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# How knowledge sharing mediates the influence of high-performance work systems on employee intrepreneurial behavior: A moderation role of entrepreneurial leadership

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This study offers a comprehensive investigation of the complex interconnections between High-Performance Work Systems, Knowledge Sharing, Entrepreneurial Leadership, and Employee Intrapreneurial Behavior in the telecommunications sector of Jordan. By using a quantitative method, this research employs structured questionnaires to gather comprehensive empirical findings from a sample of industry specialists. With 312 verified replies providing a solid framework, advanced analytical methods such as Structural Equation Modeling (SEM) and Partial Least Squares (PLS) were utilized to clarify the complex paths and linkages of the proposed hypothesis. The main findings of this study reveal that Entrepreneurial Leadership plays a crucial role in enhancing the influence of High-Performance Work Systems in fostering a dynamic intrapreneurial culture. It acts as a catalyst that magnifies the intrapreneurial inclinations among workers. Furthermore, knowledge sharing has arisen as a mediator, facilitating the influence of High-Performance Work Systems in fostering EIB. The research offers a thorough and intricate analysis that enriches our understanding of the diverse elements and mechanisms at play. The acquisition of this invaluable knowledge can be effectively employed to enlighten organizational strategies and policies, with the ultimate objective of cultivating an atmosphere that is conducive to innovation and intrapreneurial triumph within the swiftly evolving telecommunications sector of Jordan.



## 1. Introduction

In an era marked by the utmost importance of innovation and adaptability in attaining organizational triumph and upholding competitiveness, comprehending the elements that foster intrapreneurial conduct amidst employees has taken on a position of paramount significance (Alsheikh et al., 2023). The notion of intrapreneurship has attracted considerable interest as a crucial driver for cultivating organizational innovation, bolstering adaptability, and guaranteeing enduring competitiveness within enterprises (Morais et al., 2021). The acknowledgment of the significance of employee intrapreneurial behavior (EIB) within organizational contexts is widely embraced. Nevertheless, in order to acquire a more profound comprehension of the underlying determinants and contextual elements that mold this conduct, it is crucial to partake in supplementary inquiry (Alshaar et al., 2023; Chouchane et al., 2023; Phuong, 2022). The efficacy of High-Performance Work Systems (HPWS), which encompass strategic human resource practices, has garnered acknowledgement for their ability to maximize organizational performance and enhance employee outcomes (Kim et al., 2023; Thevisuthan, 2022). The intricate interplay of diverse organizational practices, leadership styles, and individual behaviors weaves together a tapestry of elements that

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collectively shape the innovation processes and outcomes (Alzghoul et al., 2018; Elrehail et al., 2018). As noted by Phuong, 2022, HPWS have garnered acclaim for their inherent capacity to foster an environment that is conducive to the farming of employee creativity, motivation, and productivity. Nevertheless, the mechanisms by which HPWS exert their impact on EIB continue to be a topic of extensive investigation and discourse.

At the core of our investigation lies the significance of knowledge sharing as a mediating factor that has the potential to shed light on the mechanisms that underlie the connection between HPWS and EIB. The concept of knowledge sharing pertains to the different approaches and endeavors that facilitate the interchange of information, expertise, and profound understandings among individuals within an organization. This process, in turn, fosters the acquisition of knowledge and the nurturing of inventive concepts (Abdelwhab Ali et al., 2019). The awareness of the intricate relationship between HPWS and the promotion of a knowledge-sharing culture assumes paramount importance in the elucidation of the underlying factors that give rise to EIB within organizational settings. In addition, having the moderating influence of entrepreneurial leadership in the proposed associations play a vital role. Entrepreneurial leadership encompasses leadership styles that exhibit a penchant for innovation, a willingness to embrace risk, and a proactive approach, thereby fostering an entrepreneurial mindset within organizational contexts (Khan & Ahmed, 2019). We propose that the presence of entrepreneurial leadership has the potential to either enhance or diminish the impact of HPWS on EIB. This necessitates a comprehensive examination of the intricate interplay between these factors.

The objective of this study is to delve into the complex and interconnected dynamics that exist between HPWS, knowledge sharing, the practice of entrepreneurial leadership, and the manifestation of EIB. This investigation conducted within the specific framework of a telecommunications company located in Jordan. Through a focused examination of a particular industrial sector and geographical area, the study endeavors to unveil contextual subtleties that define the factors enabling and hindering the cultivation of intrapreneurial tendencies within the workforce. This investigation delves into the underlying mechanisms by which HPWS practices exert their influence, with a particular focus on the mediating role of knowledge sharing. Additionally, the study seeks to shed light on the moderating impact of entrepreneurial leadership within this intricate relationship. Finally, this research work is to provide significant and contextually relevant knowledge and practical suggestions that may serve as a compass for organizational strategies and leadership approaches aimed at augmenting intrapreneurial endeavors and fostering innovation within the telecommunications sector in Jordan.

## 2. Literature Review

HPWS have a substantial impact on the manifestation of EIB, as they create an environment that ardently fosters the development of innovative concepts and the proactive resolution of challenges (Farrukh et al., 2021). The beneficial integration of various elements within an organization fosters an elevated level of operational effectiveness, inventive thinking, and the ability to outperform competitors. This is achieved by implementing an organized set of human resources strategies that prioritize ongoing growth and advancement of employees, inclusive approaches to decision-making, and granting individuals a sense of independence and self-governance (Martinaityte, 2014; Neirotti & Paolucci, 2013). HPWS effectively incorporates comprehensive training programs, enabling employees to acquire and enhance essential skills that are crucial for intrapreneurial endeavors (Zhai, 2018; Zhu et al., 2018). Moreover, they foster a culture of ownership wherein employees are incentivized to assume leadership over their respective undertakings, thereby growing a resilient spirit of entrepreneurship within the context of the business. Several scholarly investigations, including the research papers of Farrukh et al. (2021) and Portalanza-Chavarría & Revuelto-Taboada (2023), substantiate the notion that HPWS serve as pivotal mechanisms that invigorate intrapreneurial endeavors and foster a culture of innovation within organizational settings.

