For instance, in order to implement a system of rewards and promotions, management must oversee employee achievement (Vroom & Jago, 2007). However, granting

staff liberty is necessary to promote high standards of performance. Therefore, empowerment is required to give workers independence in their jobs. Over time, paradoxical leaders reconcile and manage conflicts between autonomy and control. The five dimensions of paradoxical leadership were defined by (X. Zhang & Jiang, 2015) using "both-and" terminology to characterize the two sides of leadership behaviors. These dimensions included treating subordinates uniformly (UI) while allowing individualization, enforcing work requirements while allowing flexibility (RF), maintaining decision control while allowing autonomy (CA), and combining self-centeredness with other-centeredness (SO). X. Zhang and Jiang (2015) five dimensions of paradoxical leadership, encompassing aspects like treating subordinates uniformly while allowing individualization, enforcing work requirements with flexibility, maintaining decision control alongside autonomy, and combining self-centeredness with other-centeredness, collectively contribute to shaping a dynamic and innovative work environment. By adeptly managing these paradoxes, leaders strike a delicate balance between seemingly opposing behaviors, fostering a workplace culture that values diversity, encourages creative thinking, and empowers individuals. This nuanced approach enhances the potential for innovative work behavior, as employees are motivated to contribute their unique perspectives and ideas within a supportive and adaptive organizational context. Individual innovation is rife with paradoxical tensions that persist over time and can be impervious to resolution (Miron-Spektor & Erez, 2017).

It has been shown that adopting a paradox mindset will make it easier to integrate competing agendas and result in innovative advantages for firms. A paradox mindset is also less likely to help those who support a middle-ground strategy, who infrequently examine problems and provide integrative solutions (Leung et al., 2018)."The extent to which one is accepting of and energized by tensions" is the definition of a paradox mindset (Miron-Spektor et al., 2018). The mediating functions of integrative complexity and a sense of conflict on the link between a paradox mindset and creativity were studied in some earlier research (Leung et al., 2018). But nothing is known about when and how a paradox attitude encourages workers to take creative actions at work.

Leaders must inevitably cope with opposing yet linked demands in a dynamic and

complicated environment. Good leaders should be able to respond to paradox, contradiction, and complexity throughout time with both cognitive and behavioral abilities. Zhang and Han (2019) highlighted the enduring coexistence of dualities using the Yin-Yang philosophy and suggested "paradoxical leadership" as a way to fit contradictory demands into complementarities and create dynamic equilibrium. It was stated that paradoxical leadership has five dimensions. In addition to being effective in balancing conflicting demands from various stakeholders, paradoxical leadership will also empower and support employees to participate in decision-making, give them flexibility and autonomy, and stabilize daily procedures in professional and hierarchical structures. The paradox theory explains how innovative work practices can be strengthened by adopting seemingly incongruous leadership characteristics. Leaders may foster an atmosphere where people feel comfortable experimenting, working together, and questioning preconceptions by skillfully managing the contradictions present in both innovation and leadership. This will result in a steady stream of ground-breaking concepts and long-term success. Recall that effective implementation of paradoxical leadership takes careful context sensitivity and ongoing learning, but it may unlock teams' creative potential, making it a valuable weapon for leaders in the disruptive era. While keeping an eye on common goals and fostering healthy debate and status quo challenges, a leader fosters critical thinking and productive debates, which eventually result in stronger ideas (Zhang & Han, 2019). A framework for comprehending and handling conflicts or tensions within companies is provided by paradox theory. The idea of "paradoxical leadership" entails leaders skillfully navigating and capitalizing on paradoxes to spur creativity and advantageous results. In the face of uncertainty, paradoxical leadership recognizes the importance of innovation and adaptability. Navigating unpredictable and challenging conditions is a common part of innovative work. Leaders who welcome paradoxes foster an environment where staff members can come up with original answers to problems and feel at ease with ambiguity. To summarize, paradox theory bolsters the influence of paradoxical leadership on inventive work conduct by prioritizing the acceptance of contradictions, preserving dynamic equilibrium, nurturing creativity under unclear circumstances, and promoting a culture of learning. Within their teams and organizations, leaders who are adept at navigating contradictions foster a climate

that both fosters and maintains creativity.

H1: Paradoxical leadership has positive effect on innovative work behavior.

2.6 Paradoxical Leadership and Knowledge Sharing

Employees within the company exchange experiences, skills, and knowledge through knowledge sharing, which is viewed as a social interaction (Lee, 2021). knowledge sharing is "a human behavior that encompasses activities such as exchanging explicit and/or implicit experiences, embedding ideas and skills that facilitate knowledge for innovation at the workplace." Employees can help one another develop their potential, solve difficulties, and improve work performance by exchanging knowledge with one another (Nguyen, Siri, & Malik, 2021). The act of making pertinent knowledge easily accessible to colleagues inside an organization is known as knowledge sharing (X. Zhang & Jiang, 2015). It is an essential technique by which individuals of the organization pledge to innovate, acquire new knowledge, and ultimately boost competitiveness (Marouf & Khalil, 2015). Information sharing, is the process by which people typically exchange their implicit and explicit information in order to develop new knowledge. The exchange of task-related information, counsel, and experience to assist others and work together to complete everyday tasks, resolve issues, and generate new ideas is known as knowledge sharing (Ahmed, Ahmad, Ahmad, & Zakaria, 2019). Furthermore, according to (Ortiz, Chang, Chih, & Wang, 2017), knowledge sharing happens when people voluntarily impart their professional expertise or information to others in order to aid in the acquisition of new concepts or ideas. Through communication channels between individuals, groups, and organizations, knowledge sharing is a continuous process of transferring experiences and organizational knowledge to business processes (Oyemomi, 2017). The exchange of information and expertise amongst people to complete particular tasks in companies is known as knowledge sharing

(Swanson, Kim, Lee, Yang, & Lee, 2020). Consequently, in an effort to boost individual performance and increase organizational competitiveness, businesses have been actively exploring a range of strategies to encourage information sharing.

For at least two reasons, paradoxical leadership is a significant situational element. First, employees' improved performance and competence in dynamic and complicated work situations are directly correlated with paradoxical leadership behavior (PLB) (Shao et al., 2019). In fact, the significance of the paradoxical leadership approach which combines two seemingly incompatible but connected behaviors has been underscored by an increasing corpus of research. To put it another way, paradoxical leadership emphasizes work tasks and responsibilities, sets high standards for work, and increases employees' freedom, autonomy, and flexibility—all of which empower and encourage staff members (Zhang et al., 2015). Contradictory leaders frequently stress open communication and value different points of view. With an inclusive approach, staff members might feel more comfortable sharing their knowledge without worrying about repercussions or criticism in a psychologically safe setting. Different leadership philosophies are needed by decision makers in different stages of an organization's development.

According to Smith and Lewis (2011), a paradox is a set of connected but incompatible parts that, while sensible when considered separately, appear absurd and irrational at the same time. KS is a process to eliminate knowledge in order to optimize its advantages for the welfare of the broader population (Razak, Pangil, Zin, Yunus, & Asnawi, 2016). According to (J. Y. Hsu, Hsu, & Hasmath, 2017), scholars have further defined knowledge sharing (KS) as an activity that promotes the explicit and implicit exchange of knowledge, information, and expertise among individuals, families, friends, organizations, communities, etc. The role of KS among workers in different organizations has been the subject of numerous studies; as a result, researchers have focused primarily on the organizational aspects of the KS construct, even as they have examined its effects on increased capacity for innovation (Maizza, Fait, Scorrano, & Iazzi, 2019), gaining a competitive advantage and enhancing organizational productivity.

Employees can share knowledge and disseminate information throughout the organization by engaging in knowledge sharing (Dyer & Nobeoka, 2000). This type of

information integration helps companies expand their body of knowledge by being ingrained in the process of organizational knowledge absorption over time. Sharing knowledge that demonstrates absorptive capacity has a favorable correlation with innovation development. Leaders who embrace counterintuitive ideas can foster an atmosphere that promotes curiosity and unconventional thinking. Employee willingness to collaborate on new ideas and share information may increase as a result of this. Even though the majority of well-known leadership philosophies emphasize supposedly positive (like ethical) or negative (like abusive) themes, these methods are arguably too basic (Fischer & Sitkin, 2023) and fall short of capturing the nuanced and conflicting demands of modern organizational leadership (Lewis, 2000). On the other hand, paradoxical leader behavior (PLB) combines actions that appear incongruous at first but are necessary to fulfill organizational requirements and simultaneously attend to the needs of subordinates.

By demonstrating how to resolve paradoxes and encouraging followers to embrace them as inevitable, leaders may help followers make sense of them (Sparr, 2018). Thus, paradoxical leadership in relation to a certain set of leadership behaviors has received more attention in previous studies. Employee innovative behavior can be increased when leaders show pragmatism and openness. In dealing with superior-subordinate interactions, work decision-making and execution, power allocation, and work climate construction, paradoxical leadership has been found to be ambivalent and adaptable. It is a behavior that balances paradoxes and close links. Paradoxical leaders can encourage staff members to contribute their varied knowledge and experience by taking into account different viewpoints and methods of operation. This may result in the organization's decision-making and problem-solving processes becoming more efficient. Paradoxical leadership, which emphasizes the "unity of opposites," is more effective in resolving conflicts and tensions inside the organization than the typical "all-or-nothing" leadership approach, which is unable to fulfill the dynamic needs of the business (Jia, Yan, Cai, & Liu, 2018). In a world that is changing quickly, companies must be adaptive and agile. It is possible for a business to effectively respond to new possibilities and problems by creating an environment where knowledge is constantly updated and shared, thanks to the leadership of paradoxical individuals. To summarize,

paradox theory bolsters the influence of paradoxical leadership on inventive work conduct by prioritizing the acceptance of contradictions, preserving dynamic equilibrium, nurturing creativity under unclear circumstances, and promoting a culture of learning. Within their teams and organizations, leaders who are adept at navigating contradictions foster a climate that both fosters and maintains creativity. According to paradox theory, adopting seemingly incongruous ways fosters innovation and encourages knowledge exchange, which is a fascinating dynamic that can have a good impact on knowledge sharing. Leaders who show vulnerability and promote polite disagreement can inspire people to share their knowledge without worrying about being judged or criticized. A leader encourages others to voice even opposing opinions in order to foster greater understanding (Smith & Lewis, 2011). They also challenge preconceptions and foster healthy debate while maintaining inclusivity and respect. A useful framework for comprehending how seemingly incompatible leadership philosophies can, in fact, improve information exchange is provided by paradox theory. Paradoxical leaders are able to foster an atmosphere where knowledge is freely exchanged, promoting creativity and group achievement, by navigating the inherent contradictions in knowledge sharing itself.

