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UNRAVELING THE NEXUS: EXPLORING THE INTERPLAY OF BUSINESS PERFORMANCE, LEADERSHIP EFFECTIVENESS, FIRM STRATEGY, AND KNOWLEDGE SHARING BEHAVIOR

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ABSTRACT

The main purpose of this research is to study the connections between business performance, leadership effectiveness, firm strategy, knowledge sharing behavior and firm performance. To elucidate these relations, statistical analyses were conducted on data gathered through 1-1 techniques of questionnaire. The study emphasizes the significance of knowledge sharing behavior and underscores bright impacts of mediator and independent variables on organizational outcomes. Furthermore, it identifies the positive influence of knowledge sharing behavior and leadership effectiveness on firm strategy, work performance and firm performance variables. The analysis employed IBM SPSS 23 and LISREL software, and the SPSS PROCESS V.3 add-in. Explanatory and confirmatory factor analyses, as well as reliability analyses, were conducted on Likert-type scale questions. Relationships between variables were explored using the correlation menu of the SPSS program's main menus, while the regression menu was utilized for hypotheses testing and ascertain the mediating variable effect of the PROCESS V.3 add-in. CFA was executed using the LISREL program.

INTRODUCTION

In current times, the worldwide financial landscape has witnessed a surge in uncertainty, with economic recovery efforts falling short of desired outcomes. Consequently, sectors have become more vigilant, exercising caution in strategic decision-making processes due to escalating risk factors. Notably, corporations such as Facebook, Apple, Samsung, and Alibaba have prioritized safeguarding their performance against adverse impacts when charting their

future strategies [1]. This heightened emphasis on risk mitigation significantly influences leadership effectiveness and the culture of information sharing within organizations. Leadership effectiveness hinges on trust and vision, where employees need to perceive collaborative leadership that champions sustainability and other critical initiatives aimed at attaining organizational goals [2]. The assessment of leader effectiveness is a crucial yardstick gauged through evaluations pertaining to their leadership competencies, aimed at uncovering their impact on organizational dynamics [3]. Essentially, leader effectiveness pertains to the ability of a leader to steer and influence activities towards the achievement of objectives [4]. The significance of knowledge sharing and leadership style within companies is underscored in mostly researches. According to one research, merely 10% of thirty thousand items introduced annually by organizations in manufacturing department achieve success [5]. Similarly, research by [6] elucidates that products success rate launched by manufacturing organizations remains at 20% or below. Moreover, despite allocating over 20 million dollars for product launches, the success rate ranges between 15% and 20% [7]. In essence, only a fraction, ranging from 10% to 20%, of new items in the manufacturing companies manage to sustain their presence in the market each year. This staggering reality translates into many many billions dollars wasted globally on unsuccessful products. The primary culprits behind these failures are attributed to deficiencies in both leadership and knowledge sharing within organizations [8]. Leader effectiveness plays a pivotal role in ensuring that organizational objectives align with the overarching vision and mission. Additionally, the quality of communication between employees and managers holds significant importance, impacting both goal attainment and stakeholder satisfaction [9]. Indicators of employee dissatisfaction with leadership serve as critical benchmarks for assessing leader effectiveness. These indicators are manifested through employee attitudes and perceptions, gauged across various criteria including the extent to which leaders meet the prospects and requirements of their supporters, their capability to enhance the value of work life, and their proficiency in fostering the psychological development of followers. Moreover, indicators encompass followers' respect and appreciation for their leaders, perceptions of leaders' honesty, willingness to comply with leaders' requests, as well as metrics such as absenteeism, turnover rates, grievances, work slowdowns, and acts of sabotage [10]. Furthermore, it is emphasized that individuals and their tacit knowledge constitute the most critical elements of knowledge sharing within enterprises [11]. Each business's information management process operates within its unique structure, but a common thread among these processes is knowledge sharing. In contemporary business landscapes, the creation and dissemination of information within enterprises are pivotal factors for their success [12], with knowledge sharing serving as a primary catalyst for internal information generation. Organizations rely on knowledge to tackle internal challenges or innovate new products. To effectively market their offerings, organizations must swiftly generate and utilize specialized information. Employees' continuous learning endeavors, aimed at refining and innovating business practices, enhance their capacity for knowledge sharing. Many scholars argue that such behavioral shifts are pivotal for fostering innovation in the workplace [13]. Indeed, an employee's

high performance is contingent upon their dedication to their role, emotional investment, and motivation. Job satisfaction significantly influences an employee's performance; thus, a satisfied employee is more likely to excel. Encouraging employees' creative endeavors, it is proposed, fortifies companies when internal and external reward systems are innovative and necessitate new skill sets [14]. Moreover, ensuring the sustainability of employee performance is essential, and effective performance evaluation stands as a key method to achieve this goal. Hence, the study focused on white-collar employees employed in manufacturing firms due to the sector's emphasis on product innovation endeavors. Leadership effectiveness was designated as the independent variable, while knowledge sharing behavior was treated as a variable that could be interchanged. Dependent variables encompassed firm strategies, job performance and firm performance, with objective of uncovering the interconnections among these variables.

