THE ROLE OF ACADEMICIANS IN LEADERSHIP BEHAVIOR AND ORGANIZATION CULTURE FOR THE SOLUTION OF THE PRESENT CRISIS IN PAKISTAN

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ABSTRACT:_The aim of this study to illustrate the relationship between leadership style and knowledge sharing within state-owned enterprises that provides a foundational rationale to unveil the degree of divergence of opinions, regularly political matter in society. This is due to the fact that political integration serves as an indicator of the political maturity or immaturity of a society's constituents, which may, in turn, be shaped by the emergence of various economic factors. Furthermore, this research highlights the significance of organisational culture within the workplace, a factor that is fostered by transformational and servant leadership styles. The data were systematically collected and analysed employing a survey methodology. The analysis of the data was conducted utilising partial least squares (PLS) and structural equation modelling (SEM). The findings of the research lend credence to the hypothesis, as they demonstrate that organisational culture exerts a positive and measurable mediating influence on the relationship between the two leadership philosophies and the process of knowledge sharing within Pakistan's state-owned enterprises. Furthermore, both leadership philosophies—servant and transformational—exhibit a beneficial effect on knowledge sharing in these organisations. Furthermore, the mechanisms underlying organisational culture—the systems and processes that assess the influence on knowledge sharing among managerial personnel—have redefined the interplay between transformational leadership, servant leadership, organisational culture, and knowledge sharing in the present investigation. In conclusion, this research provides valuable insights into the phenomenon of political polarisation in Pakistan, proposes strategies for alleviating societal divisions, and presents recommendations for enhancing approaches to cultivate a more structured and effective political environment._

Keywords: Transformational leadership; servant leadership; organizational culture; state owned enterprises; knowledge sharing

1. INTRODUCTION

A significant challenge facing Pakistan is the deficiency of competent leadership. Knowledge is considered an immensely valuable asset; thus, it is imperative for organizations to manage this responsibility with precision and diligence if they aspire to sustain a competitive advantage over their counterparts in the marketplace [1]. A considerable number of Social Democratic Parts (SDP) politicians have leveled accusations against various political parties, asserting that they are undermining the principles of parliamentary democracy. This is purportedly achieved through the consolidation of power and the prioritization of personal interests, alongside engaging in corrupt political practices and neglecting a long-term perspective on the welfare of the populace. Generally, the political parties in Pakistan engage in the practice of advancing and safeguarding the interests of their leaders, a phenomenon that is fundamentally incompatible with the principles of democracy. The primary focus of Pakistani politics can be delineated through several key aspects, including the enquiries surrounding energy and electoral reform, alongside the stipulations governing the rule and regulation of the nation. Other matters, including poverty, unemployment, inflation, corruption, health, and various aspects of education, tend to be less contentious within the realm of party politics. The challenges encountered are particularly pronounced for those at the forefront of roadways during demonstrations and in the context of media coverage.

In most developed nations, it is common for lawmakers to convene assemblies comprised of representatives from established countries to engage in thoughtful deliberation on socioeconomic and diplomatic issues which formulate legislation, and reach resolutions. Furthermore, in most developed scenarios, the legislative body intervenes to disband the demonstrators on the streets and promotes the act of voting for their representatives in parliament.

It has become apparent that in Pakistan, political figures are inclined to adopt strategies of agitation and dharma as a means to exacerbate issues, rather than engaging in the parliamentary process. It is common for political parties to function within parliamentary systems, yet they anticipate collaborating as collectives to tackle issues related to road infrastructure. This phenomenon of activism has unveiled the fundamental principles of barbarism and extremism within the population, leading to a consequent polarization. This phenomenon is undermining the process of democratization and diminishing the authority of parliamentary institutions. The engagement of political parties in various activities constitutes what we refer to as political party activity. The process of democratization is significantly facilitated by the presence and activities of political parties. The study encompasses an examination of the formulation and implementation of socio-economic policies, political advocacy, secessionism, and rebellion. Additionally, it delves into the complexities of politicization, ethnicity, and the dynamics of working and ethnic democracy. Political parties play a crucial role in bridging the gap between policymakers and the social processes. They significantly influence the formulation of policies and the discourse surrounding them which ultimately impacting the interests of diverse social groups within the framework of parliamentary democracy and political engagement.

It is essential that politicians undergo the requisite training to tackle the previously mentioned issue via the knowledge management process. This process involves the systematic identification, selection, organization, and classification of

information within an organization, thereby optimizing individual performance and providing the organization with a competitive edge in the market place. To effectively execute the various tasks encompassed within knowledge management procedures, it is essential that knowledge be generated and disseminated throughout the organisation, both vertically from top to bottom and horizontally across different units, particularly in the presence of a conducive organizational culture. Considering the factors previously discussed, it is evident that the work environment and culture within an organisation are crucial elements that significantly influence effective knowledge management at the organizational level [2]. It is essential to acknowledge that the efficacy of knowledge processes within an organization is significantly influenced by the presence of leadership. Leadership plays a pivotal role in establishing a culture conducive to the effective management and sharing of knowledge, thereby facilitating optimal organizational performance. The examination of leadership styles within organizations reveals their critical role in fostering a productive workforce. It is evident that the leader's approach to leadership not only reflects efficiency and effectiveness but also underscores the benefits of knowledge management within the organizational framework [3]. It is understood that various leadership styles, especially those aligned with contemporary dynamics, play a crucial role in addressing the deficiencies within an organizational level. This alignment ultimately cultivates a knowledge-driven and efficient working atmosphere that serves the interests of all stakeholders involved. The implications of leadership style are noteworthy, as they capture human interest and underscore the necessity of examining the precise impact of such styles, particularly as quantified by knowledge management metrics. This, in turn, suggests a critical relationship with the enhanced performance outcomes of the organization[4].

