THE ROLE OF LEADERSHIP BEHAVIOURS AND ORGANIZATIONAL CULTURE ON EFFECTIVE KNOWLEDGE SHARING; CASE OF STATE-OWNED ENTERPRISES IN PAKISTAN

Khawaja Asif Tasneem and Saba Feroz Qureshi

ABSTRACT

The purpose of the study is to explore the influence of leadership style on knowledge sharing in state-owned enterprises. We also study the role of organizational culture that is cultivated by the servant and transformational leaders in the workplace. Sample of 297 respondents from state owned enterprises of Pakistan was used in the research. Data was collected by conducting a survey and was analysed through multivariate analysis; PLS "partial least squares" and SEM "structural equation modeling". The results of the study reflect that both leadership styles i.e. servant and transformational, significantly and positively effect knowledge sharing in state-owned enterprises of Pakistan and organizational culture also has a positive and significant mediating role in the relationship between two leadership styles and knowledge sharing process in the targeted state-owned enterprises. The current study provides the mechanisms of organizational culture in terms of systems and procedures which evaluate its impact on knowledge sharing effectiveness in organizational managers by the help of examining the relationship between servant leadership, transformational leadership, organizational culture and knowledge sharing.

INTRODUCTION

Knowledge is deemed as an information holding high value and therefore, it is very crucial to perform the task of managing knowledge with utmost precision and appropriateness in an organization so the organization can make sustainable competitive benefit among the competitors in its respective

markets (Birasnav et al., 2011). Knowledge management process involves the tasks of identifying, selecting, organising and classifying the information in an enterprise in such a way that the knowledge makes a positive impact on individual performances by improving them and by developing competitive edge over rivals. All the tasks of knowledge management processes can be effectively accomplished by creating a supportive organizational culture which promotes production and sharing of knowledge among the organizational from top to bottom and across the organization. Considering this, it can be deduced that the work environment and culture of an organization indeed plays a vital part in effective knowledge management on organisational level (Akhavan et al., 2014).

The importance of knowledge management and the effect of leadership styles on its processes steers the attention to formulate the current paper with a clear objective of finding out the nature of interrelation in particular leadership styles and knowledge sharing and management in context of business organizations. Moreover, it can also be observed that leadership styles affect knowledge management by breeding effective culture in the firm therefore the current study also undertakes the organizational culture as a mediating variable between leadership styles and knowledge management in state-owned enterprises of Pakistan.

The state-owned enterprises of Pakistan are chosen in current paper because like many other areas, state-owned enterprises of countries also heavily rely for their success on their intellectual capital rather than the physical capital. It is already established that knowledge being the most important information is one of the most valuable intellectual assets for the enterprises and therefore it can play an important role in the growth of government organizations (Abbas et al., 2011). It is also closely observed that government sector of Pakistan has received very less attention by researchers and practitioners when it comes to their governance of knowledge management. Also, the area is less developed in terms of mechanism of knowledge management and also lacks sufficient investment in knowledge sharing systems (Amber, Khan & Ahmad, 2017). Therefore, the study has selected the said area to conduct the research on the interrelation of leadership styles, organization culture and knowledge sharing processes.

It is identified that in many small or less resourced enterprises such as government organizations, identification, creation, storage, capture, mapping and dissemination of knowledge is challenging. Therefore, it is crucial to

identify that what factors can contribute in an effective knowledge management in such enterprises. Studies (Farooq et al. 2017; Mishtaq & Bukhari, 2017; Akhavan et al, 2014) prove that leadership and its particular styles have important parts in mitigating the difficulties that arises in the accomplishment of knowledge management processes, therefore this paper seeks to investigate the different classifications of modern organizational leadership styles such as transformational style, servant style and transactional style and also that how can these styled (transformational, servant and transactional) can affect knowledge management processes in an enterprise and how organizational culture mediate the relationship. Moreover, the literature reveals that the two concepts of leadership styles and organization culture have been linked to Knowledge sharing processes individually. This means that researchers have investigated the correlation of leadership and knowledge management (Crawford, 2005; Mushtaq & Bokhari; Farooqi et al., 2017), and correlation of organizational culture and Knowledge sharing (Tseng, 2010; De Long & Fahey, 2000), but the literature lacks in addressing the phenomenon that how leadership style creates and 'maintains' particular organizational cultures to promote knowledge sharing. Addressing this gap, the current paper aims to provide empirical evidence to prove the existence or nonexistence of interrelation between the modern leadership styles (servant and transformational), organizational culture and practices associated with knowledge sharing practices which gives way to the following research questions:

