

THE ROLE OF KNOWLEDGE ORIENTED LEADERSHIP AND KNOWLEDGE SHARING TO MANAGE THE PERFORMANCE OF MINISTRY OF INTERIOR IN UAE

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ABSTRACT

In this study, hypothetical implications demonstrate the aftereffect of the exploration that we distinguish of model variables relationship-based contribution. There is a crushing assortment of theoretical reasons to continue the point of view that managerial settings give an increasingly productive scene to knowledge-oriented leadership (KOL) connections. KOL implies the influence of organizational performance (OP). The study investigated the direct and indirect relationship among KOL and OP via Knowledge Sharing (KS) in the Ministry of Interior (MOI). The study implemented SEM to investigate the study's hypotheses. A sample of 441 employees in the MOI was selected randomly. After testing the direct and indirect relationships, the study's results show that, there is a positive effect of KOL on OP through KS. All the hypotheses were accepted. At last, managerial and theoretical implications were examined.

Keywords: *Knowledge Oriented Leadership, Knowledge Sharing, Organizational Performance, UAE*

INTRODUCTION

His Highness Sheikh Mohammed bin Zayed bin Sultan Al-Nahyan the Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE's Armed Forces and His Highness Sheikh Mohammed bin Rashid Al Maktoum the vice president and prime minister of the United Arab Emirates emphasized that the vision and long-term strategy of the UAE government is to be number one among world countries in term of efficiency and effectiveness (Alsaadi *et al.*, 2019). Although, the Global Competitiveness Report (2018) show that UAE holds the 17th in the order of global competitiveness. In order to achieve the vision and long-term strategy of the UAE, the institutions need to enhance their performance (Alharthi *et al.*, 2020; Alkatheeri *et al.*, 2020).

This study depends on the possibility that, the connection among leadership and organizational performance (OP) is significant. Past research show that the utilization of leadership is valuable for associations' creativity and performance (Alkathiri *et al.*, 2019b; Alsaadi *et al.*, 2019a). The improvement of strategy is a continuous requirement for professionals,

and a progressing banter in the scholastic writing. Instantaneously, the acknowledgment of a portion of the potential advantages of knowledge-oriented leadership (KOL) has prompted the need to improve our comprehension of the effect that it has on association performance. Donate *et al.*, (2015) merged transactional with transformational leadership types to develop KOL. Shamim *et al.*, (2017) argued that a comprehensive paradigm of the leadership type, particularly developed for knowledge sharing (KS) behavior is missing. They added that former leadership behaviors like motivating information dissemination, helpful behavior, delegation and coaching need to be highlighted within the paradigm of KOL (Alharthi & Khalifa, 2019; Khalifa & Hewedi, 2016).

The need for leadership and organization Performance to be allied is well-known in the extent studies (Alkathiri *et al.*, 2019a; Mohamed *et al.*, 2019). Though, slight investigations are available on the influence of KOL on the progress of performance and its application in Ministry of Interior. This study tries to bond this gap via a survey. Based on the above assertion, acknowledging the relationship between

KOL and organization performance and their key constituents is critical to the present investigation and forms part of its key research gap to make clear relationship. This study attempts to the effect of knowledge-oriented leadership on organizational performance via KS.

LITERATURE REVIEW

1. Knowledge Oriented Leadership (KOL) and Organizational Performance

Leadership is not always associated with someone adopting the high level of position instead it is needed at all position in the organization, even who has no position also can practice it (Alharthi *et al.*, 2020; Alseiari *et al.*, 2019). One thing is realized that leadership is not ethical concept such as rest of individuals, a leader can be deceitful, greedy, brave or coward. The concept of thinking as all the leaders are good people is continuously being blind from the reality of human condition. Northouse (2018) shared four themes of leadership that are arising in the context of group, procedure, influence and group attainment. Bass & Riggio (2006) identified some of characteristics for knowledgeable leaders such as readiness to exercise impact but not for dominant, force, tough, aggressive, difficult or critical; strong inclination to be confident, inspire towards followers to a developmental and orientation tendencies to be nurtured. Knowledge-oriented leadership is one of the most important and critical leadership approaches in the administration and knowledge is required for each traits, characteristics and styles of leadership (Gharama *et al.*, 2020a). Different leadership styles such as transformational, transactional leadership have positive impact on organizational commitment and performance (Trung & Khalifa, 2019).