In summary, the findings indicate that identifying the most suitable leadership style to direct the workforce is a crucial factor in the development and enhancement of knowledge management processes within an organization. This can be significantly achieved when a leadership style fosters a culture that is conducive to knowledge management in the workplace. This study aims to elucidate the existing dynamics among various leadership styles, the process of information sharing, and the principles of knowledge management within commercial organisations. Consequently, the present investigation examines organisational culture as a mediating variable that influences the relationship between leadership styles and knowledge management within the context of state-owned enterprises in Pakistan. The current article centres on the state-owned enterprises of Pakistan, which, akin to numerous other entities, depend significantly on intellectual capital as opposed to tangible assets for their success. Knowledge represents a critical form of information and stands as one of the most valuable intellectual assets for enterprises. Therefore, it plays a significant role in the growth of government organisations[5]. It is particularly noteworthy that there has been a limited focus from researchers and practitioners on the capacity of Pakistan's government sector to effectively manage knowledge. Secondly, the area

demonstrates a deficiency in investment directed towards knowledge-sharing systems and has not adequately progressed in its knowledge-management mechanisms [6]. The study presents to explore the intricate relationship between various leadership styles, the prevailing organizational culture, and the mechanisms of knowledge sharing procedures. It has been observed that numerous small and underfunded enterprises, along with governmental organizations, encounter significant challenges in the processes of identifying, creating, storing, collecting, mapping, and disseminating information. So, it is essential to ascertain the components that may play a role in establishing an effective knowledge management system within such enterprises. Research conducted by Farooq[3] and Akhavan[2].illustrates the significance of leadership and its diverse styles in mitigating the challenges faced during knowledge management processes. This paper undertakes an examination of various contemporary organisational leadership styles, including transformational, servant, and transactional approaches, and subsequently explores the interrelation of these styles with knowledge management processes. Furthermore, empirical studies indicate that the processes involved in knowledge sharing are associated with the distinct concepts of organisational culture and leadership styles in isolation. Consequently, researchers have examined the interplay between leadership and knowledge management [3-4], as well as the connection between organisational culture and knowledge sharing [7]. Nevertheless, the inquiry into the mechanisms by which leadership style authentically "creates and maintains" a specific organisational culture that fosters knowledge sharing remains unexamined.

To address the identified gap, this study aims to provide empirical evidence regarding the existence or non-existence of a relationship among modern leadership philosophies—specifically servant and transformational leadership—organizational culture, and the practices of knowledge sharing. This prompts the subsequent enquiries for investigation:

2. Theoretical Background

To understand the correlation of the knowledge management processes with leadership styles, the theoretical background of the notions must be investigated by reviewing concepts and conclusions from various known literature in the area which were made available in the previous few years.

2.1 Leadership Styles

As articulated by Banai and Reisel[8], the concept of leadership styles encompasses the mechanisms of guiding and directing followers throughout the leadership process. Leadership can be characterized as a systematic process wherein an individual in a leadership role positions themselves alongside their subordinates, offering comprehensive support to achieve shared objectives and targets, as noted by Akhavan[2]. Current research examines the servant leadership style and the transformational leadership style, both of which are well-established theories in the field of leadership studies. The differentiation between servant leadership and transformational leadership lies in their core emphases. The former prioritizes the cultivation of robust interpersonal connections among colleagues, thereby enhancing morale and motivation within the

organizationalenvironment. In contrast, the latter is characterized by a commitment to placing the needs and interests of followers above those of the leader themselves. The cultivation of followers and the maintenance of elevated ethical standards in engagements with followers, the organization, and all other stakeholders constitute fundamental elements of servant leadership [9]. An analysis of the two definitions indicates that a servant leader focuses on facilitating the efforts of others, whereas a transformational leader seeks to motivate individuals to engage in their work. The engagement with followers presents a challenge that is rooted in various leadership philosophies, as noted by Anderson [10]. Transformational theories initiate their exploration by analyzing the attributes of leaders who embody this particular style. The capacity of these leaders to galvanize their followers is such that it fosters a mutual awareness of the organization's overarching vision among both parties. They can assist followers in achieving their maximum potential by supplying them with necessary resources or facilitating the execution of the shared vision.by Bass [11]. Transformational leaders not only serve as role models but also cultivate a sense of optimism and commitment to their responsibilities. They place significant emphasis on the professional growth of their subordinates, encompassing both personal and career advancement [12]. In the context of transformational leadership, it is the task itself that possesses the capacity to effect change in individuals, rather than the leader exerting that influence. The alteration of practitioners' behaviors serves as an additional characterization of transformational leadership. In simpler terms, this leadership style served as a catalyst for followers to initiate changes in leadership practices. In a manner akin to this, the foundational Servant Leadership paradigm illustrates the leader as an individual who prioritizes the service of their followers, demonstrating a greater concern for the interests of their followers than for their own [13]. The primary objective of a servant leader is to priorities and address the needs of those they guide, embodying a leadership style that emphasizes service and support. By means of their individual contributions and dedicated efforts, servant leaders have the capacity to impact their followers significantly, fostering an environment of confidence and trust [10].