THEORETICAL BACKGROUND

Leadership Styles

If one wants to understand the concept of leadership styles, it is integral to go through the concept of leadership which is a process of influencing the followers and orienting them (Banai & Reisel, 2007). A definition defines leadership as process of penetration among subordinates to accompany them with utmost support in the achievement of common goals and milestones (Akhavan et al., 2014). Well-known and leadership theories that are brought under discussion in current researches are servant style of leadership and transformational style (Smith et al., 2004).

Initially, the specifics of transformational theories reflected that leaders with this style inspires their subordinates which results into the benefit that subordinates and leader are clear on organizational vision and also such leaders are known to develop the potential in followers by providing them resources and thereby empowering them to achieve the vision that is shared with them

by the leaders (Bass, 1996). Leaders with transformational leadership style not only act as role models but also support optimism and attain commitment from their followers while focusing on tasks while simultaneously working on subordinates' professional development and personal and career growth (Bass & Avolio, 1988). Transformational style of leadership focuses on the accomplishment of leader rather than on his or her personal traits and relationship with peers and subordinates. Transformational leadership can also be described as the leadership process that transforms the behaviour of individuals. In simpler words, this leadership style inspires the followers to be changed under the leadership (Northouse, 2016).

Likewise, the initially presented theory of Servant leadership not only depicts leaders as servants of their followers but the theory shows such leaders placing their followers' interest before their own (Greenleaf, 1977). The primary object of servant leader is to serve and fulfil the requirement of others and such leaders think that this should optimally be the core motivation for an effective leadership. Servant leaders gain credibility and immense trust from their followers by influencing them with their own contributions and efforts (Anderson, 2018).

Leadership Styles and Knowledge Sharing

In the phase of knowledge sharing in knowledge management process, leadership plays a very important role by forming mutual knowledge sharing practices, by encouraging the members of organization members to exchange ideas and have knowledge-based discussions and dialogues among them (Micic, 2015). Empowering leaders takes one step higher and get engaged themselves in knowledge sharing activities (Mishra & Pandey, 2018). When employees perceive their leaders as encouraging and supportive of knowledge sharing in an organization then their involvement in knowledge sharing activities are also positively influenced as such leaders encourage the followers openly in discussion meetings to share their skills and ideas with others. This openness elevates both internal and external knowledge sharing behaviour in subordinates (Carmeli et al., 2013).

The relationship of servant leadership style with knowledge sharing can be seen through theories of social learning and social exchange (Bandura, 1977) and social exchange theory (Blau, 1964). Social exchange theory indicates a social exchange between employees and leader behaviours (Tuan, 2016). The leaders with Servant leadership style lead employees by providing service to them, by transcending their self-interest, by demonstrating care

and empathy for others and by acting in best interest of subordinates (Van Dierendonck, 2011). In social exchange theory, people are inclined to return favours to the ones who act in their interest. This reciprocity increases till a perceived balance is emerged in the exchanges (Blau, 1964). The more a servant leadership demonstrate and practice care to the employees, the more employees respond. This reciprocation is not only in terms of treatment but also happens in leader's commitment to organizational mission and transcendent contributions, importantly contribution such as knowledge sharing.