Upon delving further into the intricacies of sector-specific influences, particularly within the realm of banking, the profound importance of HPWS becomes evident, as the enhancement of knowledge management processes and the formidable backing of supervisors accentuate it. This combination develops a favorable milieu, enhancing the predominance of intrapreneurial conduct (Revuelto-Taboada et al., 2023). HPWS, by virtue of their inherent structure, cultivates a culture within organizations that places a strong emphasis on knowledge as its focal point. They serve as catalysts for fostering intrapreneurial conduct, promoting a favorable environment for the exchange of information and knowledge that is vital for cultivating intrapreneurial endeavors (Alshaar et al., 2023). Through the intricate interweaving of psychological constructs such as self-efficacy and the relational psychological contract, HPWS fortify intrapreneurial behaviors, thereby empowering employees to adeptly traverse the intricate pathways of intrapreneurship (Phuong, 2022). Motivation serves as an additional fundamental element within the HPWS framework, wherein these systems effectively utilize comprehensive schemes for rewards and recognition to duly appreciate and commemorate intrapreneurial endeavors (Hassan & Din, 2019; Rubio-Andrés et al., 2022). The organization effectively utilizes a combination of internal and external motivational tactics to stimulate the entrepreneurial drive within its workforce, thereby encouraging them to embark on innovative initiatives (Choudhary & Kunte, 2023; Sourchi & Jianqiao, 2015). HPWS also advocates for the eradication of organizational silos through the endorsement of open communication, collaboration, and unhindered dissemination of ideas, which are crucial for cultivating a favorable intrapreneurial milieu (Phuong, 2022).

The scholarly discourse highlights a profound correlation between HPWS and the manifestation of EIB. HPWS have been observed to play a pivotal role in fostering an environment that is conducive to the flourishing of knowledge, the reinforcement of psychological contracts, and the cultivation of a supportive atmosphere for intrapreneurial activities. The empirical

evidence overwhelmingly corroborates the hypothesis, indicating that HPWS play a pivotal role in cultivating EIB. This is facilitated by the presence of knowledge-centered cultures, bolstered self-confidence, and supportive supervisory mechanisms. Hence, it is imperative for organizations seeking to enhance intrapreneurial conduct to duly contemplate the scrupulous execution and sustenance of HPWS.

**$H_1$:** *HPWS influences EIB.*

HPWS play a pivotal role in facilitating the knowledge sharing across various hierarchical strata within an organization (Escribá-Carda et al., 2020; Portalanza-Chavarría & Revuelto-Taboada, 2023). The meticulously organized framework of the High-Performance Work System (HPWS) harmoniously integrates human resource strategies to foster an atmosphere that profoundly esteems the transfer and exchange of knowledge and information (Ali et al., 2023; Widarni, 2021). HPWS embody a cultural framework that emphasizes the ongoing pursuit of knowledge and skill development, fostering an environment where employees are encouraged to continuously acquire and share valuable insights and expertise (Storey & Wright, 2023). The fundamental underpinning of innovation within organizations, bolstered by HPWS, resides in the utilization of collaborative platforms and the amalgamation of cross-functional teams. The merging of various areas of knowledge leads to an interaction that promotes an integrated environment for organizational learning. The implementation of open channels of communication and the adoption of participative decision-making processes are integral elements that serve to augment the dissemination of information and empower employees to engage in substantive exchanges. Consequently, these practices fortify the collective repository of organizational knowledge.

Numerous scholarly research, as demonstrated by the works of Despita et al. (2022), Almadana et al. (2022), and Abbasi et al. (2021), have shed light on the considerable impact of HPWS in fostering knowledge sharing within organizational settings. These studies serve as prime examples of how HPWS contributes to the raising of trust and the promotion of community engagement, ultimately bolstering the propensity for spreading knowledge. HPWS stimulates the complex and nuanced dynamics of trust, the presence of diverse generations, and various mediating elements, including psychological empowerment and organizational identification. This highlights the multifaceted impact of HPWS in fostering behaviors related to the exchange of knowledge. HPWS encompasses the integration of recognition and reward mechanisms, strategically aligned to foster a culture of appreciation and motivation, specifically targeting the facilitation of knowledge sharing among employees (Bhatti et al., 2021; Hassan & Din, 2019). The effectiveness of performance management within the framework of HPWS is inextricably linked to the promotion of a perpetual flow of knowledge, fostering a proactive culture of information exchange and collaboration (Alzghoul et al., 2021; Karthik & Devi, 2023). Adaptability and flexibility, which are intrinsic components of HPWS, serve to foster an environment that is receptive to creative thoughts and innovative approaches, thereby facilitating their growth and development (Aparna & Sahney, 2022).

The existing body of literature strongly upholds the notion that HPWS has a significant impact on the act of knowledge sharing. This affirms the influential nature of HPWS in fostering knowledge sharing behaviors within a wide range of organizational settings. The adoption and execution of HPWS seem to play a pivotal role in cultivating a heightened atmosphere characterized by augmented trust, psychological empowerment, and a conducive environment for the unrestricted dissemination and exchange of knowledge. Hence, it is imperative for organizations aiming to enhance knowledge sharing practices to carefully deliberate upon the strategic integration and optimization of HPWS as a foundational organizational imperative.