2.2 The Theory of Knowledge and Concept of Knowledge
Polanyi [14] made an insightful distinction regarding the concept of organizational knowledge, categorizing it into two fundamental dimensions: explicit and tacit. Books, records, reports, digital copies of papers, and other meticulously organized and thoroughly documented sources exemplify inscribed knowledge, commonly known as explicit knowledge. The category of information and understanding that individuals hold and preserve within their cognitive processes is referred to as implicit knowledge [6]. The process of transferring both explicit and tacit information to stakeholders and the broader organizational population is an ongoing learning endeavor that significantly contributes to the success and advancement of the organization[15]. Consequently, there exists a considerable amount of discourse within the organizational literature regarding the various models of knowledge management that are perpetually under examination [16-17]. Among the various

options, the aforementioned one is regarded as the most effective, as it offers a thorough examination of information management protocols, particularly in the realm of knowledge sharing. For the establishment of effective knowledge management procedures among its employees, the organization must implement the four fundamental processes. These four fundamental activities encompass the identification, acquisition, dissemination, and application of organizational knowledge. The third and most critical point to consider is that information loses its value if it is not readily accessible to all members within the organization[18,16] elucidate that socialization constitutes the mechanism through which tacit information is adeptly disseminated, while exchange represents the activity that facilitates the transfer of explicit knowledge among individuals and groups within an organization. The concept of knowledge sharing, as articulated by Akhavan[2], refers to the voluntary exchange of knowledge between two individuals. Within an organization, one can also observe the systematic exchange and acquisition of knowledge. Upon thorough examination, the process of articulating information in a manner that enhances its accessibility and understanding for others is referred to as knowledge sharing [19].

2.3 Leadership and Knowledge Sharing
Leadership is fundamentally important in the knowledge management process, particularly during the phase of knowledge sharing. It establishes practices that promote mutual sharing of knowledge, motivates members of the organization to exchange ideas and insights, and fosters discussions and conversations centeredaround knowledge. Leaders advance the discourse by engaging in knowledge-sharing exercises [19]. The phenomenon of employee engagement in knowledge-sharing initiatives exhibits a positive correlation when individuals observe that leadership actively endorses and facilitates knowledge-sharing practices within the organization. This phenomenon occurs as leaders who exemplify such behavior motivate their followers to openly contribute their ideas and talents within a collective environment. This promotes the dissemination of information among subordinates, both within the organization and externally [20]. The relationship between the dissemination of information and the servant leadership approach can be elucidated through the frameworks of social learning, as proposed by Bandura[21], and social exchange theory, articulated by Blau[22]. The interaction between leader behaviors and employees can be understood through the framework of the social exchange hypothesis, as proposed by Tuan [23]. Van Dierendonck[24] posits that individuals who engage in servant leadership tend to exhibit traits such as self-assurance, adaptability, and open-mindedness. These leaders priorities the service of their team members, demonstrate genuine concern and empathy for others, and consistently act in the best interests of their subordinates. Individuals tend to reciprocate favors to those who exhibit a genuine interest in their well-being, as suggested by the principles of social exchange theory. Reciprocity was maintained until there was a disruption in the perceived equilibrium within the trades. It has been observed that employees exhibit a more favorable response when one employs the principles of servant

leadership, thereby demonstrating genuine concern for their well-being [22].

In addition to the leader's unwavering commitment to the organization's objectives and their exceptional contributions, such as the dissemination of knowledge, there is also a reciprocal aspect in terms of the treatment received. In a comparable manner, by mirroring the serving behavior exhibited in leadership, employees can engage in knowledge-sharing practices, which serve to sustain and enhance the serving environment [23]. Additional factors that reinforce the notion of servant leadership's impact on knowledge transmission encompass the principles of social learning theory [21]. This theory posits that employees are inclined to adopt behaviors when their leader exemplifies those same actions. Social learning theory posits that individuals acquire knowledge through the observation and imitation of the beliefs, dispositions, and behaviors exhibited by credible and appealing role models[25]. Servant leaderspriorities the interests of others, often placing those interests above their own power and opportunities. This selflessness, particularly in the context of empowering employees for their growth and development, renders servant leaders as compelling role models for their teams [26]. In accordance with the principles of social learning theory, it is posited that employees acquire knowledge and behaviors by observing their servant leader, who functions as an exemplar for them. Their models illustrate that they adopt the same principles as their leaders, which encompass the dissemination of knowledge and skills to facilitate the growth and development of others, mirroring the actions of their leaders [27]. Transformational leadership evidently fosters and enhances organizational learning by establishing internal opportunities for individuals to expand their knowledge through discussions, engagement, communication, and experimentation [28]. In the context of social exchange theory, certain researchers analyse the interplay between knowledge sharing and transformational leadership style as a series of exchange relationships. In this framework, staff members engage in these relationships in anticipation of various beneficial rewards [29-30]. The transformational style of leadership positively influences the communication dynamics between leaders and organizational members, resulting in enhanced and more effective knowledge sharing within the workplace [31]. Transformational leadership, by fostering and promoting trust among all participants—not solely directed towards leaders but extending to peers and the organization as a whole—serves to facilitate the enhancement of knowledge exchange. The adherents dutifully adhere to the directives of the leadership, engaging in activities designed for the exchange of knowledge [29]. 1. The relationship between an organization's knowledge sharing and the leadership styles of transformational and servant is notably positive.