LITERATURE REVIEW

Leadership Effectiveness

[10] elucidated leadership as "the procedure of simplifying discrete and communal exertions to comprehend and impact people towards realizing shared objectives." Meanwhile, [15] defined leadership as "the method of societal impact whereby one garners the assistance and backing of others to attain a mutual goal." The efficiency of leadership is contingent upon several administrative circumstances, encompassing both private and interactive performances. Leadership efficiency underscores the significance of self-sacrificial endeavors that yield substantial aids for the leader's firms. Within organizations, workers can be encouraged by leaders' acts of self-sacrifice and interpret these actions to align with their own objectives. In general, leaders' effective behaviors wield a noteworthy optimistic influence on the supporters and, consequently, on social systems at large. The self-sacrificial actions of leaders within organizations and the proposed impacts of such behavior have garnered increased attention from researchers [16]. Leadership effectiveness fosters high levels of obligations and inspiration among workforces, epitomizes personal sacrifice, and is believed to instill a wish for high performance [17]. Effective leadership entails the ability to envision the forthcoming of the company, guarantee organizational participants' alignment with this vision, and demonstrate dedication to the organization [18]. Principally, a leader's willingness to make personal sacrifices is among the most direct methods of illustrating the value they place on the organization's well-being [19].

[20] delineated leadership effectiveness as the leader's willingness to sacrifice for the organization, prioritizing the collective interest over personal gain, fostering a conducive environment for employee well-being, and cultivating employees' inclination to remain with the organization. Through acts of self-sacrifice, leaders unequivocally demonstrate their dedication to the organization's welfare [21]. Consequently, self-sacrifice not only yields immediate, tangible benefits for organizational functioning but also exerts a

long-term influence by fostering employee engagement. An essential determinant of leadership efficacy lies in how employees perceive their relationship with the organization and the extent of their commitment to it [22]. Leadership effectiveness shapes employees' opinions, attitudes, customs, morals, and actions towards the company [23]. Leadership exists within the framework of organizational memberships and group dynamics, meaning leaders often share one or more group affiliations with the personnel they lead. The effectiveness of leadership progressions is inherently tied to organizational membership characteristics, significantly influencing leadership effectiveness. Effective leadership within an organization ensures more effective and efficient representation of individuals [24]. Therefore, assessing leader effectiveness involves various approaches, ranging from subjective indicators to objective financial metrics such as sales, profitability, return on investment, market share, and feedback from stakeholders [25]. Given these characteristics inherent to leader effectiveness, we aim to investigate the influences of knowledge sharing behavior in organizations on corporate performance, also its influence on company strategy and overall performance, and elucidate the relations among them.

Knowledge Sharing Behavior

From a knowledge sharing perspective, the organization serves as the primary enabler for achieving its objectives. The accomplishment of a company's knowledge sharing strategy heavily relies on its capability to effectively achieve resources. In today's context, information has emerged as the most potent tool for value creation, amplifying its worth through sharing [26]. [27] define knowledge sharing behavior as "employees exchanging concepts, info, and recommendations about tasks." The act of sharing knowledge is pivotal for enhancing a firm's competitiveness [28], leading many organizations to devise incentive and reward systems to encourage knowledge sharing [29]. Therefore, we posit that leadership efficiency can catalyze KSB between staff. Leadership effectiveness fosters a sense of unity and belonging within an organization, alongside the leader's selfless actions, thereby enhancing cooperation among employees [30]. Employees, motivated by considerations for organizational interests and mutual cooperation, are thus inclined to share knowledge [28]. Hence, employees who strongly identify with their organizations are more inclined to share knowledge for the organization's benefit. In organizations, the act of sharing knowledge holds greater significance than the mere presence of knowledge sources [31]. Notably, knowledge sharing extends beyond interactions between individuals to encompass exchanges between individuals and groups, among groups, or even between individuals and groups [12]. Fundamentally, knowledge sharing entails making information accessible to other workforces in the firm. It is widely acknowledged that informative data, when shared and transmitted, undergoes renewal and transformation, thereby becoming a valuable asset within the organization [32]. Consequently, knowledge sharing serves as the primary driver for generating information within the enterprise.

For organizations, knowledge is indispensable for problem-solving and innovation, whether it be in addressing organizational challenges or developing new products [33]. Moreover, knowledge sharing holds significance not only for organizations but also for individual employees within them [34]. Individuals engage in knowledge sharing to validate and reinforce their own understanding. Through sharing, individuals assess their knowledge against the information received from others, facilitating a process of self-evaluation [35]. This self-evaluation aspect allows individuals to rectify any misconceptions or misinterpretations they may hold concerning the truths and facts that form the basis of their knowledge. [36]. Furthermore, exchanging knowledge with others amalgamates diverse information, influencing one another and thereby generating new insights, ultimately enhancing individuals' knowledge. Based on these premises, we investigate knowledge exchange behavior, the impact of leadership, and the interplay between these variables and organizational outcomes. Within the conceptual framework outlined above, below mentioned hypothesis has been formulated:
(H1): Leader effectiveness positively influences knowledge sharing behavior.

Job Performance

According to [37], performance refers to the extent to which people or organizations achieve their objectives in an action. It delineates how people or groups within an enterprise can realize their aims. Presentation signifies the productivity level resulting from an activity, representing the work performed by employees in alignment with their capabilities and attributes, within acceptable parameters [38]. This metric indicates the extent to which objectives or tasks are accomplished. Business performance can be perceived as the effort exerted by employees in exchange for their salaries [39], or the time and energy invested by employees to fulfill their duties and meet their needs within an organization. The management of employee performance holds paramount importance for businesses [40]. The absence of effective performance management often results in employees falling short of meeting their expectations. Hence, the purpose of efficient performance administration is to assess individual employee performance using equitable and transparent criteria, to communicate this assessment to employees, and to enhance organizational efficiency by fostering individual productivity and improving employee performance [41]. Hence, concepts of leader efficiency and knowledge sharing behavior are crucial factors influencing employee performance.

