

Linking Leadership to Knowledge Management Success of Pakistani Telecom Sector: Intermediating Role of Organizational Culture and Employee Engagement

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Leadership, Knowledge Management Success, Organizational Culture, Employee Engagement, Intermediating Role

ABSTRACT

The quest for determining methods of producing, obtaining and collaborating knowledge besides refining its successive deployment has been there ever since, but it remains lone during previous 15–20 eons that a discrete domain titled knowledge management (KM) appeared. Hence, this topic being relatively new in the discipline of management sciences has many outspread contributions towards the growth and success of business organizations that are yet to be explored. Like any other organizational feature, KM can also not be investigated without considering the leadership part of the corporation. With the evidence from the previously done researches, this paper targets to discover plus elucidate the relation between leadership and KM success with the mediating effect of organizational culture and employee engagement. With this paper the author also contributes towards identifying the significance of the culture of an organization and the level of employee engagement it has through examining their intervening roles between organizational leadership and knowledge management success. Having a sample size of N=300, this research purposes to be causative to any organization for refining the creation and dissemination of knowledge. This research and its findings can assist managers in increasing the learning efficiency of their organizations by recognizing and focusing on their leadership development and employees' engagement through appropriate leadership

INTRODUCTION

Leadership is certainly a critical task in deriving organizational benefits out of the organization's knowledge base (Inkinen, 2016). Still, the managers/team leads in the leading roles should have the essential characteristics to justify their position. In this research the author has measured the strategic aspect of leadership for evaluating the success of knowledge management (KM). The leadership scale in this research comprises of six dimensions,

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namely; top management support, organizational structure, incentives to encourage knowledge sharing, KM strategy aligned with organizational strategy (Machuca, 2014), effective communications and ethics. Leadership in knowledge management (KM) necessitates a contemporary approach that appreciates employees for their knowledge and intellectual potentials. A modern leader becomes further involved in creating a knowledge-friendly and trustful organizational culture. Gradually, he/she reshapes the knowledge base to equal the organization's overall goals. Leadership researchers like Chughtai (2014) acknowledged that a leader's role in developing employees' engagement has established slight consideration. This research aims to fill this gap by using employee engagement as a mediating variable between leadership and knowledge management's linkage. Telecommunication sector of Pakistan is considered as an exemplary model of regulatory success on the international level. Pakistani Telecom Sector consumes arisen as the firmest developing segment crossways Asia in contemporary years (Pakistan Telecommunication Authority (PTA) – Annual Report 2017). For this reason, the author chose the telecom sector of Pakistan for doing this research on, as for achieving maximum accuracy of the results, as a booming sector carries the proper organizational standards that can be relied upon for getting reliable response. Overall determination of the current research is for testing positivity of a conceptual structure positively linking organizational leadership to knowledge management success while organizational culture and employee engagement play an intermediating role.

THEORY AND HYPOTHESES

Knowledge

One of the earliest explanations of knowledge was given by Ryle (1949) who described 'knowledge' being specifically of 'how' to 'properly; capably and successfully' 'execute' any kind of 'action'. Gradually with the progression of globalization, organizations became more and more professional for competing in the market. Subsequently, it made the researchers to explore further into knowledge for grasping the core of the notion itself. One conceivable methodology they worked on was to distinguish between 'know-that' and 'know-how'. The term 'know-that' is a customary examination of knowledge theorizing that the conviction believed by a personal needs to be acknowledgeable plus precise for qualifying as 'knowledge' (Moser et al, 1998).

KM Success

While KM has become an extensively acknowledged business practice in short-term, organizations are still struggling to quantify the advantages it implies to offer. Vestal (2002) examined this topic and presented a preview of KM measurement. He discussed three aspects related to KM success as; importance of measures, importance

of return on investment (ROI) of KM efforts on long-term sustainability of KM inventiveness and a system for developing operational KM “leading” then “lagging” procedures.

Organizational Knowledge Management Processes

Study on KM, has reinforced in current years as knowledge stands measured as the greatest authoritative organizational assets during 21st epoch (Stankosky, 2005). Through KM, organizations attain or generate theoretically valuable knowledge and make it obtainable to those personnel that shall utilize it at a suitable time for accomplishing all-out effective procedure that shall in turn, positively impact their organizational performance. For obtaining supportable competitive advantages, organizations ought to deliberate, which all the organizational employees; ‘know’ plus ‘how’ the knowledge is utilized (Albors-Garrigos et al. 2010). KM plus Critical Success Factors (CSFs) remain significant matters in the existing knowledge-based frugalities.

