
**TRANSFORMATIONAL LEADERSHIP, KNOWLEDGE SHARING AND
INNOVATIVE WORK BEHAVIOUR IN BUKEDEA DISTRICT LOCAL
GOVERNMENT**

By

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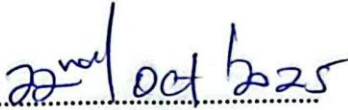
OCTOBER, 2025

DECLARATION

DECLARATION

I, Amoit Loyce Imailuk hereby declare that this is my original work and to the best of my knowledge has never been submitted for any academic award in any institution of higher learning.

Signature.....

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APPROVAL

APPROVAL

This is to certify that this dissertation is submitted with our approval as university supervisors.

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DEDICATION

This thesis is dedicated to my family, friends and mentors whose unwavering love, support and encouragement have been my cornerstone throughout my academic journey. To my mother, siblings and friends, your sacrifices and belief in me have shaped my dream into a reality.

To my nephews and nieces, your laughter and companionship lifted me through the challenges.

To my mentor, your guidance and wisdom illuminated my path above.

I dedicate this journey to the Almighty God for His love and wisdom that has brought me this far.

Thank you all and may God bless you abundantly in your endeavors.

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LIST OF ACRONYMS

CVI:	Content Validity Index
DLG:	District Local Government
HRD:	Human Resource Department
H0:	Hypothesis
IWB:	Innovative Work Behavior
KS:	Knowledge Sharing
LGMSD:	Local Government Management Service Delivery
LLG:	Lower Local Government
LG:	Local Government
SPSS:	Statistical Package for Social Sciences
TFLT:	Transformational Leadership Theory
TFL:	Transformational Leadership
TL:	Transformational Leadership

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ABSTRACT

The purpose of this study was to examine the mediating role of Knowledge Sharing in the relationship between Transformational Leadership and Innovative Work Behavior in Bukedea District Local Government. Specifically, the study sought to establish the effect of Transformational Leadership and Innovative Work Behavior in Bukedea District Local Government, examine the relationship between Knowledge Sharing and Innovative Work Behavior in Bukedea District Local Government and to assess the mediating role of Knowledge Sharing in the relationship between Transformational Leadership and Innovative Work Behavior in Bukedea District Local Government. The study adopted the Transformational Leadership Theory as the theoretical framework. A cross-sectional design was adopted, targeting a population of 244 employees across 14 sub-counties and 2 Town Councils in Bukedea District. Using simple random sampling, a sample of 152 employees was drawn to participate in the study. Data were analyzed using the Statistical Package for Social Sciences (SPSS), with reliability and validity tests using content validity index and cronbach alpha coefficient respectively and the coefficients were above the 0.7 threshold, hence the data was valid and reliable. The study used hierarchical regression to test for direct effect relationship and Hayes process Macro to test for mediation. The finding of the study revealed that Transformational Leadership has a statistically significant effect on Innovative Work Behavior. The results further revealed that Knowledge Sharing has a statistically significant effect on Innovative Work Behavior. The study further revealed that Knowledge Sharing is a partial mediator of the relationship between Transformational Leadership and Innovative Work Behavior. Based on the study results, it is recommended that local government authorities invest in leadership development programs to cultivate transformational leadership skills and create a culture of knowledge sharing to promote employee innovativeness.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This section entails the background, problem statement, purpose, research objectives, research hypothesis, significance, and conceptual framework.

1.1 Background of the study

For continuous improvement, organizations ought to cultivate Innovative Work Behavior in the contemporary world (Farooqi et al., 2025). This is because innovative employees are capable of finding creative solutions to problems hence enabling organizations to adapt to changing environments. Innovative work behaviour is the intentional generation, promotion, and realization of new ideas within a work role, group, or organization to benefit performance (Gelaidan et al., 2024; De Jong & Den Hartog, 2010; Farrukh et al., 2023). Scholars have conceptualized innovative work behavior as a four dimensional construct comprising of idea exploration (ability to think of a problem), idea generation (ability to think for alternative ideas to solve a problem), idea and idea championing(ability to share ideas and solutions to others) and idea implementation (ability to go ahead and execute the solutions) (Namono et al., 2022; Fatoni et al., 2025; De Jong & Den Hartog, 2010).

Despite the recognized importance of innovative work behavior in driving organizational success, it remains a significant challenge globally. For instance, a study conducted in the hospitality industry in China revealed that only 27% of employees regularly engage in innovative behaviors (Khan et al., 2025). In Pakistan, less than a third of employees in public schools were motivated to generate new work ideas due to resource constraints (Awan & Ahmad, 2024). In Africa, a study

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