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How responsible leadership pays off: Role of organizational identification and organizational culture for creative idea sharing

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ABSTRACT

Encouraging employees to share their creative ideas has been widely acknowledged as a crucial factor in enhancing organizational effectiveness. This research examines whether employees' idea sharing depends on leadership behavior and how organizational identification and culture explain the variations in creative ideas sharing among employees. Building on social learning theory, this research postulates a positive relationship between responsible leadership and creative idea sharing directly and indirectly by the development of organizational identification; additionally, a conditional indirect effect was also proposed for this research data was collected from the nurses, medical support staffs, heads of departments, and administrative personnel from primary and secondary health care units in South-Punjab. Data from 387 subordinates and their respective 67 supervisors was collected and analyzed with partial least squares (PLS) for moderated mediation, direct effects, indirect effects, conditional indirect effects, and CFA. The results indicated that responsible leadership is positively and significantly related to employees' creative idea-sharing directly and indirectly through the mediation of organizational identification. Organizational culture positively moderated the relationship between responsible leadership and creative idea sharing and between responsible leadership and organizational identification. Responsible leadership was positively related to organizational identification and creative idea sharing only when the organization has a highly supportive culture and negative otherwise. The relevant sections also discuss research contributions, limitations, and future research directions.

Introduction

The idea of responsible leadership has been gaining substantial prominence in emerging management studies (Siegel, 2014; Greige Frangieh & Khayr Yaacoub, 2017). Leadership possessing traits as responsibility and workers possessing traits as knowledge and experience are crucial resources for firms (Haque et al., 2019; Ur Rehman et al., 2023; Adeel et al., 2023). Responsible leaders are essential as mentors for motivating employees (for instance, through job involvement) (Rehman et al., 2020). Proficient members are crucial in sharing ideas, leading to mutually supporting one another in achieving organizational/proficiency objectives (for example, with helping measures) (Cujean, 2020). A limited focus is laid on "leadership" and "idea sharing" in response to the initiatives of responsible leaders along with workers'

realization (Starratt, 2005; Adeel et al., 2022). The ability of a leader to inspire subordinates within a work environment to increase desirable inducement (also known as top-down influence) is referred to as Responsible leadership. On the contrary, idea sharing refers to how colleagues inspire each other in an effort to define their respective inducement (also known as horizontal influence) (Paulus & Yang, 2000). The ethical act of a leader engaging, communicating, enabling, and motivating staff to take part in responsible advancement and positive transformation is known as responsible leadership (Liu & Lin, 2018). Idea sharing describes the extent to which employees are enthusiastic about sharing their ideas mutually, in addition to a measure of positivity of perspectives (Cujean, 2020).

The research on creative idea sharing, for instance, has highlighted leadership and creativity sharing as the utmost dominant facets of

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human attitudes in a socially networked situation (Carmeli et al., 2013; Todorova et al., 2011). It has been asserted that idea sharing has a constructive effect on work efficiency and that an institution's capacity to use its understanding for optimization heavily depends on an individual's information sharing (Adeel et al., 2022; Hunter & Cushenbery, 2015). In support of this, prior studies show that responsible leadership stands as an effective influencer of employee productivity since it acts as an inspiration for staff members to put in a considerate and genuine effort to accomplish career goals (Doh & Quigley, 2014; Haider et al., 2022). This offers convincing evidence to demonstrate the vital contributions that responsible leadership and creative idea-sharing make to improve work efficiency (Adeel et al., 2022; Chen et al., 2022; Ghafoor & Haar, 2022). Prior research has provided theoretical support for the idea that when leadership and creative idea-sharing are combined, a positive work environment evolves that makes a difference, which is congruent with the core argument (Royston & Reiter-Palmon, 2022). The research asserts that "leadership is a social exchange process, " inspiring employees to meet growth targets that are consented upon mutually by executives as well as employees (Gates, 1995).

Particularly responsible leadership encourages the perception of a leader being appreciative of the workforce's opinions, encouraging to perform their tasks effectively (Han et al., 2019). Similarly, it has been asserted by the theory of social exchange that sharing information or expertise established on social reciprocity is essential for augmenting work efficiencies [22,23]. By sharing ideas and gaining competence at work, individuals have the ability to orchestrate creativity, which in turn leads to better work abilities (Lee & Kim, 2021; Jahanzeb et al., 2019). Contradicting to that, if sharing is put out of action, work output is more likely to deteriorate. The coupled impact of idea-sharing and responsible leadership is yet to be researched despite studies on the effects on work productivity (Kwahk & Park, 2016). It has been discovered by intellectuals that idea sharing on its own is not enough to improve conduct thus it is essential to explore the concurrent impact (Schäper et al., 2021). Moreover, a single model scenario is yet to be examined to measure the effect of responsible leadership on information through the intermediary process of "person-organization" integration. Resultantly, this research seeks to fill such information void. The primary objective of this investigation was to examine the relationship between responsible leadership and a creative idea-sharing approach, using "organizational identification" as a potential mediator. The term "organizational identification" refers to the level of agreement amongst the workforce and the institutional ideals, standards, and principles as objectives [28–30].

