UNVEILING THE BUFFERING ROLE OF INTERPERSONAL TRUST: AN EXAMINATION OF AUTHENTIC LEADERSHIP AND HARMONIOUS PASSION INTERPLAY

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ABSTRACT

The study explores positive association among authentic leadership & knowledge sharing with employees, carried out with passion as mediator and interpersonal trust as moderator. Using quantitative techniques, the data collected from diverse samples across various public sector university employees in Peshawar region. Convenience sampling was employed, resulting in a sample size of 400 participants. Moreover, study reveals authentic leadership significantly positive relationship via knowledge sharing. Also, harmonious passion identified mediating influence via authentic Leadership & knowledge sharing, emphasizing employees' passion of translating authentic leadership behaviors into increased engagement and knowledge sharing. Moreover, the study uncovered interpersonal trust moderating between authentic leadership and work outcomes. Moreover, elevated interpersonal trust enhanced authentic Leadership's positive effects on work engagement and knowledge sharing, whereas lower levels of trust weakened these relationships. The research findings hold essential theoretical and practical implications.

Keywords: Authentic Leadership, knowledge sharing, harmonious passion, interpersonal trust.

Introduction

Leadership in organizational contexts is critical in molding employees' experiences, impacting work-related outcomes, and contributing to the organization's overall performance. Authentic

Leadership has received attention since it emphasizes transparency, ethical behavior, and genuine care for the well-being of followers (Shahzad et al., 2021). Different leadership styles have different consequences, like commitment, work satisfaction, and performance (Walumbwa et al., 2011; Avolio et al., 2004). To better understand authentic leadership effects, individually & organizationally, more research needed.

Authentic Leadership, founded on self-awareness and moral integrity, is described by leaders who stay real while encouraging open communication and trust among their teams (Avolio & Gardner, 2005). Moreover, Walumbwa et al. (2011) also examined AL influence via employee engagement & satisfaction. However, because companies operate in dynamic and diverse environments, it is critical to understand the border conditions and underlying processes that influence the success of authentic Leadership.

Harmonious passion, drawn from self-determination theory, refers to a positive and inwardly motivated participation in organizational activities (Niu et al., 2018). In workplace, harmonious passion entails individuals freely & autonomously participating work behavior. Recent advances in AL have built on the body of literature on individual authentic. However, the authentic leadership prospective on organizational level cannot be ignored. Similarly, potential authentic leader effects on interpersonal trust and harmonic passion has been overlooked.

This study examines whether harmonious passion is a channel through which authentic Leadership promotes diverse organizational outcomes. Social exchange (Mayer et al., 1995) & self-determination (Vallerand et al., 2003) theory provide basic frameworks. According to social exchange theory, trust is critical in promoting positive social connections and altering people's willingness to engage in discretionary behaviors. On the other hand, self-determination theory sheds light on the fundamental motivations driving harmonious passion, emphasizing the relevance of autonomy and personal delight in encouraging long-term commitment.

In the twenty-first century, marked by severe competition and rapid technical breakthroughs, industries across the board strive to achieve specific objectives. As a result, authentic leaders are more important in highly progressive workplaces, as they establish meaningful relationships that promote personal growth (Azeem, 2016). Over the last decade, a substantial study has focused on Authentic Leadership (A.L.) (Ho & Astakhova, 2020; Diao et al., 2019), which is acknowledged as a critical part of authenticity for individuals (Wang et al., 2021; Lafrenière et al., 2011).

Notably, Pakistan has faced various process development difficulties (Hameed et al., 2021; Fahad et al., 2015; Farrukh et al., 2021) emphasizing growing need for true Leadership in region. Moreover, previous studies (Alilyyani et al., 2018; Yadav & Dhar, 2021) also explained AL correlates to numerous benefits in educational institute. For example, research has demonstrated that authentic Leadership improves service quality (Wang et al., 2021). However, existing research not investigated potential harmonious passion mediating role via authentic Leadership (A.L.) & information-sharing behavior. Although some academics have made theoretical predictions about this link (Chang et al., 2020; Chen et al., 2023), empirical evidence is scarce. Previous research in Pakistan mainly finds solid and positive A.L relationship towards organizational commitment (Jiang & Chen, 2021). However, no study has examined relationship among OC & knowledge-sharing behavior in Pakistani higher education. In contrast, other research investigated commitment & employees' knowledge-sharing practices in foreign contexts (Chen et al., 2023).