Empirically it was found that significant associations are correspondingly board collection of personality characteristic and meritorious leadership behaviour, including leaders intelligence (Antonakis *et al.*, 2017), proactivity (Crant & Bateman, 2000), activity inhibition and need for attainment, power and affiliation (De Hoogh *et al.*, 2005), focus on control (Howell & Avolio, 1993), innovation and overcoming risk capability, (Alshamsi *et al.*, 2019), pragmatism nurturance, self-confidence, positive activities (Rubin *et al.*, 2009), moral post-conventional reasoning (Turner *et al.*, 2002). In the organizational structure there is top of the management which is known as

leaders in their own responsibilities. Similarly, to reach organizational goal leadership is very important for the administration where leadership has impact on organizational citizenship behaviour (Reinke, 2003), employee engagement and turnover intention (Sousa & van Dierendonck, 2014), organizational performance and effectiveness and efficiency (Widjaja *et al.*, 2019). Maximum ability to gain knowledge that implies and continue effort should be remained in a progressive way by enhancing learning process (Hussein *et al.*, 2016). Knowledge implements the employee's extinct motivation to be satisfied apart from the work to support knowledge creation and sharing in the organization (Isaac *et al.*, 2019). There are some organizations, which are team based with multi-disciplinary and essential in the new competitive advantage, and another one is functional based where experts are placed amongst others with similar background and expectation of their ideas (Abou-Shouk & Khalifa, 2017). There are many of administrations tried to solve their problem by arranging communities to follow the maintaining connection with colleagues or specialist (Badran & Khalifa, 2016). Truly, in the practice of many organizations are facing difficulties and implementing somewhat tough situation by facilitating to the communities and expected advantage for knowledge sharing (Binnawas *et al.*, 2020).

However, for effective leadership, knowledge is the most important criteria for approaching to the field and its subordinates direct to the path of success. In this study the researcher selected knowledge-oriented leadership (Donate & de Pablo, 2015) to determine the innovative behaviour of UAE police administration. As indicated by Donate & de Pablo (2015), the impact of information management moves rehearses on development and greatly affects the forms instead of items, as the spread of learning is not restricted to advancement. However, it depends on productively reusing existing learning. The strategic writing features leadership style as a particularly significant impact on association development (Alsaadi *et al.*, 2019a; Qoura & Khalifa, 2016). KOL is considered essential for firms since it helps decrease corporate costs (Thomas *et al.*, 2004). Various examinations have investigated the helpful and effective leadership on decreasing unscrupulous practices and hurtful supporter practices (Abd-Elaziz *et al.*, 2015). However, generally less consideration has been paid with the impacts of leadership on workers' in-job performance (Walumbwa *et al.*, 2012). In this regard, the study hypothesizes that:

H1: High level of knowledge-oriented leadership involvement will instigate a higher level of organizational performance among the employees within Ministry of Interior in UAE.

H2: High level of KOL involvement will instigate a higher level of knowledge sharing among the employees among employees within Ministry of Interior in UAE.

2. Knowledge Sharing and Organizational Performance

As associations do not claim the knowledgeable resources of their workers, the KBV recommends that learning is the essential wellspring of significant worth, and a company's worth creation is basically an element of its capacity to amass and utilize information (Hislop *et al.*, 2018; Khalifa, 2015). KS, the most ideal approach to adequately and productively make, continue, and move information, will be a wellspring of learning related fitness, along these lines it also adds to improve the firm's performance and resources (Abdulla *et al.*, 2019; Hislop *et al.*, 2018). Predictable with this vision, Hsu (2008) confirmed that KS performs increased association execution through the advancement of human capital. Wang & Noe, (2010) brought up that sharing and moving learning could be useful for regulating basic capital in a firm. As indicated by Intellectual Capital (IC) hypothesis, human capital, basic capital and other information resources are a piece of an association's IC, which can be characterized as the learning used to frame the way toward directing business to increase competitive advantages (Brekhaw *et al.*, 2018; Khalifa, 2018). In this manner, IC might be intently connected with or upgraded by KS, however little research has inspected their relationship (Wang *et al.*, 2014). In this manner, we explicitly build up the contention that KS will impact firm execution both directly and indirectly by fortifying the association's IC. From the association's point of view, information ought to be shared inside the association to make it hierarchical learning, it is basic for the development and intensity of the association (Sigala & Chalkiti, 2015).