**$H_2$:** *HPWS influences Knowledge Sharing.*

The sharing of knowledge has a vital role in promoting EIB, serving as a pivotal element that links various sources of business intelligence (Alshaar et al., 2023). The facilitation of knowledge sharing across different levels inside a business fosters an environment conducive to the emergence of novel ideas and intrapreneurial endeavors (Montreuil et al., 2021). Employees, who possess a network of shared knowledge, are equipped with a diverse range of ideas and solutions, hence enhancing their confidence and expertise in intrapreneurial activities (Anand et al., 2021; Elrehail et al., 2018). The presence of a dynamic landscape, characterized by a wealth of information, fosters an atmosphere that is favorable to employee motivation in pursuing exploratory and creative endeavors. This motivation is driven by the alignment of intrapreneurial activities with both organizational objectives and market demands (Braun & Boström, 2021). The process of sharing knowledge inside a business fosters a collective intelligence and a feeling of unity, hence reducing the presence of uncertainty and ambiguity that often surrounds intrapreneurial endeavors (Berraies et al., 2020; Mohajan, 2017). When a network of peers who provide support surrounds workers, they are more likely to be motivated to take chances and go beyond their comfort zones. This, in turn, contributes to the EIB. As a result, the act of knowledge sharing plays a crucial role in providing valuable insights and assistance, hence enabling the conversion of creative ideas into practical intrapreneurial results (Ganguly et al., 2019; Manesh et al., 2020).

Academic research offers a rich collection of empirical findings that align with the hypothesis, supporting the notion that knowledge sharing plays a significant role in influencing EIB. Notable research conducted by Udin (2022), Abualoush et al. (2022), and Islam et al. (2022) offers strong correlation between knowledge sharing and the stimulation of entrepreneurial and creative behaviors among employees. The authors reveal the mechanisms by which the act of sharing information amplifies the levels of entrepreneurial passion, empowerment, and inventive inclinations, thereby bolstering the dynamism of

the entrepreneurial atmosphere inside organizational settings. The confluence of academic research highlights the significant impact of knowledge sharing on shaping and enhancing EIB. Drawing upon a synthesis of perspectives from several research studies, it becomes evident that knowledge sharing plays a crucial role as a foundational element, fostering and nurturing a thriving entrepreneurial environment inside organizational settings. Therefore, the literature emphasizes the significant and essential influence of knowledge sharing in initiating and maintaining EIB.

**$H_3$:** *Knowledge Sharing influences EIB.*

HPWS are complex combinations of human resource practices that are carefully crafted to enhance the performance and innovation of organizations (Fazal, 2023; Kaushik & Mukherjee, 2022). HPWS provides an environment suitable to the flourishing of knowledge exchange. This environment plays a crucial role as an intermediary, connecting HPWS with EIB. HPWS fosters an environment where knowledge sharing is ingrained throughout the business via the use of collaborative, open communication, and continuous learning techniques. The act of fostering the exchange of information inside the business leads to an enhanced level of collective intelligence, which in turn nourishes and revitalizes the entrepreneurial spirit present in employees (Alzghoul, 2013; Choo, 1995). Knowledge sharing plays a crucial role in facilitating the conversion of the impacts of HPWS on EIB. It fosters a synergistic atmosphere characterized by collective intellect and collaborative networks, aligning with the ethos of inquiry, embracing uncertainty, and nurturing the emergence of novel ideas. The act of sharing knowledge transforms into a mechanism that connects and facilitates the translation of the creative principles of HPWS into a dynamic entrepreneurial culture. This ensures a smooth alignment between the resources of the company and the enthusiastic pursuit of intrapreneurial endeavors.

Based on the works of Atapattu (2018), Hassan and Din (2019), and Zhu and Chen (2014), there exists much empirical evidence that supports the proposition that knowledge sharing plays a mediating function. According to Atapattu (2018), there is a strong emphasis on the importance of HPWS in promoting the inclination of knowledge workers to participate in knowledge management processes. These procedures are crucial for facilitating creative and entrepreneurial endeavors inside a business. In a similar vein, Zhu and Chen (2014) explicate the role of knowledge sharing as a mediating factor in enhancing the influence of HPWS on employee creativity, which is a crucial element of EIB. Hassan and Din (2019) provide more clarity on this matter by highlighting that the act of knowledge sharing serves as a channel via which intrinsic motivation, HPWS, and the effects of authentic leadership together influence the creativity of faculty members inside universities. In summary, the findings from these researches together suggest that the implementation of HPWS may have a substantial impact on employees' propensity to display entrepreneurial behaviors by promoting knowledge sharing.

The academic realm presents compelling tales that support the concept that knowledge sharing serves as a mediating link between HPWS and EIB. The scholarly investigations done by Rizwan and Siddiqui (2020) provide valuable insights into the intricate dynamics of knowledge sharing and employee creativity within organizations. The findings of their research, along with related studies conducted by Alkhazali et al. (2021) and Jyoti and Rani (2017), collectively contribute to the validation of the concept. These studies emphasize the significance of knowledge sharing as a catalyst that facilitates and enhances the linkages between HPWS and favorable organizational outcomes, as well as fostering intrapreneurial spirit. The in-depth examination of literature undertaken in this study presents compelling evidence to substantiate the proposition that knowledge sharing assumes a pivotal function in mediating the correlation between HPWS and EIB. Furthermore, knowledge sharing supposes a paramount significance in fostering the influence of organizational frameworks, styles of management, and conceptions of justice on the cultivation of a flourishing entrepreneurial milieu within enterprises.