Authentic-leadership & knowledge sharing

AL stresses characteristics include transparency, self-awareness, & ethical behavior. AL foster trust and followers respect, most likely provide beneficial outcomes like employee job satisfaction, dedication, & engagement. Scholars are increasingly interested in studying authentic leadership & knowledge sharing within institution context (Elrehail et al., 2018). Businesses mostly preserve competitive advantage and adapt new changing surroundings. Knowledge exchange can take several forms, including informal talks, training sessions, and Internet platforms (Bock et al., 2005). For example, the authentic leaders mostly create favorable work atmosphere and encouraging transparency, fairness, and respect, which might enhance employees' desire to share knowledge (Wang et al., 2015).

Furthermore, AL are promoting employee development and progress through feedback, coaching, and mentoring, which can boost employees' self-efficacy and job satisfaction, leading to a greater readiness to share information (Karatepe et al., 2015). C.O.R. theory explains stress as environment reaction for net loss threat resources; including lack of resource gaining resource

asset (Hobfoll, 1989). C.O.R. hypothesis also posits that people try to limit total asset deficits when under pressure. In contrast, when not under pressure, people try to encourage asset overflows to balance the risk of future tragedy (Jan et al., 2021, p. 517). In this way, for a person to share their insight asset, they must recognize an absence of current total asset deficiency or the future possibility asset surplus. Hence, proposed that:

H1: Authentic Leadership and information sharing have a positive correlation.

Authentic-leadership & Harmonious passion

Authentic Leadership define as transparency, ethical behavior, and a focus on developing strong relationships with followers (Astakhova, 2015) consistently associated to positive employee consequences like satisfaction, OC & performance (Eckley et al., 2023). Harmonious passion is positive and harmonious relationship linking identity & job activities, fueled by intrinsic motivation and personal fulfillment (Vallerand et al., 2003). Edú-Valsania et al. (2016) describe AL mostly encourages people to engage in pleasant and meaningful activities. While present research gives valuable insights, further investigation should consider potential contextual and individual variables that may influence this association. Credible Leadership helps representatives understand the relationship between work and life's significance, allowing them to have more grounded trust/confidence (Johansson et al., 2011), and their solid expectation/confidence can help them maintain a severe level of agreeable enthusiasm (Gardner et al., 2011). AL has significant effects towards agreeable passion. Organizations and pioneers' fear, support, and enthusiasm for representatives can significantly increase workers' hierarchical confidence (Yang et al., 2016). Moreover, inborn inspiration theory, describes leadership mostly harder to understand towards authoritative vision & propelled (Fahad et al., 2015). Hence, proposed that:

H2: Authentic-Leadership & harmonious passion have positive correlation.

Harmonious passion & knowledge sharing:

Kernis (2003) examined 350 distributed publications from the previous ten years and concluded that knowledge management plays a vital role in data innovation. Information executives are

viewed as a deliberate cycle in which students communicate with the environment and effectively build information; it is typically depicted as the skills of information acquisition and capacity, information application, information sharing, information use, information disguise, and information creation (Saks, 2006; Taipale et al., 2011). Recently, excitement has been seen as essential for a fruitful commitment to information work, as it serves as a kind of feeling in knowledge management to achieve information work comprehensive understanding (Bakker et al., 2008). People's passion for an explicit subject may need to be revised to persuade and encourage their learning; the tools and methods people use to learn may also impact their excitement for learning. Henttonen et al. (2016) confirmed that e-learning is a crucial component that influences understudies' inspiration & understudies are bound to be more motivated while using e-learning. Okah et al. (2011) have also identified self-coordinated e-learning as a critical measure of understudy willingness to learn. Even though e-learning serves as a tool rather than a final goal, it can assist people in maintaining their energy in specific exercises or courses. Recent study also found association among harmonious passion & information sharing. For example, in research on 280 employees, Zhang and colleagues (2020) discovered that harmonious passion predicted information-sharing behavior. Similarly, in a research of 294 employees, Chen and colleagues (2020) found that harmonious passion predicted knowledge-sharing intention and conduct, with employee psychological safety as a partial mediator. Hence, proposed that:

H3: Harmonious desire is favorably related to knowledge sharing.