Performance holds paramount importance for businesses, as an enterprise's success is intricately tied to the performance of its employees [42]. Performance evaluation entails assessing employees' actual achievements over a specific period, alongside gauging their potential for future development [43]. By recruiting employees professionally and effectively implementing performance evaluation methods and techniques, enterprises can strive towards achieving their objectives to a certain extent [44]. Offering performance-based rewards incentivizes individuals to invest more effort in their work and approach tasks differently, thereby enhancing their

performance and showcasing their competencies more effectively. Employees are also inclined to demonstrate greater commitment towards organizational performance targets. This study aims to analyze the impacts of leadership efficiency and knowledge sharing on corporate performances, as well as the relations among these variables. Within the conceptual framework outlined above, below mentioned hypotheses are formulated:

(H2): Knowledge sharing behavior positively influences job performance.

(H5): Leader effectiveness positively influences job performance.

(H8): The relation among leader effectiveness and job performance is mediated by knowledge sharing behavior.

Firm Strategies

A company's strategy is defined as "the guiding principles used by managers to formulate suitable approaches when confronted with prospects within the respective markets" [45]. Company approach, termed as "antagonism," refers to the company's inclination or readiness to take proactive measures to enhance its market position. The industry, market, or economic conditions can compel firms to adopt aggressive strategies, while the firm's own inclination towards aggressiveness is particularly significant in transition economies, notably within the manufacturing sector and environments characterized by extensive technology utilization. The firm strategy is shaped by a crucial "analytical" approach or the organization's endeavors to attain internal coherence in realizing its stated objectives. For instance, there is widespread discourse on the necessity for a firm to maintain consistent control, recompence, and administration systems to efficiently and effectively accomplish its objectives.

A company's policy, when aligned to counterpart one another, enhances likelihood of the company proactively seizing opportunities in a fiercely competitive environment [46]. In highly competitive landscapes, companies within the manufacturing sector tend to adopt a more aggressive and risk-taking stance within their markets. The level of activity demonstrated by firms compared to their competitors, as well as the timeliness and effectiveness of their strategic decisions, significantly impacts their competitive strength. [47] propose that firms develop more dynamic capabilities when their market orientations are appropriate and when strategic actions align with the firm's course. The efficiency of a firm's approach is pivotal for enhancing the firm's capacity to develop pioneering products and progressions, seize prospects in the market, and adapt to corporate demands [48]. To achieve this, clear and regular knowledge sharing within the company is imperative, underscoring the need for highly effective leadership. [47] propose that organizations' strategic orientations significantly influence the influence of a company on its progressions and outcomes. Likewise, [49] propose that adopting a perspective rooted in institutional analysis, could be beneficial for researchers studying strategies and practices related to knowledge management. Under institutional

influences, firms are formulating various policies to attain validity. To ascertain the anticipated outcomes of a firm's policy, we examine the impacts of the effectiveness of leaders and their engagement in knowledge sharing concepts on the firm's approach, as well as the relationships among them. Within the conceptual framework outlined as above, below mentioned hypotheses are formulated:

(H3): Effectiveness of leader positively influences firm strategies.

(H6): Knowledge sharing behavior positively influences firm strategies.

(H9): The relation between firm strategies and leader effectiveness is mediated by knowledge sharing behavior.

Firm Performance

In a broad sense, performance refers to the level of achievement attained by an individual, group, or business in relation to their intended objectives. Performance, often gauged in terms of success and accomplishment, signifies the ability of employees to effectively carry out their assigned tasks [50]. It encompasses the entirety of ideas, goods, and services put forth to enable employees to fulfill their duties and achieve predetermined goals within the scope of their assigned tasks [51]. The performance of an enterprise serves as a determinant of its future trajectory, dictating its desired position, size, and strategic focus areas [50]. Firm performance is the culmination of specific temporal efforts, outputs, or endeavors aimed at fulfilling the goals of organizations or obligations. In essence, firm performance can be well-defined as the assessment of all endeavors aimed at achieving business objectives [52]. Indeed, effective performance evaluation is essential for the advancement of a company. Understanding the varying degrees of success achieved by organizations' employees and professionals, as well as discerning the causes of their failures, holds significant importance in enhancing firms' long-term success [50]. In addition to internal data, enterprises can enhance their operational profitability by meticulously analyzing environmental factors encompassing both financial and non-financial aspects. associated with the universal business landscape and their respective fields of operation. This strategic analysis enables enterprises to sustain their existence [53].

Performance measurement practices originated during the 1900s, utilizing financial proportions and methods for budget control. pioneered by Dupont and General Motors, which were utilized by enterprises for nearly 80 years [50]. In the 1980s, there emerged a necessity to incorporate non-financial criteria alongside financial metrics in enterprise performance evaluations [54]. Throughout the 1980s and 1990s, the significance of performance assessment surged, and now-a-days, in dynamic corporate environment, evolving the fluctuations within the market have underscored the significance of indicators that are business oriented like competition, other than financial performance metrics. [55]. Within this model, the below mentioned hypotheses have been formulated:

(H4): Effectiveness of leader positively influences firm performance.