Transformational evidently is a leadership style that promotes and develop the methods of organizational learning by creating opportunities in the firm so the organizational members are enabled to gain learning through can learn through dialogues, communication, interaction and experimentation (Liu & Li, 2018). The interrelation of transformational leadership style and knowledge sharing is seen in the light of exchange relationship by various researchers where exchange relationship occurs between subordinates and transformational leade201according to the social exchange theory (Lee, et al., 2010, Han, et al., 2016). Li et al. (2014) deduced that transformational style of leadership positively influences the exchange between leaders and organizational members which leads to improved and increased knowledge sharing in the workforce. Transformational leadership facilitates the process of knowledge sharing as this style incorporates and promotes trust among followers for not only leaders but also for each other and for organization as well. In return, when the leadership asks them to engage in the processes of knowledge sharing then the followers oblige trustingly (Lee et al., 2010).

H1: Servant leadership style has a positively relates with knowledge sharing in an organization

H2: Transformational leadership style has a positively relates with knowledge sharing in an organization

Organizational Culture

Organizational culture can be defined as basic shared assumptions that an organization and its members learn while coping with internal and external environment and solving problems related to internal integration and external adaptation. The same are then taught to new members so they can also solve problems in same way (Parket al., 2004). Tseng, (2010) defined organizational culture as the thoughts and acts of members in an organization (Tseng, 2010). Edwards (1988), Robbins and Barnwell (1994) and Nicholls

(1984) described organizational culture as the shared beliefs, values and perceptions of employees and other stakeholders in an organization. Culture is learned socially and organizational members transmit it in organization. It can be cultivated in in stable social set up of any type and size (Yang, 2007).

Leadership and Organizational Culture

Once the concept of organizational culture is examined closely along with the role of leadership in an organization, it can be conveniently concluded that both concepts are strongly interlinked with each other (Schein, 2004). One concept cannot be understood completely without understanding the other. A leader forms an organization that can reflect his or her beliefs and values, means he or she shapes the organizational culture accordingly. On the other hand, the cultural conditions shape the actions, values and beliefs of its members and support those of the leaders (Northouse, 2016) If organizational culture doesn't support leaders, it is impossible to form a leadership style that is based on the common values. Therefore, organizational culture determines the major part of leadership styles and what and how the leaders operate in an organization (Nguyen & Mohamed, 2011). Leader in an organization needs to understand the culture on organisational and community level both in order to successfully establish knowledge management practices in a work place (Rijal, 2010). The employees and other members of organizations must be substantially willing to exchange and share skills and knowledge with peers and other organizational member.

Organizational Culture and Knowledge Sharing

When it comes to organizational culture, various authors have shed light on the significance of a culture in knowledge sharing, transfer and its creation in an organization (Rijal, 2010; Poul et al., 2016; Al-Alwai et al., 2007; Kathtiravelu et al., 2014). Culture is an essential element of an organization because it has the potency to immensely influence the behaviours and attitudes of organizational members. This is one of the main reasons that organizational culture directly affects knowledge sharing processes in an organization (Rijal, 2010). Effective knowledge sharing requires constant and operative interaction among organizational members. Other than that market orientation, trust among individuals, intrinsic motivation, element of enjoyment in helping others, support from leadership are some other factors that are very influential in the process of knowledge sharing (Khatiravlu et al., 2013).

Another influence to a knowledge sharing willingness in an organization's

culture is the reciprocity. This means the need of an individual to perceive a future or current return on knowledge that he or she chooses to transfer or share in a workplace. This may be a direct compensation, something intangible such as enhanced reputation or the trade of knowledge against knowledge. A leaser plays an important role in cultivating such culture of reciprocity in organizations to promote knowledge sharing behaviour and intentions (Tuan, 2016). All in all, authors have particularly emphasized in their studies (Ngyen & Mohamed, 2011; Yang, 2007; Rijal, 2010; Akhavan et al., 2014) that the cultural component which mainly influence the process of knowledge sharing in organizations is the way in which it is managed by its leadership or the organizational culture in itself.

The theoretical background helps in formulating the below hypotheses

H3: Organization culture positively relates with knowledge sharing in an organization

H4: Organizational culture mediates the positive relationship between Servant leadership style and organizational knowledge sharing.

H5: Organizational culture mediates the positive relationship between Servant leadership style and organizational knowledge sharing.