Harmonious passion Mediating role:

Harmonious-passion is a motivational factor that combines autonomy support intrinsic & autonomy orientation (individual) toward personal creativity. Also, self-determination theory posits in organizational environment, that intrinsic autonomy support & individual autonomy orientation increase person's harmonious passion (harmonious integration) (Bakker et al., 2008). Intrinsic autonomy support allows individuals to have self-awareness, independent, demands, & restrictions when participating in certain activities or thoughts (Ryan & Deci, 2000). However, psychological studies teachers autonomous support, classmates, & family members, speed up and deepen harmonious integration of activities into one's identity. For example, Abu Ramadan et al. (2020a) indicated supporting autonomous nurturing approach promotes development of

harmonious enthusiasm while engaging in activities, and they got similar results in a three-month longitudinal study.

Furthermore, people with solid independence-orientation "seek opportunities for self-determination & choice, interpret existing circumstances more autonomy-promoting, & organize activities related to personal goals and interests (Deci & Ryan, 1985b,pp.111-112). "In this sense, autonomy-oriented individuals are more likely to experience choice and self-determination, thereby autonomously internalizing the activities' values into their identities." Also "a sample of collegiate recreational sports participants, Vallerand et al. (2006) reported a positive relationship between autonomy orientation and harmonious passion" (Luu, 2019); harmonious passion acts as a powerful motivator associated with both work engagement and knowledge sharing. It instills in employees feelings of satisfaction, enthusiasm, enjoyment, and energy (Gaan, 2015), allowing for the construction of links between varied ideas and stimulating the development of new thoughts, thus increasing their creative levels (Gielnik et al., 2017). Modern studies investigated relationship among harmonious passion and professional engagement. Like, Zhang & colleagues (2020) researched 280 employees and discovered that harmonious passion positively predicted work engagement. Similarly, Gao & colleagues (2021) found harmonious-passion positively predicted work engagement, with employee job satisfaction serving as a mediator. Hence, proposed that:

H4: Harmonious-passion mediates relationship among AL and knowledge sharing

Moderating role of Interpersonal Trust

Conversely, harmonious passion is a strong and internally embraced engagement in a freely chosen activity (Das et al., 2019). Individuals with harmonious passion willingly participate in an activity because they find it enjoyable and personally significant rather than being driven by external rewards or pressures. This concept is associated with favorable outcomes, including heightened job satisfaction, & improved performance (Forest et al., 2012; Philippe et al., 2010).

Furthermore, interpersonal trust is crucial in organizational settings as it fosters effective collaboration and reliance among individuals. When employees trust one another, they can work together more efficiently and effectively towards common goals.

This review delves into the interplay between authentic Leadership, harmonious passion, and interpersonal trust to better understand the dynamics that shape employee attitudes and behaviors in the workplace. Existing study findings have some implications for organizational leadership & management practices, providing valuable insights for promoting positive work outcomes and employee well-being.

Interpersonal trust plays a pivotal role in organizational settings, enabling individuals to rely on each other and collaborate effectively. Interpersonal trust refers to the belief that others will behave in a reliable and trustworthy manner (Mayer et al., 1995). This construct associated with various positive outcome, like satisfaction, organizational commitment, & performance (Dirks & Ferrin, 2002).

In authentic Leadership and harmonious passion, interpersonal trust has been suggested as a moderating factor. This proposition supported by prior research, demonstrating positive correlation among interpersonal trust and AL (Wong & Cummings, 2009) and harmonious passion (Luu, 2019).