Leaders who exhibit paradoxical behavior are at ease with inconsistencies and recognize the intricate nature of organizational dynamics. This entails acknowledging that various information-sharing channels, such as formal and informal ones, may coexist and that both are beneficial in the context of knowledge sharing. Leaders who accept paradoxes promote a variety of viewpoints and methods for exchanging knowledge (Razak et al., 2016).

Leaders who are paradoxical improve the ability of the organization to adapt by skillfully negotiating contradictions. This refers to adapting to changing conditions, new technology, and changing needs in the context of information sharing. Comprehending paradoxes can help leaders accept new tactics and technology for sharing knowledge more easily, allowing them to adjust to the ever-changing flow of information. The paradox theory recognizes that when faced with uncertainty, creativity is necessary. Sharing knowledge frequently entails handling complex and ambiguous data. Paradoxical leaders create an environment in which staff members are inspired to try out novel concepts, test out various methods of

knowledge sharing, and come up with innovative solutions to problems pertaining to the sharing of information. By highlighting dynamic equilibrium, tolerance for contradictions, adaptive capacity, creativity, balancing individual and group goals, establishing a learning culture, and recognizing trade-offs and synergies, paradox theory supports the effect of paradoxical leadership on knowledge sharing. Paradoxical leaders establish an organizational culture that facilitates efficient and long-lasting information exchange by implementing these concepts.

H2: Paradoxical leadership has positive effect on knowledge sharing.

2.7 Knowledge Sharing and Innovative Work Behavior

Shanker, Bhanugopan, Van der Heijden, and Farrell (2017) assert that innovation is a critical component of people's creativity and inventiveness within an organization. It is the most essential component in achieving long-term growth. The primary determinant of invention and creativity at work is the organizational climate (Binsawad, Sohaib, Hawryszkiewycz, & Aleidi, 2018). Furthermore, workers with good organizational support—creative and inventive employees—perform better. Therefore, Shanker et al. (2017) came to the conclusion that there would be higher levels of commitment, motivation, and employee engagement if the organizational climate is evaluated favorably by the personnel Thus, workers' discoveries, recommendations, and application of these concepts on work-related tasks that improve the performance of the organization can be characterized as innovative work behavior (Akram, Lei, Haider, & Hussain, 2018).

Eskiyörük (2020) claim that KS offers a platform that improves knowledge development and exchange among employees, which is necessary for individual-level innovation. In this sense, KS is an effective tool for enhancing employees' knowledge bases and creative capacities. According to Martinez-Conesa, Soto-Acosta, and Palacios-Manzano (2017), an organization's ability to innovate primarily rests on its employees' inventive abilities and ensuing conduct. Employees must undoubtedly exhibit extra-role conduct, which calls for the sharing of broad knowledge, a

range of abilities, and desirable behavior outside of the confines of the workplace. We hypothesize in this study that knowledge sharing (KS) among organizational members can assist them in innovative work behavior.

It was recognized throughout the outstanding discussions on HRM and innovation that KS is the primary source of IWB (Muñoz-Pascual & Galende, 2017). Workers possessing additional skills, knowledge, and talents may engage in creative endeavors. Innovation is the outcome of digesting information and knowledge with a specific focus. The work innovation process consists of two stages: ideation and implementation (Niesen, 2018). The process of coming up with novel solutions to problems or challenges that arise at work is referred to as formation. Introducing new procedures into routine job tasks is part of putting the new concepts into practice. Workers that participate in IWB are able to recognize novel work environments promptly and effectively, as well as offer creative suggestions for enhancing services and goods.

Innovative behaviors including micro-level innovation processes, such as problem identification, idea generation, coalition building, and idea realization, are indicative of individual-level innovation (Kang & Lee, 2017). Employee support from coworkers and managers, particularly in the form of fresh information, resources, and comprehension, fosters individual-level creativity. To use these resources, official and informal relationships are required. It is commonly acknowledged that knowledge management is essential to innovation. Furthermore, the process of imparting task- and technical-specific knowledge to other organization members in order to support problem-solving or the execution of organizational rules and procedures is known as knowledge sharing, or KS. That being said, KS is frequently elective and qualifies as extra-role behavior. Consequently, management assistance and a few specific contextual elements are needed to promote KS (Tran, 2019).

According to this concept, people and their expertise and information are essential components of organizations. Thus, guidelines about the when, where, who, and how much information is communicated are essential to an organization's ability to survive. According to (Cheng & Chang, 2020), the foundation of KS is people's willingness to work together. A strong willingness to collaborate promotes

information transfer, which facilitates individual collaboration and boosts KS efficiency. KS describes the steps done to ensure that people in the organization have access to information (Bavik, 2018). According to (Hao, 2019) it is described as gathering and delivering task information on a product or method based on human attitudes, needs, motivations, and intents, as well as expertise and feedback. Organizations today focus more attention on how information sharing affects workers' work-related outcomes, such as innovative behaviors, which are essential to their long-term viability and competitiveness (Castaneda & Cuellar, 2020).

Creative acts that can assist produce and apply new ideas to enhance current procedures, optimize work processes, and update services or goods are referred to as innovative behavior (Oh & Lee, 2022). Knowledge donation and knowledge gathering are two common components of knowledge sharing processes (Magnier-Watanabe & Benton, 2017). Knowledge donation is the process by which a person shares with other colleagues what they know about a certain topic via verbal communication, training, and memos, among other techniques. The ability to pool insights and skills to approach complicated problems from numerous perspectives is made possible by collective knowledge. Kuncoro and Suriani (2018) claim that 21st-century living is one of knowledge, invention, and change. The quick advancement of information technology is a defining feature of this life. Organizational competition is becoming a more severe and ruthless phenomena due to scientific study and technological advancements (Etikariena & Kalimashada, 2021).

Businesses must keep innovating if they want to succeed in the long run and hold onto their market position. The need to increase productivity and outcomes for businesses or organizations has made innovative work behavior a crucial setting. A proactive approach to innovation is required due to the global reach of business, and this is partly accomplished by prioritizing the stakeholders involved in competitive activities throughout operational activities Enhanced innovation results in the creation of novel goods, amenities, and procedures, augmenting operational efficacy and competitive edge. The exchange of ideas, information, skills, and other support among staff members to carry out a certain activity or function is referred to as knowledge sharing (Wang, Wang, & Liang, 2014). Knowledge

sharing in the workplace refers to the exchanging of information between individuals and teams. In a similar vein, intellectual capital, a crucial resource in financial planning, comes from information exchange. As a result, innovation and knowledge generation depend on knowledge sharing. Darroch and McNaughton (2002) state that when organizations improve knowledge exchange, creativity and innovation follow suit and develop. In the modern world, knowledge is vital since the economy is based on the sharing of knowledge. For this reason, businesses are increasingly putting more of an emphasis on encouraging employee knowledge exchange (Usmanova, Yang, Sumarliah, Khan, & Khan, 2021). Knowledge sharing is defined as a person's "ability to convey, transfer, or disseminate knowledge across workers and organizations" by (Chaudhary, Islam, Ali, & Jamil, 2023). According to the organization learning theory, sharing information fosters employees' creativity and improves their ability to think creatively. Thus, in creative work-related activities, knowledge exchange is strategically important (Akram, Lei, Haider, & Hussain, 2020), particularly in the information technology (IT) sphere.

Knowledge sharing and paradox theory are powerful frameworks for comprehending how people create and participate in innovative behaviors. Combining these viewpoints exposes an intriguing interaction in which creative work behavior can both inspire and be inspired by knowledge sharing, given its paradoxical nature. However, it has a number of innate paradoxes: Sharing important information creates weaknesses and raises the possibility that others will find it useful. People have to balance their need to safeguard their intellectual property with their desire to give back. It's critical to strike a balance between fostering creative ideas and absorbing shared knowledge. Knowledge sharing and paradox theory provide a comprehensive explanation of how seemingly incompatible forces can spur innovation (Qammach, 2016). Organizations may enable individuals to produce innovative ideas and survive in a dynamic world by embracing the inherent paradoxes of information sharing and fostering settings that encourage both open input and critical thought.

A framework for comprehending and handling conflicts or contradictions within organizations is provided by paradox theory. Paradox theory, when applied to the context of knowledge sharing and creative work behavior, provides insights into

how leaders might resolve seeming conflicts to promote an environment that is both supportive of innovation and information sharing. The following are some ways that paradox theory encourages creative work practices and knowledge exchange. Effective leaders, according to paradox theory, keep a dynamic balance between competing forces. This entails striking a balance between the need for flexibility and adaptability which are critical for encouraging innovative work behavior and stability and established procedures, which are required for effective information exchange (Akram et al., 2020). Leaders who embrace paradoxical thinking learn to accept contradictions as a natural part of intricate organizational structures. This entails recognizing that there may be conflicts between the need for change and established practices in the context of information sharing and innovation. Supervisors who embrace these inconsistencies foster a culture where workers are more comfortable exchanging differing viewpoints and experimenting with novel concepts.

Organizations can foster a culture that is more conducive to knowledge sharing and creative work practices by incorporating paradox theory into their leadership practices. In order to achieve organizational goals, this strategy calls for accepting paradoxes, identifying and managing conflicts, and cultivating a culture that values both change and stability.

H3: Knowledge sharing has positive effect on innovative work behavior.

2.8 Mediating Role of Knowledge Sharing between Paradoxical Leadership and Innovative Work Behavior

Leaders must inevitably cope with opposing yet linked demands in a dynamic and complicated environment. According to Zhang and Han (2019), proficient leaders must possess the cognitive and behavioral capacities to respond to inconsistency, paradox, and intricacy in a gradual manner. Parallel to this, paradoxical leadership effectively fosters high-quality connections between subordinates and their supervisors by being transparent, adaptable, empowering, and supportive.