While creativity and leadership studies have expanded, an urge for further investigations by researchers has surfaced for finding a prospective mediator focusing on the effect of leadership and idea sharing alongside their resultant effects [12, 31]. Leadership approach and workplace ethos are two variables that may affect faculty performance in professional education (Li et al., 2022). Researchers assert that to succeed in their respective roles, leaders need to have a diverse set of leadership/ managerial skills (Gigliotti, 2019) as institutions of professional organizations generate assets for the betterment of the community as well as to ensure a prosperous future of a country's economy, administrative hierarchy managing such institutes hold a crucial role in ensuring functionality in fulfilling their respective duties effectively (Isensee et al., 2020). Leadership has a significant role in defining an institution's ethos; it may also impact how that culture evolves (Naveed et al., 2022). Organizational culture, often defined as mutual values, principles, and perceptions, may motivate its workforce towards betterment. For instance, workplace culture may promote morality as well as ethical conduct, leading to the enhancement of a variety of personal and institutional outcomes (Grover et al., 2022; Ouchi & Wilkins, 1985).

One of the crucial creativity elements that influence the effectiveness of organizations is creative idea sharing (Cujean, 2020; Carmeli et al., 2013; Todorova et al., 2011). Nevertheless, creativity idea sharing in creativity research is comparatively underexplored [10, 38]. Even

though idea sharing, along with its relevant origins, has been the subject of multiple research (Carmeli et al., 2013; Todorova et al., 2011), relatively insufficient investigations are done from the perspective of health and care institutions. It is crucial for healthcare personnel at such institutions to not only develop but also utilize their expertise and intellectual assets in this context via exploration and exchange (Xie & Li, 2022; Janssen & Giebels, 2013). The essence of sharing ideas is not only limited to information but it also encompasses sharing of means/ assets as well as expertise amongst fellow scholars which plays a crucial part in succeeding at institutional levels (Carmeli et al., 2013; Janssen & Giebels, 2013). Regardless of these findings, a lack of literature on creative idea sharing still exists even at extensive setups with information/ data like health care institutions. To examine how institutional culture affects the relationship between responsible leadership and organizational identification in health and care institutions is a further extension of discovering the objectives of this research.

Background of the study

Responsible leadership and creative idea sharing

Team leadership significantly influences creativity; such investigations demonstrate a clear relationship between leadership and idea sharing (Acar et al., 2019). Considering for instance, researchers uncovered the fact that a connection exists between information exchange and responsible leadership (Greige Frangieh & Khayr Yaacoub, 2017; Haider et al., 2022). The implementation of idea-sharing in workgroups was enhanced by the influence of the leadership perspective of creativity research (Chen et al., 2022). Scholars have considered, in addition, the moral implications of the leadership of a work group on idea sharing (Lee & Kim, 2021; Lee et al., 2020). The social learning theory (Bandura, 1969; Schepers & Van Den Berg, 2007) suggests that learning occurs because people observe the consequences of other people's behaviors.

Responsible leadership encourages employees' desired behavior (Adeel et al., 2023), i.e., creativity. The theory further asserts that people who focus on the conduct of responsible leaders perceive them to be agreeable and trustworthy ideals, eventually initiating to imitate observed behavioral patterns. Responsible leadership is characterized by impartiality, truth, accessibility, principles, and dependability. It involves the ideal model of an individual or a leader with high moral values, either of whom may encourage information and idea sharing among the people who consider them as mentors (Wu et al., 2012; Rojek-Adamek, 2021).

A team dedicated to scientific investigation in an environment based on information/ data focuses only on forming or establishing information/ ideas, contrary to certain other institutional arrangements (Adeel et al., 2023). In professional health care individuals, responsible leadership necessitates that hierarchy individuals set a moral example for their fellow workers while highlighting the potential significance of their actions. Responsible leadership will convince people that they ought to have empathy and regard for each other and encourage them to participate in pro-social activities. The research has demonstrated a positive correlation between responsible leadership and innovative work behavior, indicating that responsible leadership fuels innovative work behaviors by developing an environment conducive to creativity exchange (Dong & Zhong, 2021). Therefore, we suggest:

H1: responsible leadership has a positive impact on employees' creative idea-sharing

