

Knowledge Sharing Intention, Inspirational Communication and Information Quality Influence on Communicative Ethical Leadership: Moderating Role of Top Management Support

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Abstract

The current study investigates the effect of knowledge-sharing intention on communicative ethical leadership, taking into account the mediating effect of inspirational communication and information quality. The study also explores the moderating effect of top management support in enhancing these relationships. With the increasing significance of ethical leadership and knowledge sharing in organizational performance, this research helps to explain the mechanisms by which these factors interact. A quantitative research methodology was used, which gathered data from 266 employees who were employed in the administrative and management departments of ten organizations. Key constructs were measured using a structured questionnaire and data analysis using STATA-SEM. Confirmatory factor analysis (CFA) and structural equation modeling (SEM) were also used to determine reliability, validity, and hypothesized relationships. Findings verify that knowledge-sharing intention has a strong impact on communicative ethical leadership, whereas information quality and inspirational communication serve as mediating factors. Additionally, top management support moderates these relationships, enhancing their impact. The model exhibits high predictive power, and the study shows the critical contribution of knowledge-sharing and ethical communication to leadership effectiveness. This research contributes to leadership and knowledge-sharing research by incorporating information quality and inspirational communication as mediators and top management support as a key moderator, providing both managerial and theoretical contributions.

Keywords

Knowledge-sharing Intention, Communicative Ethical Leadership, Inspirational Communication, Information Quality, Top Management Support.

1. Introduction

Effective leadership and knowledge management are vital to organizational effectiveness, especially improving ethical decision-making, improving communication processes, and ensuring quality information exchange (Hosseini *et al.*, 2025). In the knowledge economy of the modern era, organizations are placing greater emphasis on ethical leadership and information management to ensure transparency, trust, and sustainability in the long term (Gong *et al.*, 2025). Communicative ethical leadership is one of the most important terms in the field and denotes a leader's capacity to



communicate ethical values believably and convincingly and to promote a corporate culture of honor and transparency (Badar; Siddiquei, 2025). Ethical leadership has been widely researched for its influence on organizational behavior, employees' trust in leaders, and equitable decision-making processes (Rubel *et al.*, 2025). Yet, its association with information quality and knowledge-sharing behaviors is an area that calls for further exploration (Rubel *et al.*, 2025). Knowledge-sharing intention is also a crucial element in contemporary organizations since it influences the willingness of employees to exchange their experiences, skills, and expertise for the benefit of collective development. Organizations fostering knowledge-sharing build a competitive advantage through increased innovation, improved problem-solving capacity, and enhanced decision-making (Choi, 2025). Nevertheless, sharing knowledge is not a self-determined activity; it needs to be facilitated by leadership, organizational design, and employee motivation to be fruitful (Sheng *et al.*, 2025). In the same manner, inspirational communication, which is a core aspect of transformational leadership, helps to influence organizational culture, stimulate employees, and reinforce ethical standards (Xing *et al.*, 2025).

Effective use of inspirational communication by leaders helps link organizational values and employee expectations, resulting in improved commitment and job engagement (Varghese; Rao, 2024). A key element in these relationships is information quality that impacts organizational decision-making, business efficiency, and performance (Lührmann *et al.*, 2024). Quality information is critical in ethical leadership, as it informs and makes decision-making transparent to leaders (Furterer *et al.*, 2025). In addition, the moderating role of top management support for knowledge-sharing, leadership communication, and information management has been identified in the literature (Meng; Tench, 2025). Although numerous studies have examined each of these distinct factors, how they are intertwined and their overall effect on ethical leadership is yet to be examined (Ahmed *et al.*, 2024). This study seeks to fill these voids by investigating how knowledge-sharing intention, inspirational communication, and quality information are relevant in enhancing communicative ethical leadership, with the additional influence of the top management support as a moderator (Sabwami, 2025). A number of studies have tested the effect of knowledge-sharing intention on different outcomes within an organization, especially in improving decision-making processes and leadership development (Wahyuni *et al.*, 2024).

Studies indicate that knowledge-sharing contributes to better information quality since it helps refine, validate, and structure knowledge resources (Kyambade *et al.*, 2025). Empirical evidence suggests that when employees take an active part in knowledge-sharing, organizations achieve more precise, relevant, and credible information, which finally contributes to more effective strategic planning (Uluturk *et al.*, 2025). Research also points out that knowledge-sharing behaviors are determined by various factors, such as organizational culture, leadership support, and personal motivation (Souza Costa Neves Cavazotte; de Oliveira Paula, 2024). In leadership, studies have extensively examined the effect of ethical leadership on employee conduct and organizational culture (Zahedi *et al.*, 2024). Ethical leaders who communicate their values clearly and consistently are better at establishing trust, engagement, and ethical behavior in their teams. Studies have shown that ethical leadership is positively associated with increased employee satisfaction, reduction of workplace misconduct, and organizational commitment (Alzoubi *et al.*, 2024). Moreover, research indicates that inspirational communication is crucial in sustaining ethical leadership by making employees understand and internalize organizational values (Anbar *et al.*, 2024). Inspirational message-emphasizing leaders create a sense of purpose and congruence, motivating employees to act ethically and assist the organization in achieving success (Cai *et al.*, 2024). Empirical studies have also concerned themselves with the significance of information quality in organizational settings, focusing on its implication in decision-making and leadership performance (Al Halbusi *et al.*, 2024). Quality information enables leaders to make transparent, accountable, and ethical decisions, and therefore improve their credibility and trustworthiness (Jeleel-Ojuade, 2024). Research also underscores that top management support is a vital enabler of knowledge-sharing and improvement in information quality (Wang; Kim, 2024). Organizations whose top management actively promotes knowledge-sharing programs demonstrate higher levels of cooperation, innovation, and decision-making accuracy (Haleem *et al.*, 2024). Despite such conclusions, not many studies have explored the simultaneous effects of such variables on communicative ethical leadership, and therefore more research is required (Cai *et al.*, 2024). While considerable research has been conducted examining ethical leadership, knowledge-sharing, and information quality, there are some gaps in the current literature.