Leadership

Every organization involves employees and managers. The managers’ job is to direct, control and organization of their employees. This is the ‘leading’ function of an organization. When managers encourage and direct the doings of their employees and resolve struggles among them; they select the most effective communication channels, hence, they are engaging in leading (Robbins & Sanghi, Organizational Behavior – 11Ed. Chapter. no. 01-05). An organization can be small, a large multi-national, a public sector office or an entrepreneurial establishment. Wherever there is a business set-up, the corporate element exists. And where there is a corporate mechanism, leadership’s presence and practice is inevitable. Leadership has a huge part in guiding organizational resources towards growth. The prospect of whichever organization remains safe merely with leaders that impact multitudes with their opinions plus activities. Thus, in every system, sub-system or mechanism of an organization, leadership is the base from where the routes originate.

The Role of Leadership in KM Success

In every organization, the leadership builds the organizational norms as well as the manager-employee trust. Hence, it is presumed that leaders have straight influence on the way an organization approaches and deals with knowledge management processes and practices. Furthermore, if knowledge management is not permeable at all cadres of the organization from top to bottom- it is improbable that knowledge management programs will ever be implemented or be effective (DeTienne et al., 2004). Relative to this, Kluge (2001) also argued that although leaders across all levels of an organization have the sole and significant tasks to execute for managing knowledge,

it is ought to be the CEO to be involved in knowledge-sharing processes as well. Therefore, one can conclude through the ample evidence given in past researches that leadership and knowledge management have a direct relation between them in all sorts of organizations and the type and level of leadership determines the strength of the knowledge management system.

Knowledge Leadership is basically the creation of a knowledge-sharing culture and developing of an effective technology infrastructure. It also assures robust linkage to a commercial authoritative. Knowledge leadership has a convincing visualization plus structural design that further ensures a systematic organizational knowledge processes plus continuous learning (Skyrme & Amidon, 1997). Trussler (1999) defined leadership as a manager's commitment for creating motivation to share among his/her subordinates. Leadership is judging the right people and data for the right task. Trussler (1999) also said that the organizational culture, technology and the availability of technology to the collaborators, employee training and learning, are the salient features of a progressive leader.

With the discussion above regarding leadership's role in knowledge management and the leadership characteristics as being the CSFs, it can be hypothesized that leadership and knowledge management have a positive direct relationship. Hence, in sum, it is proposed that:

H1: Leadership is positively related to knowledge management success.

In this research, leadership shall be measured through the dimensions below:

Top Management Support

In case of management not provisioning knowledge creation plus distribution within organizations, the efficacy of KM practices shall remain low. Top-management support is critical in this sense as it comes from leadership inside the organization. Leaders remain central being the examples as well as forms trailed by employees (Holsapple & Joshi, 2000).

Incentives to Encourage Knowledge Sharing

Allocating info plus knowledge remains a query depending upon employees' will. Leaders ought to inspire personalities to obtain newfangled knowledge plus eagerness for sharing knowledge they possess. It stays vital for launching incentives, rewards or else gratitude for reassuring employees towards sharing plus applying novel knowledge. Numerous researches as Yahya and Goh (2002) and Hauschild (2001) investigated in what way financial and non-financial inducements might be merged in the organizational reward system.

Organization Structure

An alternate vital component to anticipate stays as expansion of the applicable organizational structure (Davenport, 1998), meaning the set of parts plus responsibilities of knowledge managers (Chief Executive Officer) as well as multidisciplinary teams; professional learning communities (PLCs). A best-known support in this field stands organizational structure of hypertext projected by Nonaka and Takeuchi (1995).

KM Strategy Aligned with Corporate Strategy

The constituent assisting attainment of KM success is to have a well-considered plus expressed mission, vision and strategy. When KM practices stay connected with strategy, the consequences are credible. This unblemished connection amid strategy and KM is upheld by numerous scholars, like; Liebowitz (1999), Zack (1999) and Maier and Remus (2002), among others. In addition, KM can upkeep the leaders towards reorienting accurate organizational progression.

Effective Communications

Communication of expert knowledge remains a significant action of current specified workforce. Effectual plus operative spread of involvements, understandings besides 'know-how' amongst dissimilar specialists plus leaders, remains the precondition for first-class decision-making as well as for corresponding organizational actions (Straub & Karahanna, 1998; Rosenthal & 't Hart, 1991). Leader is ought to interconnect efficiently (Barrett, 2006). Thus, analyzing this aspect of leadership as a critical success factor in this research, the author tends to expand the exploratory element of the hypothesis to be tested here.