METHODOLOGY

The current paper has taken Pakistan's state-owned enterprises to study the conceptual framework of the study. In this study, positivist research philosophy is being utilized which will test the theories through quantitative techniques and tools.

The study has employed the approach of quantitative calculations because the research is emphasized on statistical and numeric analysis of the collected data to fulfil research objective. Generally, quantitative method starts with data collection against proposed hypothesis and mostly it employs the of deductive approach (Babbie, 2009). Ahimbisibwe, Omudang, Tusiime and Tumuhairwe (2016) and Perepelkina (2018), have employed the combination of quantitative and deductive approach in their studies because it is suitable to explain and draw inferences from results on relationships of variables. Considering the mentioned logics, the current study has utilized the said approaches by formulating hypothesis by extensive reviewing the relevant literature and available theories. There is also an element of exploratory research design in the study as the purpose of an exploratory design is to establish a better perceptive of the aspects that are being investigated in a

study and to produce an innovative data to form a suitable base for future investigations. This type of research design is used to study new developments and is characterized by the flexibility. Such design is also helpful to understand new insights, clarify concepts, and to assess them (Routio, 2007).

Population and Sample

The current study is considering state-owned enterprises of Pakistan as the target population. The state-owned enterprises refer to those that are owned by the government of the country. The state-owned enterprises of Pakistan are chosen in current paper because like many other areas, state-owned enterprises of countries also heavily rely for their success on their intellectual capital rather than the physical capital. It is established fact that knowledge being the most important information is one of the most valuable intellectual assets for the enterprises and therefore it can play a significant role in growth of government organizations (Abbas et al., 2011). It is also closely observed that government sector of Pakistan has received very less attention by researchers and practitioners when it comes to their governance of knowledge management. Also, the area is less developed in terms of mechanism of knowledge management and also lacks sufficient investment in knowledge sharing systems (Amber, Khan & Ahmad, 2017). Therefore, the study has selected the said area to conduct the research on the interrelation of leadership styles, organization culture and knowledge sharing processes. The population for the study is the 581,240 employees who are working in the state-owned enterprises in Pakistan (Establishment division report, 2018-2019). It means the population of the study can be categorized as known or countable population because the number of population is known to the investigator (Panichkitkosolkul, 2013).

The strategy of Sampling encompasses the technique that researcher adopts to select a certain sample population of the study (Robson and McCartan, 2016). Sampling techniques are generally classified into two classes. One is probability sampling and the other is non-probability sampling (Saunders et al., 2012). When every population unit has an equal chance to get selected then it is probability sampling. While non-probability sampling provides each population unit with variation in chances of getting selected (Sekaran and Bougie, 2016). The population of current research is the state-owned enterprises of Pakistan and in order to select the sample the method of purposive sampling which is method for non-probability sampling is adopted.

For which the formula is as follow

$$N = N/ 1+N (e)^2$$

Where, 'n' denotes sample size, 'N' population size and 'e' is the level of accuracy at 5% which is most suitable as per the population size.

By putting the values in the formula and sample proportion of 50%, the required sample is 399 participants for the survey from all public sector organizations purposively.

Initially, 399 questionnaires were distributed and response rate was 81.2 % and further at the point of data entry other 27 questionnaires were also discarded owing to the incomplete responses. However, sample of 297 used in process to analyse data against hypotheses developed.

Research Instrument

Leadership styles' items adapted from Avolio's (1997) to measure the transformational and servant leadership behaviours. The items representing organizational culture are adapted from Denison's Organizational Cultural Survey (DOCS) (Fey & Denison, 2003). Knowledge sharing items are adapted from Becerra-Fernandez and Sabherwal (2001) study. These items are used to let participants to specify how frequently each of the acknowledged effective knowledge sharing processes are used within their particular organization (Sabherwal and Becerra-Fernandez, 2003).