2.4 Organizational Culture

The fundamental shared convictions that an organization and its members develop while addressing challenges of internal cohesion and external adaptation, in order to effectively navigate both internal and external environments, are known as organizational culture. To ensure that new members approach problems consistently, the same methodologies are imparted to them [32]. Tseng [7] posits that the attitudes and behaviors exhibited by individuals within an organization form the foundation of its organizational culture. Organizational culture, as articulated by Robbins [26] and Nicholls [33], can be understood as the collective agreement among employees and other stakeholders within an organization. Individuals within an organization actively disseminate cultural values, a process that is fundamentally derived from societal influences. The advancement of this concept will be underpinned by robust social frameworks of various forms and dimensions (Yang, 2007). The concept that culture serves as a fundamental criterion for social behavior is scrutinized. As noted by Tseng [35], the concept of organizational culture serves as a mirror to the intrinsic personality of the company, fostering an environment where individuals are motivated to forge connections and embrace their roles in guiding behavioral responsibilities. In essence, the culture of an organization pertains to the establishment of standards and guidelines that dictate acceptable behavior within any given entity. Each organization possesses a distinctive culture that has evolved over time, manifesting in both observable and subtle manners. The distinctive nature of this culture is what renders the organization exceptional. The selected values, mission, and philosophy of the organization are illustrated by one cultural manifestation, whereas the authentic sets of values that all employees within any organization observe and comply with are depicted by another cultural interface. The knowledge-sharing behavior among members of an organization is significantly enhanced by a robust and supportive culture that actively promotes such interactions. The senior management, in particular, is advocating for individuals to disseminate their expertise among colleagues within the workplace at this level [36].

2.5 Leadership and Organizational Culture

The examination of organizational culture, particularly in conjunction with the analysis of leadership within an organization, uncovers a noteworthy correlation between these two constructs across various dimensions. The two entities demonstrate a complementary relationship, in which the understanding of one is fundamentally connected to the comprehension of the other. An individual in a leadership position constructs an organization that embodies their own traits, indicating that this leader plays a crucial role in influencing the cultural framework of the organization. On one hand, the cultural conditions encompass the inherent characteristics of actions, values, and belief systems possessed by the members, while concurrently reinforcing those established by the leaders. North use two thousand sixteen Without an organizational culture that nurtures support for its leaders, cultivating a leadership style that reflects shared values presents a significant challenge. Thus, the culture within an organization plays a crucial role in shaping the prevailing leadership styles and the strategies and techniques utilized by leaders in that context [37]. It is imperative for a leader within an organization to have a comprehensive grasp of the cultural dynamics at both the organizational and community levels. This understanding is crucial for the successful execution of knowledge management practices in the workplace [38]. It is essential for the other members of organizations, especially the employees, to engage with significant effort and a positive

disposition in the sharing and exchange of skills with their colleagues within the organization. It is imperative for leadership to acknowledge that culture primarily operates at the organizational level. This is crucial, despite the fact that each employee is part of multiple communities, each characterized by its own unique norms, values, and perceptions. The propensity of an employee to participate in the exchange of knowledge is profoundly affected by this complex phenomenon. In this context, it is essential to recognize that the culture of an organization, while indeed significant, cannot alone compel employees to participate in knowledge sharing. It is imperative for leadership to strategically harness this culture in order to facilitate the effective promotion of knowledge sharing within the organization[2]. A recent investigation has revealed that individuals in a professional setting exhibit a greater propensity to engage in the knowledge-sharing process when a significant degree of trust is established among their peers and with their organizational leaders [39]. This phenomenon arises from the understanding that trust serves to reduce an individual's perceived risk concerning the potential loss of the unique knowledge that sets them apart from others. As trust wanes, this sense of apprehension will lead individuals to ultimately heighten and refine their motivations to share knowledge with their peers within an organization. The cultivation of interpersonal trust within an organizational culture is fundamentally influenced by a particular leadership style, specifically that of a servant leader. This approach is crucial for performing distinctive tasks that reflect integrity and competence, consequently cultivating trust among individuals. Trust acts as the essential component of a culture that promotes knowledge sharing, a dynamic that is significantly improved by the influence of a servant leader. Furthermore, as observed by Bass [40], individuals in leadership positions who demonstrate transformational styles often bring about changes in the organizational culture, typically by presenting a new vision accompanied by an updated framework of assumptions, beliefs, and values. In the current corpus of literature, it is noted that within such an organizational culture, a continual sense of relevance is generally upheld, frequently accompanied by a sensation among the employees. It is clear that while values, norms, and assumptions may strive to restrict employees from chasing their personal goals and the corresponding benefits, they ultimately fall short of achieving this aim. In this context, individuals occupying positions of authority, along with those possessing substantial experience, will recognize their obligation to facilitate the integration of new members into the organizational culture, ensuring they attain a thorough comprehension of its nuances. This illustrates the significant impact of leadership in cultivating an organizational culture that prioritizes the dissemination of knowledge. In this scenario, one can observe a mutual relationship between leaders and subordinates, defined by a shared dependence in their perceptions, interests, and ideas, which promotes the exchange of knowledge within this framework [41].