Ethical Behavior

A leader's knowledge-sharing is basically his ethical behavior (Wang, 2004). The leader's readiness to share knowledge with others, remains interpreted as 'a substitution for acknowledgement towards a firm arrangement of ethical benchmarks' (Wang, 2004). Tang and his team (2015) proved ethical leadership staying important in motivating employees towards knowledge-sharing, which further stands the crucial determining factor of complete efficacy of an organization. Their results saliently strengthen the applied worth in supporting 'ethical leadership' comportment crossways the whole association for the success of knowledge management.

Organizational Culture

Culture remains a noticeable arrangement of behavior in organizations (Watkins, 2013). Organizational culture, nevertheless, gives a degree of elusiveness (O'Donnell & Boyle, 2008). But the 'culture concept' is originally taken from organizational assessment of 'something cultivated' (Watson, 2006). In managerial domains, empirical research of organizational culture elaborated the functionalist viewpoint, given that imposing substantiation regarding the part about organizational culture for refining presentation (Denison & Mishra, 1995). Comprehensiveness of organizational culture desires administrative leaders to distinguish supporting scopes plus the control upon employee-related aspects, like; job satisfaction (Lund, 2003), organizational commitment (Casida & Pinto, 2008) plus performance (Denison, Haaland & Goelzer, 2004).

Leadership and Organizational Culture

Schein (1992) suggested the sole purpose of leadership being different from management plus administration being its 'concern for culture'. His research showed that organizational leaders intensely influenced organizational culture. Leadership should be measured with connection to ethos (Schein, 1992; Kotter & Heskitt, 1993; Cameron & Quinn, 1999; Kouzes & Posner, 1997; Hunt & Dodge, 2000).

Besides, leadership existing in deep-rooted organizations is ought to be directed thru an accurate visualization by cultures augmenting performance (Kotter & Heskitt, 1993). Nevertheless, the literature review of this context indicates towards the possibility for gathering research towards comprehending amongst leadership plus culture thru planning researches, which prudently define and measure whatever preordained by leadership as well as culture (Den Hartog, Van Muijen, & Koopman, 1996).

With the above review of the existing literature, it could be hypothesized that leadership is positively related to the organizational culture; denoting that whatever the style of leadership an organization has, the same will be its internal culture:

H2: Leadership is positively related to organizational culture.

Organizational culture and knowledge management

Organizational culture is a fundamental base of KM. A culture stays articulated by arrays of rationality besides artifacts (Muciek & Lutek, 2013). This means that the organizational culture describes the enterprise as what

cultural values are shared by the employees. Brdulak (2005) supposed; the culture supportive of KM as the grouping of aspects producing the relevant atmosphere in the organization, where knowledge is truly formed, spread and used. Evans (2012) used the term 'culture' as a subsidiary to gen besides construed it by way of rudiments of organizational structure only if faultless circumstances prevail for making plus partaking gen.

A culture supporting KM rendering to Wigg (1997), is described as an aggressive goal of the organization towards its favorable KM. Therefore, it is hypothesized:

H3: Organizational Culture is positively related to knowledge management success

With the above review, it can be inferred that organizational culture does have a critical contribution towards knowledge management. Subsequently, in the context of proved and analyzed researches of the past, regarding the contribution of leadership and organizational culture towards knowledge management (success) and their relation to this particular plus critical mechanism of any organization, it is hypothesized that:

H4: Leadership is positively related to knowledge management success if organizational culture mediates between the variables.

Employee Engagement

Employee engagement is a multi-dimensional construct (Juan, Yao, Tamyey & Ayodele, 2016). With its various dimensions; employee-engagement makes an employee inclined to one dimension and not the other (Kahn, 1990). Employee-engagement has three dimensions (Saks, 2006); vigor, dedication and absorption. Davenport and Prusak (1998) affirmed Saks' research describing the dimensions being; affective, behavioral as well as cognitive.