Moreover, the organizing and belongingness paradox (Zhang & Liu, 2022) is one paradox that paradoxical leadership can effectively manage. It can also support subordinates' positive attitudes and behaviors (Q. Li, She, & Yang, 2018; She & Li, 2017), as well as align with employees' expectations and sense of self. Paradoxical CEOs inspire staff to share their specialized expertise and foster critical thinking by putting forth different viewpoints and questioning preconceived notions.

The exchange of information and expertise amongst people to complete particular tasks in companies is known as knowledge sharing (Swanson et al., 2020). By sharing knowledge that individuals have in the provision of particular goods and services in organizations, it creates a connection between people. In order to deliver goods and services, knowledge sharing involves people exchanging information and know-how and developing new knowledge (Al Nahyan, Sohal, Hawas, & Fildes, 2019). It has to do with giving and receiving knowledge and skills necessary to complete particular activities. This entails discussing the work verbally, exchanging concrete artifacts, implicitly coordinating expertise and disclosing information about who is knowledgeable about what within organizations (Al Nahyan et al., 2019). Many strategies have been actively sought to facilitate information sharing in the pursuit of higher job performance and increased organizational competitiveness in light of the growing competitive pressures that companies face today (Ahmed et al., 2019).

Businesses must improve staff competencies, including knowledge, skills, and capacities to execute various and diversified tasks, in order to achieve a better level of creativity (Dong, Bartol, Zhang, & Li, 2017). These skills encourage people to take the initiative to look for and implement fresh ideas to handle new responsibilities that arise at work. KS and individual skill development (Yasir & Majid, 2019), individual motivation (Zhu et al., 2020), personality traits (X. Li, Xue, Liang, & Yan, 2020), individual task conflict (X. Li et al., 2020), and other factors were also examined in previous studies as potential predictors of employee IWB at work. In this search we proposed that Sharing knowledge acts as a mediating factor in the relationship between paradoxical leadership and innovative work behavior. According to this paradigm, people who experience paradoxical leadership are more likely to share knowledge, which in turn affects how much they innovate

at work. Members of an organization can exchange knowledge and skills by using knowledge sharing (KS). According to Zaman, (2021), knowledge sharing (KS) can also be understood as the mutually beneficial exchange of ideas and information among personnel inside an organization. The stronger the mediating influence of knowledge sharing on the connection between paradoxical leadership and innovation. The relationship between paradoxical leadership and creative work practices can be mediated by knowledge sharing. Employees are more inclined to participate in knowledge-sharing activities and promote an environment of transparency and cooperation when their bosses support paradoxical thinking.

According to Ye, Liu, and Tan (2022), knowledge sharing (KS) is a social asset that will have a major impact on the success of organizations in the future. KS allows organizations to function successfully and efficiently. Additionally, KS facilitates learning for all employees by interacting and conferring with one another in order to gather and share knowledge. Employees are more inclined to participate in knowledge-sharing activities and promote an environment of transparency and cooperation when their bosses support paradoxical thinking. Employees are encouraged to examine opposing viewpoints and contradicting concepts under paradoxical leadership. When this diversity of opinion is disseminated via knowledge-sharing platforms, it offers a wealth of information for creative problem-solving.

X. Zhang and Jiang (2015), introduced the concept of paradoxical leadership conduct, drawing from the Yin-Yang philosophy's unification of opposites. This topic has garnered interest from numerous academics and professionals. They contend that, despite its seeming paradox, managerial behavior is intrinsically connected and capable of meeting both the needs of employees' individual needs and the requirements of the business as a whole. This is known as paradoxical leadership. Four abilities are necessary for paradoxical leadership, according to earlier research: communication, cognitive complexity, confidence, and conflict resolution. Similarly, we use these four qualities to explain how paradoxical leadership affects leaders' job performance. Employees can approach their work in a flexible and independent manner when leaders provide them explicit discretion to use their particular skills and capabilities.

This assumes that their proactive actions and even mistakes are acceptable in the workplace (Q. Li et al., 2018), First, paradoxical leaders can investigate inconsistencies to uncover new opportunities and reframe the preexisting mindset thanks to cognitive complexity. By carefully identifying new interconnections and connections, leaders who investigate the dynamics of a paradoxical tension might increase task performance.

A solid theoretical framework for comprehending how knowledge sharing mediates the connection between paradoxical leadership and creative work practices is provided by paradox theory. According to this view, creativity, adaptation, and development depend on one's ability to embrace and navigate seemingly contradictory components, or paradoxes. Sharing diverse knowledge allows people to integrate contradictory ideas by exposing them to various viewpoints and challenging deeply ingrained patterns of thinking. Collaborating across functional boundaries Unites persons with specialized knowledge to explore new combinations and solutions. Open communication promotes the exchange of opposing ideas, which deepens comprehension of complicated problems and sparks the creation of novel solutions. According to paradox theory, creativity requires the capacity to hold and manage tensions (Perotti, Ferraris, Candelo, & Busso, 2022). As previously mentioned, knowledge sharing fosters the exact abilities and atmosphere required for successful paradox management, which directly addresses this capacity. Sharing knowledge thus serves as a mediator, converting the conflicts inherent in paradoxical leadership into the variety of viewpoints and cognitive flexibility required for creative work practices. The mediating function of knowledge sharing between paradoxical leadership and creative work practices can be better understood via the lens of paradox theory. The idea of the mediating role suggests that paradoxical leadership promotes and fosters creative work behavior through the mechanism of information exchange. Leaders who exhibit paradoxical behavior are adept at preserving a dynamic balance between conflicting forces. They strike a balance between tradition and innovation, stability and change, in this particular setting. This balance is kept through knowledge exchange, which allows information to move freely throughout the company and incorporates both cutting-edge concepts and tried-and-true methods.

By their very nature, paradoxical leaders value diversity of viewpoints and are at ease with inconsistencies (Anser et al., 2022). Employees can exchange their varied experiences and thoughts on a platform that knowledge sharing provides, which is crucial in this regard. By promoting an atmosphere where seemingly incompatible ideas can coexist, this exchange of varied knowledge aids in the reconciliation of competing points of view and encourages creative work practices. By emphasizing how leaders balance opposing forces, tolerate contradictions, and foster an environment where shared knowledge becomes a mechanism for integrating diverse perspectives and fostering innovation within the organization, paradox theory supports the mediating role of knowledge sharing between paradoxical leadership and innovative work behavior. In this particular setting, knowledge sharing serves as the link between the encouragement of innovative work behavior and paradoxical leadership approaches.

H4: Knowledge sharing mediates the relationship between paradoxical leadership and innovative work behavior.

2.9 Moderating Role of Cultural Intelligence between Paradoxical Leadership and Knowledge Sharing

As defined by Thomas (2008), "a system of interacting knowledge and skills...that enables individuals to choose, adjust, and mold the environment's cultural features"" (CQ) is what makes people able to work well in situations where there is cultural variety. Theories of CQ, which are based on general intelligence models, describe a number of factors that combine to provide a broad indicator of CQ. The 3-factor model (Thomas, 2008) is comparable to the 4-factor model but lacks the motivational component. The 4-factor model comprises cognitive, behavioral, metacognitive, and motivational elements. High cultural intelligence people or groups may be better able to negotiate the challenges of paradoxical leadership.

They are able to create trust, cross cultural divides, and enable productive conversation in a variety of cultural settings. In turn, this can improve knowledge sharing inside the company because individuals with diverse backgrounds are more likely to cooperate and share their thoughts. The significance of cultivating and improving personal cultural intelligence has been highlighted by the rise in globalization and cultural variety in the workplace (Ott & Michailova, 2018). Stronger individual and organizational performance, creativity, knowledge sharing (Collins, Chou, Warner, & Rowley, 2017), and stronger performance are just a few of the positive outcomes that have been associated with CQ. In today's varied and linked world, cultural intelligence (CQ) and paradoxical leadership are two intriguing ideas that combine to form a potent force. Comprehending their mutual influence can enable leaders to adeptly handle intricate circumstances, stimulate creativity, and lead multiculturally.

The general intercultural effectiveness outcomes, such as, that are predicted by CQ more so than important individual characteristics (Schlaegel et al., 2021). The way that the CQ conceptualization is changing and evolving is one such tendency (Richter, van Bakel, Schlaegel, & Lemmergaard, 2020) CQ is a four-dimensional first-order construct, a three-dimensional second-order construct, and an eleven-factor construct with four correlated second-order factors. With CQ, team leaders can, depending on the cultural setting, strike a balance between encouraging individual initiative and team cohesion. High CQ leaders are able to modify their communication style to be more diplomatic or assertive based on the audience's cultural preferences.

Even though study on cultural intelligence is growing, several scholars advise doing studies on this kind of intelligence from various angles. (Doğan & KARAKUŞ, 2020). Adopting seemingly incompatible strategies, such as individual attention and team cohesion, or stability and change, is a key component of paradoxical leadership. Leaders with a high CQ are able to modify their paradoxical actions to fit various cultural preferences and beliefs. By fostering the abilities to manage differences, be creative, and see things from new angles, cultural intelligence contributes to the development of PXL behaviors that are demanded of leaders in many cultural contexts (Dilek & Topaloğlu, 2017). For instance, in cultures that

value individualism, they could place a strong emphasis on personal accomplishments within the contradictory framework of team-oriented objectives. On the other hand, within the contradictory paradigm, they may prioritize team achievement while encouraging individual development in collectivistic cultures. Cultural intelligence (CQ) is one of the many ideas of cross-cultural competency that has gained more and more attention in the literature. Cross-cultural quotient (CQ) is a collection of skills that allow people to operate and adapt well in cross-cultural environments (Ruparel, Choubisa, Sharma, & Seth, 2022). Healthy debate and the exchange of differing viewpoints are often essential for the growth of knowledge sharing. CQ is conceptualized by interpreting people's views and behaviors through both native and foreign perspectives, which increases its strengths over other concepts in the same field. Over time, CQ develops and distinguishes itself from other cross-cultural competencies (Hu, Liu, Zhang, & Wang, 2020). CQ enables leaders to handle difficult, contradictory concepts while still fostering secure environments for constructive conflict. In the end, this results in a deeper exchange of knowledge since they are able to comprehend and bridge cultural gaps in communication methods, assuring courteous engagement and constructive conflict resolution. For many firms, being able to lead in a global setting has become essential.

