

Impact of Workplace Generative AI Engagement and Employee Creative Performance: The Mediating Role of AI-Enabled Knowledge Sharing and the Moderating Role of Digital Leadership

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Abstract

Generative Artificial Intelligence (AI) technology is being rapidly used and has greatly transformed employee performance, workplace collaboration, and organizational processes in modern business environments. Data were acquired utilizing generative AI technologies in organizational contexts from 350 working professionals. The study design was quantitative. Data acquired were analyzed using SPSS and AMOS by means of Confirmatory Factor Analysis (CFA) and Structural Equation Modelling (SEM). Results suggest that generative AI interaction at the workplace has a positive impact on employee creativity and knowledge exchange. The research further showed that knowledge sharing somewhat mediates the association between the deployment of generative AI at work and employee creative performance. Furthermore, the findings showed that Digital Leadership had a substantial moderating effect on the association between Knowledge Sharing and Workplace Generative AI Engagement. This study adds to the increasing literature on generative AI, organizational innovation, and digital transformation by providing empirical evidence on the potential of AI-enabled leadership and collaboration in fostering employees' creativity. The findings are of particular interest to company managers who wish to use generative AI technology to promote creativity, collaborative learning and transformation of digital workplaces.

Keywords: *Generative Artificial Intelligence; Workplace AI Engagement; Knowledge Sharing; Employee Creative Performance; Digital Leadership.*

I. INTRODUCTION

Digital technologies are changing quickly and have altered the modern workplace. The way firms operate, communicate and innovate has changed forever. Among these emerging technologies, Generative Artificial Intelligence (Generative AI) has grabbed attention for its capacity to create content, support decision-making, automate procedures, and boost productivity at work. Organizations are using solutions like ChatGPT, Gemini, Copilot and other AI-powered platforms into their workflows to boost efficiency, collaboration and innovation. Digital transformation adoption by companies has paved the way for Generative AI as a strategic technical capability that influences employee performance and organizational competitiveness.

In recent years, enterprises in all sectors have been

turning to generative AI technology to assist in day-to-day operations, information management, client relations and problem-solving procedures. But generative AI is different to typical automation systems, it may help staff workers exchange knowledge, boost analytical thinking, generate new ideas and reply like a human. This technology has enabled AI to actively drive innovation, creativity and collaboration in companies rather than just executing monotonous jobs.

The increasing use of Generative AI in workplaces has also raised important academic and managerial issues concerning its impact on employee behaviour and organizational effectiveness. Current literature considers technology acceptability, intention to embrace AI and productivity increases but less attention is dedicated to studies exploring employee workplace engagement with Generative AI and its

effect on creativity and innovation. The creative performance of employees is an emergent necessity for an organization to remain competitive in dynamic and technology-driven industries. Organizations thrive in the long run with employees that develop original ideas, build solutions, and provide distinctive viewpoints..

Knowledge sharing is one of the most fundamental organizational methods via which digital technologies promote innovation and creativity. Generative AI solutions can help employees access, generate and share information more easily in their working operations. AI-enabled collaboration could see employees sharing insights, ideas and recommendations across teams, improving collective learning and inventive thinking. Thus, information sharing may be the key mediating mechanism explaining the effect of workplace interaction with Generative AI on employee creative performance. Leadership is a critical factor for effective digital transformation programs in companies, in addition to technical engagement and knowledge-sharing practices. Leaders that champion digital transformation efforts foster a culture of experimentation, collaboration and ongoing learning within the firm. In the context of Generative AI adoption, DL could enhance employees' willingness to work with AI technologies and allow more effective knowledge-sharing practices. Thus, we hypothesize that digital leadership moderates the association between workplace Generative AI involvement and knowledge sharing.

While organizations are increasingly adopting Generative AI technologies, the empirical research on the association between workplace Generative AI engagement, knowledge sharing, employee creative performance, and digital leadership is limited, particularly in emerging economies like India. Most existing research have been focused on technology acceptance models or productivity-related outcomes, but little emphasis has been paid to understanding the implications of Generative AI's innovation and creativity in organizational contexts.