2.6 Organizational Culture and Knowledge Sharing
Various authors have emphasized the significance of fostering an environment within an organization that

facilitates the sharing, transfer, and creation of knowledge, as will be explored in this study [38,42-43]. The concept of culture holds significant importance within an organization, as it possesses the capacity to profoundly influence the behaviors and attitudes of its members. One of the factors contributing to the dynamics of the knowledge sharing process within an organization is the influence of organizational culture [38]. Knowledge sharing represents the systematic and operational interaction among the constituents of an organization. In addition to the previously mentioned market orientation, factors such as individual trust, self-interest, enjoyment in sharing, and leadership support are identified as highly effective for facilitating knowledge sharing, as noted by Khatiravlu [43].

The culture of an organization significantly impacts the mechanisms through which knowledge sharing is influenced in various ways. The concept elucidates and characterizes the significance of organizational knowledge, particularly in its transference from one staff member to another. The text further explores the interdependent relationship that exists between the knowledge possessed by employees and the collective knowledge of the organization, as articulated byKarlsen and Gottschalk[44]. Organizations that cultivate a culture and work environment conducive to knowledge sharing are inclined to exchange knowledge and ideas more frequently than their counterparts. This inclination arises from the understanding that knowledge sharing is not merely a favor to others, but rather an integral aspect of their organizational responsibilities. Consequently, the administration and guidance of organizations aiming to enhance knowledge sharing should dedicate their efforts to fostering a workplace culture in which knowledge holders are motivated to disseminate their insights to others [4].

According to the framework proposed by Uriarte[45], the effective management of system-related knowledge encompasses three distinct levels. The initial component encompasses enablers, representing the apex of the framework. The subsequent tier, which is integral to the framework, pertains to levers. Finally, the foundational level constitutes the base of the framework. The initial tier of these enablers constitutes a foundational layer that includes the essential organizational culture and leadership within that organization, which are interdependent in fostering both the creation and dissemination of knowledge. In the absence of those facilitators, the organization is unable to promote the exchange of knowledge as previously indicated [4].

The other factor influencing the propensity to share knowledge within an organizational culture is the principle of reciprocity. This necessitates that an individual possesses a motivation to obtain a specific or any form of present or future reward based on the information they choose to disseminate to others within a professional environment. This could represent a straightforward exchange of tangible goods, or it might involve more abstract concepts, such as the trade of prestige for prestige or knowledge for knowledge. Tuan [23] effectively elucidated the mechanisms by which a leader cultivates a culture of reciprocity within organizations, thereby promoting knowledge-sharing behaviors and intentions. In summary, the authors, particularly Ngyen& Mohamed [37], Yang [34], Rijal[38], and Akhavan[2], have

emphasized that the cultural dimension significantly influences the voluntary sharing of knowledge within organizations. This influence is largely determined by the methods employed and the management practices of top leadership, as well as the prevailing organizational culture.

3. Methodology

The present paper utilizes Pakistan's state-owned enterprises to investigate the conceptual framework pertinent to the current study. The research philosophy employed in this study is positivism, which will utilize theories and evaluate them through quantitative methodologies. The methodology employed in this investigation is characterized by quantitative calculations, as the research emphasizes the statistical and numerical assessment of the data collected to fulfill the research objective. Typically, the quantitative method begins with the systematic collection of data in relation to a formulated hypothesis, while the qualitative approach predominantly employs the deductive reasoning framework [46]. —employed a quantitative and deductive methodology in their research, as it is suitable for establishing and generalizing findings related to various variables. In light of the aforementioned reasoning, the present investigation has employed the specified methodologies by formulating hypotheses following a meticulous and thorough examination of the literature and prevailing theories. Nonetheless, one must consider the aspect of research design inherent in exploratory research. The primary objective of this exploration is to enhance our comprehension of the components under investigation within a study, as well as to generate new data essential for establishing a solid foundation for subsequent research endeavours. This particular research design is employed to investigate novel advancements and is typically distinguished by the following characteristics: This particular design serves analogous functions as previously mentioned, facilitating the acquisition of new perspectives, clarifying concepts, and enabling their evaluation [47].