(H7): Knowledge sharing behavior positively influences firm performance.

(H10): Knowledge sharing behavior mediates the connection between leader effectiveness and firm performance.

METHODOLOGY

In this research, a scale was developed and administered to textile organizations. Textile companies were chosen due to their inclusion of numerous professional staff like departmental managers and the presence of various departments within the organization. The scale, constructed based on relevant literature, underwent a pretest phase involving 66 randomly selected professional staff from each of 22 textile industries. This pretest aim is to confirm the clarity of questions and establish high reliability. Following adjustments based on pretest feedback, the scale, organized according to specific expressions, was finalized for execution. Altogether 573 professional staff were recognized across 22 companies. According to [50], for a population of 573, a 400 units sample is deemed enough, with a 5% margin error. Additionally, the 66 members who were involved in the initial phase were removed from total count. Therefore, from the lasting 507 workers, the scale was administered to limited workers through random sampling. All facts were collected directly from random professional employees as the primary source of data. Additionally, participants were asked to evaluate the presentation criteria of company over the previous three years using a 5-point Likert scale, ranging from "Very Good" to "Very Bad." Various hypotheses are formulated based on the conceptual framework illustrated in Fig 1. The analysis proceeded in three stages. (1) The relation among leader effectiveness and additional 4 dimensions were examined. Subsequently, the relation among KSB and other three dimensions (leader effectiveness, firm strategies, and firm performance) were evaluated. In these steps, a simple linear regression model was developed with 1 dependent variable and one independent variable. (3) The effects of the inter-variable and the inter-variable relationship between leader effectiveness and job performance, leader effectiveness and firm strategies, and leader effectiveness and firm performance, with knowledge sharing behavior as the mediator, were examined. It's important to acknowledge the potential issue of common method variance (CMV), which may arise due to the data being found from the same participants for both dependent and independent variables, as well as the manner in which the survey questions are structured [50]. CMV is particularly noticeable when data for independent and dependent variables are gathered from the same individuals, in the same setting, and using similar expressions [56]. The primary approach to mitigate CMV is to obtain responses for dependent, independent, and mediating variables from distinct people. However, in situations where this isn't feasible, adapting scales at diverse periods or locations during data collection, and utilizing response formats that differ between independent and dependent variables, can help alleviate CMV [56]. In this research, scales' formats which measure different extents are varied to

mitigate CMV. Secrecy was ensured for the respondents of questionnaires, emphasizing that personal information was not required. Additionally, the number of questions was minimized, and efforts were made to provide a wide range of response options to prevent participants from becoming disengaged and providing random responses. Various analyses were conducted using both the IBM SPSS 23 package program and the LISREL program. The first section of the analysis includes demographic data. The Likert-type questions in the scale underwent initial exploratory factor analysis (EFA) to identify underlying dimensions, followed by confirmatory factor analysis (CFA) to validate the factor structure. The results obtained from the factor analysis were further confirmed through CFA conducted in the LISREL program. Correlation analysis was employed to examine the relationships between variables, while regression analysis was conducted to test the formulated hypotheses. To identify mediation effects, the IBM SPSS PROCESS extension was utilized.