Leadership and Employee Engagement

Leadership investigators recently recognized motivational influence of ethical leadership upon supporters' motivational tendency in psychologically engaging at work, then performing healthier (Bouckenoghe et al., 2014). Kahn (1990) recommended employee engagement being an exclusively motivational perception, consisting of; an employee's individuality with relation to his/her physical, cognitive plus emotional energies utilized during their job tasks. Personnel should know being appreciated and consider themselves as a part of the community and know that their participation is stimulating, plus worthwhile (Goffee & Jones, 2001), which is possible only by the top management support and appropriate leadership. So, one can see the relation between leadership and employee engagement here as the former enhancing the latter. Hence, it is hypothesized:

H5: Leadership is positively related to employee engagement.

Employee Engagement and Knowledge Management Success

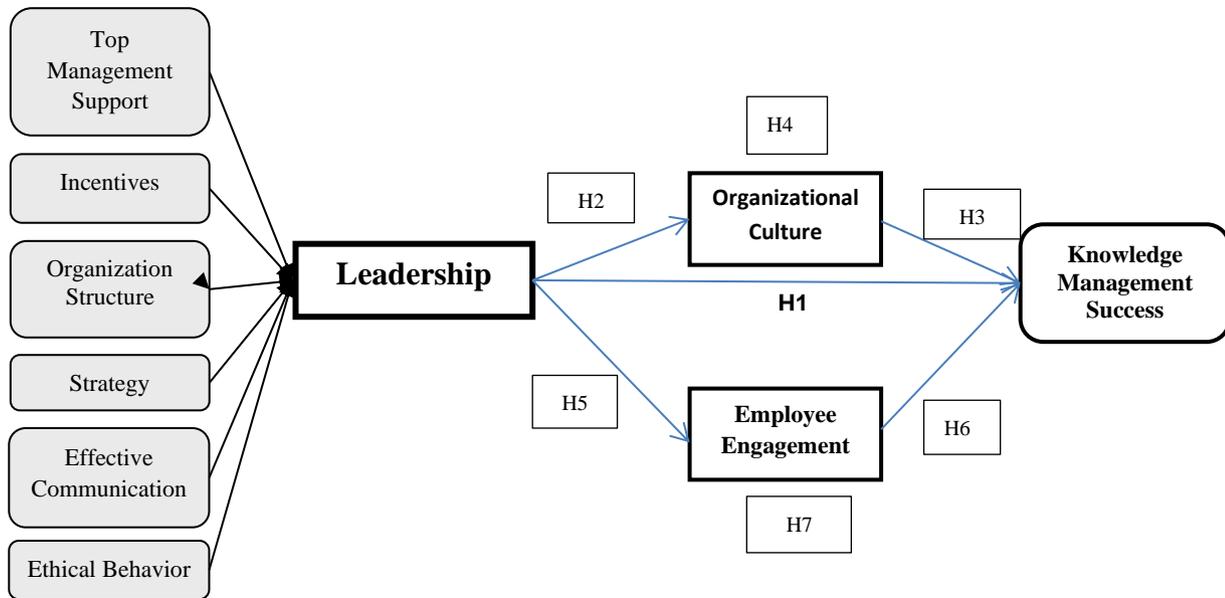
Employees are the greatest valued possessions inside the officialdoms playing an imperatively multipart in knowledge management (Juan, Yao, Tamyez & Ayodel, 2016). Employee behavior remains frequently wedged by its beliefs, distinct attitudes, values plus structural culture of the office. When teams are individually engaged by adjusting themselves in job tasks, they stand probable towards endorsing supplementary pro-social behavior plus fewer divergent conducts (Hartog & Belschak, 2012; Lin, 2010).

So, in case of employee engagement and knowledge management, Radaelli and his team (2014) termed knowledge being the fluid-mix of enclosed practice, morals, relative info besides skilled vision which delivers the structure aimed at appraising then integrating innovative familiarities. Subsequently, personnel remain recognized as primary possessors of valuable gen inside organizations, apprehending besides attaining facts of both individual in addition to clusters of employees, is tremendously central aimed at permanent occupational steadiness. Workforces remain probable towards adjusting while interacting, thus, remain further probable in receiving modification while cooperate amongst themselves (Juan, Yao, Tamyez & Ayodel, 2016), with relationship investigated between leadership and employee engagement and then between employee engagement and knowledge management success. Hence, with all these testimonies in the existing literature, it is hypothesized as;

H6: Employee engagement is positively related to knowledge management success

H7: Leadership is positively related to knowledge management success if employee engagement mediates between the variables

Figure 1: Conceptual Framework



Methodology

A self-administered survey through questionnaires was conducted for collecting facts about organizational associates' discernments regarding four paradigms: leadership, organizational culture, employee engagement besides KM. SPSS (22.0V) was performed to analyze the speculation of this analysis.