While existing research has already examined knowledge-sharing behavior, there is limited research on their impact on communicative ethical leadership (Bagherimajd; Khajedad, 2024). Most studies focused on knowledge-sharing as an innovation and performance determinant, but without considering its influence on ethical leadership communication (Erbay *et al.*, 2024). Additionally, previous work did not exhaustively explore inspirational communication as the mediator of knowledge-sharing and its relationship with ethical leadership (Kim *et al.*, 2024). There is also a gap where research on the mediator role of information quality for leadership has been explored. While research has substantiated that quality information improves decision-making (Ali *et al.*, 2025), there is scant empirical evidence linking information quality to the success of ethical leadership (Sun *et al.*, 2023). Moreover, the contribution of top management support as a moderator is less investigated. Despite studies indicating that knowledge-sharing and ethical leadership are reinforced by top management, there have been few investigations of how it does so. Finally, most prior

research has looked at these constructs in a decontextualized manner, rather than as part of an integrated framework (Abbas *et al.*, 2023). Empirical research has mainly been concerned with direct effects instead of examining how knowledge sharing, inspirational communication, and information quality interact to impact ethical leadership (Abukhait *et al.*, 2023). Bridging these gaps will enhance understanding of the mechanisms whereby these variables make a contribution to effective leadership. This study is based on several theoretical frameworks, i.e., Social Exchange Theory (SET) (Saeed *et al.*, 2023), Knowledge-Based View (KBV) (Saeed *et al.*, 2023), and Transformational Leadership Theory (TLT).

SET accounts for the way employees reciprocate behaviors, i.e., knowledge-sharing, when they feel organizational support and ethical leadership (Mazaheri *et al.*, 2023). KBV implies that organisations live on knowledge as a strategic resource, and its quality has a direct bearing on leadership performance and decision-making (Ngeresa; Chemutai, 2023). TLT underpins the inspirational communication's role in enforcing ethical leadership by encouraging staff to adhere to organisational values (Tabajen *et al.*, 2023). By examining these goals, this research will add to current literature by giving empirical evidence about how knowledge-sharing and leadership communication interact to build ethical leadership, ultimately enhancing organizational effectiveness.

2. Literature Review

Effective communication plays an important role in organizational performance via internal function improvement and impacting employee results (Hasnidar *et al.*, 2023). Evidence confirms that open and clear communication enhances coordination, reduces miscommunication, and enhances the positive work environment. The employees are more satisfied with their job, motivated, and committed if the channels of communication are adequate (Zhang *et al.*, 2023). According to the social exchange theory, communication fosters trust and mutual support, strengthening the employer-employee relationship. Communication also strengthens improved decision-making and coordination (Sandhu; Al Naqbi, 2023). Various forms of communication downwards, upwards, and horizontally enhance information flow influencing motivation and performance (Keppler; Leonardi, 2023). Despite technology improving connectivity within workplaces, it has issues of overload and misinterpretation.

Psychologically, effective communication avoids stress and results in the wellbeing of employees (Hosseini *et al.*, 2025). Appreciation tends to create higher commitment and job performance. Increased employee involvement and performance result from participative and facilitative modes of communication (Badar; Siddiquei, 2025). Communicating leadership, especially transformational leadership, assists in building morale and encouraging creativity (Rubel *et al.*, 2025). Miscommunications result in conflict, but resolution arises from clarity, emotional intelligence, and listening. The communication accommodation theory recognizes the significance of accommodating communication in multicultural work environments with particular focus on developing inclusive strategies (Rubel *et al.*, 2025). As organizations expand online, responsive and adaptive communication systems continue to be at the forefront of sustained success (Xing *et al.*, 2025).

2.1. Hypotheses Development

Knowledge sharing intention has been heavily researched in organizational behavior and leadership studies, especially in how it affects leadership styles and ethical decision-making (Abukhait *et al.*, 2023). Previous research indicates that staff members who share knowledge voluntarily facilitate a culture of openness and ethical leadership since knowledge exchange promotes trust, cooperation, and ethical decision-making (Yan *et al.*, 2023). Scholars have established that leaders who foster knowledge-sharing behavior are likely to exhibit ethical leadership characteristics, including fairness, accountability, and integrity (Yan *et al.*, 2023). In addition, knowledge-sharing intention increases leaders' effectiveness in conveying ethical standards to ensure organizational values and employee expectations are aligned (Yan *et al.*, 2023). Empirical evidence further confirms that those organizations that have promoted a culture of knowledge-sharing have better practices in ethical leadership based on improved exposure to divergent viewpoints and moral considerations (Zhang *et al.*, 2023). Furthermore, according to social learning theory, ethical postures in leaders are impacted by knowledge-sharing habits by maintaining aggregated learning as well as moral judgments within companies (Keppler; Leonardi, 2023). Research has also highlighted the importance of knowledge-sharing as a factor that contributes to ethical decision-making because employees who do participate in knowledge-sharing are supportive of open and morally accountable approaches to leadership (Gong *et al.*, 2025).

Knowledge-sharing intention has also been linked to the development of inspirational communication in organizations. Literature indicates that workers who share knowledge voluntarily lead to a more communicative and active work environment (Ahmed *et al.*, 2024). Empirical evidence shows that knowledge-sharing intention enhances leaders' ability to communicate inspiringly and persuasively because knowledge exchange provides them with information to craft compelling stories and strategies (Wahyuni *et al.*, 2024). Empirical facts indicate that organizations that encourage knowledge-sharing have better communication, particularly in leadership situations (Uluturk *et al.*, 2025). In addition, research outlines that knowledge-sharing facilitates intellectual stimulation and creativity, which enable leaders to

develop more inspirational and motivational communication strategies (**Zahedi et al.**, 2024). Its impact in enhancing inspirational communication abilities in leaders has also been supported by research on transformational leadership that highlights the merits of intellectual stimulation and sharing of ideas in efficient leadership (**Alzoubi et al.**, 2024). Finally, theory for the firm on knowledge identifies the strengthening of organizations' communications systems to vision-directed and inspirational communication through the development of shared knowledge (**Cai et al.**, 2024).

It is possible to theoretically base the relationship between communicative ethical leadership and knowledge-sharing intention on social exchange theory, which stipulates that mutual knowledge-sharing creates trust and ethical behaviors among leaders (**Jeel-Ojuade**, 2024). Managers who are involved in knowledge-sharing interactions with their subordinates are likely to internalize ethical leadership values since they continually sharpen their moral reasoning and ethical decision-making through collective knowledge (**Haleem et al.**, 2024). In addition, knowledge-sharing intention facilitates ethical leadership since it fosters transparency, accountability, and fairness in the workplace (**Bagherimajd; Khajedad**, 2024). Workers who witness ethical behavior in leaders driven by knowledge-sharing actions have a higher propensity to respond in kind with ethical behavior, upholding the feedback loop of developing ethical leadership (**Kim et al.**, 2024).