3.1 Population and Sample

The present investigation focuses on state-owned enterprises in Pakistan as the designated population for analysis. These are the entities that are predominantly owned by the government of the nation. The state-owned enterprises of Pakistan have been chosen for this paper due to the fact that, similar to various other sectors, the success of these enterprises is contingent upon their intellectual capital rather than solely on physical assets. Knowledge represents a critical form of information, recognized as a potent intellectual asset for enterprises. Its capacity to substantially enhance the growth of governmental organizations is well documented [5]. It is important to observe that the government sector of Pakistan has been relatively underexplored by researchers and practitioners in the context of its governance of knowledge management. Moreover, the region exhibits a lack of advancement regarding the mechanisms of knowledge management, coupled with insufficient investment in systems designed for knowledge sharing by Amber and colleagues [6]. For this reason, the study has selected the aforementioned area to conduct research on leadership styles and their correlation with organizational culture and knowledge sharing. The sampling population for this study comprises 581,240 employees from state-owned enterprises in Pakistan, as indicated in the Establishment Division report for the years 2018-2019. The population in this study can be classified as a known or countable population, as the investigator can readily ascertain the total number of individuals within it. Sampling is a method that pertains to the technique employed by the researcher to select a specific sample population for the study. Sampling methods are typically classified into two distinct categories. There exist two primary categories of sampling methodologies: probability sampling and non-probability sampling. Probability sampling is conducted when each unit within the population has an equal likelihood of being selected. This sampling technique, in contrast to non-probability sampling, provides each unit within the population with differing probabilities of selection. The current research population encompasses the state-owned enterprises of Pakistan. To select the sample, a purposive sampling method is employed, which falls under the category of non-probability sampling techniques. The formula is as follows:

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

In this context, 'n' represents the sample size, 'N' denotes the population size, and 'e' signifies the level of accuracy, which is optimally set at 5% considering the population size. Upon substituting the values and utilizing a sample proportion of 50% in the aforementioned formula, it is to determine that the requisite number of participants for the survey, drawn from all the purposively selected public sector organizations, amounts to 399. In the initial phase of the study, a comprehensive total of 399 questionnaires were distributed, yielding a response rate of 81.2%. However, during the data entry process, it was necessary to exclude 27 questionnaires due to incomplete responses. However, a sample size of 297 was employed in the analysis to evaluate the hypotheses that were formulated.

3.2 Research Instrument

The elements pertaining to transformational leadership and servant leadership behaviors, which were derived from Avolio's work [48], are presented here for examination. The elements utilized to assess organisational culture are derived from Denison's Organisational Cultural Survey (DOCS), as introduced by Fey and Denison [49]. The items utilised for knowledge sharing in this study are derived from the foundational work of Becerra Fernandez and Sabherwal[50]. The items presented serve as a mechanism for participants to express the frequency with which each recognised effective knowledge-sharing process is utilised within a specific organization[51].

3.3 Data Analysis

The data is collected through the administration of a survey, after which it undergoes processing via multivariate analysis utilizing Partial Least Squares Structural Equation Modelling (PLS SEM). To comprehend the meanings of PLS and SEM, allow me to provide a concise explanation; This approach is widely recognized as a variance-based, descriptive, and predictive technique within the realm of structural equation modeling[52]. Richter et al. [53] assert that this method is regarded as one of the most suitable approaches when the objective of the research is to optimize and enhance the dependent variables as influenced by the variance defined by

the independent variables. Among the aforementioned models, the present investigation opts for the PLS method, owing to its superior efficacy in forecasting dependent variables and the increased complexity associated with the relationships articulated in the hypotheses. Consequently, Structural Equation Modeling (SEM) is employed to investigate both the direct and indirect impacts of various leadership styles, specifically Servant and Transformational Leadership, on Knowledge Sharing, while considering the potential mediating influence of organizational culture. Initially, the Confirmatory Factor Analysis (CFA) statistics were derived from the SEM through the introduction of a hypothesized model's confirmation. In the assessment of convergent validity, it is imperative to calculate the factor loading, which, according to the guidelines established by Fornell and Larcker[54], should exceed a threshold of 0.60. Should the value not surpass 0.60, the item will be eliminated to safeguard the convergent validity of the instrument. In the subsequent analysis, it is aimed to assess the reliability and internal consistency of the items by calculating composite reliability, Cronbach's alpha, and the average variance extracted. It is essential for composite reliability to exceed .80, while the average variance extracted (AVE) should be at least .50, as established by Fornell and Larcker[54]. Additionally, a reliability threshold of .70 is recommended, as noted by both Fornell and Larcker and Nunnally in their respective works from 1978.

Table 1 Convergent Validly & Reliability

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

Table 1 delineates the criteria for factor loading values exceeding 0.60, t values surpassing 1.96, and p values falling below 0.05. The factor loading values for knowledge sharing exhibit a range from 0.618 to 0.907. In contrast, the loading values associated with organizational culture span from 0.629 to 0.730. Furthermore, the loading values for servant leadership vary from 0.642 to 0.798, while those for transformational leadership extend from 0.706 to 0.861. Following the assessment of reliability coefficients, the commonality estimate of composite reliability reveals that all values exceed 0.80 for the Constructs. Additionally, the Average Variance Extracted (AVE) values surpass 0.50, which is indicative of the Constructs, while the Cronbach's alpha values are greater than 0.70, further affirming the integrity of the Constructs. The validity of the model fit was determined by the following criteria: SRMR must be less than 0.08, and NFI should exceed 0.90. As noted by Hair and his colleagues in 2017, these benchmarks serve to substantiate the fitness of the model.

Table 2 Overall Fit Indices

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

Discriminant validity constrains the degree to which the items of a particular variable are anticipated to represent a specific construct, while simultaneously ensuring that they do not correlate with or serve to forecast another construct [52]. Consequently, the values presented in the discriminant validity table (3) do not approach or exceed the threshold of 0.50 when compared with other measures, thereby providing support for the concept of discriminant validity.

