

Transformational Leadership and Leader Member Exchange: An empirical examination of Knowledge Management Practices and Organizational Performance through Employee Involvement

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Abstract

Purpose: Human resource behaviour tends to play a vital role in organizational overall performance. The study incorporates two of the most prominent behaviours of leadership and examine their influence on organizational performance and knowledge management practices through employee involvement.

Method: A sample of 398 participants was collected from different industries from services sector through survey questionnaire. Descriptive statistics were carried out to find means, standard deviation, frequency scores and then tested for model fitness by comparing alternative models through confirmatory factor analysis (CFA). In order to see the direction of hypotheses, we carried out Pearson Correlations analysis. For testing hypotheses PROCESS macro technique was used.

Results: The results indicate that (1) the major influence on knowledge management practices and organizational performance is contributed by employee involvement, further transformational leadership has more impact on employee involvement, knowledge management practices and organizational performance as compared to leader member exchange; (2) employee involvement mediates the relationship between leadership behaviours and knowledge management practices as well as organizational performance.

Conclusion: This study concludes that better relationship between manager and employee is necessary for the individual and organizational betterment and it occurs only when individuals are comfortable with their managers.

Keywords: Transformational Leadership (TL), Leader Member Exchange (LMX), Employee Involvement (EI), Knowledge Management Practices (KMP), Organizational Performance (OP)

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Introduction

For achieving organizational goal, excellent working environment and friendly behavior of leadership with employees plays a significant role (Zeng et al., 2020; Bailey et al, 2019; Tang et al., 2015; Carmeli et al., 2010; Piccolo et al., 2008;). There is an on-going debate on the leadership theories, majorly being emerged in western society, have the same influence on other societies or these theories are culture specific (Marri et al., 2021; Stagnaro & Piotrowski, 2013; Randeree & Ninan, 2011; Müller & Turner, 2010; Bass, 1997). Among these leadership theories, transformational leadership (TL) has attracted the interest of researchers from different parts of the world (Son, Phong & Loan, 2020; Pradhan & Jena, 2019; Jin et al., 2016; Sheikh et al., 2013). The other prominent behavior is leader member exchange (LMX) which also got a noticeable interest from other societies (Atwater & Carmeli, 2009; Martin, et al., 2016; Regts, Molleman & van de Brake, 2019; Marri et al., 2021).

World is transforming towards know-based economy and knowledge has become integral need of organizations being instrumental for not only information seeking but more importantly managing it in such a way that helps organizations to become more vibrant, competitive and high performing (Henao-García, Lozada & Arias-Pérez 2020; Son et al., 2020). Employees are the core strength of any organization and probably the most important tool for gaining competitive edge like image, firm's reputation, talent and knowledge. Son et al., (2020) is of the view that basically knowledge is available in the mind of the employees, so organization tries to find and develop the strategies for discovering and implementing knowledge in order to exploit organizational performance using different leadership behaviors approaches. In similar line employees views about leaders are vital that how their leaders behave in different situations e.g. decision making, engaging and involving employee in organizational operations and attainment of organizational objectives.

Literature witnessed of many studies conducted to find a connection between different leadership behaviours and employee involvement (Buil et al., 2019; Cai, et al, 2018; Bodenhausen & Curtis, 2016; Choi, et al., 2015; Atwater & Carmeli, 2009) and leadership behaviours with organizational performance(OP) (Al Khajeh, 2018; Para-González, et al., 2018; Patiar & Wang, 2016; Hurduzeu, 2015). However, few studies have been conducted (Choi, 2000; Alazmi & Zairi, 2003) for examining the relationship between employee involvement and knowledge management practices (KMP). The connection between employee involvement and organizational performance is well established (Rangus & Slavec, 2017; Gupta & Sharma, 2016; Albrecht et al., 2015). It is also important to find whether employee involvement can play an intervening role in the above discussed variables. So, this study will make an important contribution to the existing literature to fill this gap by conducting a quantitative research on whether employee involvement mediates the relationship among leadership behaviours (i.e. TL and LMX), KMP and OP.