The current study attempts to bridge this gap by studying the effect of Workplace Generative AI Engagement on Employee Creative Performance with the mediating role of Knowledge Sharing and the moderating influence of Digital Leadership. The current study contributes to the growing corpus of research on digital transformation, organizational innovation, and AI-enabled workplace behavior by empirically investigating the impacts of Generative AI technologies on employee creativity and collaborative knowledge sharing in enterprises.

The study is based on the (KBV) and Social Cognitive Theory. The knowledge-based view considers knowledge as a strategic resource of a company and an important source for innovation and competitive advantage. Social Cognitive Theory describes how organizational environments and leadership actions affect employee learning and behavioral adaptability. The study integrates various theoretical views to provide a complete framework to explain the mechanisms via which workplace Generative AI engagement contributes to employee creative performance.

II. Literature Review

A. Workplace Generative AI Engagement

The rapid development of (AI) technologies has deeply influenced corporate work practices and human work behaviors. One of the latest AI technologies that has received a lot of interest is Generative AI. It has the capacity to generate human-like material, assist in decision making, stimulate analytical thinking and make the workplace more efficient. Generative AI solutions such as Amazon, Microsoft Copilot, Gemini and others are increasingly being embedded in workplace operations to help employees carry out knowledge-intensive jobs and enhance the productivity of enterprises.

Workplace Generative AI involvement refers to the amount to which employees engage with Generative AI technologies in their day-to-day work activities, decision-making, problem-solving and professional workflows. Prior study on technology engagement and AI adoption has demonstrated that employee

involvement with advanced digital technologies positively impacts operational efficiency, cooperation, and organizational innovation (Venkatesh et al., 2003). The Technology Acceptance Model (TAM) and Unified Theory of Acceptance and Use of Technology (UTAUT) have comprehensively explained the employees' adoption and usage behavior towards developing technology.

Emerging research has demonstrated that Generative AI technologies provide capabilities that go beyond automation by enabling creative thinking, knowledge creation and collaborative work processes. Generative AI technologies are expected to revolutionize corporate innovation and employee efficiency through enhanced information processing and intelligent assistance (Dwivedi et al., 2023). Research on AI-enabled workplaces has similarly demonstrated improved job efficiency, organizational learning, and digital transformation capabilities for businesses integrating AI.

Although there is a rising interest in AI led workplaces, the prior literature has mostly focused on the AI adoption intention, technological acceptance and operational performance. While some empirical studies on the impact of engagement with Generative AI in the workplace on employee-level innovation outcomes such as creativity and collaborative knowledge sharing exists, this work is limited. Hence, the behavioral and organizational implications of Generative AI involvement in the workplace are a fertile ground for future research in the modern business and innovation literature.

B. Knowledge Sharing

It is an important organizational activity where people share knowledge, expertise, experiences and ideas to improve company performance and collective learning. Effective knowledge sharing in knowledge heavy organizations encourages creative capability, employee collaboration and efficiency in problem solving. The (KBV) views organizational knowledge as a strategic resource that underlies competitive advantage and long-term organizational performance (Grant, 1996).

Previous studies have indicated that organizational creativity and innovation performance are positively associated with information sharing behavior. Bock et al. (2005) explained knowledge sharing as the willingness of employees to exchange intellectual capital, expertise and work-related information with their peers in the business. Similarly, Lin (2007) argued that collaborative information exchange leads to corporate learning and stimulates employees' innovative work behavior.

Generative AI technologies are also transforming the way corporations share knowledge. Employees may build knowledge, generate ideas, and collaborate quickly via communication through AI-powered platforms. AI-powered insights, recommendations and analytics can be used by employees to improve collaboration and decision-making across their teams. By providing information and facilitating collaborative contact, Generative AI technology can significantly improve corporate knowledge-sharing behavior.