Consequently, it is anticipated that a leader's guiding influences will differ depending on their capacity to identify the cultural traits of their followers. Societal and cultural intelligence is crucial for local organizations that deal with diversity, such as ethnic differences or societal expectations, as well as for global organizations (Sharma & Hussain, 2020). High behavioral CQ people are perceptive to the variety of behaviors that are displayed and are able to recognize and elicit appropriate reactions to meet the expectations of people from many cultural backgrounds. Cultural intelligence, according to (Aldhaheri, 2017), is the capacity to comprehend and identify the values, beliefs, behaviors, customs, and attitudes that distinct people have information, and they are able to apply that knowledge to accomplish various objectives.

CQ is defined as an outsider's ability to decipher and explain a stranger's strange and ambiguous gestures in a way that their fellow citizens would. Higher levels of

contextualizing cultural intelligence enable people to operate and accomplish their objectives in national, international, and multicultural contexts with effectiveness. Leaders with high CQ have the ability to guide and motivate their team members to enhance their own cultural intelligence. The higher a follower's CQ, the more adept they are at interpreting the leader's contradictory actions in light of their own cultural background. This improves collaboration and knowledge sharing by clearing up confusion and enabling a deeper grasp of the leader's intentions. One of the cornerstones of multicultural, inclusive leadership is CQ Strategy, which is the ability to cognitively adjust to other cultures (Paiuc et al., 2021). Lastly, the ability to adjust to different cultural conventions and behaviors is connected to CQ Action.

Specifically, CQ helps Chinese expats understand how Thai culture differs from their own culture, which helps them understand the work values that their Thai colleagues often embrace (Guang & Charoensukmongkol, 2020). Through the eyes of citizens of the host nation, CQ also makes it easier for messages such as respect, warmth, and amity toward Thai colleagues to be effectively communicated. By exhibiting cultural sensitivity and upholding culture norms in their paradoxical leadership techniques, CQ leaders can foster trust within diverse teams. This creates an atmosphere of psychological safety and motivates people to impart their expertise without worrying about being misunderstood or judged. According to (Eskiyörük, 2020), the younger generation of CEOs spearheading the expansion of their companies in multicultural settings must acknowledge and respect the cultural diversity within their communities.

A leader adopts a contradictory strategy by allowing freedom in work style in addition to setting lofty targets. High CQ leaders modify the way they communicate this strategy to highlight teamwork in collectivistic cultures and individual initiative in individualistic cultures. A leader sets clear guidelines for polite communication while promoting constructive disagreement on a subject. The relationship between paradoxical leadership and knowledge sharing may be influenced by cultural intelligence, which is the capacity to recognize and negotiate cultural differences. This is indicated by the moderating role of cultural intelligence in the relationship. This is how this link can be moderated by cultural intelligence.

A leader who sets high goals and permits flexibility in work style is using a contradictory tactic. In order to emphasize teamwork in collectivistic cultures and individual initiative in individualistic cultures, high CQ leaders adapt how they present this technique.

A leader encourages healthy disagreement on a topic while establishing clear rules for courteous communication. A leader can effectively manage culturally diverse reactions to the paradoxical approach by utilizing CQ, which promotes constructive conflict and knowledge sharing. CQ helps leaders to take into account many points of view and perspectives, as well as how various cultures may view and respond to contradictory methods. This enables them to modify their actions to better address certain cultural issues and promote information exchange (Alshaibani & Bakir, 2017). High CQ leaders are quickly able to modify their style of communication and leadership to suit the particular circumstance and cultural setting. This adaptability is essential for executing paradoxical activities in a way that connects with varied teams and fosters open knowledge sharing. Paradox theory, which emphasizes the significance of context, varied viewpoints, and adaptable leadership techniques, clarifies how CQ moderates the relationship between paradoxical leadership and knowledge sharing. Leaders possessing a high degree of cognitive ability can effectively utilize paradoxical actions to foster environments that facilitate free exchange of ideas and foster creativity by acknowledging and accommodating cultural differences.

H5: Cultural intelligence moderates the relationship between paradoxical leadership and knowledge sharing in a way that it strengthens the relationship.

2.10 Research Model

2.11 Summary of Research Hypotheses

H1: Paradoxical leadership has a positive effect on innovative work behavior.

H2: Paradoxical leadership has a positive effect on knowledge sharing.

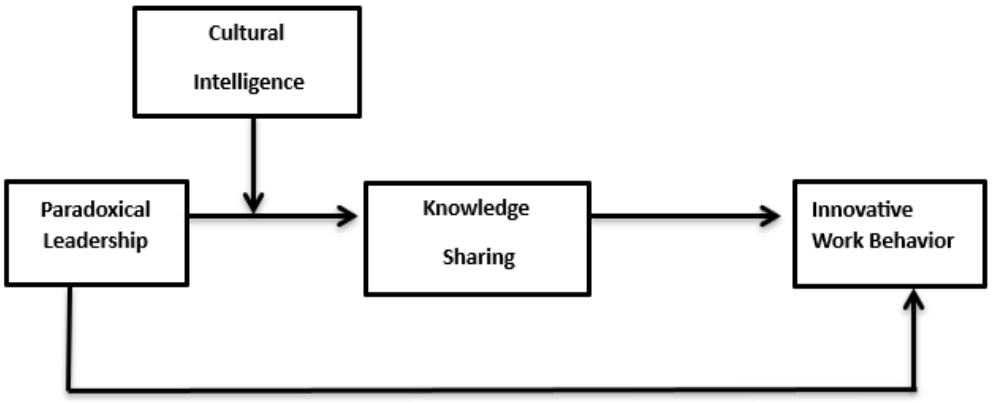

FIGURE 2.1: Research Model

H3: Knowledge sharing has positive effect on innovative work behavior.

H4: Knowledge sharing mediates the relationship between paradoxical leadership and innovative work behavior.

H5: Cultural intelligence moderates the relationship between paradoxical leadership and knowledge sharing in a way that it strengthens the relationship.

Chapter 3

Research Methodology

Research methodology is efficient and logical way finding the solutions to the problem prevalent in IT industry in Pakistan. The steps involved in solving a research problem are described in this chapter of the thesis. This demonstrates how many strategies should be applied logically and differently for each study project (Kumar et al., 2010). This chapter aims to elucidate the technique and methodology via which research objectives can be accomplished.

3.1 Research Design

The research design was described using the step-by-step paradigm that (Saunders, Townsend, et al., 2018) provided. This section of the study outlines the research type, data collection techniques, data analysis units, and procedure needed to evaluate the theoretical framework that has been proposed. Research design entails a number of rational choices, such as the study's purpose, location, interference, temporal aspect, and analysis unit (Sekaran & Bougie, 2016).

3.1.1 Type of Study

The current study is causal in nature and aims to investigate how Paradoxical leadership affects innovative work behavior by using mediating role of knowledge sharing and moderating role of cultural intelligence in order to obtain reliable results. Pakistan's IT industry was focused for data collection. Researchers in

the social sciences use and favor quantitative research because it quantifies and measures the type and extent of suggested links in a more dependable and efficient manner (De Jong & Den Hartog, 2010).

3.1.2 Research Philosophy

The fundamental presumptions of research philosophy guide how the researcher interprets phenomena. Additionally susceptible to practical considerations, philosophy's choice is heavily influenced by the researcher's observations regarding the connection between knowledge and phenomena (Saunders et al., 2018; Al Nahyan et al., 2019). Researchers' preferences for understanding phenomena in practice and the body of information under investigation influence their choice of research philosophy.

In this study positivism is being used since it asserts that knowledge is derived from methods, validity, and breadth, which further emphasize the distinction between beliefs and reasoned opinions. Research primarily relates to the necessary and just sufficient knowledge requirements in order to achieve the necessary objectives. However, considered epistemology as the means of acquiring knowledge (Roberts & Wills, 2019).

Positivism is a philosophy that asserts that empirical data gained through the senses is reliable and true knowledge originates from measurements and observations. Furthermore, it emphasizes that all observers must provide a description of something that is substantially the same for genuine knowledge to be assumed. The speculative deductive method formerly served to support positivism. Researchers asserts that positivist studies of ideal models are of importance to researchers in the social sciences. In positive research logic, the quantitative investigation of the technique's viewed as the best course of action.

3.1.3 Quantitative Research

The research and findings of the current study are based on data collected from respondents through questionnaires, making it measurable. The data has been evaluated using a variety of statistical methods and tools, including SPSS 22.

3.1.4 Cross Sectional Study

It is a cross-sectional study. Respondent data from cross-sectional research is only collected once and utilized to inform subsequent research endeavors.

3.1.5 Unit of Analysis

For this study, the mid level manager and employee was the unit of analysis. Here, the effect of paradoxical leadership on creative work practices is investigated with regard to specific people working for a company. The purpose of the study is to examine how employees' innovative work behavior is influenced by paradoxical leadership styles, which in turn influence individual behaviors like knowledge sharing. The relationship between knowledge sharing, creative work practices, and paradoxical leadership may be influenced by cultural intelligence, which could serve as a moderating factor for each individual.

3.2 Population and Sample

3.2.1 Population

The population consists of managers and employees who work for them in various Pakistani IT based enterprises. Data was collected via survey from the people who are employed in IT organizations in Pakistan. In the organizations, over 384 questionnaires were given out. Participants received assurances on the privacy of the data they submitted for the study. A 73% response rate was achieved when 273 responses were taken into account for data analysis. In order to receive a good response, questionnaires were distributed both personally and online. Employing any one of the two methods described above has no discernible impact on the quality of the data, regardless of the data assortment strategy (Church, Elliot, & Gable, 2001). Owing to limitations in both time and resources, the previously indicated techniques have proven highly effective in gathering data for the current study. The Pakistan Software Export Board (PSEB) registered 5,109 IT and ITeS companies as of March 2023, with the majority of these companies being

headquartered in Lahore, Karachi, and Islamabad/Rawalpindi. Pakistan has more than 400,000 IT professionals with expertise in current and emerging IT products and technologies. For this research data has been collected from 55 different IT organizations in Pakistan.