Literature Review and Theoretical Background

The inexorable advance of globalization has inflicted competitive challenges and forced business organizations to find ways to remain competitive (Marri et al., 2020). Leadership as concept is loaded with various conceptions and does not have agreed upon definition. Reason that make leadership definition complicated and complex is its dependence on numerous perspectives related to the evolution of leadership, the

area of interest, as well as the angle from which leadership has been conceptualized (Northouse, 2016; Bass & Riggio, 2006; Huber & West, 2002; Rost, 1991; Bass & Avolio, 1990). The common conception of leadership, however, is that leader is the one who has influence on someone. Arguably the existence of group of people is necessary for leadership because it is a behavioural phenomenon that someone leads and others have to follow for the attainment of common goals.

Transformational Leadership

TL is one of the prominent leadership phenomenon which received great attention from researchers (Son et al., 2020; Sheikh et al., 2013; Rowold & Heinitz, 2007; Rubin, Munz & Bommer, 2005; Judge & Piccolo, 2004; Rafferty & Griffin, 2004; Judge & Bono, 2000; Avolio et al., 1999). Transformational leaders motivate their follower to think and work beyond their self-interest and perform better to achieve organizational goals and objectives (Bass & Riggio, 2006; Bass & Avolio, 1990). These authors further described that TL have four qualities:

1. *Idealized influence*: doing the right things by as a role model for their follower. This will generate trust between leader and follower. A leader should be able to established high moral values.
2. *Inspirational motivation*: follower inspires with their leaders and feeling proud. Leader should be able to articulate vision more clearly than anyone else.
3. *Intellectual stimulation*: a leader encourages employees to be more creative and involve in decision making.
4. *Individualized consideration*: a leader is aware of the follower needs and takes them as individuals.

Similarly, Carless et al., (2000) also suggested that a transformational leader should also be more innovative, supportive and helpful for the development of staff.

Leader Member Exchange

This theory exerts that how a leader creates different types of relationships with followers (Marri et al., 2021; Kuknor & Bhattacharya, 2020; Omilion- Hodges & Baker, 2017; Carmeli et al, 2010; Nembhard & Edmondson, 2006; Uhl-Bien, 2006; Graen & Uhl-Bien, 1995). Graen and Uhl-Bien (1995) in a view that LMX has three aspects; the leader, the followers and their relationship. Leaders work as a group member and from these relationships leaders are able to get more influencing power and followers' faithfulness. Also, apart from getting rewards in terms of monetary or non-monetary benefits, the followers under LMX are encouraged to participate in decision making, bring new ideas and new ways to achieve the designed goals (Carmeli et al., 2010). Thus, this style is based on the quality of relationship between leader and followers (Frost, 2018; Hollander, 2013). The relationship quality may be high or low depending upon how leader treats his/her follower. Based on the social exchange theory (Asgari et al., 2009) high quality of LMX exist when leader assign some task to be accomplished with in a given time frame and provide opportunities such as, autonomy and integration in decision making process (Kuknor & Bhattacharya, 2020; Breevaart et al., 2015; Graen & Uhl-Bien, 1995).

Employee Involvement

In today's dynamic work environment, growth does not depend merely upon top management and its decisions, rather employee participation is necessary for getting

competitive advantages. So, collective decision making is really important. Employee involvement is different from traditional management concept and it focuses on involving employees in the decision making process in addition to their day to day routine work (Buil et al., 2019; Hermawati & Mas, 2017; Bodenhausen & Curtis, 2016; Riordan, et al., 2005). Riordan et al., (2005) further described that employee involvement has four components such as training, rewards decision making power and information sharing. The tendency to involve employees' participation which boost their morale and ultimately increases performance (Buil et al., 2019; Choi et al., 2015; Hermawati & Mas, 2017). Employee involvement is that activity of any organization which creates employee commitment and participation (Cotton, 1993). According to Zatzick and Iverson, (2011) the majority of the organizations have realized the importance of the employee involvement and arrange trainings designed specifically to increase their involvement. The employee with high level of involvement, is more likely to act favorably towards organization (Buil et al., 2019; Cai et al., 2018 Bodenhausen & Curtis, 2016; Choi et al., 2015).