Previous studies have studied standard organization information sharing methods. Very little research exists on AI-enabled knowledge sharing in the context of Generative AI technology. In particular, there is a lack of study on the mediating role of information sharing in the relationship between employees' use of Generative AI at work and their creative performance.

C. Employee Creative Performance

KS is an ubiquitous organizational activity where people share knowledge, expertise, experiences and ideas to improve company performance and collective learning. Effective knowledge sharing in knowledge heavy organizations encourages creative capability, employee collaboration and efficiency in problem solving. The (KBV) views organizational knowledge as a strategic resource that underlies competitive advantage and long-term organizational performance (Grant, 1996).

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D. Digital Leadership

It has become an essential organizational capability in the age of digital transformation and AI-driven business environments. DL is the capability of a leader to produce digital innovation, promote technological learning, support experimentation with new technologies, and lead businesses through digital transformation efforts. Previous studies have shown that a strong digital leadership is essential for technology adoption, corporate learning and innovation performance. Larjovuori et al. (2016) emphasized that digital leaders foster enabling environments that drive employees to adopt innovative technology and participate in collaborative learning activities. One of the most prominent digital leadership scales was established by Zeike et al. (2019) who defined DL as the ability to stimulate digital transformation, technical expertise and agility of the firm. Digital leaders boost employee engagement with new technologies through experimentation and digital learning and information exchange within their organizations. Leadership support is particularly important in the adoption of Generative AI since it influences employees' willingness to use AI technologies and share AI-generated insights with

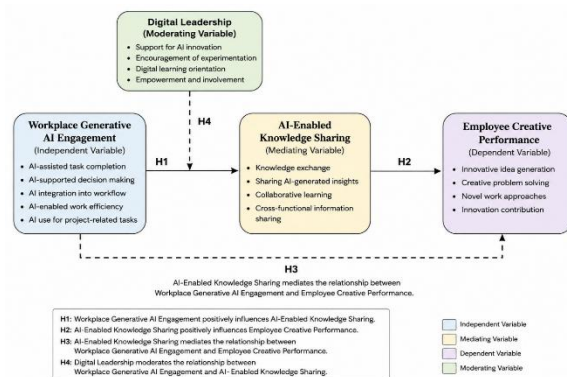
their colleagues. AI-enabled innovation and digital collaboration leaders could strengthen the relationship between Generative AI in the workplace and knowledge sharing behavior. In today's companies, digital leadership is becoming more and more important, yet there is a lack of empirical study on the moderating role of digital leadership in AI-enabled workplaces.

III. Research Gap

While the existing literature has studied AI adoption, digital transformation, knowledge sharing, and employee creativity individually, there are some key research gaps. Second, there are few empirical studies that have investigated workplace Generative AI involvement as a driver of employee creative performance. Second, the mediating role of information sharing in explaining the link between Generative AI engagement and employee creativity has not been extensively examined. Third, the function of digital leadership in moderating AI-enabled work environments is under-explored in earlier research. Finally, there is a lack of empirical information from rising economies like India on the organizational and behavioral consequences of Generative AI technology.

The present study fills these research gaps by offering a moderated mediation paradigm to explore the effect of workplace Generative AI engagement and employee creative performance: The mediating effect of information sharing and the moderating effect of digital leadership.

IV. Fig 1: Conceptual Diagram



V. Research Objectives

1. To examine the impact of Workplace Generative AI Engagement on Knowledge Sharing among employees.
2. To analyze the effect of Knowledge Sharing on Employee Creative Performance.
3. To investigate the mediating role of Knowledge Sharing between Workplace Generative AI Engagement and Employee Creative Performance.
4. To examine the moderating role of Digital Leadership in the relationship between Workplace Generative AI Engagement and Knowledge Sharing.
5. To understand how Generative AI engagement contributes to employee creativity and innovation within organizations.

VI. Research Hypotheses

- A. H1: Workplace Generative AI Engagement has a positive and significant effect on Knowledge Sharing.
- B. H2: Knowledge Sharing has a positive and significant effect on Employee Creative Performance.
- C. H3: Knowledge Sharing mediates the relationship between Workplace Generative AI Engagement and Employee Creative Performance.
- D. H4: Digital Leadership positively moderates the relationship between Workplace Generative AI Engagement and Knowledge Sharing such that the relationship becomes stronger under higher levels of Digital Leadership.