3.2.2 Sampling

A probability sampling technique (simple random sampling) was used. Sampling is a common method for collecting data. Sampling is the most often utilized form of data collecting because it is very difficult to collect data from the complete population due to time and resource constraints. For this reason, a certain category of working professionals was chosen since they accurately represent the intended audience. In order to conduct this study, companies that appeared to have an excessive workload were contacted, and as a result, supervisors there occasionally became more demanding of their assistants in an effort to meet deadlines. As a result, the study's sample was chosen to be a realistic representation of the target demographic and to include all the essentials necessary to get the desired results. Since the current study is going to add towards novel features of the existence of paradoxical leadership and impact over innovative work behavior.

3.3 Instrumentation

3.3.1 Measures

A structured questionnaire based on the Likert scale was the instrument utilized for this study. A reliability test revealed that all of these scales were acceptable. For every variable, an earlier version of the questionnaire was employed. Through the collection of those questions, a selected analysis from multiple authorized sources provided the information.

The data was collected through adopted questionnaires. The variables of the study are Paradoxical Leadership, Knowledge Sharing, Innovative work behavior and Cultural Intelligence. Questionnaires similarly comprise four demographic

variables that contain information about the respondent experience, Qualification, Age, and Gender.

3.3.2 Paradoxical Leadership

The 9 items scale developed by Kearny, Perry, Risch, and Rolland (2022) was used. An example item 'My leader focus on the details and keep the "big picture" in mind. It is a seven -point Likert scale ranging from 1=strongly disagree, 2=disagree, 3=somewhat disagree, 4=neutral, 5=somewhat agree, 6=agree, 7=strongly agree.

3.3.3 Innovative Work Behavior

The items pool for innovative work behavior consists of initially of 10 items inspired by a group of scholars De Jong and Den Hartog (2008). An example item I pay attention to issues that are not part of his daily work. It's a 5-point Likert scale ranging from 1=never, 2=rarely, 3=sometimes, 4=often, 5=always

3.3.4 Knowledge Sharing

The knowledge-sharing behavior was measured using a three-item scale developed by M.-H. Hsu and Chang (2014). It was also validated by scholars recently Abdelwhab Ali, Panneer selvam, Paris, and Gunasekaran (2019) in the Asian setting. An example item is "I frequently share my knowledge with my colleagues". scale ranging from 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree

3.3.5 Cultural Intelligence

The Cultural intelligence was measured by using 20 items scale by Ang et al. (2007). An examplary item 1. I am conscious of the cultural knowledge I use when interacting with people with different cultural backgrounds. It's a 5-point scale ranging from "1=Not agree at all" to "5=totally agree".

3.3.6 Scales Summary

TABLE 3.1: Scales Summary

Variables	Scale	Items
Paradoxical Leadership	(Sparr, van Knippenberg, & Kearney, 2022),	9
Innovative Work Behavior	(De Jong & Den Hartog, 2008)	10
Knowledge Sharing	(Hsu & Chang, 2014)	3
Cultural Intelligence	(Angas, 2007)	20

3.4 Statistical Tools

Regression was carried. It is frequently employed for determining the effect of one variable on the dependent variable being studied. Regression analysis is a tool for examining how different factors affect the dependent variable. The Hayes and Scharkow (2013) models 1 and 4 were used for analysis including moderation and mediation analysis.

3.4.1 Pilot Testing

Pilot testing before moving on to operate on a larger scale is a very fruitful and successful method, as it eliminates several hazards linked to money and time wasting. Therefore, a pilot study comprising of roughly fifty questionnaires was conducted to ascertain the respondents' awareness and compliance with the proposed hypothesis. Following the pilot testing, it was found that the scales were a perfect fit for additional analysis and that there were no significant issues with the variables.

3.5 Reliability Analysis of Scales Used

When an item is tested to yield consistent results or outcomes over time, it is said to have high reliability. When a scale is examined repeatedly, its ability to yield

consistent findings is known as scale reliability. Internal reliability of the variables was demonstrated through a reliability test using Cronbach alpha. It demonstrated that the variables are related to one another. The range of a Cronbach alpha is 0 to 1. The higher the value, the more reliable the scale is expected to be in measuring the intended strategy. A Cronbach's alpha value of 0.7 or higher is regarded as consistent, while a particular collection of constructions calculated below that threshold are regarded as less dependable. The alpha values for the construct in this study is as fellow. Paradoxical Leadership (.920), Innovative work behavior (.805), Cultural Intelligence (.966) and knowledge sharing (.882). These values point to a high degree of internal consistency and imply a general close relationship between the components inside each construct. Since the alpha values of all the variables fall within an acceptable range, the data received from calculating Cronbach's alpha is trustworthy and suitable for use in additional computations. This indicates that the study's constructs have strong internal consistency and that each construct's items accurately measure the same underlying idea.

Table 3.2: Scales Reliability

Variable	**No of item**	**Cronbach's alpha**
Paradoxical Leadership	9	0.920
Innovative work behavior	10	0.805
Cultural Intelligence	19	0.956
Knowledge sharing	3	0.882

3.6 Sample Characteristics

The demographic variables in the study were the employee's age, gender, qualifications, and experience. The details of the sample characteristic are as follows:

3.7 Gender

Even though this study made an effort to guarantee gender equality, it was still found that the proportion of male employees is much larger than that of female

employees. **Table 3.3** represents the ration of male and female employees, where we observed that 72% of respondents are male and 27.1% are female.

Table 3.3: Frequency by Gender

Gender	Frequency	Percentage	Cumulative
Male	199	72.9	72.9
Female	74	27.1	100
Total	273	100	

3.7.1 Age

For the purpose of being accessible to respondents, age information was gathered in ranges. Age is imitated as one of the demographics, which respondents occasionally find agonizing to reveal amicably. It has been shown in **Table: 3.4** that most of the respondent's having the ages between 20-30, that, that means 52.1% of the majority of the respondents were having age between 20-30, 36.6 % having age ranging between 31-40, 8.0 % of the respondents having age ranging between 41-50 & 3.3 % of the respondents having age ranging between 51 above.

Table 3.4: Frequency by Age

Age	Frequency	Percentage	Cumulative
20-30	141	52.1	52.1
31-40	101	36.6	88.6
41-50	22	8	96.7
51 above	9	3.3	100
Total	273	100	

3.7.2 Qualification

The key to a country's prosperity and growth is education, which is also a pre-requisite for success on a global scale. Qualification is a passionate aspect of the population because education creates a number of unique and fresh avenues for accomplishment. It has been presented in **Table: 3.5** most of the respondents were qualifying for bachelor's level. Comprises 47.1% of the whole respondents designated as the true illustrator sample of the whole population. 39.5 % of the

respondents were qualifying for master's level, 9.4 % of the respondents were qualifying for MS/PhD, 2.2 % of respondents were qualifying for Intermediate and 1.8 % of the respondents were qualifying for others.

Table 3.5: Frequency by Qualification

Education	**Frequency**	**Percentage**	**Cumulative**
Intermediate	5	2.2	2.2
Bachelors	129	47.1	48.9
Master	108	39.5	88
MS/PHD	26	9.4	100
Any Others	5	1.8	
Total	273	100	

3.7.3 Experience

Different types of experience time have been identified in order to gather information about the respondents' experiences. This allows each respondent to easily ascertain the precise duration of their experience in the relevant field. It has been observed from **Table: 3.6** that most of the respondents were having an experience fluctuating between 2-5 years. Which signifies that 43.8 %, 29.9 % of the respondents having the experience ranging 5-10 ,21.8 % of the respondents having the experience between 5-10 years and 5.4 % of the respondents were having the experience 10 years and above.

Table 3.6: Frequency by Experience

Education	**Frequency**	**Percentage**	**Cumulative**
0-1	60	21.8	22
02-May	118	43.8	65.2
05-Oct	80	29	94.5
10 Above	15	5.4	100
Total	273	100	

Chapter 4

Results and Analysis

Using programs like SPSS, descriptive statistics, Pearson correlation, moderation, and mediation were carried out to look at the correlation between all the variables.

4.1 Descriptive Analysis

Using a variety of statistical techniques, descriptive statistics provide an overview of the observed details that are extracted from the data. Descriptive statistics of each variable such as paradoxical leadership, innovative work behavior, knowledge sharing and cultural intelligence. SPSS was also used to determine the means and standard deviations; the results are shown in Table 4.1 below. Greater agreement among respondents is shown by higher mean values, whereas greater disagreement among respondents is indicated by lower mean values.

Table 4.1: Descriptive Analysis

Variable	**N**	**Min**	**Max**	**Mean**	**Std**
Paradoxical Leadership	273	1	7	5.98	0.61
Innovative work behavior	273	1	5	4.21	0.5
Cultural Intelligence	273	1	5	4.71	0.44
Knowledge Sharing	273	1	5	4.8	0.45

Table: 4.1 Shows information regarding variables, the independent variable (paradoxical leadership has mean value of 5.98 and the stranded deviation is .61. The

mean value of dependent variable (innovative work behavior) is 4.21 with the slandered deviation of .50. The moderator (cultural intelligence) has a mean value 4.71 with the standard deviation of .44. The value of the mean of mediator (knowledge sharing) is 4.8 with stranded deviation of .45.

4.2 Control Variables

For control variables, an ANOVA test in one direction was performed using SPSS. One-way ANOVA was primarily used to determine whether demographic factors had any bearing on the dependent variable, which in this case was project success. Therefore, our main goal is to see the positive relationships that the model forecasted and their effects. All demographic factors were found to be insignificant on the dependent variable, allowing for the independent testing of the suggested correlations, according to the research.

Table 4.2: One-way ANOVA

Control Variables	**F**	**Sig**
Gender	3.60	0.06
Age	0.84	0.96
Education	0.70	0.62
Experience	0.67	0.56

A one-way ANOVA test was used for the control variables to determine how the demographic variables affected the dependent variable. A one-way ANOVA study was conducted with respect to the dependent variable "innovative work behavior" and numerous control factors, including gender, age, education and 3 experience. All the demographics variable appeared insignificant so there is no need to control demographics variables. The findings are shown in the table as above. The interpretation for each variable is as follows:

Gender: The F- Value of the gender is 3.60 and corresponding P -value is 0.06. In this context gender has no significant impact on innovative work behavior because P-value is greater than 0.05.