Table 3 Discriminant Validity

Variables	1	2	3	4
1.Knowledge Sharing	0.834	0.674	0.733	0.820
2.Organization Culture	0.270	0.348	0.336	
3.Servant Leadership	0.3 12	0.350		
4.Transfermational Leadership	0.317			

So, the analyzed proposed structural model and elucidate the path coefficients associated with each of the constructs involved. The organizational culture exhibits a positive correlation with servant leadership. The correlation coefficient, denoted as r, is calculated to be 0.393. The calculated t test value is 7.306, which exceeds the critical value of 1.96, and the p-value is 0.000, indicating it is less than the significance level of 0.05. The relationship between transformational leadership within an organization and its culture is characterized by a positive correlation, as indicated by the coefficient $\beta = 0.400$. The t-value of 7.017 exceeds the critical value of 1.96, and the p-value of 0.000 is less than the significance threshold of 0.05, confirming the statistical significance of this correlation. The results demonstrate that servant leadership is positively correlated with knowledge sharing, with a beta coefficient of 0.203, a t value of 2.604 (which exceeds the critical value of 1.96), and a p value of 0.009, indicating statistical significance as it is less than 0.05. The relationship between TL and KS exhibits a noteworthy positive correlation, characterized by a β value of 0.434. The t statistic is greater than 1.96, specifically at 6.624, and the p-value is less than 0.05, recorded at 0.000. Each of the leadership styles demonstrates a favorable correlation with the dissemination of knowledge.

Table 4 Path Coefficients

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

The data presented in Table 5 and Figure 1 elucidate the statistical values pertinent to hypothesis testing concerning the structural equation modeling (SEM) relationships among the latent constructs. According to the findings, it was determined that servant leadership has a significant impact on knowledge sharing, with a beta coefficient of 0.261, a t-value of 9.672 (which exceeds the critical value of 1.96), and a p-value of 0.000, indicating statistical significance at the 0.05 level. The initial hypothesis has received approval. The results pertaining to hypothesis 2 indicate that the extent of transformational leadership exerts a positive influence on knowledge sharing, with a coefficient of 0.552, a t-value of 4.643, which exceeds the critical value of 1.96, and a p-value of 0.000, demonstrating statistical significance at the 0.05 level. In this analysis, it has been determined that organizational culture exerts a substantial influence on knowledge sharing, with coefficients measuring 0.293 and a t-value of 5.369, which exceeds the critical value of 1.96 at a p-value of 0.000, thus leading to the acceptance of hypothesis 3.

The findings indicate that organizational culture serves as a partial moderator in the relationship between servant leadership and knowledge sharing, with a beta coefficient of 0.115. The t value is calculated at 4.328, which exceeds the critical threshold of 1.96, and the p value is 0.000, falling below the significance level of 0.05. Consequently, Hypothesis 4 is supported by the data. The fifth hypothesis posits that organizational culture serves as a moderator in the relationship between transformational leadership and the facilitation of knowledge sharing. The statistical analysis yields a beta coefficient of 0.117, a t value of 4.054, which exceeds the critical threshold of 1.96, and a p value of 0.000, indicating significance at the 0.05 level. Thus, this hypothesis is supported by the findings of the study.

Table 5 Total Effect & Indirect Effect

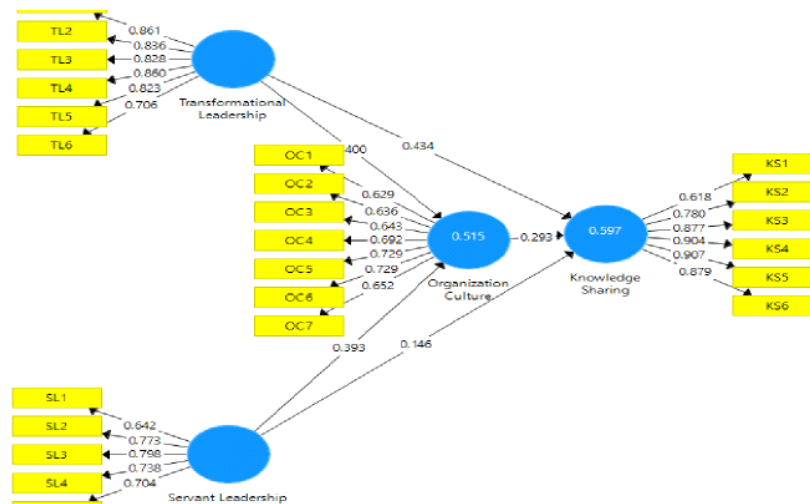| Structural Paths	Coefficient	t-value	p-value	Decision
Servant Leadership Æ				Supported
Knowledge Sharing	0.261	9.672	0.000	
Transformational Leadership				Supported
Æ Knowledge Sharing	0.552	4.643	0.000	
Organization Culture Æ				Supported
		5.369	0.000	
Knowledge Sharing Servant Leadership Æ	0.293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