Responsible leadership and organizational identification

Responsible leaders promote a pleasant work atmosphere and culture and interaction to maximize individual capabilities to establish powerful social bonds within a specific work environment [49, 50]. A

direct effect of responsible leadership has been observed on the workforce's task involvement. At the same time, it subsequently improves work productivity as they may build a workplace with ethical values to augment workers' contentment with their own work (He et al., 2021; Liao & Zhang, 2020). To put it another way, responsible leaders encourage people to be thoroughly devoted to their tasks to achieve excellent organizational results by setting an ideal role model, communicating openly, and influencing others to do the same (Liao & Zhang, 2020). Establishing social standards of commitment and accountability at work is essential for motivating the workforce to cooperate while offering mutual assistance to meet performance objectives (Haque et al., 2019). Opting to assist others by being a responsible leader as an exemplary body for the team indicates that the degree to which a leader promotes a feeling of obligation in them has a big influence on the team's philanthropic initiatives (Haque et al., 2021). Therefore, ethical leaders can provide greater chances for workers to harmonize their intents and energies with the institution's objectives. Researchers assert that numerous studies have discovered a beneficial relevance amongst responsible leadership and organizational identification (Teng et al., 2020; Gomes et al., 2022). Hence, leading to the formulation of the following hypothesis:

H2: responsible leadership has a positive impact on organizational identification

Organizational identification and creative idea sharing

Creative idea sharing is described as "the active exchange of shared ideas, experiences, and information among colleagues to generate long-term knowledge that is advantageous to the business" and is also believed to be influenced by organizational identification (Liu et al., 2021; Liu et al., 2016). Confidence in one's expertise, individual and organizational ties, and their impact on one's contentment from sharing contacts are necessary for creative exchange (Carmeli et al., 2013; Todorova et al., 2011). Organizational identification is an important factor as it facilitates a person's adaptability with coworkers and outside factors (Teng et al., 2020; Bandura, 1969). Certain individual and corporate values are likely to be closely matched if a sustainable organizational culture is developed that approves creative idea-sharing behavior and supports the workforce to communicate their views with peers (Mesmer-Magnus & DeChurch, 2009; Rojek-Adamek, 2021). The trust of people, constituting an institute, in idea-sharing engagements is anticipated to increase with organizational identification. In order to create and deploy creativity and innovation, individuals must be willing to exchange their ideas; a situation contradicting the above scenario may jeopardize an organization's prosperity. Researchers contend that for a setup to prosper, it is essential to ensure that workers share their creative ideas (Todorova et al., 2011; Zhao et al., 2021).

With regard to perspectives towards sharing creative ideas, researchers considered a variety of issues. The foremost is the urge of individuals to communicate their implicit wisdom. The second conundrum is the free rider problem, indicative of attaining self-interested individuals to work together. The third concern refers to improving the effectiveness of information sharing (Allal-Chérif & Bidan, 2017). Researchers drew the conclusion that workers who possess an understanding of psychological ownership reveal a philanthropic passion that is considered to be an essential antecedent of an idea-sharing mindset and that psychological ownership is an outcome of organizational identification derived from preceding inquiries (Hui et al., 2021; Zhao et al., 2019). According to studies, the features of idea sharing are positively connected with organizational identification (Zhao et al., 2019; Abdelmoteleb et al., 2022; Li et al., 2021). Resultantly leading to putting forth the under-mentioned hypothesis:

H3: organizational identification has a positive impact on employees' creative idea-sharing

The mediating role of organizational identification between responsible leadership and creative idea sharing

The third hypothesis, in combination with the second, one stating that responsible leadership has a positive correlation with organizational identification, is coherent with the likelihood that the latter serves as a mediator for both responsible leadership and creative idea sharing, supports the ideology that "organizational identification mediates the relationship between responsible leadership and idea exchange". Although this intercession effect has not yet been experimentally validated, it is aligned with research looking at other intermediary factors for the relationship between leadership and employee success, creativity, and innovation (Hui et al., 2021). For instance, researchers found that responsible leadership is probably a good thing when it comes to organizational identification (Muff et al., 2020), which may have an influence on creativity sharing. Responsible leadership is fundamentally based on employee perceptions. For example, leaders' consideration towards worker's ideologies, along with the importance placed on individuals' perspectives, were predicted to result in a good effect on encouraging people to impart their expertise to others (Siegel, 2014; Li et al., 2022). According to researchers, supportability is a key characteristic that shapes commitment (Arasanni & Krishna, 2019). Researchers also found that the relationship between leadership and organizational devotion was mediated by perceptions of fairness (Sharma et al., 2009).