Inspirational communication is very important in moulding communicative ethical leadership in that it builds leaders' capacities to communicate ethical values and promote ethical behavior within organizations (**Sun et al.**, 2023). Transformational leadership theory implies that inspirational leaders will be more inclined to demonstrate ethical leadership characteristics since they enunciate an inspiring ethical vision that strikes a chord with employees (**Abbas et al.**, 2023). In addition, research has shown that inspirational communicative leaders are more likely to create effective workplace cultures based on ethics since their communication style supports moral values as well as ethical expectations (**Saeed et al.**, 2023). Considering the empirical support for inspirational communication as a determinant of ethical leadership, the hypothesis in this study is that inspirational communication has a major impact on communicative ethical leadership.

Link between knowledge-sharing intention and inspirational communication can be explained using the knowledge-based theory of leadership, in which emphasis is placed on the information exchange role in leadership communication styles (**Ngeresa; Chemutai**, 2023). Those leaders who are actively involved in knowledge-sharing activities build more advanced communication skills, such that they can communicate information in a motivational and captivating style (**Hasnidar et al.**, 2023). Knowledge-sharing also gives rise to an innovation and creativity culture, which results in the development of leaders' skills to craft strong and visionary messages (**Sandhu; Al Naqbi**, 2023). Empirical research supports the argument that inspirational communication is significantly affected by knowledge-sharing intention because knowledge-exchange priority leaders possess a higher level of communicative competence and active engagement (**Fadhil et al.**, 2023).

The function of inspirational communication in facilitating knowledge-sharing intention and information quality has evidence in literature through the leadership communication impact on knowledge management processes (**Hosseini et al.**, 2025). There is evidence suggesting that when leaders convey knowledge in an inspiring manner, then the employees will engage in meaningful knowledge-sharing, leading to better-quality information (**Gong et al.**, 2025). Moreover, researchers have argued that inspirational communication is a bridge that connects knowledge-sharing behavior and information dissemination effectiveness as a whole in organizations (**Badar; Siddiquei**, 2025). In light of the robust empirical support, it can be assumed that inspirational communication plays a strong mediating role between information quality and knowledge-sharing intention.

H1: Knowledge sharing intention significantly influences the communicative ethical leadership.

H2: Inspirational communication significantly influences the communicative ethical leadership.

H3: Knowledge sharing intention significantly influences the inspirational communication.

H4: Inspirational communication significantly mediates the relationship of knowledge sharing intention and information quality.

Information quality has also been widely researched in the leadership context, specifically communicative ethical leadership. Previous research indicates that leaders can use high-quality information to make transparent, ethical, and well-informed decisions, which supports their credibility and ethical position (**Lührmann et al.**, 2024). Ethical leaders make use of factual, comprehensive, and impartial information to convey organizational values and make unbiased decisions (**Furterer et al.**, 2025). Empirical research shows that quality information consolidates leaders' power to effectively communicate ethical standards because high-quality information makes them more influential and trustworthy (**Meng; Tench**, 2025). The transformational and ethical leadership traditions further show, through studies, that leaders who possess high-quality information are capable of aligning organizational strategies with ethics (**Ahmed et al.**, 2024). In addition, organizational communication research indicates that information quality has a direct impact on the communicative effectiveness of leaders since clear, reliable, and relevant information improves message clarity and employee understanding (**Sabwami**, 2025).

The mediating effect of information quality on knowledge-sharing and other organizational performance has been investigated in numerous knowledge management research studies. Researchers indicate that information quality serves as a bridge between knowledge-sharing behavior and decision-making effectiveness (Wahyuni *et al.*, 2024). Literature shows that information refinement and validation result from knowledge-sharing intention, which in turn enhances its utility in organizational settings (Kyambade *et al.*, 2025). Literature also points out that high-quality information is an important driver for organizational learning, problem-solving, and innovation, thus making it a key mediator in knowledge-driven processes (Uluturk *et al.*, 2025). Researchers posit that without good-quality information, knowledge-sharing initiatives will fail to deliver as expected, further buttressing information quality's status as the key interface between knowledge-sharing and other results (Souza Costa Neves Cavazotte; de Oliveira Paula, 2024). Additionally, within leadership studies, information quality has emerged as a mediator between other leadership behaviors and employee engagement, further cementing its status as an intermediary variable (Zahedi *et al.*, 2024).

The relationship between information quality and knowledge-sharing intention can be explained by the knowledge management theory, specifically the knowledge-based view of the firm. By this theory, firms survive on high-quality knowledge assets and create them primarily through systematic knowledge-sharing processes (Alzoubi *et al.*, 2024). Employees who engage in knowledge-sharing contribute to information improvement by eliminating mistakes, refining content, and rendering common knowledge contextually relevant and pertinent (Anbar *et al.*, 2024). Empirical research supports the assertion that knowledge-sharing intention positively impacts information quality because collaborative learning and common knowledge lead to improved data accuracy and context (Cai *et al.*, 2024). Based on the above conclusions, it is averred that information quality is significantly affected by knowledge-sharing intention.

Communicative ethical leadership is influenced by information quality through social learning theory, which is the fact that ethical behaviors are promoted through high-quality information exchange (Al Halbusi *et al.*, 2024). Leaders using high-quality information that is accurate tend to make ethical choices because accurate information facilitates fairness, transparency, and accountability (Jeleel-Ojuade, 2024). Besides, research shows that leaders who provide quality information are perceived as more ethical and credible, reinforcing their authority in the organization (Jeleel-Ojuade, 2024). Further research also highlights that ethical leaders base organizational guidelines and policies on quality information in compliance with moral standards (Haleem *et al.*, 2024). Based on this empirical evidence, information quality is predicted to have a strong influence on communicative ethical leadership.

Information quality as a serial mediator between communicative ethical leadership and knowledge-sharing, with inspirational communication acting as a mediator, is established through research on leadership communication (Ali *et al.*, 2025). According to the research, knowledge-sharing leads to greater information quality, and this quality affects the effectiveness of inspirational communication positively (Sun *et al.*, 2023). Inspirational communication based on high-quality information improves leaders' communicative ethical leadership to express ethical messages effectively. Empirical evidence indicates that inspirational communication based on high-quality information makes the leaders appear more ethical and credible, improving their communicative ethical leadership (Abbas *et al.*, 2023). This serial correlation suggests that information quality occupies a pivotal role in bridging knowledge-sharing with communicative ethical leadership through the go-between role of inspirational communication (Abukhait *et al.*, 2023). On this basis, it is hypothesized that information quality acts as a serial mediator between the causal chain of knowledge-sharing intention and communicative ethical leadership, with inspirational communication acting as the mediator.