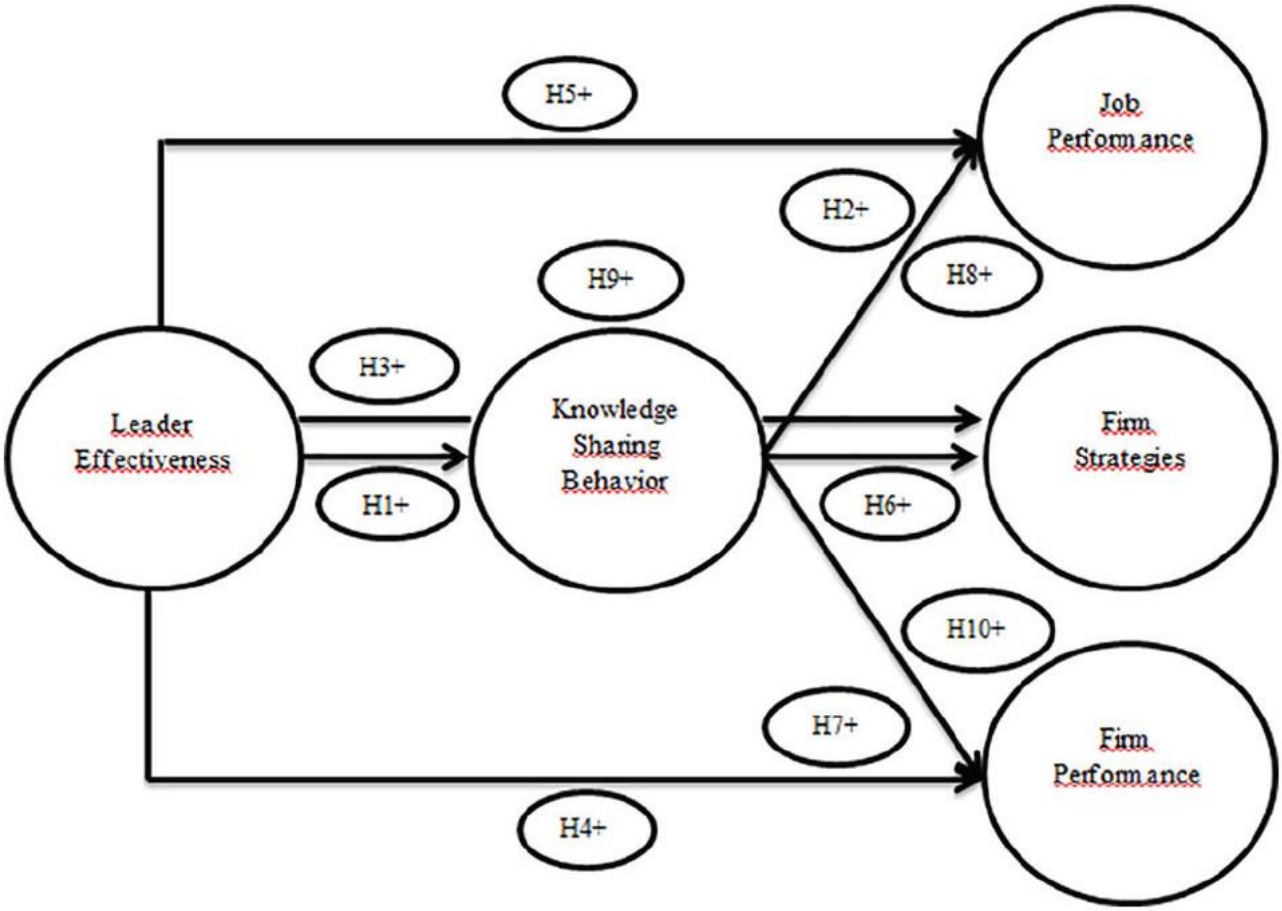

Figure 1. Research Model

Measures

The scale utilized in the study was developed based on various existing studies. Here are the reliability coefficients (Cronbach's alpha, α) of scales, along with the respective references:

1. Leader effectiveness scale:

- Adapted from [27] (α = .97)
- Adapted from [57] (α = .96)

2. KSB scale:

- Adapted by [58] (α = .98)
- Adapted from [27] (α = .94)
- Developed by [59] (α = .91)
- Developed by [60] (α = .89)
- Developed by [61] (α = .93)

3. Job performance scale:

- [62] (α = .83)

4. Firm strategies scale:

- Obtained from [63] (α = .75)
- Obtained from [64] (α = .87)

5. Firm performance scale:

- Values from [64] (α = .93)
- Values from [65] (α = .87)
- Values from [66] (α = .86)
- Values from [67] (α = .96)

FINDINGS

The scale was administered to a total of 400 white-collar employees, including departmental managers, from various branches across 22 corporations. The demographic breakdown of the respondents is as follows:

- Gender:
- Male: 292 (73%)
- Female: 108 (27%)

- Age Groups:
- 17 to 27 years: 148 (37%)
- 28 to 40 years: 199 (49.7%)
- Over 41 years: 53 (13.3%)

- Education Level:
- High school: 19 (4.8%)
- Associate degree: 40 (10%)
- University graduates: 261 (65.3%)

- Postgraduates: 80 (20%)

Among the white-collar employees who participated in the survey, the distribution across different departments of the company is as follows:

- Marketing department: 74 employees (15.9%)
- IT department: 36 employees (7.8%)
- Accounting/Finance department: 35 employees (10.4%)
- Human Resources department: 34 employees (8.9%)
- Operations department: 38 employees (8.1%)
- Production department: 48 employees (12.3%)
- Technical department: 32 employees (5.8%)
- Purchasing department: 30 employees (6.9%)
- R&D department: 21 employees (8.5%)
- Management and other departments: 29 employees (4.0%)

The level of goal achievement among the participants was distributed as follows:

- Very low: 34 participants
- Low: 57 participants
- Medium: 137 participants
- High: 126 participants
- Very high: 46 participants

RESEARCH FRAMEWORK

The research model applied in this study utilized leadership effectiveness as the independent variable, with knowledge sharing behavior acting as a mediation variable. The dependent variables included job performance, firm strategies, and firm performance. Quantitative research tests were employed to assess the effects of these variables on the dependent variables, aligning with the argument or hypothesis proposed in the literature [68]. Through a quantitative approach, the data were analyzed to elucidate the statistical relationships between these concepts.

ANALYSES

Factor analysis, as described by [50], is a multivariate statistical method utilized to explore conceptually meaningful new variables, termed factors or dimensions, by combining interrelated variables. In this study, factor analysis was employed to investigate the construct validity of the scale used. To assess the suitability of the data for factor analysis, two tests were conducted: the Kaiser–Meyer–Olkin (KMO) sample suitability test and Bartlett's sphericity test. The KMO sample suitability value obtained from the analysis was found to be .949, indicating high adequacy of the sample for factor analysis. Additionally, Bartlett's sphericity test yielded a significance level of .000 ($p \leq .05$), further confirming the suitability of the data for factor analysis.

Table 1. KMO and Bartlett's Test Results.

Measure	**Value**
KMO measure of sampling adequacy	0.949
Bartlett's test of sphericity	
- Approximate chi-square	7,633.597
- Degrees of freedom (Df)	406
- Significance	0.000 ($p \leq 0.05$)

Note: KMO stands for Kaiser–Meyer–Olkin.