Population & Sampling Frame

Population of this research consists of personnel from four telecom companies of Pakistan employed at the offices in Islamabad and Rawalpindi areas. Hence, the sample size is inclusive of the top-management of the stated organizations. The total population is of 320 personnel from the aforementioned organizations.

Sample & Respondents:

This research shall be implemented in the telecom industry of Pakistan. In Pakistan, the corporate sectors are in an emerging stage, amongst which the telecom sector is an eminent one with regards to its diversification and departmentalization. The succeeding evolution of the Pakistani telecom establishments ensures researchers to decorously attain the outcomes of their enquiries for ascertaining their hypothesis. Hence, the author chose the

Pakistani Telecom subdivision for this particular study. Random sampling methods were used for the submission of the surveys. The surveys ($n=320$) of the research were spread among the personnel. The fixated populations for this research are the employees that are employed in their respective syndicate for more than three years.

Data Collection and Sample

Before putting the contents of questionnaire, the author had discussions with the concerned managers of each of the four telecom companies. It was done in order to know whether the professionals of those organizations shall be able to understand the theoretical terms like; employee engagement, altruism, etc., so that the response received is maximum and accurate to the extent required for this research. Questionnaires were made according to the scales selected. The population sample in the current research entails experts from all managerial levels being participants of four telecommunication syndicates situated plus operational in Pakistan. Content of each questionnaire was same having two parts; demographic inquiries and research title. Each questionnaire had nine questions with their discrete items. Questionnaires were distributed in hard form, 80 in each organization (320 in total), out of which 300 were selected for hypothesis testing (rest were rejected for having inaccurate plus incomplete response).

Questionnaire & Scale

This study's framework involves elements covering gen from the employees in the given industry. Each article is calculated on the five point Likert range varying from highly don't agree (1) to highly agree (5).

Scales

For measuring top management support (TMS), the scale proposed by Davenport (1998), Storey & Barnett (2000) and Sharp (2003) was used. TMS measurement has four items. For measuring incentives to encourage knowledge sharing (Incen), the scale administered by Yahya and Goh (2002) and Hauschild (2001), Batson (1987), Pérez-López (1993) and Grant (2008) was used having three items. Organization structure (OS) is measured through the scales introduced by Davenport (1998) and Nonaka and Takeuchi (1995) with three items. For measuring the alignment of KM strategy to the corporate strategy of the organization (KM), the scales proposed by Liebowitz (1999), Zack (1999) and Maier and Remus (2002) is used and it was measured through three items. For measuring effective communication (EC) the scale proposed by Barrett (2006) is used having three items. For measuring ethical behavior (EB) of leadership, the scales of Wang (2004), Tang and his team (2015) and Jurkiewicz & Giacalone (2015) is adopted having six items. Organizational culture (OC) is measured using the scale by

Mohammadi et al. (2009) having four items. Employee engagement (EE) is measured through the scale proposed by Maslach and Leiter (1997) having ten items. KM success (KMS) is measured on scales introduced by KPMG (1999), Chourides (2003), Choy (2006), Jennex et al. (2007), Allee (1997), Ruggles (1998), Wiig (2000), Egbu (2005) and Machuca (2014). KM success measurement for this research has eight items.

Analysis

Table 1.1 shows the number of items for each variable used in this research and their respective validity ratios according to Chronbach's alpha being greater than 0.7. Hence, all variables are valid for hypothesis testing in this research.

Table 1.1: Results of Reliability

| <i>Variables</i> | <i>Chronbach's alpha</i> | <i>Items</i> |
|---|--------------------------|--------------|
| Top Management Support | 0.753 | 4 |
| Incentives to encourage knowledge sharing | 0.833 | 3 |
| Organization structure | 0.828 | 3 |
| KM strategy aligned with corporate strategy | 0.833 | 3 |
| Effective Communications | 0.819 | 3 |
| Ethical behavior | 0.962 | 6 |
| Organizational culture | 0.751 | 4 |
| Employee Engagement | 0.707 | 10 |
| KM success | 0.723 | 8 |

As tabulated above, the Cronbach alpha coefficient values range from 0.707 to 0.962. So, it may be said that the internal consistency/reliability of coefficients of the scales used in this research is fairly high. Hence, the results gained with these dimensions of leadership and other variables can be dependent upon to a greater extent.