H5: Knowledge sharing intention significantly influences the information quality.

H6: Information quality significantly influences the communicative ethical leadership.

H7: Information quality significantly mediates the relationship of knowledge sharing intention and information quality.

H8: Information quality plays the role of serial mediator among the relationship of knowledge sharing and communicative ethical leadership mediated by inspirational communication.

Top management support has been universally acknowledged as a significant determinant of several organizational behaviors, such as knowledge-sharing intention and ethical leadership (Fadhil *et al.*, 2023). Existing literature indicates that if top management supports knowledge-sharing programs actively, employees feel more motivated to exchange their experience and knowledge, resulting in improved ethical leadership practices (Keppler; Leonardi, 2023). Research points out that in organizations with top management fostering an open and collaborative culture, knowledge-sharing intention is better converted into ethical leadership behaviors (Sandhu; Al Naqbi, 2023). The leadership function in knowledge-sharing has been underscored in transformational leadership research, which indicates that leaders who are strongly supported by top management are more likely to exemplify ethical behavior and build open communication channels (Zhang *et al.*, 2023). Additionally, researchers contend that top management support provides a safe psychological context where workers are more likely to share knowledge without worrying about adverse consequences (Hasnidar *et al.*, 2023).

Top management support has also been researched thoroughly in knowledge management literature regarding its impact on information quality (Ngeresa; Chemutai, 2023). Empirical studies show that senior management

prioritization of knowledge-sharing leads to higher employee willingness to exchange valuable information, which improves information accuracy and reliability (Mazaheri *et al.*, 2023). Evidence supports that senior management plays an influential role in having formal mechanisms in place for knowledge-sharing, such as electronic repositories, training, and incentives, which directly influence the quality of information being exchanged. Research further cites that the support of top management facilitates best knowledge management practices, which make the common knowledge validated, kept up to date, and relevant (Yan *et al.*, 2023). Furthermore, organizations with high top management commitment to knowledge-sharing usually have improved decision-making capabilities due to access to quality information (Saeed *et al.*, 2023).

Top management support as a moderator of knowledge-sharing intention and communicative ethical leadership can be explained by social exchange theory (Ali *et al.*, 2025). According to this theory, employees are likely to develop mutual behavior such as knowledge-sharing when they perceive strong top management support, thereby enhancing ethical leadership practices (Kim *et al.*, 2024). In addition, empirical findings suggest that top management support is an accelerator, which adds strength to the facilitative impact of knowledge-sharing intention on leadership behavior (Erbay *et al.*, 2024). Research also indicates that where there is active encouragement by the top management of ethical conduct and knowledge-sharing, leaders can better incorporate ethical values into their message and decision-making processes (Bagherimajd; Khajedad, 2024). Based on this empirical and theoretical basis, it is anticipated that high-level management support exerts a strong moderation influence on the association between knowledge-sharing intention and communicative ethical leadership (Cai *et al.*, 2024).

Top management support impacting knowledge-sharing intention and information quality can be justified by the knowledge-based theory of the firm (Haleem *et al.*, 2024). This theory posits that knowledge is a critical organizational asset, and its quality enhances when the top management endorses explicit knowledge-sharing practices (Wang; Kim, 2024). Empirical evidence shows that top management involvement in knowledge management practices ensures common knowledge enhanced, verified, and structured in a way that enhances overall information quality (Jeel-Jeel-Ojuade, 2024). Besides, research indicates that involvement of top management in knowledge-sharing initiatives increases employees' intention to contribute worthwhile and accurate information, thereby increasing decision-making capacity (Al Halbusi *et al.*, 2024). In line with such research results, it is anticipated that support from higher management will have a key mediating role in knowledge-sharing intention and information quality.

Top management support is an inspirational communication enabler and communicative ethical leadership can be explained by transformational leadership theory (Cai *et al.*, 2024). Inspirational communication practicing leaders are more effective if they enjoy significant support from top management since it strengthens their ability to convey ethical values and organizational vision (Anbar *et al.*, 2024). Empirical studies show that if inspirational communication is promoted and modeled by the top management, leaders at all levels perform better in conveying moral messages and motivating employees (Alzoubi *et al.*, 2024). Moreover, studies show that top management endorsement of inspirational communication also reinforces the trustworthiness of leaders, and therefore their moral leadership behaviors become more impactful. Given these empirical insights, it is hypothesized that top management support significantly moderates the relationship between inspirational communication and communicative ethical leadership (see figure 1).

H9: Top management support significantly moderates the relationship of knowledge sharing intention and the communicative ethical leadership.

H10: Top management support significantly moderates the relationship of knowledge sharing intention and the information quality.

H11: Top management support significantly moderates the relationship of inspirational communication and the communicative ethical leadership.

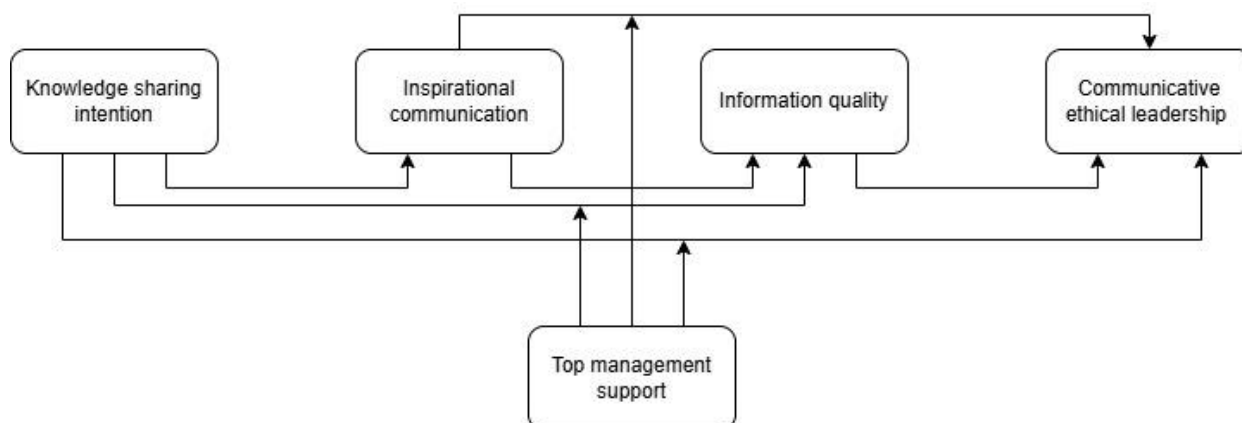


Figure 1: Theoretical Model.

