

**Organisational Learning and Innovation: Implication of  
Dual-level Leadership, Trust, Task Interdependence on  
Intention to Share Knowledge and Innovation**

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## Abstract

Three models have been developed based on the concepts from Bass and Avolio (1989), Pearce and Gregersen (1991), McAllister (1995), West and Anderson (1996), Bock et al. (2005) and Wang and Howell (2010). Hypotheses defined in the models were examined by using a sample of 143 team members from 41 work teams at a university in Hong Kong. Group- and individual-focused transformational leadership (TFL) behaviours were found to be positively related to intention to share knowledge and team innovation. Group-focused TFL behaviour was also found to be positively related to intention to share knowledge through the mediating influence of task interdependence and positively associated with team innovation through the mediating influence of affect-based trust.

The study makes four contributions to the literature with regard to organisational learning and innovation. 1) The attributes from group- versus individual-focused TFL behaviours were measured simultaneously. Both Group- and individual-focused TFL behaviours were found to be positively related to team innovation and intention to share knowledge. As a result, researchers in team innovation and knowledge sharing should focus on both dimensions rather than only on either groups or on individuals. 2) Task interdependence has been found to be positively associated with intention to share knowledge but not with team innovation. The types of tasks and activities undertaken at educational institutions and the high level of homogeneity in the study sample may not have sufficient variety in task interdependence for any relationship to be detected. 3) Interpersonal trust has been found to be a factor of knowledge sharing in organisations. However, affect-based trust was found to be positively related to team innovation but not to intention to share knowledge in the current study. The findings can lead to a further investigation in this area. 4) Task interdependence and affect-based trust were found to have mediating roles in group-focused TFL and intention to share knowledge, and in group-focused TFL and team innovation respectively. The findings suggest that task interdependence can encourage team members' intention to share knowledge, and affect-based trust is important to motivate team

innovation in organisations. In short, team leaders are advised to focus on a more interdependent structure at work to cultivate knowledge sharing among team members and build trust to promote team innovation.

*Keywords: group-focused TFL, individual-focused TFL, team innovation, intention to share knowledge, affect-based trust, cognition-based trust, task interdependence.*

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