Table 1.2 gives the descriptive statistics of this research, including; means, standard deviations, skewness, kurtosis, amid the entire research variables remained figured. Every variable of this research owns an agreeable degree of internal consistency and reliability.

Table 1.2: Descriptive Statistics

| | Mean | Std. Deviation | Skewness | Kurtosis |
|-------|-------|----------------|----------|----------|
| TMS | 4.245 | 0.828 | -1.295 | 1.719 |
| INCEN | 4.350 | 0.824 | -1.567 | 2.970 |
| OS | 4.340 | 0.819 | -1.568 | 2.860 |

| | | | | |
|-----|-------|-------|--------|-------|
| KM | 4.350 | 0.824 | -1.567 | 2.870 |
| EC | 4.326 | 0.810 | -1.587 | 2.770 |
| EB | 4.327 | 0.878 | -1.571 | 2.592 |
| OC | 4.252 | 0.826 | -1.315 | 1.793 |
| EE | 4.088 | 0.496 | -1.965 | 2.706 |
| KMS | 4.091 | 0.562 | -1.586 | 2.590 |

Table 1.3 gives the correlations analysis among all the variables of this research. The hierarchical linear regression was used for testing all the hypotheses. Knowledge management success being the dependent variable of this research has a correlation of .408 and 0.964 with the mediating variables organizational culture and employee engagement, respectively. The corresponding values of all the variables can be seen as below:

Table 1.3: Correlations Analysis

| | TMS | INCEN | OS | KM | EC | EB | OC | EE | KMS |
|-------|--------|---------|--------|--------|--------|--------|--------|--------|-------|
| TMS | 1.000 | | | | | | | | |
| INCEN | .716** | 1.000 | | | | | | | |
| OS | .713** | .798** | 1.000 | | | | | | |
| KM | .716** | 1.000** | .798** | 1.000 | | | | | |
| EC | .727** | .794** | .797** | .794** | 1.000 | | | | |
| EB | .701** | .782** | .782** | .782** | .779** | 1.000 | | | |
| OC | .790** | .724** | .722** | .724** | .736** | .709** | 1.000 | | |
| EE | .417** | .477** | .463** | .477** | .464** | .431** | .429** | 1.000 | |
| KMS | .396** | .481** | .468** | .481** | .464** | .430** | .408** | .764** | 1.000 |

**Correlation is significant at the 0.01 level

Regression Analysis

Table 1.4 shows a constructive relation among independent variable leadership (LED) and dependent variable knowledge management success (KMS), proving *H1* of this research as positive. The entire calculated specimen along with the significance $p < 0.05$, fall in the standard range making the test positive.

Table 1.4: Direct Relationship

| | Std. Error | Beta | T - Value | R Square | P - Value |
|-----|------------|------|-----------|----------|-----------|
| LED | 0.036 | .466 | 9.104 | 0.218 | 0.000 |

Dependent Variable: KMS

Grades display a constructive linkage amid strategic dimension of leadership to success of KM applies (Machuca, 2014). Leadership is ought to be measured relative towards culture (Schein, 1992; Kotter & Heskitt, 1993; Cameron & Quinn, 1999; Kouzes & Posner, 1997; Hunt & Dodge, 2000).

Table 1.5 shows the constructive relation between independent variable leadership (LED) and dependent variable organizational culture (OC), proving *H2* of this research as positive. The entire calculated specimen along with the significance $p < 0.05$, fall in the standard range making the test positive.

Table 1.5: Direct Relationship

| | Std. Error | Beta | T - Value | R Square | P - Value |
|-----|------------|------|-----------|----------|-----------|
| LED | 0.029 | .876 | 31.340 | 0.767 | 0.000 |

Dependent Variable: OC

Earlier research readings had deducted the same; however, in this research the author intended to check the link between leadership in general (with its basic features and not specific styles) and the prevailing culture of the organization. With these results, it is proved that the linear relation between leadership and organizational culture is noticeably positive. Leadership remains well-thought-out relative towards culture (Schein, 1992; Kotter & Heskitt, 1993; Cameron & Quinn, 1999; Kouzes & Posner, 1997; Hunt & Dodge, 2000).

Table 1.6 shows the constructive relation between independent variable organizational culture (OC) and dependent variable knowledge management success (KMS), proving *H3* of this research as positive. The all-inclusive premeditated specimen along with the significance $p < 0.05$, fall in the standard range making the test positive.