These findings underscore the significance of interpersonal trust in shaping relationship among AL & harmonious passion, highlighting importance of fostering workplace trust . The moderating effect of interpersonal trust provides valuable insights for organizational leaders aiming to promote harmonious passion and its positive impact on employee engagement and well-being. Therefore, proposed that:

H5: Higher interpersonal trust significantly affects authentic Leadership and harmonious passion, while lower interpersonal trust has less effect.
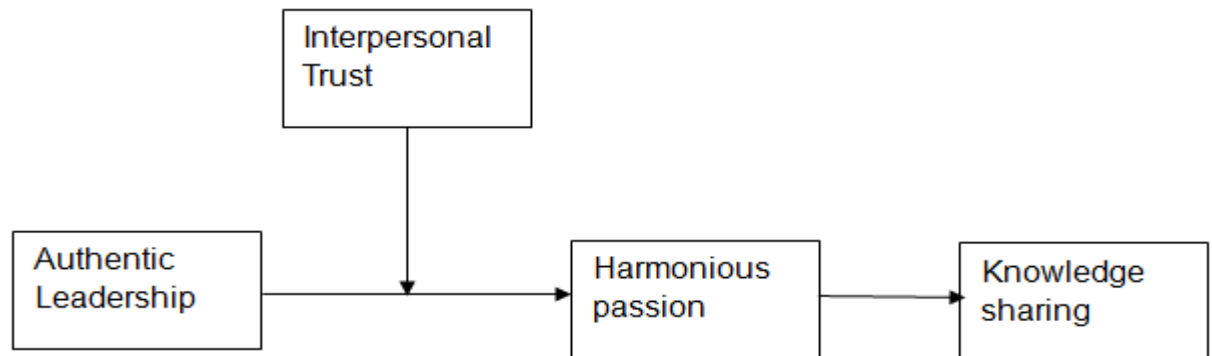
Figure 1: Theoretical framework

Methods

Sample and sampling technique

The study population consisted of public sector universities located in Peshawar. Education sector witnessed significant growth over past 15 years, encompassing public & private sectors. Universities offer various graduate & postgraduate levels programs. The selection of current industry depends on their significance & societal impact. Higher educational institutions play vital role in nation-building, related to profitability & cultivating via skilled workforce. To accomplish their best, these colleges need to give the best foundation. Any error or carelessness in providing food necessities is not without intense antagonistic effects on the general public over the long haul. The absence of satisfactory workspace for all representatives and disappointment in tending to the explicit necessities of employees would, at last, break the nature of the instruction, involving the loss of the entire society. Information sharing & commitments are among numerous fundamental hierarchical peculiarities which, whenever tended to appropriately, ensure a positive outcome and, whenever disregarded, can destroy the entire association and society.

Four hundred survey questionnaires distributed among faculty members working at various hierarchical levels within Pakistan public sector universities. Convenience sampling was employed to select participants, acknowledging that mistreatment may occur across all organizational levels, either from the organization or individuals within it. Moreover, study largely depends on employees' perceptions, & behaviors. Thus, did not confine data

collection to specific hierarchical levels within organization. However, we did set a criterion that participants must be at least graduates to ensure authenticity & data viability. A current study utilized cross-sectional design with time lag, where information related to AL & interpersonal trust collected at time one via reports, harmonious-passion information at time two via self-reports, & engagement plus knowledge-sharing (time three). The total population comprised 3272 individuals.

Measurement Instruments

AL measured utilize Walumbwa et al. (2008) 16-item scale. Scale items include, leader clearly states what they means.

Harmonious Passion

Liu et al. (2011) 6-item scale utilizes HP measurement. Scale items include, new things discovering job allow me to appreciate, & harmony with other life activities.

KS:

KS measured via five item scales developed by Van den Hooff et al. (2003). Scale items include: Colleagues often share knowledge when I ask about it & knowledge donation, for example, "I share information about administrative issues with University colleagues.

Interpersonal trust:

6-item scales developed by Mayer et al. (1995) measuring interpersonal trust. Scale items include "believe most of my colleagues have the knowledge to get the job done" and "have confidence in the skills of most of my peers.

Technique(s) for data analysis and Interpretation:

For data analysis, S.P.S.S. version 23 and A.M.O.S. (20) version and the following techniques were utilized to test the relationship among study variables.