**$H_4$**: *Knowledge Sharing mediates the relationship between HPWS and EIB.*

The presence of competent leadership presumes an essential role in directing an organization towards accomplishment (Alzghoul et al., 2023a; Khaddam et al., 2023), as it develops a favorable environment for the execution of HPWS. The leadership approach not only enhances the overall effectiveness of the organization, but also promotes a favorable atmosphere for employee entrepreneurial behavior, thereby promoting innovation and proactive problem-solving within the organizational structure (Alzghoul et al., 2023b). The notion of entrepreneurial leadership, distinguished by its unique qualities of foresight, ingenuity, and a proclivity for exploring uncharted domains (Ahmed & Harrison, 2021; Alshut, 2014), functions as a formidable moderator in the relationship between HPWS and EIB. It functions as a catalyst, enhancing the efficacy of HPWS practices, thereby promoting the advancement of EIB. Leaders who exhibit entrepreneurial attributes demonstrate a remarkable proficiency in fostering an environment that is both dynamic and invigorating, thereby promoting the growth of innovation, transparency, and a propensity for undertaking judicious risks. Within this environment, they foster the growth and integration of various elements of HPWS, such as comprehensive training programs, granting autonomy to employees, and promoting inclusive decision-making. This allows these facets to thrive and become deeply ingrained in the fundamental structure of the organization (Riana et al., 2020).

When a sense of entrepreneurial leadership is recognized, it guarantees the profound integration of the components of HPWS and their seamless conversion into EIB. Within this intricate symbiotic domain, the enterprising essence of leadership harmoniously amalgamates with strategic human resources endeavors, giving rise to a potent synergy that propels employees on a transformative odyssey of exploration, innovation, and the generation of profound value. Within this intricately arranged

environment, visionary individuals with entrepreneurial acumen play a pivotal role in fostering the development of a robust and flexible organizational culture. Within this context, the diligent workforce, enveloped in the invigorating aura of HPWS, flourishes with a multitude of proactive endeavors, embracing a forward-thinking sense of responsibility, and directing the flow of groundbreaking ideas through the lens of entrepreneurialism. Riana et al. 2020, provides a comprehensive understanding of the intricate impact of entrepreneurial leadership on the effectiveness of HPWS. The study also provides a view on how entrepreneurial leadership can contribute to fostering employee creativity and knowledge sharing, which are crucial factors in promoting EIB. By fostering a conducive atmosphere that promotes and supports innovative endeavors, entrepreneurial leadership effectively interacts with HPWS, thereby optimizing the necessary conditions for cultivating a dynamic EIB within organizations. The phenomenon ultimately enables the realization of employees' untapped capabilities, compelling them to actively participate in entrepreneurial endeavors within the organization. This, in turn, solidifies the crucial significance of entrepreneurial leadership in maximizing the influence of HPWS on EIB.

Prominent academic endeavors, as shown by the works of Mehmood et al. (2020), Islam et al. (2022), and Abualoush et al. (2022a), effectively clarify and provide substantial evidence in support of this claim. Mehmood et al. 2020, expands our understanding about the impact that entrepreneurial leaders have on amplifying employee creativity and cultivating environments that not only promote but also exalt innovation. In a similar vein, Islam et al. 2022, unveil the intricate routes by which entrepreneurial leadership fosters and regulates inventive behaviors within the various tiers of an organization, underscoring its crucial significance in the promotion of knowledge dissemination and occupational self-assurance. Furthermore, Abualoush et al. (2022b) serve to enhance our understanding by elucidating the intricate web of interplay wherein entrepreneurial leadership functions as a crucible, refining organizational approaches to foster a thriving environment of inventiveness and intrapreneurial vigor. In summary, the amalgamation of these erudite contributions effectively substantiates the conjecture, demonstrating entrepreneurial leadership as a potent moderating factor that amplifies the effectiveness of HPWS in fostering EIB. Entrepreneurial leadership manifests itself as a catalytic factor that enhances the impact of HPWS on the inventive and enterprising tendencies of employees, thus augmenting the intrapreneurial environment within organizations.

**$H_5$:** *Entrepreneurial Leadership will moderate the effect of HPWS on Employee Intrepreneurial Behavior.*

## 3. Research Method

### *3.1 Methodology and data collection*

The research used a quantitative approach to systematically collect empirical data. Structured questionnaires were utilized as the main instrument for acquiring relevant data. The procedure of collecting data occurred during the months of June and August in the year 2023. The poll focused on individuals who were currently engaged inside telecommunications firms situated in Jordan. To achieve a comprehensive and diverse sample, the questionnaires were sent to a sample of the whole population, consisting of 3,483 persons. The Human Resources Department (HRD) in each company sent out a total of 500 invitations via email. The HRD played a vital role in facilitating the data collection process by communicating with potential participants and providing them with an explanation of the fundamental principles of the random sampling technique utilized in this study.

The sampling methodology used in this research was guided by a dedication to guaranteeing a strong and reliable dataset. A total of 328 responses were obtained from the 500 invitations that were given to prospective participants. This noteworthy involvement permitted a diverse range of data that is essential for the analytical procedures. Nevertheless, to maintain the integrity and dependability of the study results, rigorous screening procedures were used. Consequently, a total of 16 responses were eliminated from the analysis owing to missing data. This led to a final sample size of 312 completed questionnaires that were used for further research. The data analysis in this work was conducted using the Structural Equation Modeling (SEM) approach, guided by a well created conceptual model. The use of this comprehensive analytical instrument played a crucial role in the investigation and clarification of the intricate connections and pathways outlined within the study framework. Furthermore, the use of Partial Least Squares (PLS) served as a vital element in the analytical approach, hence augmenting the robustness and comprehensiveness of the findings obtained from the data. The primary objective of this research was to provide a complete and nuanced comprehension of the variables and interactions that are fundamental to this study, specifically within the context of telecommunications firms in Jordan.