Knowledge Management

Knowledge management field established in the early nineties and it has now become a very popular area for both academia and industry, as knowledge management is one of the vital sources of improving efficiency for getting better organizational performance (Hena-García, Lozada & Arias-Pérez 2020; Son et al., 2020; Nguyen & Mohamed, 2011). According to Drucker (1993), knowledge will have a greater impact in future as compared to tangible resources. Nonaka and Takeuchi (1995) further explained that there are two type of knowledge: tacit and explicit. Explicit knowledge can be learned and transferred for e.g. information technology and computer programing, but we are unable to transfer or codify tacit knowledge for e.g. experience. Knowledge management is a combination of organizational goals and process, in which 'goals' refer to developing those strategies which help in sharing the knowledge and 'process' is not about the control rather it is the collaboration which is a strategic resource for the organization (Nguyen & Mohamed, 2011; Bollinger & Smith 2001). So, primarily the focus of KMP is to manage the individuals' tacit knowledge in such a way that it becomes organizational knowledge (Hena-García, Lozada & Arias-Pérez 2020; Son et al., 2020).

Organizational Performance

The ability of the firm to meet owners' demand and its existence is called organizational performance (Griffin, 2003). Generally organizational performance refers to the financial performance of the organization i.e. the return on investment (ROI), profit of the company and dividend etc., but in reality, it is more than that because every organization is not made solely for profit generation. There could be other objectives like getting more market share and retain it, long term existence, customer satisfaction, getting competitive edge over rivals etc. (Marri, Qaiyum & Alibuhitto, 2018; Rhodes et al. 2008). According to Hamon (2003), organizational performance refers to, how effectively and efficiently organization achieves its goals and objectives.

Transformational Leadership, Employee Involvement and Organizational Performance

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Avolio et al., (2004), in a view that transformational leaders have the ability to inspire employees by providing them more power needed to perform their duties, enhance employee involvement, motivate them by providing opportunities in decision making and encouraging them for generating new ideas (Sheikh et al, 2013), which enables individuals to work more efficiently and effectively which ultimately lead to organizational success. In other words, transformational leader delegates the power to their followers, encourage and support them, as a result, leader is able to achieve the organizational goals.

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According to Nadler and Tushman, 1990, transformational leader spends their time and more importantly organizational resources on building an effective team to cope the unexpected changes or challenges faced by the firm. Richard and Clifford (2008) as well as Tushman and Nadler (1986), are in a view that transformational leader provides a system ideal for setting direction, and create energy among the employees which is helpful for learning and innovation and ultimately these factors increase the organizational performance. Transformational leader enjoys the ability to enhance firm performance by motivating and encouraging their followers to take the risk (Son et al., 2020; Birasnav, 2014) and this risk taking behavior will help him/her to achieve organizational objectives. Prior studies conducted in different countries, concluded that the existence of transformational leadership in organizational settings play a significant role in increasing organizational performance (Al Khajeh, 2018; Para-González et al., 2018; Patiar & Wang, 2016). The study of Katou (2015) and Zhu et al., (2005) also endorsed these results and found a positive relationship between TL and OP.