Age: The value value for the age is 0.84 and P-value is 0.96. In this context age have not significantly impact on Innovative work behavior because P vale is above then 0.50.

Education: The F- value for education is 0.70 and P-value is 0.62. Again the P-value is greater than 0.05, indicating the education does not have significant impact on innovative work behavior.

Experience: The F-value for experience is 0.67 and P-value is 0.56. As the P-value greater then 0.05 indicating experience have not significantly impact on innovative work behavior.

4.3 Correlation Analysis

The correlation between variables is ascertained using correlation analysis. The goal of the ongoing study is to ascertain the relationship between Paradoxical Leadership and innovative work behavior, taking into account the moderating influence of cultural intelligence and the mediating role of knowledge sharing. In order to determine the strength of the association, Pearson created a correlation analysis with a correlation range of -0.1 to 0.1. Positive signals indicate that the variables move in the same direction, while negative signals indicate the opposite direction of movement. Moreover, the value of "r" demonstrates the strength of the variable link. A weak correlation is indicated by a Pearson Coefficient value range of.1 to.3, a moderate correlation is indicated by a value range of.3 to.5, and a high correlation is indicated by a value bigger than.5. The correlation value illustrates many effects.

Analysis of correlation 4.3 shows coefficient between paradoxical leadership and innovative work behavior is 0.418** at $p < 0.01$ indicating a positive correlation. This means higher level of paradoxical leadership are associated with higher level of innovative work behavior. Knowledge sharing is a mediator between paradoxical leadership and innovative work behavior. The Correlation between Paradoxical leadership and knowledge sharing is 0.246** at $p < 0.01$ respectively. It suggests positive correlation. It implies high level of innovative work behavior associated with high level of knowledge sharing. Additionally cultural intelligence moderates

the relationship between paradoxical leadership and innovative work behavior. The correlation coefficients between paradoxical leadership and cultural intelligence under r=0.382** at p<0.01. It means these have positive correlation. More over cultural intelligence and innovative work behavior with r= 0.458 <0.01.

TABLE 4.3: Correlation Analysis

Variables	**PL**	**IWB**	**KS**	**CI**
Paradoxical Leadership	1			
Innovative work behavior	.418**	1		
Knowledge sharing (Med)	.246**	.323**	1	
Cultural Intelligence (Mod)	.382**	.458**	.347**	1

Over all table 4.3 shows that paradoxical leadership has positively correlated with innovative work behavior, knowledge sharing and cultural intelligence.

4.4 Regression Analysis

The purpose of correlation analysis is to determine the relationship between variables. Correlation analysis merely shows the existence of two variables; it does not show a causal relationship between them. Regression analysis—more specifically, multiple regression—was used in this work to investigate and determine the causes of the relationships between independent and dependent variables. The study used (Hayes & Scharkow, 2013). Regression analysis is conducted using a variety of methods and instruments, including the (Hayes & Scharkow, 2013) full scale, which is examined for mediation and moderation using SPSS.

Table 4.4 presents a comprehensive summary of our findings, including the significant levels of the proposed hypotheses. It provides essential information such as regression coefficient values, significance values, standard errors (S.E.), lower and upper limits of the confidence interval (LLCI and ULCI, respectively). Within the table, both direct and indirect relationships are presented, with specific focus on mediation. For the mediation analysis, we implemented Hayes' model 6, while for the moderation analysis, Hayes' model 7 was utilized

Hypothesis 1: Paradoxical leadership has a positive effect on innovative work behavior

The regression analysis for hypothesis 1 indicates that a significant positive relationship exists between : paradoxical leadership and innovative work behavior. The β value or regression coefficient is .36 whereas the p-value is .00. The positive sign coefficient (β) indicates the positive relationship, and the .00 p-values indicate that the relationship is significant. It means with an increase in paradoxical leadership will directly affect the innovative work behavior. Based on these findings hypothesis 1 is accepted.

Hypothesis 2: Paradoxical Leadership has a positive effect on Knowledge sharing.

The regression analysis demonstrates the relationship of paradoxical Leadership and knowledge sharing. The value of coefficient β=.21 with a positive sign means there is a positive relationship between both variables. Furthermore, the p-value for this link is 0.00, which means that this relation is significant. Hence these results validate the acceptance of the hypothesis 2.

Table 4.4: Direct and Indirect Effect

Direct Effect	**B**	**S. E**	**P**	**LLCI**	**ULCI**
Paradoxical Leadership → IWB	0.36	0.05	0.00	0.25	0.47
Paradoxical leadership → Knowledge sharing	0.21	0.05	0.00	0.11	0.31
knowledge sharing → IWB	0.27	0.06	0.00	0.14	0.39
Indirect Effect	**B**	**S.E**	P	**LLCI**	ULCI
Paradoxical leadership → Knowledge sharing → IWB	0.05	0.043	0.00	0.07	0.17

Hypothesis 3: Knowledge Sharing has positive effect on innovative work behavior.

For this relationship the results indicate that the value of the regression coefficient is β=.27 which is positive with a p-value of 0.00. This shows that there is positive relation exist between knowledge sharing and innovative work behavior.. The more is knowledge sharing the more is innovative work behavior; hence it validates the acceptance of hypothesis 3.

Hypothesis 4: Knowledge sharing mediates the relationship between Paradoxical Leadership and Innovative Work Behavior

The regression analysis shows that by demonstration of knowledge sharing between the Paradoxical Leadership and Innovative Work Behavior whereas the β value for knowledge sharing for this relationship is .05 with a p-value of 0.00. The value is positive which shows knowledge sharing mediates the relationship between paradoxical leadership and innovative work behavior. It means in the presence of knowledge sharing positive relationship of will be strengthened. In this case, the p-value is 0.00 which proves to be a significant positive relationship among variables and leads us towards the acceptance of hypothesis 4.

4.5 Moderation Analysis

H5: Cultural Intelligence moderates the relationship between paradoxical leadership and knowledge sharing. The moderation analysis examined the relationship between paradoxical leadership and knowledge sharing, and specifically tested whether cultural intelligence moderates this relationship. The coefficient for Int1 is 0.44.

Table 4.5: Moderation Effect

(Moderator Variable: cultural intelligence)	**B**	**S.E**	**P**	**LLCI**	**ULCI**
Interaction Term PL*CQ	0.26	0.48	0.00	0.17	0.36

Our hypothesis states that cultural intelligence moderates the relationship between paradoxical leadership and knowledge sharing, suggesting that increasing cultural intelligence strengthens this relationship. Based on the coefficient 0.26 and the associated statistical significance (p = 0.00). It suggests that the relationship between paradoxical leadership and knowledge sharing is strengthened by cultural intelligence. Additionally the upper and lower limit were in the same direction. Therefore, based on the results, it seems that our hypothesis is supported by the findings of the moderation analysis.

4.6 Summary of Hypotheses

Table 4.6: Summary of Hypotheses

Hypothesis	**Statement**	**Results**
H1	Paradoxical leadership has a positive effect on innovative work behavior	Accepted
H2	Paradoxical Leadership has a positive effect on Knowledge sharing	Accepted
H3	Knowledge Sharing has positive effect on innovative work behavior.	Accepted
H4	Knowledge sharing mediates the relationship between Paradoxical Leadership and Innovative Work Behavior	Accepted
H5	Cultural Intelligence moderates the relationship between paradoxical leadership and knowledge sharing.	Accepted

Chapter 5

Discussion and Conclusion

5.1 Discussion

This chapter comprises the discussion associated with the main outcomes in the indulgence of the proposed model of the research. To study the effect of paradoxical leadership on innovative work behavior was the objective of the research knowledge sharing was taken as a mediator whereas cultural intelligence was taken as a moderator in this relationship. For this purpose, data for the suggested hypothesis was collected from the IT sector of Rawalpindi, and Islamabad.

This chapter illuminates the consequences of hypothesis analysis with the help of appropriate references of earlier studies similar to the area of study. The argument in this chapter lagged by practical and theoretical implications, research limitations, commonly provides references regarding leader traits in and recommendations and suggestions for future researches in the end. Particularly, the findings showed that paradoxical leadership and knowledge sharing are the antecedents of innovative work behavior.

The main emphasis of the current study was to initiate the thought of association among paradoxical leadership on innovative work behavior in IT sectors. Moreover, this study highlighted the mediating approach of knowledge sharing among paradoxical leadership on innovative work behavior including the moderating role of cultural intelligence between paradoxical leadership and knowledge sharing.

The theoretical framework was generated based on that we hypothesized certain associations among variables of the study. The outcomes of our research show that paradoxical leadership has a positive effect on innovative work behavior denoting that paradoxical leadership performs a significant part in the accomplishment of the innovative work behavior. Correspondingly results also show that knowledge sharing conduct mediates the relationship between paradoxical leadership and innovative work behavior. However, according to the results, cultural intelligence has been found to play a significant moderating role between paradoxical leadership and knowledge sharing. Generally, a summary of our research is discussed in this chapter.

All hypotheses are completely reviewed as under:

5.1.1 Hypothesis No. 1 Paradoxical Leadership has a Positive Effect on Innovative Work Behavior

Hypothesis 1 demonstrates that paradoxical leadership is positively connected with Innovative Work Behavior. The results of the hypothesis visualize a significant and positive association between paradoxical leadership and innovative work behavior the in provision with the hypothesis. The results provide strong support for the hypothesis of H1 of the study. There is adequate clue for the above expressed embraced hypothesis of the study. The study responds to (Van Esch et al., 2018) demands regrading additional investigations on paradoxical leadership and innovative work behavior in Asian context. They suggested to study this relationship in different countries. Our study has completely stressed the important and positive part of paradoxical leadership on innovative work shown with the hypothesis under consideration.