### *3.2 Research Instruments*

Multiple reliable and validated instruments were used in this research to adequately assess the constructs of interest, enabling the collection of accurate and reliable data for analysis. The assessment of knowledge sharing in this study was conducted using a survey instrument of eight questions, which were derived from Elrhail's (2018) work. This instrument facilitated the evaluation of the prevalence of knowledge sharing methods inside the telecommunications organizations being examined, including the intricacies of information exchange and collaborative intellectual involvement among personnel. To assess the impact and adoption of HPWS in the context of organizations, a comprehensive scale consisting of 15 items, established by Sun et al. (2007), was used. The utilization of this instrument has proven to be of utmost significance in the evaluation of strategic human resource practices and systems, which in turn contribute to the enhancement of organizational performance

and the cultivation of a conducive environment for employee creativity and entrepreneurial behavior. Furthermore, the evaluation of employee intrapreneurial conduct was conducted utilizing an 11-item scale, carefully derived from the scholarly investigations of Farrukh et al. (2016) and Muhammad Farrukh et al. (2021). The metric presented a thorough assessment of the entrepreneurial conduct exhibited by individuals in their respective roles within an organization, yielding noteworthy observations regarding their aptitude for originality and proclivity towards intrapreneurial endeavors. Ultimately, the investigation employed an 18-item scale, meticulously crafted by Renko (2015), to assess the presence and impact of entrepreneurial leadership within the organizations. The use of this instrument enabled a comprehensive examination of leadership styles that cultivate entrepreneurial thinking and behaviors, hence enabling a thorough comprehension of the ways in which leadership impacts and moderates the connections being investigated in the research.

## 4. Data analysis and results

### *4.1 Sample demographics and measures normality*

The demographic characteristics of the present study participants include their gender, age and educational level. They were asked to provide their views about the intervening role of knowledge sharing among the effect of HPWS on EIB, in addition, the moderating role of entrepreneurial leadership. They can perceive these factors in their workplace of telecommunication companies. According to the gained data, a total of 312 valid responses were considered in the final analysis, and the results of demographics (see Table 1) demonstrated most of the participants were male 60.9% but the females represent about 39.1%. The aging group of the sample revealed about 29.5% aged between 36-45 years old, followed by those aged between 46-55 years old with a percentage of 27.2%, the results of educational level showed most of the participants hold a bachelor's degree 62.5% (195 responses). On other hand, the results of experience showed most of the participant experienced between 11-15 years (98 responses) (31.4%), and the job titles normally showed the most were employee (240) (76.9%) which indicate good evidence with little turnover rates particularly with the limited economic job opportunities in the discussed context.

**Table 1**
Demographic Characteristics

| Variable | Frequency | Percentage |
|---|---|---|
| Gender | | |
| Male | 190 | 60.9 |
| Female | 122 | 39.1 |
| Age | | |
| 25-35 years | 62 | 19.9 |
| 36-45 years | 92 | 29.5 |
| 46-55 years | 85 | 27.2 |
| Above 55 | 73 | 23.4 |
| Educational level | | |
| Diploma and less | 51 | 16.3 |
| Bachelor degree | 195 | 62.5 |
| Graduates | 66 | 21.2 |
| Experience | | |
| 1-5 years | 60 | 19.2 |
| 6-10 years | 94 | 30.1 |
| 11-15 years | 98 | 31.4 |
| Above 15 years | 60 | 19.2 |
| Job title | | |
| Managers | 30 | 0.9 |
| Vice/assistant manager | 14 | 0.4 |
| Head of department | 28 | 0.9 |
| Employee | 240 | 76.9 |

Normality test of the data is an important analysis aspect, in this study it is conducted using the measures of skewness and kurtosis (see Table 2). They are commonly used to identify the asymmetry of the variable distribution and assess levels of distribution whether they have a peak or flat of data. The general assumption related to the normality during the PLS-SEM approach is these measures should be (±2) according to (Hair et al., 2021).

**Table 2**
Normality Test

| | Variable | Kurtosis | Skewness | VIF |
|---|---|---|---|---|
| 1 | HPWS | -0.503 | -0.603 | 3.94 |
| 2 | Intrepreneurial Behavior | 0.048 | -0.343 | 3.95 |
| 3 | Knowledge sharing | -0.140 | -0.750 | N/A |
| 4 | Entrepreneurial Leadership | 0.447 | -0.735 | N/A |

N/A= not applicable

*4.2 Common method bias analysis*

Common method bias CMB is a measure used systematically for bias which may influence the research results particularly if there are multiple variables involved in the model. Generally, the method of CMB exists when the data variance is impacted by the real relations between the variables as well as the measured method, hence this may lead to wrong conclusion (Podsakoff et al., 2012). The present research checked this analysis by using SPSS through the factor analysis reduction using Harman's single factor approach, the results explain 55.5% of the common variance which highlights the possible risks of common variance issue that revealed no CMB problem among the study variables. The results of correlation coefficients that were given in Table 4 showed values less than 0.90 cut-off which also support no CMB issue. Furthermore, the multicollinearity of variables was checked through the measure of variance inflation factors (VIF), and the findings demonstrated as illustrated in Table 2 less than the 5.0, and this also provides another evidence of no collinearity problems (Kock, 2015). Another type of bias was considered in this analysis called non-response bias which concerns the responses who do not participate in the research if they differ from those participating, as this may cause not accurate results and influence the research validity and results reliability (Behravesh et al., 2020). The results of the non-response bias were obtained at SPSS and assessed through a comparison the mean both early and late responses of the variables at significance level of $p<0.05$. HPWS (early=4.16, late=4.16); Intrepreneurial behavior (early=4.03, late=4.10); knowledge sharing (early=4.27, late=4.21) and entrepreneurial leadership (early=3.69, late=3.98). The analysis results showed no significant difference as well as non-response bias issue in the present research findings.