In the investigation, the parameters designed using a 5-point Likert-type scale is assessed through the questionnaire comprising 40 items. These parameters encompassed job performance, knowledge sharing behavior, leader effectiveness, firm performance and firm strategies and were exposed to factor analysis. Following the factor analysis, it was observed that 11 questions did not exhibit a clear factor distribution. Consequently, these questions were omitted from the scale due to their inconsistent alignment with different factors, resulting in reduced reliability. In order to render the dataset suitable for factor analysis, a total of five factors were delineated through basic component analysis. The outcomes of the factor analysis, including factor loadings, are delineated in Table 2.

Table 2. Factoring Results.

Components

Scale questions representing variables	1	2	3	4	5
Regularly, I share my professional experiences and expertise with colleagues at my workplace.	0.70				
I find pleasure in disseminating information acquired through modern communication technologies to my coworkers.	0.70				
It brings me satisfaction to distribute reports of my studies to fellow colleagues within my organization.	0.70				
I frequently share information with colleagues and guide them on where to access it within our institution.	0.69				
Actively, I participate in discussions concerning intricate matters within the workplace.	0.67				

I readily share multimedia files such as information, media, images, and videos with coworkers.	0.62				
Whenever I possess specific knowledge required to accomplish organizational tasks, I make sure to share it with my peers.	0.61				
Assisting colleagues in locating the information they seek is a regular practice for me.	0.61				
Sharing personal insights and expertise is something I willingly do with my colleagues.	0.49				
The institution I work for prioritizes investing in staff training.		0.73			
My organization favors forming alliances with other businesses over other strategies.		0.70			
Employee salary levels at my workplace are adjusted in accordance with their positions.		0.69			
A significant portion of the institution's resources is allocated towards research and development.		0.68			
Our institution offers a diverse range of product and service categories.		0.63			
Continuous improvement of product/service quality is a key focus for our organization.		0.63			
My institution actively pursues partnerships with domestic enterprises.		0.63			
I have confidence that our manager will excel in future endeavors.			0.78		
Our manager consistently demonstrates high levels of success.			0.78		
Working with our manager is something I genuinely enjoy.			0.76		

Our manager's ability to consistently motivate employees is commendable.			0.76		
Our manager exhibits effective leadership qualities.			0.72		
How would you assess our institution's market share?				0.81	
How do you perceive employee satisfaction within our organization?				0.73	
How does our company's performance compare to competitors in your view?				0.72	
What is your evaluation of our institution's profitability?				0.63	
My organization places a strong emphasis on recruiting suitable staff.					0.82
Regular supervision of employees is a standard practice within my organization.					0.81
I am highly content with my overall performance at work.					0.70
Actively addressing challenges within my area of responsibility is a routine aspect of my role.					0.63

Confirmatory factor analysis serves to unveil the latent structures signified by a multitude of measured or observed variables [50]. During the analysis of confirmatory factor analysis results, attention is directed towards model fit values. Commonly accepted indicators of model fit include comparative fit index (CFI), goodness-of-fit index (GFI), incremental fit index (IFI), normed fit index (NFI) and root mean square error approximation (RMSEA). Reported values may vary based on the researcher's emphasis. Table 3 presents the conformity values obtained from the model derived through confirmatory factor analysis conducted using the LISREL program, along with the appropriate reference ranges for these values.

Table 3. Fit Indexes and References from CFA.

Index	RMSEA	NFI	NNFI	CFI	GFI	IFI
Value (x)	.007	.9	.9	.9	.8	.9
Reference Ranges	0<x<.1	x>.9	x>.9	0<x<1	0<x<1	x>.9

Upon reviewing Table 3 values, it becomes evident that all conformity values fall within the reference ranges. This affirms the validity of the five-factor structure revealed through exploratory factor analysis.

Reliability analysis assesses the internal consistency of measurements by considering the average relationship among questions. In research, measurements with a Cronbach's alpha coefficient of .50 and higher are typically deemed satisfactory [69]. Table 4 presents the reliability values for each factor comprising the five-factor structure found from the factor analysis. The average variance extracted (AVE) provides a measure of convergent validity. To establish the agreement validity, the value should ideally be .50 or higher [70]. Composite reliability (CR) is a criterion commonly used to gauge content validity. A CR value exceeding .70 indicates model reliability. Additionally, all AVE values should surpass their corresponding CR values. While AVE values for both variables were below .50, all CR values exceeded the AVE values. Refer to Table 4 for all values.

Table 4. Cronbach's Alpha Values, Descriptive Statistics, and AVE Values for Factors.

Factors	N	Chronbach's alpha (a)	M	SD	AVE	CR
Leader Effectiveness	5	0.8	4.1	.7	.5	.8
Knowledge sharing behavior	9	0.9	4.1	.6	.4	.8
Job performance	4	0.8	4.1	.6	.5	.8
Firm strategies	7	0.9	4.1	.6	.4	.8
Firm performance	4	0.8	4	.8	.5	.8

Table 4 demonstrates that the all factor groups having reliability coefficients exceed 80%. Such values suggest a satisfactory reliability level. Descriptive statistics are employed to give summary of extensive numerical data attained in the study using a few straightforward expressions. Descriptive statistics encompass the frequency of occurrence for each value present in a variable, the values distribution around a centrally chosen point, and the deviation from the midpoint or relative deviation from one another. Mean and standard deviation values for certain statistics were computed for the factors and are presented in Table 4.