VII. Research Methodology

A. Research Design

The study uses a quantitative research approach to investigate the association between Workplace Generative AI Engagement, Knowledge Sharing, Employee Creative Performance and Digital Leadership. Quantitative research is regarded appropriate because the study will empirically test the given hypothesis and investigate the causal link between the variables through statistical techniques. Cross-sectional research approach will be adopted in

this study, where data will be collected from the respondents at one point in time utilizing a standardized questionnaire.

B. Target Population

The population of the study consists of:

- employees,
- working professionals,
- managers,
- team leaders,
- and corporate professionals

Who actively use Generative AI tools such as:

- ChatGPT
- Gemini
- Microsoft Copilot
- Claude
- and other AI-enabled workplace technologies within organizational settings.

The study primarily focuses on respondents working in:

- IT companies,
- startups,
- consulting firms,
- digital marketing organizations,
- educational technology firms,
- and other knowledge-intensive industries.

C. Sampling Technique

The study will use the convenience sampling technique. Convenience sample is considered appropriate as respondents who are actively using Generative AI tools in business settings can be conveniently reached through professional networks, LinkedIn platforms, organizational contacts, and online professional communities. The technique facilitates the efficient collecting of relevant replies from employees and specialists having practical experience with Generative AI engagement in companies.

D. Sample Size

The proposed sample size for the study is 350

respondents.

E. Data Collection Method

The study would be based on primary data gathering through structured questionnaire survey. The questionnaire will be circulated through Google Forms, LinkedIn, e-mail communication and professional networks to collect responses from employees and professionals who are actively using Generative AI tools at their business.

F. Measurement Items and Sources

The Workplace Generative AI Engagement elements were adapted from the previous technology adoption and workplace AI integration literature. The Knowledge Sharing scale was adapted from Bock et al. (2005) and Lin (2007) while the Employee Creative Performance scale was adapted from Zhou and George (2001). DL scale was adopted from Zeike et al. (2019) and customized in the Generative AI workplace environment.

G. Pilot Study

A pilot study with 30-50 respondents can be used to test the clarity of the questionnaire, the consistency of the language used and the reliability of measuring items. The pilot testing will be used to identify any faults in the questionnaire before the final round of data gathering. Necessary adjustments will be added depending on the results of the pilot research.

H. Reliability and Validity

The constructs will be tested for reliability and validity by Cronbach's Alpha, Composite Reliability (CR) and Average Variance Extracted (AVE). Convergent validity and discriminant validity will also be explored to confirm the accuracy of measurement and the consistency of construct. In the analysis, the threshold values recommended in the prior research will be followed.

I. Data Analysis Technique

The data will be analyzed using SPSS and AMOS. SPSS will be used for descriptive statistics, reliability analysis, demographic analysis and correlation

analysis. AMOS will be used to perform Confirmatory Factor Analysis (CFA), Structural Equation Modeling (SEM), mediation analysis and model fit assessment.

J. Model Fit Indices

To test the adequacy of the measurement and structural model, numerous model fit indices will be used. Generally accepted indices are Chi-square/df (CMIN/df), Comparative Fit Index (CFI), Tucker Lewis Index (TLI), Goodness of fit index (GFI) and root mean square error of approximation (RMSEA). These indices are used to evaluate the overall goodness of fit of the proposed research model.

VIII. Analysis

1. Pilot Study

Before the final data collection, the reliability of the items were tested by a pilot study with 40 respondents. The pilot testing provided the assurance that the statements were comprehensible, relevant and appropriate to measure the suggested structures.

2. Reliability Analysis

Variables	Number of Items	CA
Workplace Generative AI Engagement	5	0.846
Knowledge Sharing	5	0.821
Employee Creative Performance	5	0.874
Digital Leadership	6	0.887

The above table shows that all variables achieved CA values above the acceptable threshold of 0.70. This indicates that the questionnaire items possess good internal consistency and reliability, making them suitable for the final study.