Results

The table presents descriptive statistics for four variables: A.L. (Authentic Leadership), I.T. (Interpersonal Trust), H.P. (Harmonious Passion), and K.S. (Knowledge Sharing). Here is how to interpret the table: The sample size for each variable is 400, indicating the number of responses

or observations collected for each variable. These columns show the range of values observed for each variable. For example, A.L minimum value (1.89), & maximum (4.47). Similarly, for I.T. (Interpersonal Trust), the range is from 1.45 to 4.69. Mean represents each variable average value within sample. Moreover, mean for AL is 3.99, I.T. is 3.78, H.P. is 4.31, and KS is 3.99. These values give central tendency indication of data for variable. The S.D measures data point's dispersion or variability from mean. In table, standard deviations for A.L., I.T., H.P., and KS are 0.59, 0.69, 0.60, and 0.63, respectively. Overall, descriptive statistics in the table summarize the distribution, central tendency, and variability of the data for each variable in the sample.

Table 4.1: Descriptive statistics

	Min	Max	Mean	S.D	N
AL	1.89	4.47	3.99	.59	400
IT	1.45	4.69	3.78	.69	400
HP	2.15	4.41	4.31	.60	400
KS	1.72	4.78	3.99	.63	400

Table 4.2 discriminant validity

Construct	C.R	A.V.E
Authentic-Leadership	0.853	0.683
Harmonious Passion	0.851	0.635
Interpersonal Trust	0.917	0.631
Knowledge sharing	0.905	0.622

Reliability analysis

The table displays the number of items for each of the four variables—Knowledge Sharing, Interpersonal Conflict, Harmonious Passion, and AL—and reliability coefficients (Cronbach's alpha). The table could be interpreted as follows: With 16 items, this variable has reliability coefficient of 0.789. The components evaluating authentic Leadership have strong internal consistency reliability, as indicated by Cronbach's alpha value of 0.789. This variable has a

Cronbach's alpha of 0.831 and is measured using seven items. The items evaluating Harmonious Passion have great internal consistency, as show by Cronbach's alpha of .831. With six items, this variable has reliability coefficient of 0.779 for Cronbach's alpha. The measures measuring interpersonal conflict have strong internal consistency reliability, as indicated by Cronbach's alpha of 0.779. This variable has Cronbach's alpha of 0.900 and is measured using four items. For Knowledge Sharing-related items, Cronbach's alpha value of 0.900 indicates strong internal consistency reliability.

All variables have good to outstanding internal consistency reliability, as indicated by Cronbach's alpha values (0.779 to 0.900). This indicates that each variable's items consistently assess the same underlying construct.

Table 4.3: Cronbach Alpha

	Items	α
Authentic Leadership	16	0.789
Harmonious Passion	7	0.831
Interpersonal Conflict	6	0.779
Knowledge sharing	4	0.900

Correlation analysis

The table shows correlation coefficients among different variables: Gender, Age, Experience, Education, Authentic Leadership (A.L.), Harmonious Passion (H.P.), Interpersonal Trust (I.T.), and Knowledge Sharing (K.S.). Here is how to interpret the table: Gender is not correlated with any other variable because all the correlation coefficients with Gender are empty ("-"). These variables show very weak correlations (ranging from 0.031 to 0.086) with each other, suggesting minimal linear relationships between them. A.L. has weak positive correlations with age (0.089), Experience (0.051), and Education (0.037), indicating a slight tendency for individuals with higher age, experience, and education to exhibit higher levels of AL. H.P. shows weak positive correlations with age (0.068), Experience (0.053), education (0.080), and AL (0.039). A moderate positive correlation between H.P. and I.T. (0.411**) indicates a stronger relationship

between Harmonious Passion and Interpersonal Trust. It has weak positive correlations with age (0.069), Experience (0.023), Education (0.050), AL (0.040), and H.P. (0.435**), suggesting a tendency for higher levels of Interpersonal Trust among individuals with higher age, Experience, Education, Authentic Leadership, and Harmonious Passion. K.S. shows weak positive correlations with age (0.041), Experience (0.049), Education (0.085), AL (0.079), H.P. (0.201**), and I.T. (0.235**), indicating a slight association between these variables and Knowledge Sharing.

Overall, the correlation coefficients suggest weak to moderate positive relationships between some variables, with Harmonious Passion and Interpersonal Trust showing the strongest correlation among the variables in the table.