The correlation coefficient quantifies the extent of mathematical association among the data. The interrelations among the factors are depicted in Table 5. Ranging between -1 and 1, the correlation coefficient signifies the strength and direction of the relationship. Absolute values of these coefficients indicate the proximity to 1, signifying a stronger relationship. Hypotheses testing the

significance of the correlation coefficient were conducted to ascertain whether the observed correlations were statistically significant.

Table 5. Correlation Analysis Results for Factors.

	LE				KSB			JP		FS
Relationships between variables	KSB	JP	FS	FP	JP	FS	FP	FS	FP	FP
Pearson Corelation	0.5	0.4	0.5	0.4	0.6	0.6	0.5	0.6	0.4	0.6
Significance (two-tailed)	0	0	0	0	0	0	0	0	0	0

Table 5 illustrates that all coefficients are important at the 1% significance level in the Pearson correlation tests conducted between variables. The values that are calculated are all below .01.

Regression analysis was employed to evaluate the proposed hypotheses, with the model outlined in Fig. 1. Initially, simple regression equations were formulated for each dependent variable, utilizing leader effectiveness as the independent variable. Subsequently, the inclusion of mediating variable, knowledge sharing behavior, alongside the independent variable allowed for the examination of its effects. This process involved establishing regression equations for each dependent variable using both independent variables. Table 6 presents the analysis outcomes, indicating whether the hypotheses were supported based on the conducted tests.

Table 6. Regression Analysis Results of Impact of Independent Variables on Dependent Variables

Hypothesis	IV	DV	Standard b	Significance	Adjusted R2	F-Value	Reject/Accept
H1	LE	KSB	0.5	0	0.2	163.1	Accepted
H2	LE	JP	0.4	0	0.1	86.8	Accepted
H3	LE	FS	0.5	0	0.2	160.5	Accepted
H4	LE	FP	0.4	0	0.1	93.6	Accepted
H5	KSB	JP	0.6	0	0.3	241.3	Accepted
H6	KSB	FS	0.6	0	0.4	330.3	Accepted
H7	KSB	FP	0.5	0	0.3	177	Accepted

Single and multiple regression analyses are conducted on our factors to assess the intermediate variable effect, and the results are displayed in Table 7.

Table 7. The Effect of the Mediation Variable According to Regression Analysis Results.

Independent Variables	Dependent Variables	Standard B	Significance	Adjusted R2	F-value
LE	JP	0.1	0.0	0.3	126.2
KSB	JP	0.5	0.0	0.3	126.2
LE	FS	0.2	0.0	0.4	195.1
KSB	FS	0.5	0.0	0.4	195.1
LE	FP	0.1	0.0	0.3	99.7
KSB	FP	0.4	0.0	0.3	

The mediating effect was investigated using the SPSS PROCESS V.3 add-in. Hayes devised a test, according to that, the indirect effect of X on Y serves as a crucial sign for the mediation variable. In this model, no p-value is provided; instead, results are presented via confidence intervals. If the interval between BootLLCI and BootULCI values does not include zero, it indicates a significant mediating effect [71]. The values of Hayes test and the acceptance or rejection of hypotheses for the following hypotheses are outlined in Table 8.

Table 8. Hayes Test Results.

Hypothesis	Mediators	X & Y	Effect	BootSE	BootLLCI	BootULCI	Reject/ Accept
H8	KSB	LE & JP	0.2	0.04	0.1	0.3	Accept
H9	KSB	LE & FS	0.2	0.04	0.1	0.3	Accept
H10	KSB	LE & FP	0.2	0.04	0.1	0.3	Accept

In this model assessing H8, the Boot LLCI value (.1817) and Boot ULCI value (.3540) were obtained. Notably, zero does not fall within this interval, indicating a significant mediating effect of knowledge sharing behavior among job performance and leader effectiveness. Similarly, in the analysis for H9, the Boot LLCI value (.1838) and Boot ULCI value (.3483) are identified, with zero not encompassed between them. This signifies a noteworthy intermittent effect of knowledge sharing behavior between leader effectiveness and firm strategies. Lastly, for Hypothesis H10, the Boot LLCI value (.1766) and Boot ULCI value (.3546) are determined. Once again, the absence of zero within this range underscores the significant mediating effect of knowledge sharing behavior between leader effectiveness and firm performance.

DISCUSSION

This research aims to assess the impact of knowledge sharing behavior on organizational strategy and performance, crucial aspects for organizational success. Effective leadership plays a vital role in fostering a conducive environment for information sharing among employees. Over the years,

leadership styles have garnered growing attention, with research primarily focusing on their influence on employee behavior, innovation, and creativity [72]. Therefore, it is crucial to explore the connections between variables concerning both leader effectiveness and information sharing behavior in companies. [15] emphasizes that fostering strong leader-employee relationships hinges on the leader's competence. Factors such as employees' personalities, skills, efforts, psychological maturity, knowledge level and type of organization have been identified as influencing leader effectiveness [73]. Research suggests that leaders' self-perceptions and social identities, along with those of their followers, also play pivotal roles in determining leader effectiveness [74]. Historically, leader effectiveness has been linked to various factors, including the leader's individual characteristics, behavior, style, and cultural attributes [75]. While studies indicate a positive relationship between leader effectiveness and information sharing among managers and experts in the textile sector, further research is needed to ascertain whether leader effectiveness holds true across different working populations, sectors, and cultural contexts, considering potential cultural variations. Each organization's knowledge management process operates within its unique structure, but they all share a common element: knowledge sharing. Establishing a positive relationship between leaders and employees is expected to significantly impact performance, particularly when leadership effectiveness is fostered within the organization [76]. Leader effectiveness, characterized by directing followers toward defined objectives, entails leveraging social power and mobilizing available resources for collective purposes. [15] elaborates on the historical evolution of leadership styles, highlighting that leaders' evaluations are influenced by various processes. Assessing the satisfaction levels of followers is a key gauge of leader effectiveness, as it reflects followers' expectations, thereby shaping leadership behaviors [77]. For experts and departmental managers of textile industry, who form our sample group, the influence of their leaders on their roles is evidently significant. Presently, knowledge creation and sharing are pivotal for organizational success and competitive edge. Many organizations prioritize roles that involve transferring employees' tacit knowledge to others within the organization.