Organizations are established for the purpose of long term existence. Some formed with the basic objective of profit maximization and others are engaged in nonprofit activities. But for both type of organizations their human resources are considered as the back bone and as the key source for increasing performance. So, their involvement during job is essential. According to Porter et al., (1975), if performance base reward system implemented in organization it will boost the morale of employees. It clearly suggests that if we involve individuals to perform, it will definitely be helpful for the growth of the organization. Previous research on employee involvement concludes that it positively relates with organizational performance (Al Khajeh, 2018; Para-González et al., 2018; Patiar & Wang, 2016; Hurduzeu, 2015). From above discussion, it is clear that TL has a significant impact on employee involvement and organizational performance. On the other hand, employee involvement also has an impact on OP as discussed earlier. So, we formulate the following hypotheses.

H1: TL will increase EI.

H2: EI will mediate the relationship between TL and OP.

Leader Member Exchange, Employee Involvement and Organizational Performance

The theory of LMX is based on the relationship which emphasizes how to increase different type of employee behavior for the betterment of organization and also how to achieve their individual objectives (Kuknor & Bhattacharya, 2020; Sohmen, 2013). EI is an important behavior in the organization settings. Individuals who enjoy high level of trust on their leader are more likely to get support and assignments which

they prefer (Graen & Uhl-Bien, 1995), as a result, job commitment and other job related behaviors are improved (Marri et al., 2021; Zeng et al., 2020; Tang et al., 2015; Hollander, 2013; Atwater & Carmeli, 2009). The study of Katrinli et al. (2008), regarding increasing job involvement behavior in hospitals, found that LMX played a significant role to increase the job involvement of the nurses. Also, Atwater and Carmeli (2009) found LMX is positively related to job involvement in different organizations. Thus, it is clear that existence of leader member exchange in organization definitely help in morale boosting of his/her followers.

It is expected from LMX to predict organizational future endeavours e.g. organizational performance and other attitudes, because he/she hold a very close relationship with their followers (Gerstner & Day, 1997). It clearly suggests that good and strong relationship as believed by LMX provides strong support to followers and in-return their motivational level increases which leads to better OP (May-Chiun, et al. 2014). The study of Unnu and Kesken (2014) also revealed a positive relationship between LMX and OP in family business. Many researchers argued that EI is an integral part of an organization to increase its long term and short term growth and their studies clearly suggests that it is positively related with organizational performance (Marri et al., 2021; Zeng et al., 2020; Tang et al., 2015; May-Chiun, et al. 2014). Thus, based on literature it can be concluded that where LMX plays a vital role in increasing individual and OP, EI can also effect on OP. This discussion leads to postulate the following hypothesis:

H3: LMX will increase EI.

H4: EI will mediate the relationship between LMX and OP.

Transformational Leadership, Employee Involvement and Knowledge Management Practices

For the effective knowledge management system, managers should be able to align between the objectives of KMP and organization. Scholars (Al Khajeh, 2018; Para-González et al., 2018; Hurduzeu, 2015) argued that leadership role is now changing day by day due to the dynamic changes in knowledge generation and more importantly sharing to its followers in organizations. Leaders have the ability to provide a friendly environment in organizations which allows individuals to learn and generate knowledge and also its easy access (Crawford, 2005). Therefore, it is important to know how leadership style will effect organizational ability not only to create knowledge but also to implement it. Prior studies suggested that TL has a strong influence on KMP (Son et al., 2020; Nguyen & Mohamed, 2011; García-Morales et al., 2008; Chen & Barnes, 2006; Crawford, 2005; Politis, 2002;).

In recent times, knowledge management is known as one of the important factors for organizational success, and if the organization fails to do so, their performance will automatically decrease, so, right knowledge at the right time is considered as an important factor for organizational competitiveness (Alazmi & Zairi, 2003). According to Riordan et al., (2005) employee will share the information when they feel that organizational vision, mission, objectives are clearly shared with them by their respective organization. Alazmi and Zairi, (2003) further analyzed critical success factors for KMP and found employee involvement as the one most important factor as also suggested by Choi (2000). Literature showed that transformational leadership greatly influences employee involvement and KMP. Previous studies as discussed above, argued that employee involvement also plays a significant role towards knowledge management.