*4.3 Measurement model*

The second generation of analysis includes an approach namely Partial Least Squares Structural Equation Modeling (PLS-SEM) which is robust in the models that need an estimation of the exploratory and complicated frameworks that need to be examined (Hair Jr et al., 2021). In addition, the PLS-SEM method is considered as an advanced analysis technique since it can test various constructs at once and has an ability to address different functional factors such as mediation and moderation. The literature indicated some type of validity used in this analysis namely convergent and discriminant validity and measurement's reliability to test the variables' validity. Through the measurement model of analysis, PLS-SEM provides many outputs that give a clear picture for the studies about the issues of validity and reliability of the variables. Therefore, the current study runs this model and illustrates the results of items' factor loading, average variance extracted (AVE), Cronbach's alpha (CA), and composite reliability (CR). The measurement model results illustrated in Table 3 and the most of items achieved more than 0.6 (only three items got poor loadings and skipped from the analysis), the values of AVE, CR and CA also exceed the minimum values of 0.5, 0.6, and 0.7 respectively which indicate reliable and valid measures (Hair Jr et al., 2021).

**Table 3**
Measurement Model Results

| | **Factor loading** | **t-value** | **Alpha** | **CR** | **AVE** |
|---|---|---|---|---|---|
| HPWS | | | 0.961 | 0.960 | 0.658 |
| Item1 | 0.725 | 20.432 | | | |
| Item2 | 0.759 | 34.525 | | | |
| Item3 | 0.803 | 44.362 | | | |
| Item4 | 0.802 | 12.775 | | | |
| Item5 | 0.857 | 35.731 | | | |
| Item6 | 0.769 | 42.467 | | | |
| Item7 | 0.822 | 32.414 | | | |
| Item8 | 0.747 | 30.665 | | | |
| Item9 | 0.845 | 48.093 | | | |
| Item10 | 0.830 | 16.244 | | | |
| Item11 | 0.866 | 30.831 | | | |
| Item12 | 0.857 | 22.551 | | | |
| Item13 | 0.810 | 21.673 | | | |
| Item14 | 0.873 | 36.747 | | | |
| Item15 | 0.740 | 50.900 | | | |
| Knowledge sharing | | | 0.923 | 0.937 | 0.650 |
| Item1 | 0.832 | 19.942 | | | |
| Item2 | 0.821 | 9.833 | | | |
| Item3 | 0.774 | 10.003 | | | |
| Item4 | 0.831 | 11.522 | | | |
| Item5 | 0.776 | 20.510 | | | |
| Item6 | 0.885 | 42.202 | | | |
| Item7 | 0.797 | 18.506 | | | |
| Item7 | 0.800 | 28.598 | | | |

**Table 3**
Measurement Model Results (Continued)

| | Factor loading | t-value | Alpha | CR | AVE |
|---|---|---|---|---|---|
| EIB | | | 0.895 | 0.919 | 0.542 |
| Item1 | 0.819 | 11.464 | | | |
| Item2 | 0.655 | 41.190 | | | |
| Item3 | 0.712 | 31.184 | | | |
| Item4 | 0.825 | 14.109 | | | |
| Item5 | 0.811 | 52.134 | | | |
| Item6 | 0.800 | 30.525 | | | |
| Item7 | 0.867 | 20.252 | | | |
| Item8 | 0.696 | 19.111 | | | |
| Item9 | 0.655 | 18.452 | | | |
| Entrepreneurial leadership | | | 0.834 | 0.813 | 0.562 |
| Item1 | 0.677 | 46.361 | | | |
| Item2 | 0.632 | 38.264 | | | |
| Item3 | 0.700 | 58.353 | | | |
| Item4 | 0.642 | 50.512 | | | |
| Item5 | 0.765 | 11.013 | | | |
| Item6 | 0.675 | 58.038 | | | |
| Item7 | 0.666 | 49.009 | | | |
| Item8 | 0.803 | 39.111 | | | |
| Item9 | 0.789 | 42.432 | | | |
| Item10 | 0.699 | 32.636 | | | |
| Item11 | Deleted (<0.6) | 1.302 | | | |
| Item12 | Deleted (<0.6) | 1.837 | | | |
| Item13 | Deleted (<0.6) | 0.736 | | | |
| Item14 | 0.783 | 41.873 | | | |
| Item15 | 0.698 | 26.083 | | | |
| Item16 | 0.729 | 38.736 | | | |
| Item17 | 0.711 | 37.263 | | | |
| Item18 | 0.732 | 14.201 | | | |

Through the approach of Fornell and Larcker criterion, the study evaluated the discriminant validity of measures as well the Heterotrait-Monotrait ratio of correlation variables. The results indicated the AVE's square root of each variable achieved more than the correlation between the different variables (Table 4 and Table 5). The HTMT values were less than the 0.90 threshold. The results consistent with the assumptions of this approach, thus demonstrate that the study measurements got acceptable discriminant validity (Henseler et al., 2015).

**Table 4**
Fornell and Larcker Results

| | Concepts | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|
| **1** | HPWS | **0.808** | | | |
| **2** | Intrepreneurial Behavior | 0.679 | **0.736** | | |
| **3** | Entrepreneurial leadership | 0.762 | 0.672 | **0.761** | |
| **4** | Knowledge sharing | 0.798 | 0.673 | 0.554 | **0.806** |

**Table 5**
HTMT Results

| | Concepts | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|
| **1** | HPWS | | | | |
| **2** | Intrepreneurial Behavior | 0.832 | | | |
| **3** | Entrepreneurial leadership | 0.801 | 0.720 | | |
| **4** | Knowledge sharing | 0.379 | 0.709 | 0.793 | |

*4.4 Structural model*

As the approach of PLS-SEM conducted in the present study in order to examine the hypothesized model paths, the results (Table 6 and Figure 1) showed the estimation coefficient and related significance level. This study's findings revealed that HPWS have a positive influence on EIP ($\beta$=0.594, $\rho$<0.01) and explains 59.9% of the variance in the EIB which indicates that the 0.594 unit increase in EIB is caused by a 1-unit increase in HPWS, therefore, hypothesis 1 is empirically supported. Moreover, the findings also found that HPWS had a positive influence on knowledge sharing ($\beta$=0.425, $\rho$<0.01) and explains

18.1% of the variance in the knowledge sharing which indicates that the 0.425 unit increase in knowledge sharing is caused by a 1-unit increase in HPWS, thus the hypothesis 2 is empirically supported. The findings also found that knowledge sharing had a positive influence on EIB (β=0.304, ρ<0.01) and explains with HPWS 59.9% of the variance in the EIB which indicates that the 0.304 unit increase in knowledge sharing is caused by a 1-unit increase in knowledge sharing, thus the hypothesis 3 is empirically supported.