Table 4.4: Correlation

	1	2	3	4	5	6	7	8
Gender-	-							
Age (Year)	.031							
experience	.086	.045						
education	.042	.058	.040					
A.L.	.089	.051	.037	.019				
H.P.	.068	.053	.080	.039	.411**			
I.T.	.069	.023	.050	.040	.435**	.401**		
K.S.	.041	.049	.085	.079	.201**	.235**	.399**	.309**	-

Hypotheses Testing:

Direct Paths:

Table presents hypotheses testing results & mentions direct paths, path coefficients and respective significant value. Here is how to interpret the table: Authentic Leadership (A.L.) influences Knowledge Sharing (K.S.). The path coefficient for this direct path .326. Also, error tem associated with this path coefficient (0.039) & p-value for this path is <0.001, denoted as ***p<.001, indicating that the path coefficient is statistically significant (p<.001 level). Therefore, Hypothesis H1 supported, AL positively significant to Knowledge Sharing.

Authentic Leadership (A.L.) influences Harmonious Passion (H.P.).Path Coefficient: The path coefficient for this direct path is 0.431. The standard error associated with this path coefficient is 0.040. The p-value for this path is <0.001, also denoted as ***p<.001, indicating that the path coefficient is statistically significant at the p<.001 level. Therefore, Hypothesis H2 is supported, indicating that Authentic Leadership significantly influences Harmonious Passion.

Harmonious Passion (H.P.) influences Knowledge Sharing (K.S.). The path coefficient for this direct path (0.493) & error term recorded 0.031. The p-value for this path is <0.001, again denoted as ***p<.001, indicating that path coefficient statistically significant. H3 also supported, explain HP significantly influences KS. Overall H1, H2, H3 supported.

Table 4.5: Hypotheses testing

	Direct Path's	β	S.E	p
H-1	AL→KS	.326	.039	***
H-2	AL→HP	.431	.040	***
H-3	HP→KS	.493	.031	***

Note: ***p<.001

Mediation Analysis:

The table 4.8 shows H4 mediation effect (A.L. → H.P. → K.S.), including bootstrapping statistics, path coefficients, confidence intervals (CI), and p-values. Here is how to interpret the table: The hypothesis proposes that Authentic Leadership (A.L) influences Knowledge Sharing (K.S.) through the mediator of Harmonious Passion (H.P.). Bootstrapping resampling utilize sampling distribution estimate repeatedly resampling & replacement from observed data. In this case, bootstrapping was conducted to test the mediation effect. The path coefficient for the mediated path A.L. → H.P. → KS is 0.04 0.95% Confidence Interval (CI): The bootstrapped

95% CI for the mediated path ranges from 0.3573 (L.L.C.I) to 0.3968 (U.L.C.I). Moreover, results provide evidence of significant mediation effect, supporting Hypothesis H4 (A.L. → H.P. → K.S.). This implies that Authentic Leadership influences Knowledge Sharing indirectly through the mediator of Harmonious Passion. The bootstrapped 95% CI for the mediated path does not include zero, indicating that the mediation effect is reliable and not due to random chance. Overall, findings suggest that HP mediates relationship among AL & KS, contributing to a deeper understanding of the underlying mechanisms in the studied model.

Hypotheses	Bootstrapping	Path Coefficient	95%		p
			LLCI	ULCI	
H4	AL→HP→KS	.040	.3573	.3968	***

Table 4.8: Mediation effect

Moderation Analysis

In this study, Model 1 via PROCESS macro, developed by Hayes (2017), utilized moderation impact. Specifically, examination focused on potential moderating interpersonal trust impact in link via AL & KS. Hypothesis 5 assess moderating interpersonal trust impact on association among AL & KS. Mean-centering was applied to AL & interpersonal trust to address multicollinearity concerns before analysis. To elucidate moderating effect nature, slopes at ± 1 standard deviation (S.D.) were calculated using interpersonal trust mean, following approach utilized by Aiken et al. (1991). Moreover, observed interactions align with our hypothesis, confirming anticipated pattern.

To assess the moderating effect, simple slope tests were conducted using one standard deviation (S.D.) above and below the mean of interpersonal trust (Aiken et al., 1991). Hence, results indicate interpersonal-trust significantly moderates relationship among AL & KS.