Hence, we propose these hypotheses:

H5: EI mediates the relationship between TL and KMP in organization.

Leader Member Exchange Employee Involvement and Knowledge Management Practices

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LMX is known as how relationship builds between employee and leader. For creating good knowledge management system in an organization, it is important to get knowledge from individuals. The study of Coakes et al., (2008), found that employees are not willing to share knowledge with others. So, it is important for the organization to find the ways for getting knowledge. If an environment exists in the organization which boosts the level of trust, it will increase knowledge sharing process (Lin et al. 2009; Chowdhury, 2005). LMX has the ability to foster trust between leader and its followers which will help them to share its knowledge and also get benefited from others knowledge. So it is expected that employee feel more comfortable to share its knowledge when LMX exists in the organization. The study of Collins and Smith (2006) and Graen (2006), revealed that good quality of LMX relationship increase the process of KMP in organizations. The recent development in the field of knowledge management (Henao-García, Lozada & Arias-Pérez 2020; Son et al., 2020; Peng, 2013; Nguyen & Mohamed, 2011) presented that it is a one of the core source of organizational effectiveness, and if the organization fails to do so, their performance will automatically decrease. Thus, effective knowledge management process is essential for both leaders and employees. Different studies (Son et al., 2020; Alazmi & Zairi, 2003) have suggested that employee involvement is an important factor for effective KMP in an organization. Son et al., (2020) as well as Riordan et al., (2005) further elaborate knowledgeable employee plays effective role in knowledge management process for organization. From above discussion we infer that:

H6: Employee involvement mediates the relationship between LMX and KMP in organization.

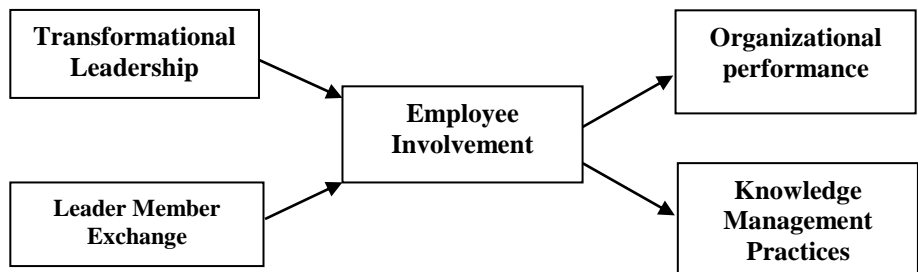


Figure 1: Research Model

Methodology

For excluding the potential impact of country and different industries difference, the researchers focused only on Pakistani services sector i.e. banking, and telecom sector firms. Before distributing 750 survey questionnaires, the purpose of this research was explained and the confidentiality and anonymity was rest assured to the respondents. A total of 410 responses were received and after data screening 398 responses were found complete and suitable for further analysis. We checked the reliability statistics i.e. Cronbach's alpha scores for each variable and found all the scores within acceptable ranges (0.78 to 0.92).

Descriptive statistics were carried out to find means, standard deviation, frequency scores and then tested for model fitness by comparing alternative models through confirmatory factor analysis (CFA). In order to see the direction of hypotheses, we carried out Pearson Correlations analysis. We tested the hypotheses through PROCESS macro technique as recommended by Hayes et al., (2017), Hayes, (2013) and Hayes et al., (2012).

Measures

We utilized existing scales based on five point Likert scale (ranging 1 for strongly disagree to 5 for strongly agree) developed in English language to measure the variables in this study.

Transformational Leadership: We used GTL scale of Carless et al., (2000). This scale is short and concise and offer seven dimensions. A sample item was "He/she communicates a clear and positive vision of the future". Cronbach's alpha ($\alpha = 0.78$).

Leader Member Exchange (LMX): LMX was measured by adopting items from Liden, and Maslyn (1998) scale. A sample item was "He/she defends my work action to superior, even without complete knowledge of the issue in question". Cronbach's alpha ($\alpha = 0.90$).