Additionally, individuals may develop intra-organizational social capital as an outcome of exposure to virtue and urged to spread their expertise (Maurer et al., 2011), which will promote affiliation as well as facilitate interaction and collaboration, in turn leading to a connection with an affinity towards moral role plays. Regarding diverse factors, researchers examined the possible intermediary role of organizational identification (Abdelmoteleb et al., 2022). As a result, it is inferred that responsible leadership influences creative idea-sharing behavior via the mediating function of organizational identification; taking the aforementioned studies as a basis, similarity has been observed. The reason is that only when the workforce believes that their values align with the institution's will it be possible for responsible leaders to foster a supportive atmosphere for their employees and inspire them to exchange creative ideas with others. The following hypothesis develops as a result of these findings:

H4: organizational identification mediates the impact of responsible leadership on employees' creative idea-sharing

Moderating role of organizational culture for responsible leadership and organizational identification

Mutual values and perceptions of an organization's personnel are reflected in the organizational objectives and strategies used to achieve them, for instance, the company's framework (Shahzad et al., 2012). Organizational culture refers to the overall character of the organization, institution, or other arrangements. It has also been described as the environment created by employees' social and professional interactions at work. Culture also significantly determines "what the institutions are and what they may become" (Bellot, 2011). Organizational identification describes the connections that individuals share with the companies they work for. Organizational identification occurs on a conditional basis if one of the two parties satisfies the requirements of the other side and/or exhibits corresponding characteristics (Vijayakumar & Padma, 2014). Although organizational identification considers various factors, including values, priorities, abilities, and character, several researchers have solely focused on the element of values (Naveed et al., 2022; Ouchi & Wilkins, 1985). For instance, researchers suggested that if an

individual's values match those of the institutions, there is a higher likelihood of organizational identification (Lee et al., 2015). People purposefully lean towards institutions where they have developed perceptions that their values will blend well with the ones prevailing in those setups.

By virtue of socialization proceedings, people pick up the institution's values and customs (Hui et al., 2021; Sharma et al., 2009). There is a possibility of change in the values of the people in becoming further in line with those of the organizational identification, which is weak, provided that organizational values are firm and predominant. The values element of the organizational cultural definition of this identification has received the majority of attention in practical studies (Hui et al., 2021). Enhanced job satisfaction, dedication, and organizational citizenship behavior (OCB), in addition to reduced turnover, have all been associated with strong organizational identification (Conroy et al., 2017; Abdelmoteleb et al., 2022; Lee et al., 2015). Individuals gravitate towards selecting teams that reflect their ideas; scholars have promoted that people are tilted toward work environments, giving the concept of organizational identification a positive spin Lee et al. (2015). Organizational culture has been considered to moderate the effects of various leadership philosophies (Shahzad et al., 2012; Vijayakumar & Padma, 2014). However, a healthcare organization's culture may help favorably adjust the effect of responsible leadership on organizational identification. The reason is that responsible leadership is likely to influence organizational identification more, provided that the institute's culture aligns with the individual's values. In healthcare organizations, responsible leadership by administrative hierarchy has a bigger influence on how well an individual identifies with the organizational framework, which will reflect their own beliefs. This viewpoint on the significance of organizational identification on the norms within a corporate culture in perspective of the "match" between superiors and subordinates (see Fig. 1) led us to consider the following:

H5: organizational culture has a moderating role in the impact of responsible leadership and organizational identification, such that the impact of responsible leadership on organizational identification is higher when the organizational culture is positive

Methodology

Data collection for the entire population is challenging because of resource constraints and time constraint practicalities [69]. Statistics were therefore collected and examined by deploying a purposive sampling technique (Campbell et al., 2020). Nurses, medical support staff, heads of departments, and administrative personnel from primary and secondary health care units in South-Punjab, Pakistan, volunteered the required information. The span of data collection was from February 2022 to August 2022. This investigation is cross-sectional since the data was gathered at a certain single instant. Primary and secondary health unit details have been left undisclosed purposefully to ensure privacy. As data was gathered post Covid-19 pandemic, it was at the dispense of the

respondents' consent to respond to the questionnaire in entirety, the size of the sample for this research is 387 respondents with their 67 supervisors. Permissions were processed during initial visits to the health care units. A few healthcare units still imposed restrictions following the pandemic SOPs of COVID-19, catering for this situation some data was also gathered online. Five hundred fifty surveys were given out, and 387 people submitted them fully completed, along with a list of inquiries. The subordinates provided their response for independent, mediating, and moderating variables; however, the supervisors responded to the dependent variable of this research. To determine common method variance, the use of Harman's single factor test was opted. The outcome of the extraction sums of squared loading is 23.41 % variance, which came out to fall under 50 %, indicating that the data under observation doesn't have any common method bias issues (Tehseen et al., 2017). At 70.36 %, the response rate was fairly encouraging considering the difficult post-COVID-19 epidemic. According to Table 1, 58.7 % of the respondents were females, while 41.3 % were males. Most respondents to such studies focusing on education possess a BSC degree. In addition to that, the majority of responders had 6 to 9 years of professional experience.