Specifically, when interpersonal trust is high, strong and significant positive relationship among AL & HP (simple slope = .4624, t = 7.124, CI .3198, .5688). In contrast, when interpersonal trust is low, relationship among AL & harmonious passion weaker & not statistically significant (simple slope = .1684, t = 1.837, CI= .0131, .2301), mention in Table 4.7.

	Coefficient	S.E.	p	LLCI	ULCI
AL	1.2001	.2749	.004	.3779	.6015
IT	1.7996	.4912	.005	.6462	.9981
INT	.3841	.1332	.0144	.4521	.6253
IT(-1 SD)	.1684	.0899	.0500	.0131	.2301
IT(+1 SD)	.4624	.0649	.000	.3198	.5688

Table 4.7: Moderation

DISCUSSION AND CONCLUSION

Our study aims to establish link among AL, employee engagement, and knowledge sharing. Furthermore, the cross-sectional survey study's conceptual framework posits harmonious passion as a mediator of these relationships, while interpersonal trust moderates the relationships. This study employed the quantitative research approach to gather data from fifty employees of public sector universities in the Peshawar region. Convenience sampling technique was utilized therefore the total number of respondents was 400. The collected data provided the possibility for analyzing connections among AL, work engagement & KS. By using this empirical approach, study aims at contributing toward understanding AL impact & others' work as moderating role of contextual factors. The findings from the study reveal a positive and strong relationship between the extent of authentic leadership experience and work engagement as well as knowledge sharing among the employees. This suggests that there is an agreement among the employees that authentic leadership behaviors should be practiced since they positively affect their work relations and encouraging knowledge sharing in the organization. These results are

aligned to prior research that recognized the favorable impact of authentic leadership on different facets of employees (Walumbwa et al., 2008; Avolio & Gardner, 2005). Also, the study provides a clear understanding of HP moderating impact via AL & KS. Organizational passion is organized in a harmonious manner and refers to positive and harmonious relationships between employees and their jobs which are voluntary, enjoyable and fulfilling. It is evident from the findings that employees' perception of their leaders' authenticity results to harmonious passion that enhances work engagement and knowledge sharing. This is in conformity with various studies suggesting that passion plays a mediating role in the relationship between leadership and different variables regarding the performance of the employees (Leroy et al. , 2015; Youssef & Luthans, 2007).

Also, the paper establishes that interpersonal trust has a strong mediating role in the relationship between authentic leadership and work-related variables. Interpersonal trust has a moderating impact where higher levels strengthen association among authentic leadership and both work engagement and knowledge sharing but lower levels has opposite effect. Hence, trust in relationships forms part of the contextual factors where the current study views as capable of either enhancing or moderation effect of the results of authentic leadership on the outcomes of the employees. Such findings are in support of previous authors' work that affirms the significance of trust pertaining to leadership, as well as the effects of the two on the attitudes and behaviour of employees in the organisation (Dirks & Ferrin, 2002; Mayer et al., 1995).

Conclusion

Overall, study investigated AL impacts on work engagement & knowledge sharing, considering harmonious passion mediating role & interpersonal trust moderating role. Findings contributing to current literature related to AL & employee outcomes. Firstly, the research confirmed a notably positive influence of authentic Leadership on both work engagement and knowledge sharing, indicating that perceived authenticity in leaders enhances employee engagement and promotes knowledge sharing. These results align with previous studies (Youssef & Luthans, 2007) emphasizing AL influence towards employee outcomes. Additionally, the study revealed that harmonious passion mediates among AL & knowledge sharing. This suggests that employees who view their leaders as authentic are more inclined to develop a passion for their work, resulting in increased engagement and knowledge sharing. These findings underscore the

importance of fostering an organizational environment where leaders demonstrate authenticity to enhance employee passion and achieve favorable work outcomes.

Furthermore, the research unveiled the moderating effect of interpersonal trust on the relationship among AL and work outcomes. High levels of trust amplify the positive effects of authentic Leadership on work engagement and knowledge sharing, while low trust levels weaken these connections. This emphasizes the significance of trust in interpersonal relationships as a contextual factor shaping the impact of authentic Leadership on employee outcomes. Theoretical implications derived from this research improve our understanding of the mechanisms and contextual factors influencing the effects of authentic Leadership on work engagement and knowledge sharing. Leadership development programs should prioritize authenticity and trust-building skills for effective Leadership. In conclusion, this research provides valuable insights into the relationships among authentic Leadership, work engagement, and knowledge sharing, emphasizing the importance of authenticity and trust in achieving positive outcomes within organizations.