Employee Involvement: For measuring EI, we adopted ten-items from Riordan et al., (2005) scale. This scale consists of four dimensions including: performance based rewards, participative decision making, training and information sharing. A sample item was "I have sufficient authority to fulfill my job responsibilities". Cronbach's alpha ($\alpha = 0.92$).

Knowledge Management Practices: For measuring KMP, nine-items adopted from the studies of Zack et al., (2009) and Becerra-Fernandez and Sabherwal, (2001). A sample item was "Our organization encourages and rewards the sharing of knowledge" and "Our organization has processes for integrating different sources and types of knowledge". Cronbach's alpha ($\alpha = 0.83$).

Organizational Performance: OP was measured by adapting items from Cho et al., (2008) and Gold et al., (2001). A sample items was "I am satisfied with the growth and market share of this organization" and "My organization commercializes new innovations rapidly". Cronbach's alpha ($\alpha = 0.91$)

Demographics

We distributed a total of 750 questionnaires out of which 398 were found suitable for analysis with the actual response rate of 53.06%. We received 34.92% responses from the IT industry as compare to 33.92% from telecom and 31.16% from banking sector. Majority of the respondents were male (63.6%). 39.4% respondents were below 30 years of age and master degree holder were (48.7%) while 9.5% had other qualifications. 57.5% respondents have work experience of less than five years while 24.1% have 6 to 10 years, whereas 15.6% have more than 10 years of experience.

Confirmatory Factor Analysis

To find out the distinctiveness among factors, a confirmatory factor analysis (CFA) has been conducted using AMOS v.23. We tested five-factor model and compared it with other alternative models such as one-factor and three-factor. The results of CFA showed that our measurement model (five-factor) is found best fit while all other alternative models were not suitable as per the criteria mentioned by McAulay et al. (2006), Roh et al., (2005) and Hu & Bentler, (1999). For example, five-factor model (baseline model) showed the value of comparative fit index (CFI) = 0.96 as the standard is it should be 0.90 or higher, RMSEA should be .08 or less and the value of

our base line model is .049 resulting the best model fit. Other alternative models did not meet the minimum standards e.g. the value of one-factor model were CFI = .47, RMSEA=.16, GFI= .47, NNFI= .41. The results also confirmed that there is no concern related to the validity and common method variance (CMV) in our hypothesized research model (please see Table 1).

Table 1
Confirmatory
Factor
Analysis

Model	χ^2	df	RMSEA	CFI	NNFI	GFI	IFI	$\Delta\chi^2$	Δdf
One-factor model	6349.61***	248	0.16	0.42	0.41	0.47	0.42	2754.5	66
Three-factor model	3595.15***	314	0.13	0.67	0.65	0.65	0.68	2832.5	38
Five-factor model	762.61***	352	0.049	0.96	0.93	0.91	0.96	<i>baseline model</i>	

***Notes: n=398, RMSEA (Root mean square error of approximation), CFI (Comparative fit index), NNFI (Non-normed fit index), GFI (Goodness fit index), ***p<.001, CFMIN/DF=2.167. Five factor model refers to our proposed model which includes, Transformational leadership, LMX, Employee involvement, Knowledge management Practices and Organizational Performance. Three factor model refers to combination of Independents variable into one variable (Transformational Leadership and LMX), Mediating Variable (Employee Involvement) and combination of dependents variables into one factor (Organizational Performance and Knowledge management practices). One factor model indicates all items includes in one latent variable.

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Correlation Coefficient

Table 2 shows the results of mean, standard deviation, Cronbach's alpha and correlation coefficients among the variables. The correlation coefficients showed all the variable under investigation were significant and positively related to each other. The maximum positive relationship is between employee organizational performance and knowledge management practices (r= 0.66; p<0.01). For EI and KMP, it showed moderated positive relationship (r= 0.58; p<0.01). The mean values showed that majority of the respondents were agreed with the scale items in the questionnaire for each variable.