DATA ANALYSIS

Data is collected by conducting a survey and then the collected data is analysed through multivariate analysis PLS SEM, where PLS stands for "partial least squares" and SEM for "structural equation modelling". This method is widely recognized widely as a variance based, descriptive and predictive technique of structural equation modelling (Hair et al., 2017). This method is deemed among most suitable ones when the objective of the research is to maximize and expand dependent variables via variance comprehended by the independent ones (Richter et al., 2016). The current study adopts the PLS method for its further suitability due to the aim of predicting dependent variables and also due to the extensive intricacy in terms of complex relationships in hypotheses.

Since, SEM is applied to determine the impact of respective leadership styles (Servant and Transformational Leadership) on Knowledge Sharing directly and indirectly with organizational culture. First, results from confirmatory factor analysis (CFA) were extracted by employing SEM. As convergent validity was assessed by computing factor loading its value should exceed 0.60 (Fornell & Larcker, 1981). If value does not exceed 0.60 then item is removed to maintain the convergent validity of instrument. Next,

composite reliability, cronbach's alpha and average variance extracted (AVE) were computed to confine reliability and internal consistency of items.

Composite reliability should exceed 0.80, AVE 0.50 (Fornell & Larcker, 1981) and reliability 0.70 (Fornell & Larcker, 1981; Nunnally, 1978).

Table 1: Convergent Validly & Reliability

Variables	Items	Loadings	T-value	p- value	CR	α	AVE
Knowledge Sharing					0.931	0.910	0.695
	KS-1	0.618	11.513	0.000			
	KS-2	0.780	23.652	0.000			
	KS-3	0.877	44.462	0.000			
	KS-4	0.904	59.660	0.000			
	KS-5	0.907	66.925	0.000			
	KS-6	0.879	54.674	0.000			
Organization Culture					0.853	0.801	0.554
	OC-1	0.629	16.830	0.000			
	OC-2	0.636	13.477	0.000			
	OC-3	0.643	13.703	0.000			
	OC-4	0.692	16.491	0.000			
	OC-5	0.729	19.428	0.000			
	OC-6	0.730	17.704	0.000			
	OC-7	0.652	11.910	0.000			
Servant Leadership					0.852	0.784	0.537
	SL-1	0.642	12.470	0.000			
	SL-2	0.773	29.853	0.000			
	SL-3	0.798	32.042	0.000			
	SL-4	0.738	19.180	0.000			
	SL-5	0.704	16.346	0.000			
Transformational Leadership					0.925	0.902	0.673
	TL-1	0.861	44.702	0.000			
	TL-2	0.836	31.559	0.000			
	TL-3	0.828	31.766	0.000			
	TL-4	0.860	44.050	0.000			
	TL-5	0.823	29.562	0.000			
	TL-6	0.706	16.804	0.000			

Table 1 posits factor loading values > than 0.60, t values > 1.96 & p values

< 0.05. Factor loading values of knowledge sharing range in between 0.618 to 0.907, loading values of organization culture range in between 0.629 to 0.730, loading values of organization culture range in between 0.629 to 0.730, loading values of servant leadership range in between 0.642 to 0.798 and loading values of transformational leadership range in between 0.706 to 0.861. Next, to the reliability statistics, composite reliability posits all values > 0.80, AVE values > 0.50 (Fornell & Larcker, 1981) and cronbach's alpha values > 0.70 (Nunnally, 1978).

Model fit was assessed by employing fit indices such as SRMR and NFI and these criteria's values with a certain threshold (e.g., SRMR < 0.08 and NFI > 0.90) to assume fitness of model (Hair et al., 2017).

Table 2: Overall Fit Indices

Fit Index	Score	Cut-off Values
SRMR	0.079	< 0.08, < 0.10
NFI	0.947	> 0.90

Discriminant validity confined the degree to which items of a variable are supposed to measure a specific construct but must not be correlated with other constructs or to predict the other constructs (Hair et al., 2017). Hence, the correlation values in discriminant validity table (3) are not strongly correlated > 0.50 with other variables which supports discriminant validity.