With the support of literature and subsequent approval of our hypothesis, it is noted that paradoxical leadership existence in an organization and their leadership traits has a positive and encouraging influence on innovative work behavior. Paradoxical leadership, characterized by the ability to navigate and integrate seemingly contradictory elements, exerts a positive influence on innovative work behavior within organizational settings. Leaders adept at managing paradoxes create

an environment that values both stability and change, consistency and flexibility. In an unpredictable and complicated organizational environment, paradoxical leadership qualities that promote innovation become crucial for an organization's survival and further growth (Shao et al., 2019; Zhang et al., 2021).

By treating subordinates uniformly while allowing individualization, enforcing work requirements with flexibility, and maintaining decision control while fostering autonomy, paradoxical leaders cultivate a workplace culture that encourages diverse perspectives, creative thinking, and adaptability. The study indicates there was paradoxical leadership in IT organizations that's why employees were more innovative and they were coming up with wonderful ideas. Additionally, theory indicates that if there is a positive attitude by leadership in exchange employees tend to put more effort into their work which leads innovative work behavior.

5.1.2 Hypothesis No. 2: Paradoxical Leadership has a Positive Effect on Knowledge Sharing

Hypothesis 2 displays that paradoxical leadership has a positive effect on knowledge sharing. The results of the hypothesis highlight an important and positive relationship between paradoxical leadership and knowledge sharing in support of the hypothesis. The result shows that paradoxical leadership would increase Knowledge sharing. Employees are more inclined to seek out and share knowledge in such a culture in order to promote continuous learning and innovation initiatives. Because they believe that their opinions and expertise are respected, empowered individuals are more willing to share knowledge, which in turn fosters a culture of knowledge sharing (X. Zhang & Jiang, 2015). Studies have shown positive correlations between paradoxical leadership and knowledge sharing behaviors. Paradoxical leadership, characterized by the adept management of contradictory elements, positively influences knowledge sharing within organizational contexts. Leaders navigating paradoxes such as treating subordinates uniformly while allowing individualization and enforcing work requirements with flexibility create an inclusive and collaborative culture. By balancing decision control with autonomy and combining self-centeredness with other-centeredness, paradoxical leaders

foster an environment where team members feel encouraged to openly share their expertise and insights. This approach promotes a culture of mutual support and learning.

Employees, under the guidance of paradoxical leaders, are more likely to contribute their knowledge, ideas, and experiences, leading to enhanced knowledge sharing across the organization and contributing to a collective intelligence that positively impacts overall performance and innovation. By sharing expertise, coworkers can support one another's growth, find solutions to problems, and enhance productivity (Nguyen et al., 2021). Research suggests that leaders who exhibit both demanding and supportive styles encourage employees to share knowledge more openly. Paradoxical leadership fosters a climate of psychological safety, which is crucial for knowledge sharing. The tension created by paradoxical leadership motivates employees to learn and share knowledge to navigate complex situations. The study shows that in IT sector the employees show knowledge sharing under the supervision of Paradoxical leadership. Furthermore, theory provides a valuable lens for understanding how seemingly contradictory leadership styles can create an environment conducive to knowledge sharing. However, careful leadership and organizational context are crucial for harnessing the positive potential of this approach.

5.1.3 Hypothesis No. 3: Knowledge Sharing has Positive Effect on Innovative Work Behavior

Hypothesis 3 displays that knowledge sharing has positive effect on innovative work behavior. The results of the hypothesis depict a significant and positive association between knowledge sharing and innovative work behavior in support of the hypothesis. Sharing knowledge within an organization exposes employees to different approaches, solutions, and challenges, stimulating creative thinking and fostering innovation. It was recognized throughout the outstanding discussions on HRM and innovation that KS is the primary source of IWB (Muñoz-Pascual & Galende, 2017). Literature shows that knowledge sharing positively effect innovative work behavior. Knowledge sharing exerts a positive impact on innovative

work behavior by fostering an environment characterized by collaborative synergy and diverse thinking. As team members freely exchange their expertise, ideas, and experiences, a cross-pollination of insights occurs, providing individuals with a rich pool of knowledge to draw from. This accelerates the learning process, enabling a quicker adaptation to new technologies and methodologies essential for innovation.

Knowledge sharing plays a pivotal role in fostering innovative work behavior by creating a collaborative and dynamic organizational environment. According to Eskiyörük (2020), KS provides a platform that enhances employee knowledge development and interchange, which is essential for individual-level innovation. KS is a useful instrument for augmenting the knowledge bases and creative abilities of staff members. When employees actively share their insights, expertise, and diverse perspectives, a cross-pollination of ideas occurs, providing a rich foundation for creative thinking. According to this study in IT sector Knowledge sharing builds bridges among team members, promoting collaboration and joint efforts towards innovative endeavors. The results of this study shows that knowledge sharing has positive effect on innovative work behavior. Theory suggests that seemingly contradictory elements in knowledge sharing, like individual vs. collective benefit, can work together when managed effectively. This dynamic tension encourages diverse perspectives, psychological safety, and adaptive learning, all of which foster innovative work behavior.

5.1.4 Hypothesis No. 4: Knowledge Sharing Mediates the Relationship between Paradoxical Leadership and Innovative Work Behavior

In the present study hypothesis, 4 got accepted. The results show that knowledge sharing mediates the relationship between paradoxical leadership and innovative work behavior. The results are in line with recent study by (Yi et al., 2019). This study shows that in IT sector paradoxical leadership fosters understanding of diverse perspectives, and continuous learning, which motivate employees to share knowledge. This increased knowledge sharing acts as a bridge, translating the

leadership's impact into concrete innovative work behavior through collaboration, problem-solving, and exposure to new ideas. While context and implementation matter, research suggests knowledge sharing mediates the positive link between paradoxical leadership and employee innovation. Paradox theory throws its weight behind knowledge sharing as a mediator between paradoxical leadership and innovative behavior. First, because cognitive complexity allows paradoxical leaders to reinterpret the preexisting attitude and look for new opportunities through the investigation of contradictions, this suggests that their proactive actions—and even mistakes—are acceptable in the workplace (Q. Li et al., 2018). Investigating the dynamics of a paradoxical tension might help leaders find new connections and linkages that could improve task performance. It emphasizes the power of dynamic tension arising from seemingly contradictory leader styles. Knowledge sharing thrives in this fertile ground, enabling dissemination of diverse ideas, enhanced problem-solving, and a culture of innovation fueled by collective learning.

Knowledge sharing serves as a crucial mediator in the relationship between paradoxical leadership and innovative work behavior. Paradoxical leaders, adept at navigating contradictory elements, create an organizational culture that values collaboration and open communication. As they encourage treating subordinates uniformly while allowing individualization, enforcing work requirements with flexibility, and balancing decision control with autonomy, employees are more likely to engage in knowledge sharing. This shared information, insights, and diverse perspectives become the bridge that translates paradoxical leadership into innovative work behavior. Paradox theory, therefore, illuminates how seemingly conflicting leadership approaches can orchestrate an environment where knowledge sharing blossoms, ultimately leading to innovative work behavior.

5.1.5 Hypothesis No. 5: Cultural Intelligence Moderates the Relationship between Paradoxical Leadership and Knowledge Sharing

Hypothesis 5 shows that cultural intelligence moderates the relationship between paradoxical leadership and knowledge sharing. This study responds the call by

(Schlaegel et al., 2021) they insisted to study with cultural intelligence in Asian contexts. In IT sectors Paradoxical leadership thrives on tension, but its effectiveness for knowledge sharing varies across cultures. Cultural intelligence (CQ) steps in as a moderator, smoothing the path. Leaders with high CQ can adapt their paradoxical style to cultural norms, building trust and promoting open communication, regardless of cultural differences. This inclusive knowledge sharing becomes the bridge to innovation, fueled by diverse perspectives and collaboration. CQ acts as a buffer in less receptive cultures, minimizing confusion, and as a catalyst in open cultures, amplifying the positive effects.

Ultimately, CQ guides paradoxical leadership's impact, leading to culturally relevant innovation through effective knowledge sharing. Cultural intelligence supports the development of PXL behaviors, which are expected of leaders in a variety of cultural contexts, by cultivating the capacity to manage differences, be creative, and perceive things from new perspectives (Dilek & Topaloğlu, 2017). Paradox theory contends that effective leadership involves navigating contradictory demands, while cultural intelligence (CQ) emphasizes the ability to function in diverse cultural contexts. The integration of these concepts suggests that leaders employing paradoxical approaches must be adept at managing cultural tensions. Cultural Intelligence strengthens the relationship, influencing how paradoxical leadership impacts knowledge sharing within culturally diverse teams.

5.2 Research Implications

5.2.1 Theoretical Implications

In the context of the IT sector in Pakistan, the proposed hypotheses have several theoretical implications. Firstly, H1 suggests that embracing paradoxical leadership in IT organizations can foster innovative work behavior. This implies that leaders who effectively manage paradoxes within the industry's dynamic environment may stimulate creativity and novel problem-solving among their teams. H2 extends this by asserting that paradoxical leadership also positively influences

knowledge sharing within the IT sector, emphasizing the role of leaders in creating an environment conducive to collaborative information exchange. H3 posits that knowledge sharing positively impacts innovative work behavior, reinforcing the idea that a culture of shared information and learning is crucial for fostering innovation in the IT domain. H4 introduces the notion that knowledge sharing mediates the relationship between paradoxical leadership and innovative work behavior, suggesting that the impact of paradoxical leadership on innovation is, in part, facilitated through knowledge exchange. Finally, H5 suggests that cultural intelligence plays a moderating role in the relationship between paradoxical leadership and knowledge sharing, indicating that leaders with a high level of cultural intelligence may be particularly effective in leveraging paradoxical approaches within the specific cultural context of the IT sector in Pakistan. Overall, these hypotheses provide a comprehensive framework for understanding the intricate dynamics of leadership, knowledge sharing, and innovation within the unique cultural and professional context of the IT industry in Pakistan.

Paradox theory is the underpinning theory for this study. Paradox theory , applied to the IT sector in Pakistan, provides a theoretical underpinning for the proposed relationships. It suggests that paradoxical leadership, by embracing and navigating the inherent contradictions in the industry, can cultivate an organizational environment where stability and innovation coexist. This supports H1, positing that paradoxical leadership positively influences innovative work behavior, as leaders adept at managing paradoxes foster a culture of dynamic problem-solving.