Figure 1. PLS-SEM

Figure 1. PLS-SEM

4 DISCUSSION

The results demonstrate that a culture of servant leadership exerts a beneficial influence on the knowledge management practices within an organization. The studies conducted by Sial et al. [55] and Tuan [23] provide empirical support for the present findings, indicating that leadership characterized by servant-style behaviors exhibits a positive correlation with the attributes associated with knowledge sharing. The collected data further demonstrate that the subsequent leadership style, exhibiting a positive correlation with knowledge-sharing processes within an organizational context, is transformational leadership. This assertion is substantiated by a range of studies, including those conducted by Nguyen & Mohamed [37] and Han et al. [30], which confirm that transformational leadership empowers subordinates with decision-making authority and fosters self-determination. Consequently, this empowerment enhances commitment and engagement in self-help behaviors, which subsequently evolve into the norms and values that facilitate knowledge sharing. The research selected organizational culture as the moderating variable that influences the relationship between leadership styles and knowledge sharing within an organization. The findings indicate a significant mediating variable in the form of organizational culture, affirming that organizational culture indeed exerts a positive influence on leadership, thereby facilitating knowledge sharing within the organization. Previous research investigations have similarly demonstrated the moderate influence of organizational culture on knowledge sharing, as evidenced by the findings of Cabrera et al. [56] and Block [57].

The proponents of democracy must function in an authentic manner, ensuring that democratic rights are afforded to the citizenry, valuing freedom of expression, recognizing the significance of diverse perspectives, and facilitating the unimpeded flow of information. Furthermore, it is imperative that educators of democracy possess a thorough understanding and knowledge base to effectively instill the fundamental principles of democracy within both the advocates and the general populace. This is essential in alignment with the democratic doctrines recognized globally, aimed at fostering the advancement of our cherished nation, Pakistan. The interaction of fundamental democratic principles within the cognitive frameworks of individuals, as well as within the collective consciousness of society, is essential for the advancement of the cherished nation, Pakistan, particularly when considered in the context of global democratic ideologies.

5. Conclusion

This study seeks to elucidate the influence of leadership and organizational culture on the phenomenon of knowledge sharing within the organizational framework. The implication indicates a positive correlation between knowledge sharing and both servant leadership and transformational leadership, with organizational culture serving as a mediating variable that enhances this relationship. The results of the study align with the previous research conducted by Sial et al. [55], Tuan [23], Nguyen & Mohamed [37], Han *et al*.[30], Cabrera et al. [56] and Block [57]. This research paper represents an endeavor to elucidate the mechanism that serves as a pivotal identification within a highly intricate process, wherein the sharing of leadership catalysis and nurtures the processes of knowledge sharing within an organization. Nonetheless, the present investigation establishes the foundational elements of organizational culture through the lens of systems and processes, aiming to evaluate their impact on the knowledge-sharing behaviors exhibited by members within the organization. As, majority leaders of Pakistan are not proper educated to deliver to the nation and society of the beloved country Pakistan reference to the solution of the present crises of finance and as well as the political instability.

5.1. Managerial Implications

Therefore, the current investigation illustrates that the two distinct forms of leadership behaviors, specifically servant and transformational leadership behaviors, inherently enhance and promote the key success factors. Upon reviewing the existing literature, one can conclude that the identification of an effective knowledge sharing system is contingent upon the types of leadership behaviors exhibited. Specifically, the management of servant and transformational leadership styles plays a crucial role in fostering a balanced organizational culture that promotes knowledge sharing. The findings of the study indicate that transformational leadership facilitates leaders in aligning with the organizational culture while also effecting changes to that culture to embody a new vision as required. The review conducted by Alithe, along with the literature review, indicates that through the implementation of servant leadership behaviors, managers can foster a trusting relationship among organizational members. This trust encourages individuals within the organization to share their knowledge, as they recognize that

their leader is genuinely invested in their development and growth. Consequently, leaders reciprocate by sharing the knowledge and information they possess. In this manner, managers can ascertain that within their organization, the members do not necessitate external influence or motivation to disseminate their knowledge. Instead, it will evolve into a standard practice and a responsibility to be fulfilled, rather than a mere task to be completed or a favor to be granted. This is likely to influence the overall performance of the employees, and consequently, the organization as a whole and such trend of politicians can make very prosperous the country Pakistan and the present crisis may solved very easily.

5.2. RECOMMENDATIONS

This study presents various points and angles that warrant further discussion in future research endeavors, and the literature review associated with this study provides pertinent information related to these aspects. The examination conducted by Wang and Noe[36].has already delineated the array of individual and team-related metrics pertinent to the processes of knowledge sharing. From these measures, various forms of leadership, including transactional, charismatic, commanding, and others, may be examined to ascertain their effects on the knowledge-sharing process. This analysis will furnish managers with a broader spectrum of strategies to consider and implement while guiding their subordinates. Wang and Noe[36] identified various dimensions of organizational culture, such as rewards and structures, which may serve as antecedents for knowledge sharing to be examined in future research. Furthermore, the sharing of knowledge constitutes a critical phase within the broader framework of knowledge management [18]. Consequently, future research endeavors may delve deeper into the various leadership styles and their influence on the entirety of the knowledge management system within organizations and even can inculcate very good ideas and approaches in the mindsof our patriotic politicians for the eradication of the present crisis of Pakistan reference to mature democratic system and finance reforms inside beloved country Pakistan.

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