Table 3: Discriminant Validity

Variables	1	2	3	4
1.Knowledge Sharing	0.834			
2.Organization Culture	0.270	0.674		
3.Servant Leadership	0.312	0.348	0.733	
4.Transfermational Leadership	0.317	0.350	0.336	0.820

Structural model shows path coefficients of all constructs. Servant leadership shows significant positive relationship with organization culture, $\beta = (0.393)$, t value = $(7.306 > 1.96)$ and p value = $(0.000 < 0.05)$. Transformational leadership shows significant positive relationship with organization culture, $\beta = (0.400)$, t value = $(7.017 > 1.96)$ and p value = $(0.000 < 0.05)$. Servant leadership shows significant positive relationship with knowledge sharing, $\beta = (0.203)$, t value = $(2.604 > 1.96)$ and p value = $(0.009 < 0.05)$. Transformational leadership shows significant positive relationship with knowledge sharing, $\beta = (0.434)$, t value = $(6.624 > 1.96)$ and p value = $(0.000 < 0.05)$. Both of leadership styles signify positive relationship with knowledge sharing.

Table 4: Path Coefficients

| Structural Path	Coefficient	t-value	p-value	Decision
Servant Leadership → Knowledge Sharing	0.146	2.604	0.009	Supported
Transformational Leadership → Knowledge Sharing	0.434	6.624	0.000	Supported
Servant Leadership → Organization Culture	0.393	7.306	0.000	Supported
Transformational Leadership → Organization Culture	0.400	7.017	0.000	Supported

Table 5 & Figure 1 posit results of hypothesis testing based on SEM relationship among the latent constructs. It is found servant leadership significantly influence knowledge sharing, β = (0.261), t value = (9.672 > 1.96) and p value = (0.000 < 0.05), hypothesis 1 is supported. The influence of transformational leadership is significant on knowledge sharing, β = (0.552), t value = (4.643 > 1.96) and p value = (0.000 < 0.05), hypothesis 2 is supported. It is found organization culture significantly influence knowledge sharing, β = (0.293), t value = (5.369 > 1.96) and p value = (0.000 < 0.05), hypothesis 3 is supported.

It is found organization culture mediates (indirectly) relationship of servant leadership and knowledge sharing, β = (0.115), t value = (4.328 > 1.96) and p value = (0.000 < 0.05), hypothesis 4 is supported. The influence of transformational leadership on knowledge sharing is also mediated (indirectly) by organization culture, β = (0.117), t value = (4.054 > 1.96) and p value = (0.000 < 0.05), hypothesis 5 is supported.

Table 5: Total Effect & Indirect Effect

Structural Paths	Coefficient	t-value	p-value	Decision
Servant Leadership → Knowledge Sharing	0.261	9.672	0.000	Supported
Transformational Leadership → Knowledge Sharing	0.552	4.643	0.000	Supported
Organization Culture → Knowledge Sharing	0.293	5.369	0.000	Supported
Servant Leadership → Organization Culture → Knowledge Sharing	0.115	4.328	0.000	Supported
Transformational Leadership → Organization Culture → Knowledge Sharing	0.117	4.054	0.000	Supported