Table 1.6: Direct Relationship

| | Std. Error | Beta | T - Value | R Square | P - Value |
|----|------------|------|-----------|----------|-----------|
| OC | 0.036 | .408 | 7.725 | 0.167 | 0.000 |

Dependent Variable: KMS

These results show organizational culture unfolding the creativity remains assumed as united by operatives' classification of cultural morals, possessing matters holding an effect upon probability of KM. This influence is either consolidating otherwise deterring (Muciek & Lutek, 2013). Consequently, it remains indispensable to recognize the organizational culture for KM.

Table 1.7 displays outcomes of linear regression analysis of the relation between leadership (LED) and knowledge management success (KMS) while organizational culture (OC) is taken as an intermediating variable. As per the

negative values of *Beta* and *t* for organizational culture shown and $p > 0.05$ meaning insignificance of 0.996, it is understood that though leadership is having a direct impact on knowledge management success, the intermediating role of the organization's culture will be insignificant. This is so for the Pakistani organizations, meaning that when the direct leadership is strongly influencing the success of knowledge management at the team and individual level, the organization's culture is inconsequential. Hence, *H4* of this research is proven negative, as the supposed mediating variable – organizational culture, practically has no or negative role in the relation between leadership and knowledge management success.

Table 1.7: Mediating Relationship

| | Std. Error | Beta | T - Value | R Square | P Value |
|-----|------------|------|-----------|----------|---------|
| LED | .326 | .467 | 4.390 | 0.218 | 0.000 |
| OC | .072 | .010 | .050 | .218 | .996 |

Dependent Variable: KMS

Hence, OC mediates the relationship of LED and KMS. This proves *H4* of the research as positive.

Table 1.8 shows the constructive relation between independent variable leadership (LED) and dependent variable employee engagement (EE), proving *H5* of this research as positive. The complete intended specimen beside with the significance $p < 0.05$, fall in the standard range making the test positive.

Table 1.8: Direct Relationship

| | Std. Error | Beta | T - Value | R Square | P - Value |
|-----|------------|------|-----------|----------|-----------|
| LED | 0.031 | .468 | 9.142 | 0.219 | 0.000 |

Dependent Variable: EE

Employee engagement stands determined thru correct individuals in the accurate parts by means of true managers (Buckingham & Coffman, 1999). Thus, with these results of the required measurements for testing the linear relationship between leadership and employee engagement, it is seen that organizational leadership through its attributes is directly and positively related to employee engagement.

Table 1.9 shows the constructive relation between independent variable employee engagement (EE) and dependent variable knowledge management success (KMS), proving *H6* of this research as positive. The proposed sample beside with the significance $p < 0.05$, fall in the standard range making the test positive.

Table 1.9: Direct Relationship

| | Std. Error | Beta | T - Value | R Square | P - Value |
|----|------------|------|-----------|----------|-----------|
| EE | 0.017 | .964 | 6.27 | 0.93 | 0.000 |

Dependent Variable: KMS

In the current complex economy, employee engagement and KM are acute strategic tools for achieving competitive advantages over the use of intellectual capital (Juan, Yao, Tamyez, Ayodele, 2016). This is the reason that knowledge and knowledge workers are committed as being the commanding assets of an organization in this age of information. In this study, it is recognized that employee engagement assists the level of knowledge management.

As per the positive values of *Beta* and *t* for employee engagement shown in Table 1.10, it is agreed that where leadership is having a direct control on knowledge management success, the intermediating role of employee engagement will be positive too.

Table 1.10: Mediating Relationship

| | Std. Error | Beta | T - Value | R Square | P Value |
|-----|------------|------|-----------|----------|---------|
| LED | .012 | .020 | 5.11 | 0.218 | 0.262 |
| EE | .020 | .955 | 5.4 | .230 | 0.9 |

Dependent Variable: KMS

Thus, *H7* of this research is proven positive as well representing that the inclination of the employees towards their job tasks and towards the organization as a whole (employee engagement), practically influences the impact of organizational leadership on the success of knowledge management.