3. Data Analysis

The final analysis was conducted using responses collected from 350 professionals working in organizations where Generative AI tools are actively used in workplace processes.

4. Gender Distribution of Respondents

The table indicates that the majority of respondents were male 214 out of 350 (61.1%), while female respondents accounted for 136 i.e 38.9% of the total sample. This reflects a balanced participation of working professionals from different organizational backgrounds.

5. Age Distribution of Respondents

Age Group	Frequency	Percentage
21–30 Years	118	33.7%
31–40 Years	147	42.0%
41–50 Years	63	18.0%
Above 50 Years	22	6.3%
Total	350	100%

As seen in the table, most of the respondents were in the age category of 31–40 years (42.0%), followed by respondents aged 21–30 years (33.7%). This suggests that most participants were experienced professionals actively engaged in digital workplace environments.

6. Industry-wise Distribution

Industry	Frequency	Percentage
IT & Software	126	36.0%
Consulting	71	20.3%
Startups	58	16.6%
EdTech	49	14.0%
Digital Marketing	46	13.1%
Total	350	100%

Table shows that a significant portion of the respondents were from the IT and Software sector (36.0%), followed by Consulting and Startup industries. This demonstrates that the study mainly captured responses from technology-intensive industries where Generative AI adoption is more prevalent.

7. Descriptive Statistics

Variable	Mean	Standard Deviation
Workplace Generative AI Engagement	4.08	0.643
Knowledge Sharing	3.94	0.688
Employee Creative Performance	4.01	0.672
Digital Leadership	3.97	0.701

The DS show that all variables achieved mean score close to 4, indicating a generally positive perception among respondents regarding Generative AI engagement, knowledge sharing, creativity, and digital leadership within organizations.

8. Reliability Analysis

Variable	Cronbach's Alpha
Workplace Generative AI Engagement	0.881
Knowledge Sharing	0.857
Employee Creative Performance	0.902
Digital Leadership	0.914

The reliability results demonstrate that all constructs achieved CA values above 0.80, confirming excellent internal consistency among the measurement items. The Digital Leadership construct showed the highest reliability value (0.914).

9. Confirmatory Factor Analysis (CFA) Standardized Factor Loadings

Construct	Loading Range
Workplace Generative AI Engagement	0.724 – 0.861
Knowledge Sharing	0.711 – 0.842
Employee Creative Performance	0.736 – 0.884
Digital Leadership	0.741 – 0.891

The above table shows that all factor loadings exceeded the recommended threshold value of 0.70. This confirms that the observed variables significantly represent their respective latent constructs.

10. Convergent Validity

Variable	CR	AVE
Workplace Generative AI Engagement	0.902	0.648
Knowledge Sharing	0.887	0.611
Employee Creative Performance	0.918	0.692
Digital Leadership	0.926	0.676

The table indicates that (CR) values exceeded 0.70 and (AVE) values were above 0.50 for all constructs. This confirms satisfactory CV and construct reliability.

11. Correlation Analysis

Variables	GAI	KS	ECP	DL
Workplace Generative AI Engagement	1			
Knowledge Sharing	0.624**	1		
Employee Creative Performance	0.571**	0.663**	1	
Digital Leadership	0.548**	0.612**	0.586**	1

**p < 0.01

This analysis reveals positive and significant relationships among all study variables. Workplace Generative AI Engagement showed a strong positive relationship with Knowledge Sharing, indicating that increased AI engagement encourages collaborative knowledge exchange among employees.

12. Model Fit Indices

Fit Index Obtained Value Recommended Value

CMIN/df	2.184	< 3
CFI	0.942	> 0.90
TLI	0.931	> 0.90
GFI	0.914	> 0.90
RMSEA	0.058	< 0.08

The model fit indices indicate that the proposed structural model achieved a satisfactory level of fit with the collected data. All values were within the acceptable threshold limits suggested in SEM literature.