Knowledge sharing involves the transmission of information from one entity to another, be it from one location, person, or property to another. However, achieving effective knowledge sharing necessitates the establishment of a robust hierarchical structure within the organization, facilitating the transfer of knowledge from its source to its intended destination [78]. This process typically involves two or more intermediaries and encompasses both the origin and target of the shared knowledge. Consequently, fostering healthy knowledge sharing practices is vital for organization’ success. Through knowledge sharing technique, there is a facility for information to be flowed via efficient communication techniques, information retrieval, and knowledge acquisition among individuals or groups seeking relevant information [79]. Sharing knowledge is fundamentally understood as information accessible to all colleagues within an organization [80]. Upon analyzing research findings, it becomes evident that effective information sharing behavior among employees positively impacts both performance and strategy. However, it's

essential to distinguish between information sharing and knowledge sharing. The primary distinction lies in the fact that knowledge sharing entails the creation of new information by the sharer, whereas information sharing does not necessitate the generation of novel information. Particularly when leadership is strong, the technique of information sharing behavior between colleagues can significantly enhance organizational effectiveness. For organizations, it's not just the knowledge itself that holds significance, but also the process of renewal. It's widely acknowledged that information undergoes renewal and transformation into an important asset until it is shared and transmitted. In environments characterized by flat and lean organizational structures, employees are more likely to feel at ease, fostering a sense of trust among them [81]. This comfort level enhances their inclination to engage in knowledge sharing, which in turn positively influences their point of view about the acceptability of practices of companies [50]. Additionally, factors such as employees' attitudes, perceptions, and adaptability to organizational changes underscore the value of knowledge sharing.

CONCLUSION

The primary aim of leadership is to achieve the organization's goals and fulfill its responsibilities effectively. The effectiveness of leadership is largely determined by its approach to performance. In its simplest form, performance refers to the contribution made by employees towards the organization's goals [50]. Performance, whether qualitative or quantitative, is typically assessed as the outcome of purposeful and planned activities [50]. Evaluating the results of these activities is crucial in determining performance [82]. Essentially, a firm's performance represents the outcomes achieved within a specific timeframe. Moreover, strategies with positive impressions adopted by organizations to have a competition with other competitors in market are crucial for organizational success. Leadership effectiveness plays a crucial role in companies' success in their strategic endeavors [83]. Analysis indicates that both knowledge sharing and leader effectiveness contribute positively to the firm's strategy, reflecting the extent to which the organization's objectives are achieved. In this context, performance encompasses the evaluation of all the efforts undertaken by the firm to attain its goals [84]. Knowledge sharing involves the transfer or dissemination of information among individuals, groups, and organizations. Given that information is a valuable asset in a competitive landscape, its sharing occurs purposefully and selectively, highlighting the importance of who shares knowledge with whom and when [13]. Active distribution of information to those who utilize it within the organization is essential, especially considering the increasing importance of information turnaround speed for enterprise competitiveness. In business cultures emphasizing trust over fear, communication and knowledge-sharing technologies thrive. However, the degree of people's willingness to collaborate may not directly correlate with the level of trust at a given time. In trust-based business environments, knowledge-sharing technologies and communication foster greater confidence, open communication channels, enhance organizational learning, and promote information sharing. Maximizing trust at all levels, both internally and externally, should be the primary principle for the success of information organizations. Trust stands as one of the

fundamental elements crucial for an organization's sustenance and represents the highest form of human motivation. Effective collaboration thrives in an environment where trust is abundant. Research analysis reveals that this behavior of knowledge sharing and effectiveness of leader, both have a positive impact on employees' work performance within the organization [84]. The top management of organizations is likely to receive positive feedback if they effectively and meaningfully apply their leadership characteristics.

To fully utilize the best communication strategy, another crucial practice is to adapt communication skills after establishing a culture within business that fosters trust and conducive surroundings within companies. An indispensable point of the strategy for sharing knowledge is to encourage team members to actively participate and express their beliefs and opinions. Continuous updates and informed team members contribute to ensure the integrity of both communication and sharing processes. Enhancing leadership effectiveness relies on fostering organizational adaptation, shaping employee perceptions of leadership qualities, and addressing other factors related to psychological empowerment. Consequently, behaviors related to sharing information within the organization yield positive outcomes in performance. For companies to thrive in terms of performance and strategy, leadership must foster an environment that promotes information sharing among employees. These findings and conclusions align with existing literature [85]. Future research in this area should delve deeper into the effectiveness of leadership and information sharing behaviors across various sectors and among different working groups, thus contributing to theoretical advancements in the field.

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