Measures

Data for this research was collected, for all the measures, with adopted items on five points Likert type scales. The scale items range from 1 = "strongly disagree" to 5 = "strongly agree". Data for Responsible Leadership was collected with six items scale (Lin et al., 2020). The sample items include "My supervisor often enables communication by exemplifying positive talks" and "My supervisor develops quality social relationships in the workplace". ($\alpha = 0.78$). Organizational identification was measured with five items scale (Smidts et al., 2001). A sample item includes "I am glad to be a member of this organization." ($\alpha = 0.82$). Creative idea sharing was measured with a scale item (Chua et al., 2009). The item includes "How likely is that focal employee share new insights or information with others?" ($\alpha = 0.83$). Organizational culture was measured with thirteen items (Okta et al., 2015; Soomro & Shah, 2019). A sample item includes "the extent to which the employees of this organization have high trust in each other" ($\alpha = 0.76$). Finally, research has shown that gender, age, and experience in a certain position may affect supervisory actions and behaviors in relation to subordinates (Aquino & Bradfield, 2000; Lee et al., 2018).

Test of hypotheses

Mean, standard deviation, and co-relation among the study variables are shown in Table 1. Before any analysis, we first confirmed the construct distinctiveness among our research variables with confirmatory factor analysis (CFA) using the AMOS software package (Arbuckle, 2006). The CFA results are presented in Table 2. When the research variables are combined into four factors, the four-factor model fits the data well compared to other alternative models (CFI = 0.96; TLI = 0.97; RMSEA = 0.05; $\chi^2 = 1937.25(276)$).

For this research, we used an interlined approach to test hypotheses. Initially, we confirmed the mediation with the steps of hierarchical analysis as recommended by the researchers (Baron & Kenny, 1986). For mediation confirmation for obtaining confidence intervals, researchers have also recommended the bootstrap approach (Hayes & Preacher, 2010; Preacher & Hayes, 2004); therefore, we also performed the Sobel test and bootstrapping. Next, to verify our proposed moderated mediation model, we used SPSS macro as suggested by the researches (Preacher et al., 2007). With these two steps, we analyzed our proposed model. We explained the strength of direct and indirect effects of responsible leadership on organizational identification and creative idea sharing contingent on organizational culture.

As shown in Table 3, model 4, responsible leadership positively predicted creative idea sharing ($\beta = 0.387$, $p < .05$), supporting

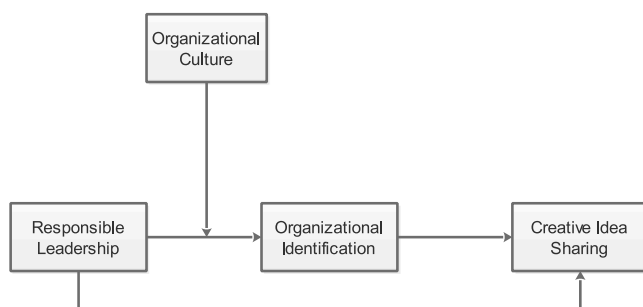


Fig. 1. Conceptual model.

Table 1
Means, standard deviation, and correlation.

Variables	Mean	SD	1	2	3	4	5	6	7
1. Gender	1.46	0.37							
2. Age	33.9	5.43	0.321*						
3. Education	2.35	0.42	0.063	0.403*					
4. Experience	6.64	1.43	0.342*	0.435*	0.542*				
5. Responsible Leadership	3.34	0.34	-0.073	0.291	0.098	-0.085			
6. Organizational Identification	3.65	0.83	0.342	-0.288	0.010*	0.423	0.328*		
7. Organizational Culture	3.94	0.42	-0.042	0.098	0.321	0.012*	0.097	0.086	
9. Creative Idea Sharing	3.25	0.46	0.093	0.142	-0.029	-0.232	0.424*	0.452**	0.053*

Note. $N = 387$. * $p < .10$; ** $p < .05$; *** $p < .01$.

Table 2
Confirmatory factor analysis (CFA) analyses results.

Model	Description	CFI	TLI	RMSEA	χ^2	df
Baseline Model	Four Factors: variables combined into four factors	0.96	0.97	0.05	1937.25	276
Model 1	Three factors: variables combined into three factors	0.91	0.87	0.07	1876.52	243
Model 2	Two factors: variables combined into two factors	0.87	0.89	0.18	1765.75	226
Model 3	One factor: All variables combined into one factor	0.76	0.78	0.24	1643.54	203

Table 3
Regression analyses results.