Theoretical implications

The research findings carry substantial theoretical implications regarding authentic Leadership, work engagement, and knowledge sharing. The study reveals several vital theoretical implications: Firstly, it illuminates HP mediating role in the relationship between AL & KS. This discovery aligns with the principles of the self-determination theory, suggesting that individuals who perceive their work as meaningful and driven by personal autonomy are more likely to experience heightened levels of engagement and actively engage in knowledge-sharing activities (Ryan & Deci, 2000). These findings contribute significantly to the existing literature by illustrating how authentic leadership behaviors foster the development of harmonious passion, consequently leading to increased work engagement and knowledge sharing.

The research uncovers interpersonal trust moderating influence on association among AL and KS. Elevated levels of trust bolster beneficial effects of AL on work engagement & KS, whereas decreased levels of trust diminish these relationships. This discovery is consistent with the social exchange theory, which posits that trust is crucial in fostering positive social interactions and influencing individuals' willingness to engage in discretionary behaviors (Mayer et al., 1995). By

highlighting trust's significance as a contextual factor that enhances AL influence on KS, this study contributes to advancing our comprehension of AL.

The study provides evidence supporting the positive association between authentic Leadership and employee outcomes, particularly WE and KS. These findings are consistent with prior research emphasizing the beneficial impact of authentic Leadership on various employee outcomes (Walumbwa et al., 2011). The research enhances theoretical understanding by emphasizing the importance of authentic Leadership in fostering positive work attitudes and behaviors, such as engagement and knowledge sharing. In essence, the theoretical implications of this study underscore the significance of HP as mediator & IT as moderator in the relationship between authentic Leadership and work outcomes. These findings align with relevant theoretical frameworks, such as self-determination theory and social exchange theory, providing further insights into the underlying mechanisms that influence AL effect on WE & KS.

Practical implications

The research findings' practical implications provide valuable guidance for organizations and leaders seeking to improve employee work engagement and knowledge sharing. Several practical implications can be inferred from the study. First, organizations should prioritize cultivating authentic leadership behaviors among their leaders. Authentic leaders serve as role models, fostering a positive work environment characterized by trust, transparency, and meaningful relationships with employees. By promoting authenticity, leaders can inspire and motivate employees to actively engage in their work and willingly share their knowledge with their peers.

Secondly, organizations should create conducive conditions for fostering harmonious passion among employees. This can be achieved by aligning individual interests and values with job roles, offering autonomy and personal growth opportunities, and instilling a sense of purpose and meaning in the work. Employees who develop harmonious passion are more likely to demonstrate active engagement in their work and willingly contribute their knowledge and expertise to others.Thirdly, organizations should prioritize establishing and nurturing interpersonal trust among employees. Trust can be nurtured through transparent communication, fair decision-making processes, consistent behavior, and support for collaboration and teamwork. When employees trust their leaders and colleagues, they are more comfortable sharing their

knowledge, ideas, and feedback, enhancing knowledge sharing within the organization.Moreover, organizations could implement training programs & enhancing authentic leadership skills, promote harmonious passion, and foster interpersonal trust. These programs can assist leaders and employees in developing the necessary competencies to create a positive work environment, effectively engage employees, and facilitate knowledge-sharing processes.

Limitations and future directions

The study adopts a comprehensive approach to explore the impact of authentic Leadership on work engagement and knowledge sharing. It investigates the mediating role of harmonious passion and the moderating role of interpersonal trust, facilitating a deep understanding of the underlying mechanisms and contextual factors influencing these associations. Using quantitative methods and a diverse employee sample enhances the generalizability of the results. Furthermore, the substantial sample size of 437 participants strengthens the statistical power and reliability of the findings. By integrating mediation and moderation analyses, the study provides a nuanced insight into how harmonious passion mediates the relationship between authentic leadership and work outcomes and how interpersonal trust moderates this connection. This methodological approach allows for a more comprehensive examination of the intricate dynamics inherent in the research outcomes.

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