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Table 2
Mean,
Standard
Deviation,
Reliability and
Correlation

Variables	Mean	SD	1	2	3	4	5
1.OP	3.76	0.65	<i>0.91</i>				
2.LMX	3.01	0.77	0.18**	<i>0.9</i>			
3.TFL	3.75	0.65	0.16**	0.17**	<i>0.78</i>		
4. INVV	3.99	0.63	0.55**	0.24**	0.26**	<i>0.92</i>	
5.KMGT	3.85	0.6	0.66**	0.20**	0.19**	0.58**	<i>0.83</i>

***Notes: n= 398, OP (Organizational performance), LMX (Leader Member Exchange), TFL (Transformational leadership), INVV (Employee Involvement), KMGT (Knowledge Management), **p <.01(2-tailed). Cronbach's alpha values are given in diagonal and italic.

Hypotheses Testing

We used 5000, bootstraps for testing the hypothesis formulated for this study as suggested by Hayes, 2013. Our first hypothesis proposed that TL will increase employee involvement during work settings, was found significant ($\beta = 0.25$; p<.001) as shown in Table 3. After checking the effect of TL on EI, we then tested whether employee involvement mediates the relationship between these variables. Analysis as shown in Table 3 ($\beta =0.57$; p<.001) clearly indicated that employee involvement mediates the relationship of transformational leadership and organizational performance.

Hypotheses 3 proposed that there will be a positive impact of LMX on employee involvement, the results confirmed this hypothesis (as shown in Table 4, $\beta = 0.19$; $p < .001$). The results indicated that LMX leadership style increases employee involvement in work setting. Hypothesis 4 about the intervening effect of EI between the relationship of LMX and OP, also proved a significant relationship (as shown in Table 4, $\beta = 0.56$; $p < .001$).

The above results clearly indicated that although TL and LMX has a vital role in increasing organizational performance but for increasing performance of the organization employee involvement is necessary. After checking the effect of employee involvement as a mediator between LMX and OP, we then analysed whether employee involvement mediates the relationship between leadership behaviours and knowledge management practices. We deduce from the results of this study that EI mediates the relationship between TL and KMP ($\beta = 0.54$; $p < .001$, as shown in Table 3). This results clearly in favour of the hypothesis 5 of this study. The last hypothesis of this study was about the intervening effect of employee involvement between LMX and knowledge management practices. We utilized PROCESS macro for this analysis and the results confirmed that it significantly mediates the connection of LMX and KMP ($\beta = 0.53$, $p < .001$, Table 4). Table 3 to 4 clearly indicates that two prominent leadership behaviours have a significant positive impact on OP, EI and KMP.

Table 3:
Results of
bootstrapped
mediation
analyses
examining the
relations of TFL
and INVV on
OP and KMG

Variables	INVV	OP	KMG
	B (SE)	B (SE)	B (SE)
TFL	0.25 (0.046) ***	0.1593 (0.0496) **	0.1779 (0.0452) **
INVV		0.567 (0.04511) ***	0.5384 (0.0405) ***
F	27.848 ***	10.3294 **	15.4743 **
R ²	0.657	0.254	0.0376

***Notes: n=398, **p <.01 ***p <.001: TFL (Transformational leadership), OP (Organizational performance), INVV (Employee Involvement), KMG (Knowledge Management), Boot strap sample size 5000.

Table 4: Results
of bootstrapped
mediation
analyses
examining the
relations of LMX
and INVV on
OP and KMG

Variables	INVV	OP	KMG
	B (SE)	B (SE)	B (SE)
LMX	0.1945(0.0395) ***	0.1503(0.0416) **	0.2466(0.0467) **
INVV		0.5606(0.04448) ***	0.5349(0.0402) ***
F	24.236 ***	13.0639 ***	24.2360 ***
R ²	0.657	0.0319	0.0577

***Notes: n=398, **p <.01 ***p <.001: LMX (Leader Member Exchange), OP (Organizational performance), INVV (Employee Involvement), KMG (Knowledge Management) Boot strap sample size 5000 .