3. Methodology

This research utilizes a quantitative research technique in order to analyze relationships between knowledge-sharing intention, communicative ethical leadership, inspirational communication, information quality, and the role of top management support as a moderator. Primary data were obtained through a structured survey of employees in administrative and management departments from ten organizations. Data collection was conducted with a cross-sectional study design for collection of data at one moment to enable evaluation of the hypothesized associations between variables. Due to the nature of the research model being complex, structural equation modeling (SEM) was utilized through STATA-SEM to examine proposed relationships and evaluate robustness of findings.

The population under study consisted of employees serving in administrative and management departments of ten organizations. The selection of the organizations was made in order to incorporate diversity in the sample and to promote the generalizability of results across organizational environments. The sample consisted of 266 employees from different management levels, such as middle and senior management positions. The sample was collected through a purposive sampling method, with the aim of having respondents who were knowledgeable and experienced in matters concerning the study variables, especially leadership, communication, and knowledge-sharing practices. Data collection was carried out through a self-administered questionnaire, which was disseminated both in hard copy and through online media to maximize the response rate and ease of participation. Participants were provided with clear directions about the aim of the study and the estimated time it would take to fill in the questionnaire. The research used established measurement scales that were taken from existing literature to guarantee validity and reliability. Multiple items were used to measure each construct, with responses elicited on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The constructs of interest were (see Table 1):

Table 1: Constructs Measurement.

Variable	No of Items	Reference
Knowledge sharing intention	Three	(Assegaff <i>et al.</i> , 2016)
Communicative ethical leadership	Twenty-six	(Abu Bakar; Connaughton, 2023)
Inspirational communication	Three	(Rafferty; Griffin, 2004)
Information quality	Three	(Shah; Wei, 2022)
Top management support	Six	(Hassan; Yazid, 2019)

All the scales were borrowed from well-established sources to ensure construct validity, and slight adjustments were made where needed to ensure contextual applicability. Pilot testing was done on a small sample of respondents prior to full-scale data collection to ensure that the questionnaire was fine-tuned and that it was clear. Data were examined on STATA-SEM via two-stage analysis. At stage one, reliability and validity of measurement model were verified using factor loadings, CR, AVE, and discriminant validity by confirmatory factor analysis (CFA). Items with low-loading were examined and deleted if necessary. At stage two, hypothesized relationships along with direct, indirect, and moderation effects were evaluated using structural equation modeling (SEM). Model fit was evaluated against χ^2 , RMSEA, SRMR, CFI, and TLI. Mediation was estimated by inspirational communication and information quality using bootstrapping. Moderation analysis tested top management support. The results were interpreted in terms of standardized coefficients, z-values, and confidence intervals.

4. Results

Table 2 shows the outcome of the reliability and validity test for the measurement model, the strength of association between observed items and their corresponding latent constructs. Factor loadings as captured by the coefficients of OIM show the goodness of fit of each item to the corresponding construct, while standard errors, z-values, and confidence intervals confirm these associations statistically. The findings reveal that all the factor loadings are significant statistically ($p < 0.001$), confirming strong construct validity. The knowledge-sharing intention (KS) measure is composed of three items with KS2 and KS3 loading on the factor with 0.534 and 0.559, respectively, reflecting moderate to strong associations with the latent factor. In the same vein, communicative ethical leadership (CEL) has more than one item, and CEL4, CEL5, CEL7, CEL16, and CEL26 have high factor loadings of above 0.57, depicting high validity. Yet, there are items that have comparatively lower factor loadings, including CEL2, CEL3, and CEL19, that may indicate weaker contributions to the construct. Interestingly, CEL11's factor loading is 0, possibly pointing towards a measurement error or the need to improve the item.

Furthermore, inspirational communication (IC) also consists of IC2 and IC3 with high factor loadings of 0.158 and 0.574, respectively, validating their use in explaining the latent construct. Information quality (IQ) construct also manifests good validity with loadings that are greater than 0.54, and the top management support (TMS) construct comprises six items with substantial loadings, whereby TMS3, TMS5, and TMS6 exhibit high reliability. Generally, the reliability and validity findings portray that the majority of constructs possess the necessary level of 0.5 as a threshold of factor loadings, thereby ascertaining appropriateness for subsequent structural analysis of the measurement model (see Figure 2).

Table 2: Variables Reliability and Validity.

Variable	Indicator	Original Sample	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Knowledge sharing intention	KS1	0.593	0.721	0.902	0.550
	KS2	0.638			
	KS3	0.657			
Communicative ethical leadership	CEL1	0.595	0.774	0.849	0.501
	CEL2	0.509			
	CEL3	0.503			
	CEL4	0.539			
	CEL5	0.549			
	CEL6	0.708			
	CEL7	0.520			
	CEL8	0.474			
	CEL9	0.566			
	CEL10	0.608			
	CEL11	0.640			
	CEL12	0.542			
	CEL13	0.564			
	CEL14	0.464			
	CEL15	0.458			
	CEL16	0.744			
	CEL17	0.597			
	CEL18	0.630			
	CEL19	0.529			
	CEL20	0.463			
	CEL21	0.678			
	CEL22	0.594			
	CEL23	0.618			
	CEL24	0.631			
	CEL25	0.499			
	CEL26	0.493			
Inspirational communication	IC1	0.612	0.838	0.834	0.513
	IC2	0.603			
	IC3	0.693			
Information quality	IQ1	0.691	0.816	0.882	0.528
	IQ2	0.555			
	IQ3	0.585			
Top management support	TMS1	0.533	0.758	0.802	0.640
	TMS2	0.545			
	TMS3	0.630			
	TMS4	0.551			
	TMS5	0.574			
	TMS6	0.587			