	Organizational identification		Creative idea sharing		
	Model 1	Model 2	Model 3	Model 4	Model 5
Control Variables					
Gender	0.023	0.053	0.142	0.187	0.153
Age	0.098	0.086	0.175	0.184	0.165
Education	0.016*	0.018*	0.342	0.074	0.094
Experience	0.083	-0.096	0.294	0.403	0.342*
Responsible Leadership		0.026**		0.387**	-0.229
Organizational Identification					0.431*
Overall F	5.37**	9.75**	0.64	3.65	4.76**
R ²	0.09	0.16	0.03	0.04	0.05
ΔF		13.43***		9.43**	7.95*
ΔR^2		0.06		0.03	0.02
Indirect Effect					
Sobel	Value	SE	Z	P	
	-0.07	0.04	2.38	0.02	
Bootstrap results for Indirect Effect	Effect	SE	LL 95% CI	UL 95% CI	
	-0.06	0.04	-0.11	-0.01	

Note. $N = 387$. * $p < .10$; ** $p < .05$; *** $p < .01$.

hypothesis 1 of this research and satisfying the first requirement of mediation. As shown in Table 3, model 2, responsible leadership was positively related to organizational identification ($\beta = 0.26, p < .05$), fulfilling the second mediation requirement. Finally, in order to verify the third requirement of mediation, we regressed creative idea sharing on organizational identification in the presence of responsible leadership ($\beta = -0.229, ns$). As shown in Table 3, model 5, The non-significant coefficient of responsible leadership on creative idea sharing confirmed that the relationship between responsible leadership and creative idea sharing is fully mediated by organizational identification. We also performed bootstrapping and sobel test to confirm indirect effects (Hayes & Preacher, 2010). The results of indirect effects are confirmed as presented in Table 3 ($z = 2.38, p = .02$), and also bootstrapping confirmed

the results of sobel for indirect effects. CI was estimated with 95 % bias-corrected by 10,000 samples. The formal two-tailed significance test confirmed the significance of indirect effect ($z = -2.06, p = .04$), bootstrapping also confirmed the results of sobel, and we estimated CI for indirect effects at 95 % bias-corrected by 10,000 samples. Our results of LLCI and ULCI range from -0.11 to -0.01 , confirming that indirect effects are statistically significant in our model (Shrout & Bolger, 2002); with these results, we found support for hypotheses 1, 2, 3, and 4 of this research.

Next, we confirmed the moderating effects of organizational culture on the indirect effect of organizational identification between responsible leadership and creative idea sharing. The results of indirect effects are presented in Table 4. As shown in Table 4 model 1, organizational culture had a moderating impact on the relationship between responsible leadership and organizational identification ($\beta = 0.122, p < .01$). The interaction results are also depicted in Fig. 2 (plotted at one SD above and below the mean); the interaction plot suggested that responsible leadership was related to organizational identification only when the organizational culture was high. Additionally, as shown in Table 4 Model 2, organizational culture had a moderating impact on the relationship between responsible leadership and creative idea sharing ($\beta = 0.122, p < .01$). The results of this interaction are also depicted in Fig. 3 (plotted at one SD above and below the mean); the plot of interaction suggested that responsible leadership was related to creative idea sharing only when organizational culture is high and low otherwise. For the conditional indirect effects, the results as presented in Table 4, the result showed that the indirect effect of responsible leadership on creative idea sharing through organizational identification is conditional on the organizational culture levels (CI ranging from 0.02 to 0.14 and not crossing zero). With these results, we found support for hypothesis 5 of this research.

Discussion

This study examined the effect of responsible leadership on creative idea sharing, including the intermediary function of organizational identification. Further focus was laid on the extent of to which organizational culture and responsible leadership affected idea sharing. The overall findings on the effect of responsible leadership on idea sharing turned out to be positive and substantial, supporting the first hypothesis, or H1. The outcome of this hypothesis was consistent with some earlier research that produced a comparable conclusion in diverse circumstances (Bavik et al., 2017). Therefore, empirical research has demonstrated that in professional healthcare organizations, responsible leaders inspire their workforce to spread their expertise. The healthcare team can help junior staff members acquire the necessary information and expertise for accomplishing the organization's objectives by spreading their creative ideas to their peers. H2 was also confirmed, which examined how responsible leadership affects organizational identification, as were the findings of other such studies (Abdelmotaleb et al., 2022). It indicates that responsible leaders create an atmosphere in which people feel comfortable so that they can live on their principles. This study also supported H3, which dealt with the influence of

Table 4
Hierarchical regression analysis results for moderated mediation.

	Model1 Organizational identification		Model2 Creative idea sharing		Model3 Organizational identification	
	Estimate	SE	Estimate	SE	Estimate	SE
Control Variables						
Gender	0.020	0.0143	0.681	0.4857	0.68	0.4857
Age	0.196	0.3072	0.872	1.3636	0.88	1.3793
Education	0.097	0.0519	0.072	0.0374	0.05	0.0267
Experience	0.081	0.0801	0.873	0.7916	0.76	0.6915
Responsible Leadership	0.431	0.2827	0.381	0.2498	0.25	0.1252
Organizational Culture	0.310	0.2420	0.281	0.2194	0.765	0.6391
Moderating Effect						
Responsible Leadership X Organizational Culture	0.122*	0.0609	0.0912*	0.0411	0.4365	0.3647
Organizational Identification					0.76**	0.2542
Overall F	5.72**	8.54**	0.76	2.87	3.56**	
R ²	0.07	0.13	0.03	0.04	0.05	
Δ F		13.76***		9.65**	8.97*	
Δ R ²		0.05		0.03	0.03	
Moderator						
	Creative Idea Sharing					
	Levels	Conditional Indirect Effects	SE	LL 95% CI	UL 95 % CI	
Organizational Culture	Low (-0.42)	0.05	0.03	0.00	0.12	
	High (0.42)	0.04	0.03	0.02	0.14	

Note. N = 387. *p < .10; **p < .05; ***p < .01.