Additionally, paradox theory supports H2, indicating that paradoxical leadership can encourage knowledge sharing by integrating diverse perspectives. Knowledge sharing, as proposed in H3, becomes a crucial factor in fostering innovation, aligning with the theory's emphasis on managing tensions for organizational success. Furthermore, H4, stating that knowledge sharing mediates the relationship between paradoxical leadership and innovative work behavior, resonates with paradox theory by highlighting the role of shared knowledge in navigating organizational paradoxes. Lastly, H5 is supported as paradox theory acknowledges that leaders with high cultural intelligence are better positioned to effectively manage paradoxes within the specific cultural context of the IT sector in Pakistan,

influencing knowledge sharing dynamics.

5.2.2 Practical Implications

Aligning HR practices with the organization's innovation strategy is essential. This includes incorporating innovative thinking as a key criterion in recruitment, designing training programs that foster creativity, and implementing performance evaluation processes that recognize and reward innovative contributions. Strategic HR practices ensure that the organization's workforce is aligned with the goal of promoting innovative work behavior.

Practical implementation involves establishing and maintaining open communication channels. Managers can create forums, both physical and virtual, where employees can freely share their ideas, experiences, and insights. This can be supported by digital platforms, regular team meetings, and collaborative spaces designed to encourage open dialogue. Such channels provide the practical means for knowledge sharing to flourish within the organization.

Practically, fostering a culture of inclusivity and cultural diversity involves integrating diversity and inclusion initiatives into the organization's practices. This may include diversifying hiring practices, offering cross-cultural training programs, and creating employee resource groups. Organizations that actively embrace cultural diversity are better positioned to leverage the moderating role of cultural intelligence in the relationship between paradoxical leadership and innovative work behavior. Promoting continuous learning involves creating a culture where both leaders and employees are encouraged to stay informed about emerging trends, technologies, and diverse perspectives. Providing opportunities for ongoing education, training, and development ensures that the workforce remains adaptable and receptive to innovative approaches. Continuous learning supports the dynamic nature of paradoxical leadership and contributes to a culture of continuous improvement.

Implementing practical feedback mechanisms is crucial for assessing the impact of leadership approaches. Regular feedback from employees on the effectiveness of paradoxical leadership in promoting innovative work behavior provides insights for

continuous refinement. These mechanisms could include surveys, focus group discussions, and performance reviews specifically designed to capture the innovative contributions and experiences of employees. The practical implementation of the identified managerial implications involves a strategic and holistic approach. Organizations that invest in leadership development, knowledge sharing initiatives, cultural intelligence training, and tailor their approaches to cultural contexts are better positioned to foster innovative work behavior. Practical strategies, aligned with strategic HR practices, contribute to creating an organizational culture that thrives on the paradoxes of leadership, leading to sustained innovation and success.

5.3 Limitations

This limitation implies that the study's outcomes might be generalizable to the broader context of the IT sector in Pakistan. The generalizability of the findings may be constrained by the specificity of the sample, as the study primarily draws data from a single industry and region. Consequently, the results may not readily extend to other sectors or global contexts. Moreover, the cultural nuances within the Pakistani workplace may introduce a level of cultural specificity, limiting the study's applicability to organizations operating in different cultural landscapes. Sampling bias is an additional concern, whereby the representation of specific companies or employee profiles may skew the results, compromising the study's external validity. Additionally, the cross-sectional design of the study, capturing data at a single point in time, restricts the ability to observe changes or developments over time. Consequently, the findings may lack a dynamic understanding of the relationships under investigation.

5.4 Future Direction

Considering the identified limitations of the study, future research directions should strategically address these constraints while also exploring additional moderating and mediating factors to enrich the understanding of the relationships studied. A shift towards a longitudinal research design would also be beneficial, allowing for

the examination of changes over time and providing a more dynamic perspective on the relationships among paradoxical leadership, knowledge sharing, and innovative work behavior. Moreover, conducting comparative studies across different industries or regions can help validate the observed relationships and contribute to the external validity of the research.

To address the limitations associated with cultural specificity and homogeneity, future research should delve deeper into cultural nuances and organizational contexts. Introducing cultural intelligence training interventions and assessing their impact on the relationships studied could be a valuable addition. Additionally, exploring the influence of organizational factors, such as leadership styles beyond paradoxical leadership, organizational culture, and structural characteristics, could provide a more comprehensive understanding of the dynamics shaping knowledge sharing and innovative work behavior.

5.5 Conclusion

The present study intended at exploring a dominion of paradoxical leadership on innovative work behavior, which is the most desired and dynamic domain in the modern era. The foremost perseverance of the study is to expose the influence of paradoxical leadership on innovative work behavior. Moreover, this study has shown the role of knowledge sharing as a mediator among the relationship between paradoxical leadership and innovative work behavior. As paradoxical leadership is a recent variable familiarized, so these findings would further produce the concourses for the leadership research. This study not only contributes to the existing body of knowledge on leadership in the IT sector but also provides actionable insights for organizations aiming to foster innovation and knowledge sharing. The study highlights the need for leaders in the IT industry in Pakistan to embrace paradoxical approaches, cultivate a culture of knowledge sharing, and exhibit high cultural intelligence to effectively navigate the complex interplay between leadership, knowledge dynamics, and innovation within the unique cultural context of the sector. Our study contributes various theoretical as well as practical implications and also provides new ways to other scholars for future studies.

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Appendix-A

Questionnaire

Dear Respondent

I am student of MS/M-Phil Management Sciences at Capital University of Science and Technology Islamabad. I am conducting a research on a topic titled **"Impact of Paradoxical Leadership on Innovative Work Behavior: Mediating Role of Knowledge Sharing and Moderating Role of Cultural Intelligence"**. You can help me by completing the attached questionnaire, you will find it quite interesting. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purposes.

Sincerely,

Arslan Arshad,

MS Research Scholar,

Faculty of Management and Social Sciences,

Capital University Science and Technology, Islamabad.

Section 1: Demographics

Gender	1- Male 2- Female 3- Prefer not to say
Age(years)	1 (20-30), 2 (31-40), 3 (41-50), 4 (51-above)
Qualification	1 (Inter), 2 (Bachelor), 3 (Masters), 4 (MS/PhD.), 5 (Any other)
Experience(years)	1 (0-1), 2 (2–5), 3 (5-10), 4 (10-above)

Section 2: Paradoxical Leadership

Please tick the relevant choices: 1=strongly disagree, 2=disagree, 3=somewhat disagree, 4=neutral, 5=somewhat agree, 6=agree, 7=strongly agree.

Sr. No	**Items**							
1	My leader always focus on the details and keep the "big picture" in mind.	1	2	3	4	5	6	7
2	Task-oriented and people-oriented.	1	2	3	4	5	6	7
3	Keep processes stable and allow for flexibility.	1	2	3	4	5	6	7
4	Rely on what has worked in the past and replace established procedures with new approaches	1	2	3	4	5	6	7
5	Acknowledge that we all are different and carve out commonalities among team members.	1	2	3	4	5	6	7
6	Promote consensus and allow for dissent.	1	2	3	4	5	6	7
7	Learn continuously and constantly perform well.	1	2	3	4	5	6	7
8	Be clear on the goals and be flexible in the means.	1	2	3	4	5	6	7
9	Foster differences in perspectives and emphasize team unity.	1	2	3	4	5	6	7

Section 3: Innovative Work Behavior

Please tick the relevant choices: With what frequency do you engage in the behaviors listed below? 1=never, 2=rarely, 3=sometimes, 4=often, 5=always.

Sr. No	**Items**					
1	I always pay attention to issues that are not part of daily work	1	2	3	4	5
2	Wonder how things can be improved	1	2	3	4	5
3	Search out new working methods, techniques or instruments	1	2	3	4	5
4	Generate original solutions for problems?	1	2	3	4	5
5	Find new approaches to execute tasks	1	2	3	4	5
6	Make important organizational members enthusiastic for innovative ideas	1	2	3	4	5
7	Attempt to convince people to support an innovative idea	1	2	3	4	5
8	Systematically introduce innovative ideas into work practices	1	2	3	4	5
9	Contribute to the implementation of new ideas	1	2	3	4	5
10	Put effort in the development of new things	1	2	3	4	5

Section 4: Cultural Intelligence

Please tick the relevant choices: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree.

Sr. No	**Items**					
1	I am conscious of the cultural knowledge I use when interacting with people with different cultural backgrounds	1	2	3	4	5
2	I adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me	1	2	3	4	5
3	I am conscious of the cultural knowledge I apply to cross-cultural interactions	1	2	3	4	5
4	I check the accuracy of my cultural knowledge as I interact with people from different cultures	1	2	3	4	5
5	I know the legal and economic systems of other cultures	1	2	3	4	5
6	I know the rules (e.g., vocabulary, grammar) of other languages	1	2	3	4	5
7	I know the cultural values and religious beliefs of other cultures	1	2	3	4	5
8	I know the marriage systems of other cultures	1	2	3	4	5
9	I know the arts and crafts of other cultures	1	2	3	4	5
10	I know the rules for expressing nonverbal behaviors in other cultures	1	2	3	4	5
11	I enjoy interacting with people from different cultures	1	2	3	4	5
12	I am confident that I can socialize with locals in a culture that is unfamiliar to me	1	2	3	4	5
13	I am sure I can deal with the stresses of adjusting to a culture that is new to me	1	2	3	4	5
14	I enjoy living in cultures that are unfamiliar to me	1	2	3	4	5
15	I am confident that I can get accustomed to the shopping conditions in a different culture	1	2	3	4	5
16	I change my verbal behavior (e.g., accent, tone) when a cross-cultural interaction requires it	1	2	3	4	5
17	I use pause and silence differently to suit different cross-cultural situations	1	2	3	4	5
18	I vary the rate of my speaking when a cross-cultural situation requires it	1	2	3	4	5

Section 5: Knowledge Sharing

Please tick the relevant choices: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree.

Sr. No	**Items**					
1	I frequently share my knowledge with my colleagues	1	2	3	4	5
2	I frequently involve myself in discussions of various topics with my colleagues	1	2	3	4	5
3	I frequently spend some time discussing complex problems with my colleagues	1	2	3	4	5