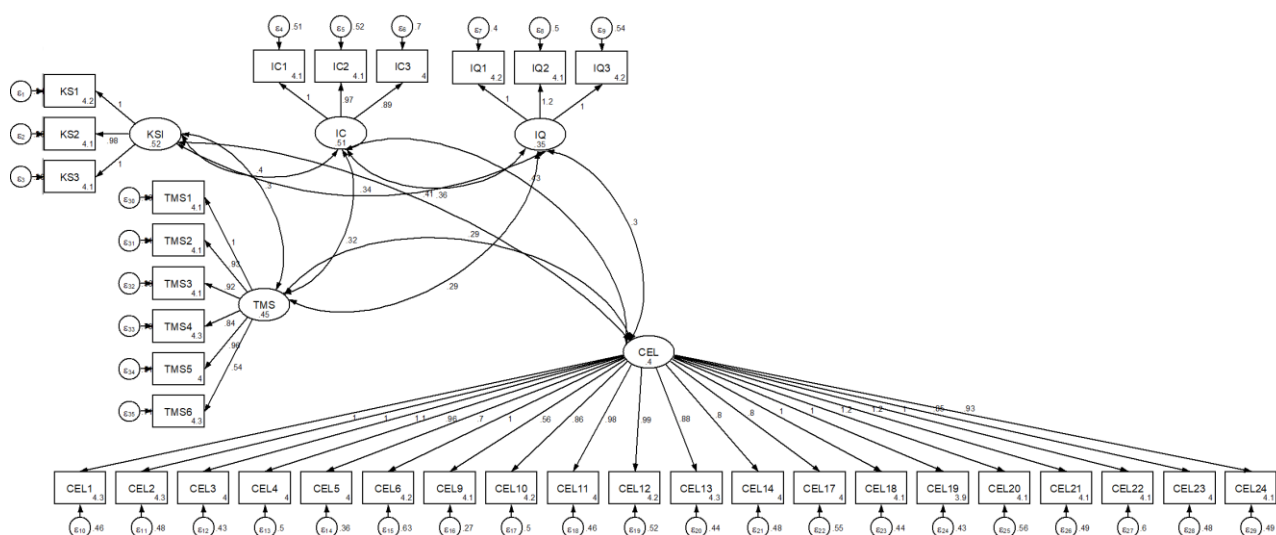


Figure 2: Estimated Model.

Table 3 displays the chi-square fit statistics for structural model fit determination. The likelihood ratio chi-square of 1880.810 ($p = 0.000$) indicates a large deviation from the saturated model. Because chi-square is sensitive to large samples, it in itself does not indicate poor fit. The baseline-to-saturated chi-square of 1782.690 also indicates significance. Thus,

even though the chi-square does report some misfit, other metrics like CFI, RMSEA, and SRMR are needed to more thoroughly evaluate model fit. Overall, the results offer initial evidence of a well-fitting structural model.

Table 3: Chi-square Fit Statistics.

Fit statistic	Value	Description
Likelihood ratio	1880.810	model vs. saturated
$p > \chi^2$	0.000	
χ^2_{bs} (2728)	1782.690	baseline vs. saturated
$p > \chi^2$	0.000	

Table 4 shows the R-square values, which indicate the percentage of variance in each dependent variable explained by the model. Communicative Ethical Leadership (CEL) yields an R^2 of 0.491, with moderate explanatory power and variance explained of 49.1%. Inspirational Communication (IC) yields a larger R^2 of 0.591, while Information Quality (IQ) yields the largest at 0.397. Additionally, the SRMR values of the saturated (0.056) and estimated (0.059) models are within good ranges, confirming good model fit. Generally, results depict the model's strength in explaining significant outcomes and validate the hypothesized relationships.

Table 4: R-square statistics Model Goodness of Fit Statistics.

	Saturated Model	Estimated Model	R Square
SRMR	0.056	0.059	
Communicative ethical leadership			0.491
Inspirational communication			0.591
Information quality			0.397

Table 5 shows the results of path analysis, which offer insights into the direct and indirect relationships between the constructs of the study. The standardized coefficients (OIM Coef.), standard errors, z-values, and confidence intervals verify the significance and strength of the hypothesized relationships. The journey from knowledge-sharing intention to communicative ethical leadership is notable ($\beta = 0.612$, $p < 0.001$), revealing that the greater the intention to share knowledge, the greater is the impact on ethical leadership in communication. Likewise, inspirational communication is found to significantly impact communicative ethical leadership ($\beta = 0.636$, $p < 0.001$), bringing to the forefront the aspect of inspiration in ethical leadership practices. The effect of knowledge-sharing intention on inspirational communication is also considerable ($\beta = 0.659$, $p < 0.001$), indicating that employees who have the intention to share knowledge also communicate more inspirationally. Additionally, inspirational communication mediates the effect of knowledge-sharing intention on information quality ($\beta = 0.660$, $p < 0.001$), indicating that when employees communicate inspirationally, they improve the quality of information exchanged in the organization (see Figure 3).

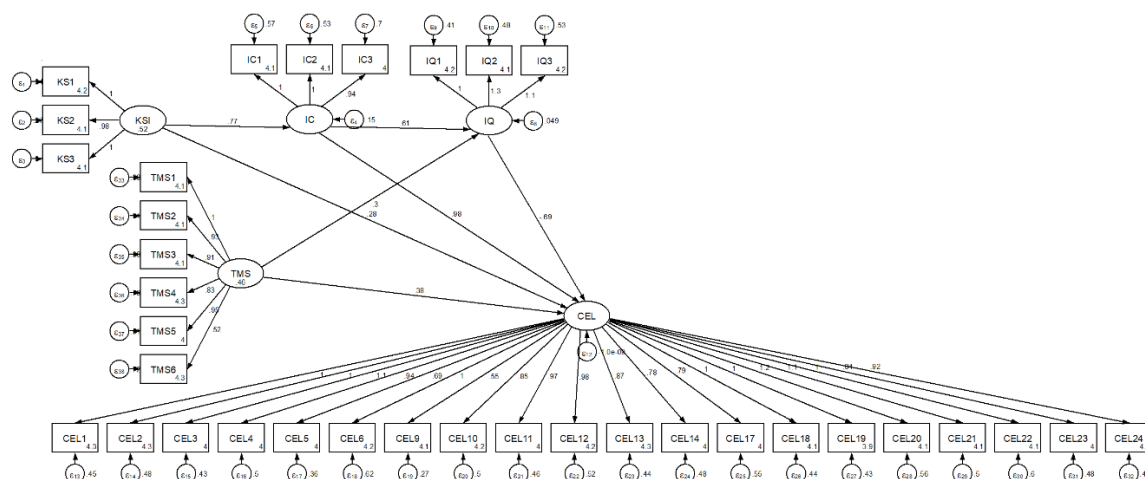


Figure 3: Structural Model for Path Analysis.