Discussion

The results of this study are in line with the previous studies that transformational leadership will be positively related to employee involvement (Sheikh et al, 2013). Likewise, our findings also confirm the results of Katou 2015 and Zhu, et al., 2005

with the significant positive relationships between TL and OP. Literature witnessed that leader member exchange theory also helps in increasing organizational performance (May-Chiun, et al. 2014; Unnu & Kesken 2014), our study found similar results in the services sector.

Both leadership behaviours (transformational and leader member exchange) have the ability to increase the morale of their followers. As results of this study also indicates that these leadership behaviours will positively act on employee involvement. The results also favour that transformational leadership will more helpful for employee involvement as compared to leader member exchange but it may be varying from organization to organization and culture to culture.

Employee involvement is a critical success factor for knowledge management. We found that more employee involvement will not only lead to better management of knowledge but also for increasing organizational performance. Although, both leadership styles help in fostering KMP in organization but results of this study revealed that EI has more influence on knowledge management. One of the important aspects of this study was to examine whether employee involvement plays a significant role in increasing financial and non-financial activities. The results not only confirmed that it has a sizeable effect on organizational performance but more importantly it plays a substantial mediating effect between leadership behaviours (transformational leadership, leader member exchange) and organizational performance. For achieving long term objectives of an organization such as profitability, market share and product development it is important to include individuals while making strategies.

Limitation and Recommendation for Future Research

Though this study provides numbers of contributions, yet it has some limitations for the generalization of the result of this study. For this study, we collected data at only one point of time, due to time and cost constraints we used non-probability technique such as convenience and judgment. We collected data from one single country i.e. Pakistan and one single sector i.e. the service sector. In order to generalize the result of this study, it is proposed that future studies should be done in multiple industries and in different countries. It is also suggested that in future, different sampling techniques should be used. For deeper understanding, future studies should collect data more than once. Furthermore, it is suggested that future researches should include other leadership behaviours such as transactional, servant leadership etc. to get more understanding about employee involvement whether these behaviours will effect involvement of employees in organization or not and if this relationship exists, will it influence organizational performance and knowledge management practices in organization. Although, from this study it is concluded that employee should be involve in decision making. But how and when employees involve in the decision making process is still debatable. We also suggested that in future studies should include variables used in this study while taking age, gender and work experience as other variables.

Practical Implications and Conclusion

This study has several practical implications. Employees feel proud and comfortable when their supervisors show trust on them (Zeng et al., 2020; Bailey et al, 2019; Tang et al., 2015 Carmeli et al, 2010;). Employees will definitely share their knowledge

within the firm as a result it will help achieving the organizational objectives. Both TL and LMX theories are based on the good relationship between leader and follower. The present study results suggest that the transformational leader has more ability to encourage on their followers. Hence, there is a greater need to practice these leadership behaviours in organizations especially in services sector. Transformational leader is more visionary and has the ability to foresee the future well. Hence, organizations need such energetic leaders and employees as well.

We recommend that the top management or the middle management should include their subordinates in decision making as from the results of this research, as they have more impact on knowledge management practices and organizational performance as compared to leadership behaviours. It is also not possible for management to master all the techniques. So it is important to work together. For expanding or retaining market shares, organizations primarily depend upon their people. Managing organizational knowledge effectively is a critical in this dynamic world and it is also suitable for increasing OP. For this employee participation is needed. As a result, the trust and morale of the employees will increase that will certainly help in achieving short-term and long-term organizational goals.

This study concludes that better relationship between manager and employee is necessary for the betterment of organization and for themselves as well, and it occurs only when individuals are comfortable with them. Because they know the actual condition of their work and work settings. Consequently, their knowledge become organizational knowledge and its management and usage for organizational perspective is comparatively easy

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