Figure 1. PLS-SEM
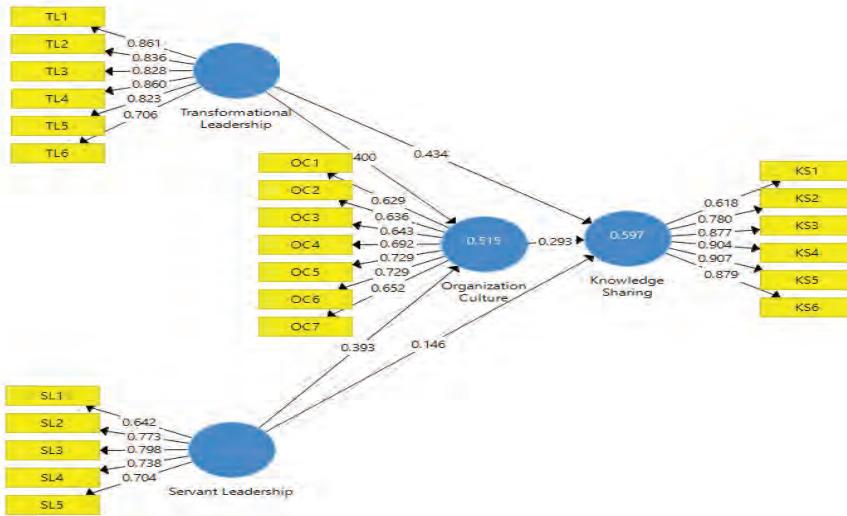
DISCUSSION

Results reflect that servant leadership styles make a positive influence on knowledge sharing practices in an organization. The studies by Sial et al., (2014) and Tuan (2016) support the current results that leadership with servant style behaviours positively relate to the attributes of knowledge sharing. The obtained results further show that transformational leadership is another style that positively relates with knowledge sharing processes in organizational context. This is supported by various studies such as that of Nguyen & Mohamed (2011) and Han et al., (2016) stating that transformational leadership provides subordinates with more decision making power and self-determination which results into stronger commitment and engagement in employees in terms of helping behaviours and these psychological and social behaviours become antecedents of norms and values that support knowledge sharing. The study opted organizational culture as a mediating variable between leadership styles and knowledge sharing in an organization. The results draw attention to a significant mediating variable of organizational culture and shows that organizational culture indeed plays a positive role in supporting leadership to enhance knowledge sharing in the organization. Past studies have also stated the same mediating effect of organizational culture to knowledge sharing such as Cabreraet et al., (2006) and Block (2003).

CONCLUSION

The research attempts to evaluate the role of leadership and organizational culture on knowledge sharing in the organization. Results entail positive relationship between knowledge sharing and leadership styles including servant leadership and transformational leadership and also reflects a positive role of mediating variable organization culture. The results are supported by past studies including Sial et al., (2014), Tuan (2016), Nguyen & Mohamed (2011), Han et al., (2016), Cabreraet et al. (2006) and Block (2003). This research paper is an effort to grasp the mechanism as an important identification in an intricate process through which leadership sharing caters and nurture the processes of knowledge sharing in an organization. On the other hand, the current study also embeds the mechanisms of organizational culture in terms of systems and procedures to evaluate its impact on knowledge sharing behaviours in organizational members.

MANAGERIAL IMPLICATIONS

The findings suggest that both servant and transformational leadership behaviours essentially enhance and promote knowledge sharing practices. The successful knowledge sharing system, depends on the way in which leaders balance servant and transformational leadership behaviours to maintain a balanced culture in organization which can support knowledge sharing effectively. It can be seen in the results that transformational leadership allows the leaders to adapt to the organization culture and realign the culture with new vision, whenever needed. Results and literature review also summarize that with servant leadership behaviours, managers can establish trust relationship among organizational members so a culture is formed where individuals trust each other enough to share their knowledge with them by considering that their leader also keep their development and growth on upper most consideration and therefore share as much knowledge and experience with them as he or she can. These way managers can cultivate a culture in their organization where they will not have to put much effort in establishing knowledge sharing processes because the members will engage in the knowledge sharing processes by taking it as a norm and part of their job functions and not a burden or an act of favour. This will more likely affect the overall performance of employees and thus organization as well.

FUTURE DIRECTION

The literature review and findings of this study present various points and angels that can be further discussed in future researches. The analysis

by Wang & Noe's (2010) and has already given a set of individual level and team level measures related to knowledge sharing processes. On the bases of these measures, further research can entail many other types of leadership such as transactional leadership style, charismatic leadership styles, commanding leadership styles and many others to check their effect on knowledge sharing processes so managers are provided with a wide area to adopt from and implement in their leadership of their subordinates. Wang & Noe (2010) also identified various elements of organizational culture such as reward systems and structure that can be checked as influential antecedents for knowledge sharing in future. Also, knowledge sharing is a phase of knowledge management (Micic, 2015), therefore future studies can research more leadership styles and the influence they make on the whole knowledge management system in organizations.

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