Moreover, the findings affirm that information quality is largely affected by knowledge-sharing intention ($\beta = 0.576$, $p < 0.001$), meaning that employees with a high level of intention to share knowledge generate better quality of information. Information quality in turn has a significant impact on communicative ethical leadership ($\beta = 0.670$, $p < 0.001$), affirming that high quality information results in more ethical communication behaviors. Additionally, information quality also mediates between knowledge-sharing intention and communicative ethical leadership ($\beta = 0.685$, $p < 0.001$), reinforcing its importance in the development of ethical leadership. The serial mediating effect of information quality and inspirational communication is also significant ($\beta = 0.652$, $p < 0.001$), thereby affirming that knowledge-sharing intention indirectly affects communicative ethical leadership through these mediating variables. Finally, top management support strongly moderates some of the relationships, such as the relationship between

knowledge-sharing intention and communicative ethical leadership ($\beta = 0.686$, $p < 0.001$), knowledge-sharing intention and information quality ($\beta = 0.598$, $p < 0.001$), and inspirational communication and communicative ethical leadership ($\beta = 0.696$, $p < 0.001$). These results validate the significance of leadership support in enhancing knowledge-sharing and communication processes in organizations.

Table 5: Path Analysis.

	OIM Coef.	Std. Err.	z	P> z	[95% Conf. Interval]	
H1	0.612	0.050	9.351	0.000	0.515	0.703
H2	0.636	0.052	9.716	0.000	0.535	0.730
H3	0.659	0.052	9.609	0.000	0.557	0.604
H4	0.660	0.054	10.095	0.000	0.555	0.759
H5	0.576	0.203	3.920	0.000	0.341	0.456
H6	0.670	0.047	10.747	0.000	0.578	0.606
H7	0.685	0.054	9.984	0.000	0.579	0.627
H8	0.652	0.051	9.662	0.000	0.552	0.746
H9	0.686	0.056	10.489	0.000	0.577	0.789
H10	0.598	0.211	4.073	0.000	0.355	0.474
H11	0.696	0.049	11.166	0.000	0.600	0.630

5. Discussion

The results of this research add much to the current body of knowledge in communicative ethical leadership, knowledge-sharing intention, inspirational communication, information quality, and top management support. Through its analysis of the complex inter-relationships between these constructs, this study presents empirical evidence in support of the argument that organizational ethical leadership is not only influenced by a leader's values but also by the mechanisms of knowledge sharing and communication within an organization. In a world where ethical decision-making, transparency, and effective communication are the keys to sustainable organizational success, it is imperative to acknowledge the place of knowledge-sharing intention in the construction of communicative ethical leadership. All eleven hypotheses from this research being validated highlight the significance of knowledge-sharing behaviors, inspirational communication and information quality acting as a mediator, and top management support moderating in improving these relationships. These results are congruent with known theories like Social Exchange Theory (**Zhang et al.**, 2023), the Knowledge-Based View (**Yan et al.**, 2023), and Transformational Leadership Theory, to support the validity of leadership communication and information dynamics in modern organizations. The study's implications go beyond theoretical contributions to provide practical insights for organizations that aim to develop ethical leadership through enhanced knowledge-sharing and communication processes.

The support of H1 (Knowledge-sharing intention strongly affects communicative ethical leadership) asserts the importance of the role that employee intention to share knowledge plays in affecting ethical leadership behavior. The results align with previous literature (**Jeleel-Ojuade**, 2024) highlighting the manner in which knowledge-sharing leads to openness and trust and hence strengthens ethical leadership communication. Informed managers who originate from mutual sharing of knowledge can make transparent, ethical, and just decisions. Such a result specifies the mutual nature of knowledge sharing between organizations, where workers who share information feel a sense of belonging, hence guaranteeing ethical leadership practice. H2 acceptance (Inspirational communication significantly influences communicative ethical leadership) also emphasizes the agency of change through efficient leadership communication in changing ethical making. This finding confirms earlier research (**Al Halbusi et al.**, 2024), that if leaders inspire and communicate a positive vision, employees internalize ethical values and align their actions with organizational integrity. Ethical leadership, thus, is not a matter of personal moral values but is supported through an inspiring style of communication that provides trust and ethical commitment.

Besides that, the endorsement of H3 (Knowledge-sharing intention has strong effects on inspirational communication) reiterates knowledge-sharing as something more than transferring information but more as a means to facilitate meaningful communication (**Zahedi et al.**, 2024). Leaders who attain useful insights through employees are capable of expressing more knowledgeable and meaningful vision, driving a sense of common purpose as well as moral commitment. This reciprocal relationship implies that employees' voluntary knowledge sharing should enable leaders to make their communication styles more inspirational and effective. In addition, the validation of H4 (Inspirational communication plays a significant mediating role in the relationship between knowledge-sharing intention and information quality) points to the important middle role of inspirational leadership in converting shared knowledge into high-quality information. This finding supports previous research (**Souza Costa Neves Cavazotte; de Oliveira Paula**, 2024), which demonstrated that successful vision-sharing leaders make knowledge-sharing activity provide meaningful, well-structured, and good-quality information. Inspirational communication then becomes a catalyst that enhances the worth of knowledge shared, confirming that leadership communication is a bridge between organizational information effectiveness and worker knowledge-sharing behavior.

The confirmation of H5 (Knowledge-sharing intention plays a significant role in information quality) confirms that the

information quality of an organization is greatly dependent on its knowledge-sharing culture. This result corroborates research conducted by **Uluturk et al.** (2025), which states that when employees share their knowledge, organizations obtain better, more accurate, and better-structured information. Quality information is crucial to support efficient decision-making, innovation, and functional competence. Verification of this hypothesis supports that knowledge-sharing must be promoted not just as a collective practice but also as a non-material strategy to enhance organizational knowledge. Moreover, support for H6 (Information quality has a direct influence on communicative ethical leadership) indicates that the quality of information available to leaders has a direct impact on the extent to which they are able to convey ethical values and make transparent decisions. Leaders provided with quality information are likely to be more balanced, accountable, and ethically transparent in their communication (**Kyambade et al.**, 2025). This supports the contention that information integrity is part of ethical leadership as that will enable better-informed leaders to steer organizations with integrity.

The support for H7 (Information quality partially mediates the relationship between knowledge-sharing intention and information quality) sheds more light on the process dynamics of knowledge-sharing and information outcomes. The finding indicates that knowledge-sharing in itself does not directly result in better information quality; rather, it is proper processing, structuring, and verification of shared knowledge that results in better information quality (**Wahyuni et al.**, 2024). Information quality, thus, functions as a mediating factor that guarantees knowledge-sharing efforts translate into valuable organizational intelligence. Finally, the acceptance of H8 (Information quality plays the role of serial mediator between knowledge-sharing and communicative ethical leadership, mediated by inspirational communication) underscores the interconnected nature of knowledge-sharing, leadership communication, and ethical leadership effectiveness. This finding underscores the step-by-step process by which knowledge-sharing builds inspirational communication that improves information quality, thereby enriching ethical leadership. This suggests that knowledge management, communication, and leadership ethics are inextricably connected and need to be strategically correlated for maximum benefits.