Kahn (1990) defined employee engagement by way of ‘the level to which workers remain unswerving knowledgeable plus expressively to somewhat or else somebody inside the organization.’ Gatenby and his team (2008) perceived employee engagement as something providing probabilities for an operative to interconnect with others, plus as rather connected to making an atmosphere where personnel remain inspired for being connected to their job tasks. One can understand from all these interpretations about employee engagement by the researchers in the past, as being a product of the organizational leadership, though being responded by the employee itself too. Then comes the leadership at the department level and then at the team level. The way employees execute organizational procedures impacts to the transformation an individual can make to their organization (Juan, Yao, Tamyez, Ayodele, 2016). Thus, with the results of this research and of *H7* in particular, not only proves the strong intermediating role of employee engagement over the link between leadership and KM success, but it also conveys that this particular employee aspect cannot be ignored by managers who expect to manage their organizational knowledge for improving the overall organizational performance.

CONCLUSION

The aim of the current investigation was to discover the impact of leadership upon knowledge management success with the mediating effects of organizational culture and employee engagement between them. Till now, almost no direct empirical research remains done for investigating associations plus organizational consequences of these constructs. The current paper, hence, is sole in the context of filling the hole thru the effort for advancing the thoughtfulness of the contributions and significance of the inter-linkage of leadership construct with the mediating constructs; organizational culture and employee engagement and the impact of this connection on knowledge management success in the telecommunication organizations and beyond. The gulf between leadership and KM success is bridged by organizational culture and employee engagement. Without recognizing the role of the internal culture of any organization, systems like KM can never be comprehensively understood or executed. After providing empirical confirmation to the link amongst organizational culture and knowledge management, then amongst employee engagement and knowledge management; this research suggests that the where employee engagement mediates the relation of leadership with knowledge management success, organizational culture has a negative impact on this relation. Impact of leadership on knowledge management success is enhanced by the intermediating effect of employee engagement, but leadership alone is all impactful for the success of the knowledge managing system of the organization, without the involvement of organizational culture. The findings support that organizational culture and employee engagement remain not lone self-governing managerial practices, but then again as the vital mechanisms influencing organizational leadership upon KM success. This finding draws consideration towards leadership, as focusing on employee engagement that will help the organizations to retain intellectual capital for KM success (Juan, Yao, Tamyez & Ayodel, 2016).

Results of this study absorbed on the inadequacy of investigating only the direct connotation between leadership and knowledge management (success). It appears that balanced following of steps while researching on leadership and KM may endure to be at a higher-level through exploring thorough device(s) over which leadership affects KM success. After doing the literature review and the consequent hypotheses testing, it can be discussed that the culture of an organization and its employee engagement mechanism is basically its leadership. And it is something mechanical that whatever styles and methodologies the top management wants to implement, the culture of the organization shall be the same. Moreover, the top management's desire to motivate its employees towards the organizational goals, determines an employee's inclination, loyalty and retention in the organization. Knowledge management and its success are thus, naturally dependent upon the organizational leadership. But to study leadership and KM in a linear relation most of the time will give inaccuracies as being deprived of the organizational culture or/and employee engagement aspect. Hence, step-by-step advancement this process is required for creating an efficient KM mechanism and for sustaining it over longer-run. If managerial leaders

manage their planning in a way to maintain a motivating culture of learning and employee engagement in the organization, then shall be KM achieved in form of success. Thus, organizational culture and employee engagement are ought to be investigated as discrete variables while working on leadership's impact on knowledge management and not as generally assumed features.

Managerial Implications

This research exposes numerous inferences that augment KM success, especially in Pakistan. Meantime evaluating the implication regarding organizational physiognomies towards KM success; current research carries implication regarding the focus upon producing a knowledge-friendly milieu, made-up with apposite leadership. Moreover, findings of this study postulate that organizational culture does not influence knowledge management when it is aligned with leadership. By emphasizing on organizational cultural practices, such as; sharing, motivation, reward systems and having the required level of decentralization, shall aid leaders in transferring the control of organizational circumstantial possessions to bottom-line. Clearly, leadership takes the stoutest affirmative effect upon organizational culture; hence, specifying the mechanism for sustaining an appropriate organizational culture to focus on integrating leadership activities to create an environment that ultimately supports information. Organizational culture's dimensions (adaptability, consistency, involvement, mission), once joined together absolutely, tip towards enhancing KM. Current research confirms organizational culture besides leadership having adjacent inter-linkages.

Future Research

Next researches on knowledge management being dependent upon leadership should be studied by putting other organizational features as the mediators of this relationship. Furthermore, this research can be done on sectors other than telecommunication as well as in public companies. Lastly, next researches on KM success should focus on the linkage between the various styles of leadership and the subsequent organizational culture, in order to know whether in that framework, the latter has a positive impact or not.

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