

EFFECT OF AUTHENTIC LEADERSHIP ON KNOWLEDGE-SHARING BEHAVIOR: THE ROLE OF AFFECTIVE COMMITMENT AND TASK INTERDEPENDENCE

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Received: December 23, 2025

Accepted: March 16, 2026

Published: July 25, 2026

DOI: 10.52932/jfmr.v..i..en.1183

Appendix 1. Original scale

Observed variables	Original scale	Source
Authentic leadership		
AL1	My leader is clearly aware of the impact he/she has on others	Grošelj et al. (2020)
AL2	My leader admits mistakes when they are made	
AL3	My leader objectively analyses the relevant data before making a decision	
AL4	My leader is guided in his/ her actions by internal moral standards	
Knowledge-Sharing Behavior		
SN1	I often acquire new knowledge from coworkers.	Sudibjo and Prameswari (2021)
SN2	I often share the knowledge I have with colleagues.	
SN3	Knowledge Exchange between individuals is very likely to occur within this organization.	
SN4	There are many opportunities to Exchange knowledge with colleagues.	
SN5	Technology plays an important role in the Exchange of knowledge between colleagues.	
SN6	Management plays an important role in the Exchange of knowledge	
SN7	When I gain new knowledge, I want to learn more and develop it	
Affective commitment		
AC1	I don't feel a sense of belonging in my organization. (Reversed)	Im et al. (2016)
AC2	I often feel that my colleagues are like my family.	
AC3	The values that I think are important are very similar to values that my organization seeks.	
AC4	I am proud to talk to others about my workplace	
Task interdependence		
TI1	I work closely with others in doing my work	Pearce and Gregersen (1991)
TI2	I frequently must coordinate my efforts with others	
TI3	My own performance is dependent on receiving accurate information from others.	
TI4	The way I perform my job has a significant impact on others	
TI5	My work requires me to consult with others fairly frequently.	

Appendix 2. Demographic characteristics of the sample

Criteria		Frequency	Percentage (%)
Gender	Male	159	51.79
	Female	147	47.88
	Other	1	0.33
Age	25-34	71	23.13
	35-45	148	48.21
	>45	88	28.66
Job position	Lecturers	215	70.0
	Manager	92	30.0
Length of service	<1 year	18	5.86
	1–3	46	14.98
	3–5	46	14.98
	>5 years	197	64.17
Educational qualifications	Master degree	219	71.34
	Doctoral degrees	88	28.66

Appendix 3. Reliability and convergent validity

Key variables		Outer loading	Cronbach's Alpha	CR	AVE
Affective commitment	AC2	0.824	0.778	0.778	0.692
	AC3	0.845			
	AC4	0.828			
Authentic leadership	AL1	0.807	0.87	0.871	0.721
	AL2	0.85			
	AL3	0.9			
	AL4	0.837			
Knowledge-sharing behavior	SN1	0.729	0.829	0.831	0.54
	SN2	0.777			
	SN3	0.731			
	SN4	0.77			
	SN5	0.709			
	SN6	0.688			
Task interdependence	TI1	0.829	0.877	0.883	0.67
	TI2	0.853			
	TI3	0.804			
	TI4	0.832			
	TI5	0.771			

Appendix 4. Fornell-Larcker

	AC	AL	SN	TI
AC	0.832			
AL	0.56	0.849		
SN	0.559	0.565	0.735	
TI	0.257	0.382	0.576	0.818

Appendix 5. Discriminant validity (HTMT)

	AC	AL	SN	TI
AC				
AL	0.68			
SN	0.695	0.663		
TI	0.301	0.434	0.669	
TI x AC	0.239	0.28	0.458	0.417

Note: AC: Affective commitment, AL: Authentic leadership, SN Knowledge-sharing behavior, TI: Task interdependence

Appendix 6. Collinearity statistics (VIF) results and Effect Size (f^2)

	VIF	f-square
AC -> SN	1.467	0.157
AL -> AC	1.000	0.456
AL -> SN	1.607	0.065
TI -> SN	1.314	0.217
TI x AC -> SN	1.208	0.047

Appendix 7. Q^2

	Q^2
AC	0.210
SN	0.295

Appendix 8. Model fit

	SRMR
Saturation model	0.066
Estimated model	0.064