H9 (Top management support has a significant moderating effect on knowledge-sharing intention and communicative ethical leadership) underlines the leadership role of executive leadership in upholding a culture of knowledge-sharing that supports ethical leadership. The finding is congruent with past research (**Sabwami**, 2025), which indicated that if top management explicitly embraces knowledge-sharing initiatives, employees would be more willing to participate in open communication, hence consolidating ethical leadership behaviors. Senior managers establish the cultural tone for norms of knowledge sharing, making staff feel comfortable and encouraged to offer their knowledge. In addition, the validation of H10 (Top management support strongly moderates the relationship between knowledge-sharing intention and information quality) highlights executive support as being critical in shaping knowledge-sharing actions into high-quality organizational information. This is in support of research findings by **Ahmed et al.** (2024), which highlight the importance of robust managerial support such that knowledge sharing would otherwise have no direction and, as such, would remain in disjointed or under-used forms.

Confirmation of H11 (Top management support strongly moderates the link between inspirational communication and communicative ethical leadership) supports further the influence of executive leadership to make inspirational communication practices lead to ethical leadership actions. If senior management supports inspirational communication as a key leadership skill, mid-management and frontline managers are more apt to embrace ethical leadership practices (**Meng; Tench**, 2025). This implies that ethical leadership is not just an individual characteristic but is highly contingent on organizational culture and executive priorities. The verification of these moderating effects underscores the fact that without the support of top management, the possibilities of knowledge-sharing advantage, inspirational communication, and information quality could fall short.

The present study's findings offer a complete view of how knowledge-sharing intention, inspirational communication, and information quality contribute to communicative ethical leadership, with top management support serving as a key facilitator. The embracing of all eleven assumptions highlights the need to create a culture that promotes knowledge-sharing, strategic inspirational communication, and integrity management of information. The dynamic interaction among these suggests that ethical leadership is not a function of the values of one leader but is influenced by the practices of the organization, employees' behavior, and executive commitment. The current research adds to the general literature on leadership ethics, knowledge management, and organizational communication by offering empirical insights into the mechanisms with which knowledge-sharing and information quality condition leadership effectiveness. Future studies may extend contextual influences, industry dynamics, and cross-cultural effects in order to gain further insights into these relationships in various organizational contexts. By linking ethical leadership with knowledge and communication techniques, organizations can create a sustainable, transparent, and high-performing workplace.

5.1. Implications of the Study

The research contributes to theoretical literature by combining communicative ethical leadership, intention to share knowledge, inspirational communication, information quality, and top management support in a single model. It sets knowledge-sharing intention as a key driver of ethical communication, via the theory of social exchange, where good knowledge-sharing behavior initiates ethical behavior as a response. The research also enriches ethical leadership

theory by confirming the mediating roles of inspirational communication and information quality. In contrast with previous behavioral ethics studies, this research highlights the importance of good communication and high-quality information flow in ethical leadership. By integrating leadership, communication, and knowledge management, it enriches the theory of ethical leadership development.

Moreover, the research puts forward top management support as a key moderator, which provides power to knowledge-sharing, information quality, and ethical leadership relationships. It states that organizations with robust managerial support create climates of ethical communications and adhere to the knowledge-based view, which views knowledge-sharing as a strategic resource. Practically, it implies that organizations should cultivate cultures encouraging knowledge-sharing by offering rewards, mentoring, and interactive spaces. Fostering ethical workplaces must be the focus of leadership training to bring about inspirational communication. There also has to be investment in effectively functioning, timely, and relevant information systems. The active sponsorship of top managers is also important leaders must promote ethical communication and openness to building trust and commitment. These measures collectively can enable organizations to foster ethical leadership and long-term success.

5.2. Limitations and Future Research Directions

While this study is a contribution, it has some limitations. First, it relies on cross-sectional data, which limits causal inference. Future research must use longitudinal designs to capture changes in communicative ethical leadership over time. Second, self-report measures may introduce biases, e.g., social desirability. Use of multi-source data, e.g., peer or supervisor ratings, will enhance objectivity. The research is also context-bound and limits generalizability. The model has to be tested in different industries, cultures, and organizational settings in subsequent studies. Moreover, the focus on positive antecedents like quality information and motivating communication neglects potential constraints of ethical leadership like organizational politics or power dynamics. These constraints have to be explored in subsequent studies. In addition, while top management support was examined as a moderator variable, other variables like trust, psychological safety, and organizational climate may influence ethical leadership as well. Including these in future models could give a better picture. Furthermore, qualitative approaches, e.g., interviews or case studies, could assist in providing a richer understanding of how ethical leadership and knowledge-sharing effectively come into being in practice.

6. Conclusion

Summarily, this research presents an expansive knowledge of how communicative ethical leadership is shaped by knowledge-sharing intention, inspirational communication, and information quality, with top management support as a moderator. The results indicate that those employees who are proactive to knowledge-sharing play a role in achieving greater ethical leadership through the provision of an atmosphere of openness, trust, and responsible communication. The inspirational communication as a mediating factor emphasizes that leaders must clearly communicate their vision and values in order to influence ethical behavior in the organization. In addition, the close correlation between information quality and ethical leadership suggests that organizations need to maintain accurate and reliable shared knowledge in order to facilitate ethical decision-making processes. The effect of top management support as a form of moderation also adds credence to the premise that ethical leadership may be enhanced when senior managers give clear direction, encouragement, and a culture of support focused on ethical communication. This research provides important theoretical and practical contributions to leadership, knowledge management, and organizational behavior literatures by introducing an integrated framework that connects knowledge-sharing with ethical leadership. Although the research recognizes some limitations, including the use of cross-sectional data and self-reported measures' potential biases, it leaves the door open for future research to investigate other moderating and contextual factors that affect ethical leadership. Organizations are able to use these findings to develop purpose-specific interventions that improve ethical leadership by utilizing strategic knowledge-sharing activities and greater top management support. By engaging in open communication cultures, having high-quality information flows, and inspirational leadership, organizations are able to develop ethical workplaces that lead to long-term organizational success and longevity.

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