13. Structural Equation Modeling (SEM)

13.1 Hypothesis Testing

Hypothesis	Relationship	Beta Value	p-value	Result
H1	Workplace Generative AI Engagement → Knowledge Sharing	0.612	0.000	Supported
H2	Knowledge Sharing → Employee Creative Performance	0.587	0.000	Supported
H3	Workplace Generative AI Engagement → Employee Creative Performance	0.291	0.003	Supported
H4	Digital Leadership × Workplace Generative AI Engagement → Knowledge Sharing	0.218	0.017	Supported

The SEM results indicated that all the offered hypotheses were statistically significant and supported. Workplace Generative AI Engagement had a substantial influence on Knowledge Sharing and Employee Creative Performance. Digital Leadership favorably moderated the association between AI engagement and knowledge sharing.

14. Mediation Analysis

Relationship	Indirect Effect (β)	p-value	Result
Workplace Generative AI Engagement → Knowledge Sharing → Employee Creative Performance	0.359	0.000	Partial Mediation Supported

The mediation analysis indicates that KS plays a substantial role of mediation in the association between Workplace Generative AI Engagement and

Employee Creative Performance. This portrays that the use of AI helps to increase employee creativity by facilitating collaborative knowledge sharing.

15. Moderation Analysis

Moderating Relationship	Beta Value	p-value	Result
Digital Leadership moderates the relationship between Workplace Generative AI Engagement and Knowledge Sharing	0.218	0.017	Supported

This suggests that companies with mature digital leadership processes achieve greater collaboration benefits from the use of Generative AI.

IX. Managerial Implications

The findings imply that Workplace Generative AI Engagement significantly boosts Knowledge Sharing and Employee Creative Performance, indicating that firms should encourage employees' active use of AI tools in collaboration, problem-solving, and innovation. The results further shed light on the relevance of DL in facilitating AI-enabled KS practices, underlining the necessity for leaders to foster digital learning, technical agility, and an innovation-oriented work environment. Furthermore, firms should invest in staff training programs, development of AI literacy, and supportive digital transformation strategies to leverage the creative and collaborative benefits of Generative AI technology in organizational contexts.

X. Conclusion

The study provided partial mediation role of KS between Workplace Generative AI Engagement and Employee Creative Performance, suggesting the importance of collaborative sharing of AI-generated insights to promote employee creativity. Moreover, the study found a significant mediation impact of Digital Leadership in the relationship between Workplace Generative AI Engagement and KS, underscoring the importance of adequate leadership support in digital transformation initiatives. Finally, the paper

contributes to the growing literature on Generative AI, digital transformation and organizational innovation by emphasizing the joint impact of AI-enabled workplace practices and digital leadership on employee creativity and collaborative performance in modern firms.

XI. Limitations

First, the research used a cross-sectional research design which limits the potential to monitor the change of employee behavior and AI involvement over time. 2nd, The study was based on employees' personal perspective and experience which may be subjected to the responder bias and personal perceptions. Third, the study focused mostly on personnel in technology-based and knowledge-intensive companies, which may restrict the generalizability of the findings to other industries. Moreover, the mediating and moderating variables were limited to one of each, but other organizational and psychological variables may also affect employee creativity in AI-enabled workplace contexts. Finally, the study was conducted in the context of new Generative AI technologies, and the quickly growing nature of AI tools may impact future organization practices and employee behavior differently throughout time.

XII. Future Scope of the Study

Longitudinal studies could be employed to investigate the long-term influence of Generative AI engagement on employee creativity and workplace performance. Researchers might also look into other mediating and moderating variables such as organizational learning culture, staff engagement, technology preparedness, AI self-efficacy and innovation climate in order to build a more comprehensive framework. Also, future research could examine the impact of Generative AI in different industries, firm sizes, and countries to improve the generalizability of findings. As Generative AI technologies continue to grow at a rapid pace, researchers may also explore the ethical, psychological and behavioral impacts of AI adoption in professional situations.

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