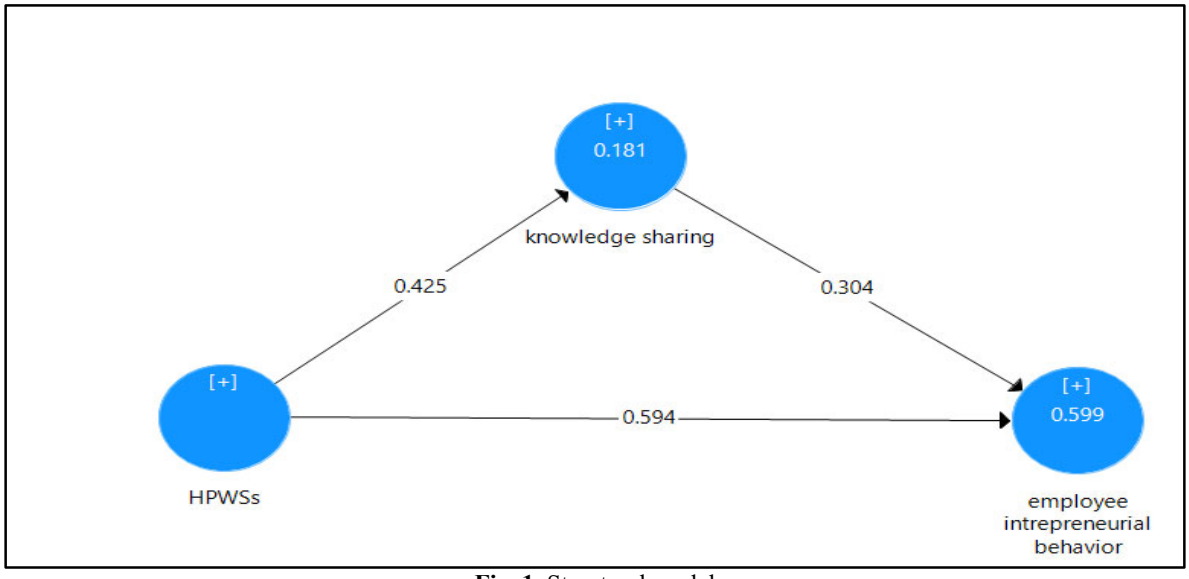


**Fig. 1.** Structural model

Another approach concerned within the analysis of this study related to the popular bias-corrected bootstrapping using a resample of 5,000 and confidence interval (CI) 95% to analyze and test the hypothesized indirect effect between HPWS and EIB through knowledge sharing. The results (Table 7) revealed that the path from HPWS to EIB was significantly mediated by knowledge sharing (β = 0.129, ρ<0.01) with the confidence interval (0.096, 0.182). This indicates that, HPWS significantly influences the knowledge sharing which in turn enhances the EIB, hence hypothesis 4 is empirically supported.

The results path from HPWS to EIB was significantly moderated by entrepreneurial leadership (β = 0.133, ρ<0.01) with a confidence interval (CI) (0.069, 0.102). This indicates that entrepreneurial leadership significantly influences the HPWS, which in turn enhances the EIB, hence hypothesis 5 is empirically supported.

**Table 6**
Hypotheses testing (direct effects)

| Variables | | β | SD | t | p | $R^2$ | $f^2$ | Decision |
|---|---|---|---|---|---|---|---|---|
| H1 | HPWS → Employee intrepreneurial behavior | 0.594 | 0.038 | 15.448 | <0.01 | 0.599 | 0.719 | Supported |
| H2 | HPWS → knowledge sharing | 0.425 | 0.034 | 12.539 | <0.01 | 0.181 | 0.221 | Supported |
| H3 | knowledge sharing → Employee intrepreneurial behavior | 0.304 | 0.046 | 6.668 | <0.01 | 0.599 | 0.189 | Supported |

**Table 7**
Hypotheses testing (indirect effects)

| Variables | | β | SD | t | P | CI | Decision |
|---|---|---|---|---|---|---|---|
| H4 | HPWS → knowledge sharing → Employee intrepreneurial behavior | 0.129 | 0.023 | 6.052 | <0.01 | [0.096, 0.182] | Supported |
| H5 | HPWS → entrepreneurial leadership → Employee intrepreneurial behavior | 0.133 | 0.033 | 2.913 | <0.01 | [0.069, 0.102] | Supported |

## 5. Discussion

The fundamental goal of this study was to investigate the impact of HPWS on EIB in the telecommunication sector in Jordan. Also, examine the mediating effect of knowledge sharing on this association. Moreover, the research aimed to comprehend the moderating influence of entrepreneurial leadership within this relationship. Consistent with other research, our study substantiated a favorable correlation between HPWS and EIB. The findings of Alshaar et al. (2023) and Phuong (2022) align with our results, highlighting the importance of fostering a culture that prioritizes knowledge acquisition and the interconnectedness of relational psychological contracts, self-efficacy, and boundaryless career orientation. Moreover, our

investigation has elucidated an attractive connection between HPWS and knowledge sharing. The aforementioned relationship exhibits resonances within the scholarly work conducted by Despita et al. (2022), wherein they ascertain the impact of HPWS on the engagement of individuals within the community. This influence occurs through the channels of knowledge sharing and the perception of trustworthiness. Furthermore, the scholarly works of Almadana et al. (2022) and Abbasi et al. (2021) have shed light upon the complex interplay between generational disparities, psychological empowerment, and organizational identification, thereby bolstering our understanding of this correlation.