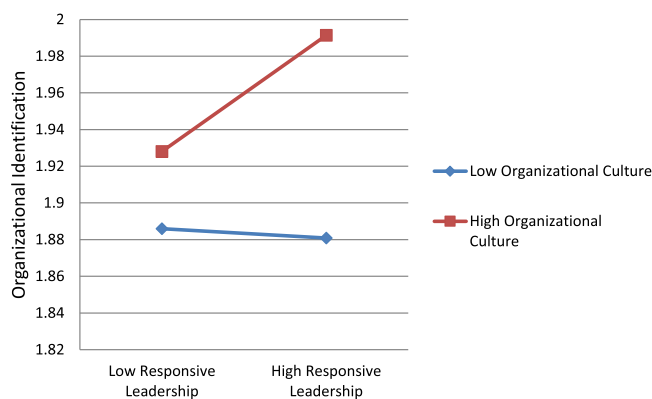


Fig. 2. Moderating role of organizational culture for organizational identification.

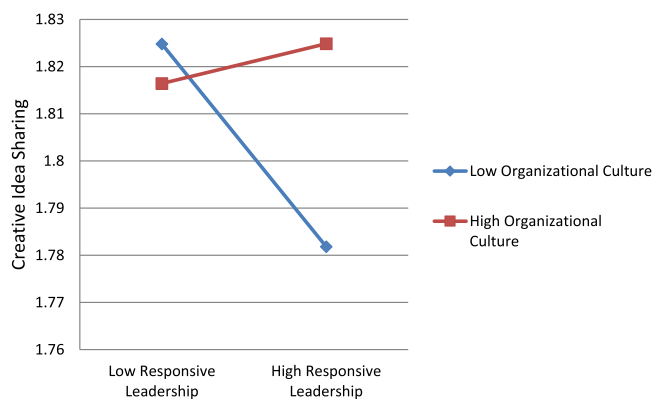


Fig. 3. Moderating role of organizational culture for creative idea sharing.

organizational identification on creative idea sharing. The outcome of H3 is consistent with previous research in addition to the investigations that produced comparable results in other circumstances (Conroy et al., 2017; Liu et al., 2021; Abdelmoteleb et al., 2022). Workers are encouraged to offer their expertise due to organizational identification, and this behavior may be crucial in attaining the organization’s objectives. Individuals are driven to exhibit creative idea-sharing behavior

because their values are seen as being comparable to those of the company, giving them the respect they deserve and appreciation at the workplace. This research also corroborated H4, which proposed the mediating effect of organizational identification. As there had been no prior investigations on the subject matter, the intermediary effect of organizational identification concerning the influence of responsible leadership on creative idea sharing, the finding of H4 is a novel addition to current work. Nevertheless, the organization identification has been identified as a mediator in other research in diverse situations, and the intermediary outcome reported in this investigation also presents empirical confirmation that the fit between the two might operate as a mediator (Liu et al., 2021; Liu et al., 2016; Zhao et al., 2019; Abdelmoteleb et al., 2022).

The impact, as mentioned earlier, of responsible leadership on organizational identification takes place via the latter route due to the substantial correlation between idea-sharing attitude and responsible leadership in the existing literature. It implies that responsible leaders can encourage their team members to share their creative ideas, provided that they believe it would benefit their organization. This research discovered that H5 was pertinent to the moderating effect of organizational cultures on the influence of responsible leadership on organizational identification. It indicates that if any organization’s culture is optimistic and beneficial, the effect of responsible leadership on organizational identification is significantly enhanced. The culture of the organization was not previously examined as a moderator catering to the impact of this arrangement. However, this variable has been evaluated as a moderating factor in other contexts and was observed to play a supporting constructive role in prior research (Naveed et al., 2022; Allal-Chérif & Bidan, 2017; Shahzad et al., 2012).