Our study confirmed the pivotal role of knowledge sharing in shaping EIB within organizations. In alignment with our argument, Udin (2022) and Abualoush et al. (2022a) underscored the interconnectedness of knowledge sharing and inventive conduct, underscoring the necessity of entrepreneurial fervor and enablement. Additional validation was derived from the scholarly investigations conducted by Alhamdi (2022) and Islam et al. (2022), wherein they shed light upon the pivotal role of knowledge sharing in fostering both innovation and entrepreneurship. One of the most noteworthy findings derived from our research was the perception of knowledge sharing as a mediating factor in the relationship between HPWS and EIB. The elucidation of this mediation can be found in the scholarly works of Alkhazali et al. (2021) and Jyoti & Rani (2017) have substantiated the pivotal role of knowledge sharing within the context of this association. Finally, the relationship between HPWS and EIB was shown by our findings to be significantly moderated by entrepreneurial leadership. The aforementioned phenomenon was observed in the scholarly works of Mehmood et al. (2020) and Islam et al. (2022), wherein they conducted an in-depth exploration of the aptitudes possessed by entrepreneurial leaders in augmenting the levels of employee creativity and fostering innovative behaviors. In addition, the scholarly work conducted by Abualoush (2022b) provides a thorough examination, encompassing the intertwined influences of knowledge sharing and person-job fit within the context of entrepreneurial leadership.

## 6. Conclusion

This research presents a thorough analysis of the nexus among HPWS, knowledge sharing, entrepreneurial leadership, and EIB. It provides valuable insights for telecommunication firms in Jordan and contributes to the current body of literature in this field. The study reveals several strategic implications that are crucial in guiding organizational paradigms towards improved innovation and intrapreneurial dynamism. An insightful observation refers to the enhancement of business strategy and culture. This research examines the relationship between HPWS and entrepreneurial leadership in fostering intrapreneurial ecosystems inside firms. The study reveals that entrepreneurial leadership plays a crucial role in moderating the influence of HPWS, creating an environment conducive to the development of EIB. As a result, this understanding becomes crucial, enabling businesses to create enhanced environments that are not only functional but also strategic venues in which human resources play a critical role as architects of innovation and organizational progress.

Within the context of human resource management, this research illuminates significant consequences that are vital for the reassessment and enhancement of HR strategies and practices. The statement highlights the need of combining HPWS with the visionary qualities of entrepreneurial leadership in order to effectively stimulate EIB. This reveals opportunities for human resource management to develop a more adaptable and comprehensive strategy, aligning its practices with the organization's larger entrepreneurial and creative goals. This paradigm fosters the development of human resources that align with the strategic imperatives of innovation, competitiveness, and EIB. Moreover, the research has substantial significance with regards to the enhancement of leadership skills within organizational settings. The significance placed on entrepreneurial leadership as a major influence, which moderates the efficacy of HPWS, suggests the need to readjust leadership approaches. The objective is to guarantee individuals possess a keen awareness of cultivating leadership attributes that are both creative and supportive of fostering EIB inside corporate contexts. Furthermore, the consequences have a broad reach, including both organizational innovation techniques and policy-making domains. The knowledge obtained suggests that firms should customize their policies and strategies in a way that aligns with the improvement of EIB. It promotes the development of policies and decision-making frameworks that effectively endorse and align with the intricacies of intrapreneurial growth and innovation. Therefore, within the broader context of organizational development, this research serves as a guiding principle, directing strategic orientations towards a future characterized by strong intrapreneurial growth and inventive capabilities.

When considering the limitations and future prospects of this work, it is important to carefully reflect upon many crucial aspects. One important restriction to consider is the generalizability of our findings. It is worth noting that our results are derived from specific organizational settings and geographical terrains, which include unique contextual factors that may not be universally applicable to a wider range of sectors or locations. The methodology used in this study heavily relies on participant responses, which introduces a potential bias. Participants' perceptions and responses may be influenced by organizational norms, personal biases, or a tendency to provide socially desirable answers. As a result, the objectivity and clarity of the findings may be somewhat compromised. Furthermore, the temporal structure of our research provides a limited, fixed perspective, which is unable to capture the ongoing changes and flexible interactions that are inherent in organizational phenomena, such as EIB.

Regarding the realm of future directions, a myriad of potentialities gracefully unfurls. An imperative undertaking would involve the expansion of research horizons to encompass a diverse range of organizational cultures, industries, and geographical landscapes, thereby enhancing the generalizability and applicative versatility of our findings. The pursuit of extensive investigations in this area would undoubtedly cultivate a heightened level of comprehension, facilitating the ability

to discern the impact of various contextual and cultural factors on the intricate connections between HPWS, entrepreneurial leadership, and EIB. The exploration of future research endeavors may encompass a more profound and comprehensive investigation into the intricate causal pathways and multifaceted moderations that shape the relationships being examined. This endeavor aims to reveal the underlying synergies and subtle nuances that animate these organizational phenomena. The inclusion of supplementary factors such as organizational culture, individual resilience, and adaptive performance would undoubtedly enhance the analytical profundity, thereby affording a more comprehensive vantage point of the intricate dynamics in operation. Furthermore, the incorporation of longitudinal methodologies would prove to be pivotal, providing invaluable temporal perspectives and mapping out the cyclical progression and evolution of EIB and their influential precursors across the unfolding chronology of organizational dynamics. Henceforth, a multifaceted prospective approach distinguished by broadened frameworks, enhanced variables, has the potential to elevate our scholarly endeavors to the center of heightened profundity, pertinence, and perceptive enlightenment.

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