Research contributions

Theoretical contributions

The research contributes in several ways. Although limited research has addressed the issue of creative idea sharing, prior studies on leadership styles for creative idea sharing have focused on dynamic, honest, conscientious, and transformational leadership. The need for further quantifiable metrics and unorthodox, hence causal analyses of suggested models encompassing responsible leadership, has been made clear by earlier studies on leadership in the context of creativity. The current investigation effectively tackles the need for responsible leadership, which also evaluates how it affects workers’ behaviors and actions

concerning creative idea-sharing in healthcare organizations. The novel input establishes a correlation between creative idea-sharing and responsible leadership. An intercession assessment of organizational identification for the influence of responsible leadership on creative idea-sharing's behavioral patterns constitutes the investigation's second theoretical contribution. This is because earlier studies primarily examined the intermediary role of organizational identification for particular sorts of collaborations, including moral culture and worker achievements (Gomes et al., 2022; Liu et al., 2021), whereas it doesn't cater for responsible leadership and creativity-sharing attitudes/ behaviors. The last distinctive contribution of current research is the intermediary role of organizational culture in the impact of responsible leadership on organizational identification.

Practical contributions

In accordance with this research, responsible leadership has a favorable/ constructive effect on creative idea-sharing in health and care organizations. Therefore, a top-notch hierarchy can serve as ideal for healthcare staff members by practicing responsible leadership and promoting healthy ties and interactions. Unit heads may help foster a beneficial work environment by promoting healthy social interaction and productive dialog. By modeling responsible leadership in their actions, higher-ups may motivate individuals to offer creative ideas for their organization. The research also supports the idea that organizational identification might function as a buffer between the impact of responsible leadership and employee creative idea-sharing actions and beliefs. As helpful interpersonal interactions create reciprocity, which fosters creative idea sharing, it is advised to top the hierarchy of organizations to take initiatives to facilitate cooperation. Similar to this, the HR and administration of organizations are instructed by the mediator of organizational identification to exclusively hire employees whose personal beliefs, in addition to their education, are compatible with the health care organizations. Additionally, the organizational culture's beneficial moderating impact has implications for all top healthcare organizations to establish a beneficial and supportive culture to support responsible leadership for organizational identification. Alternately, when the culture prevailing at an institution is favorable and supportive, competent leads of such health care organizations may analyze the organizational identification with evolved and improved perspectives.

Limitations and future research directions

Every study has room for improvement, yet there are always limitations. The current investigation has a few restrictions as well. Firstly, the data was only obtained from healthcare organizations. This results in a constrained data generalization since corporate cultures vary across sectors. It is suggested that comparable examinations be carried out shortly, focusing on various diverse businesses, including the manufacturing, finance, and hospitality sectors. Apart from that, the healthcare sector is constantly changing, and the current study is cross-sectional, which doesn't cater to changing circumstances but focuses on a one-time observation. This further restricts the generalizability of the current study, preventing it from reflecting potential business circumstances in the future. A longitudinal strategy should be used in future studies. Secondly, as was carried out for responsible leadership, future scholars might utilize creative idea-sharing to investigate other qualities like originality, transactional, ethical, or transformational leadership attributes. Considering the time limitations, the current research only examined a single mediator and moderator.

Future studies can enhance the framework and find additional variables that may have a mediating influence on responsible leadership and creative idea-sharing in an attempt to generate more precise and comprehensive findings. Future studies may also study other modifiers, such as personality traits. From this point forward, future researchers can take various directions. Worldwide, the fast rise of COVID-19 has

damaged and incapacitated people's lives, societal institutions, including sources of income as well as organizations (Adeel et al., 2023; Alowibdi et al., 2021). Businesses are beginning to implement innovative strategies in response to emerging demands and challenges, such as the necessity for prompt decisions, increased employee efficiency, and risks to company survival due to the COVID-19 pandemic (Xie et al., 2020). Adopting digital platforms to encourage creative idea-sharing habits in different situations requires more investigation. In the COVID-19 scenario, further study might examine how digitalization affects idea-sharing in diverse circumstances.

Ethics statement

This study was approved by the Ethical Committee- The University of Chenab; Ref: 07BE23.

Disclosure of potential conflicts of interest

The authors declare that they have no conflict of interest

Research involving human participants and/or animals

Data were collected from humans only after obtaining formal approval, which is also mentioned in the methodology section, and we confirm that no humans were harmed during the data collection process.

All the authors have made substantial contributions to all of the following

The conception and design of the study, the acquisition of data, or the analysis and interpretation of data (ie. at least one of sections 1–4 below).

Drafting the article or critically revising its important intellectual content.

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Article submitted with consent of all researchers, our names can be used as authors of this article.

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The Authors ensure that writing is free from bias, stereotypes, slang, reference to dominant culture and/or cultural assumptions.

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CRedit authorship contribution statement

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Writing – original draft, Writing – review & editing. **Hazril Izwar Ibrahim:** Conceptualization, Formal analysis, Investigation, Methodology, Project administration, Resources, Supervision, Validation. **Ahmad Adeel:** Conceptualization, Formal analysis, Methodology, Resources, Software, Validation, Visualization, Writing – review & editing.

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