H3: High level of KS implementation will lead to improved organizational performance among the employees in the Abu Dhabi Ministry of Interior.

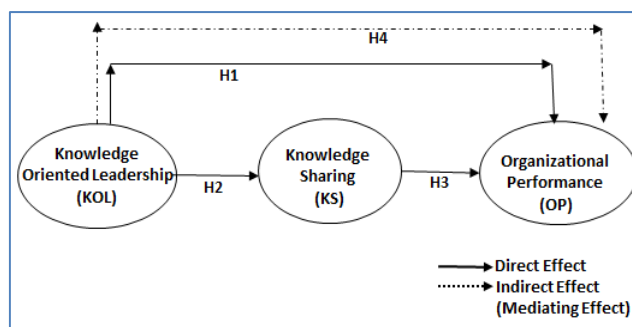
H4: Knowledge sharing is a good mediator of the relationship between knowledge-oriented leadership and organizational performance among the employees within the Ministry of Interior in UAE.

RESEARCH METHODOLOGY

The proposed model of this study is shown in Figure 1.

We developed the theoretical model and its relationships from extant literature. Whereas in the exploratory projected framework KOL and EIB forecasts OP. These relations are resulting from Donate & de Pablo (2015) for KOL, Carter & Greer (2013) for OP and Wang & Wang (2012) for KOL. The suggested extended framework tests the association among KOL, as antecedent construct to illuminate OP as a yield construct amongst employees in MOI in the UAE.

Figure 1: Theoretical Framework



The study developed a 21-item questionnaire with 7-point scale (7= strongly agree and 1= strongly disagree) developed from previous studies. Data gathering was collected by implementing a questionnaire, which was handed 'in-person' (May 2019 to December 2019) to MOI employees. The workers were approached whereas the main conveniences at MOI. A total of 600 surveys were disseminated, with 441 responses were suitable for the analysis with 73.5% response rate.

RESULTS

1. Respondent Profile

Table 1 shows the distinct measurements of study respondents in the examination test. It shows that there were increasingly male (86.6%) than females (13.4%) in the Abu Dhabi Police. A large portion of the workers was matured between 30 to 39 years. This represented 51.7% of the replies followed by the age scope of 40 years to 49 years at 27.7% of all the replies. Near 41.3% of the workers hold a four-year college education and most of the staying (37.9%) hold a postgraduate certificate. Only 15.4% and 5.4% were holding senior high school degree and diploma respectively. Employees' position shows that close to 26.3% of the employees are Head of the Department and most of the remaining (29%) have other positions like strategic planner, administrative and financial associates. Only 20% were executive management, 17 are Supervisor and 7.7% are top management. For work experience, 43.3% have work experience for 16 years and above, 25.2% are from the experience span of 11 to 15 years, 23.8% have 5-10 years' experience, and 7.7% have less than 5 years' experience.

Table 1: Respondents' Profile

		Frequency	Valid Percent (%)
Gender	Male	382	86.6
	Female	59	13.4
Age	Less than 30	50	11.3
	30 to 39	228	51.7
	40 to 49	122	27.7
	50 and above	41	9.3
Educational level	Senior High School	68	15.4
	Bachelor	182	41.3
	Postgraduate	167	37.9
	Others	24	5.4
Position	Top management	34	7.7
	Executive management	88	20
	Head of Department	116	26.3
	Supervisor	75	17
	Others	128	29
Tenure	Less than 5 years	34	7.7
	5-10	105	23.8
	11-15	111	25.2
	16 and above	191	43.3
Total		441	

2. Measurement Model Assessment

SEM was executed for this examination by means of smart PLS. The estimation model surveyed by construct reliability and validity. As indicated by the outcomes in table 2, the construct reliability is satisfied, Cronbach's alpha and composite reliability (CR) values exceeded 0.7 (Kannana & Tan, 2005). Moreover, reliability for indicators was accomplished as a factor of loading values with suggested esteem (0.5) (see figure 2) (Hair *et al.*, 2017).

Table 2: Constructs Reliability and Validity

Variables	Mean	ST. D	Cronbach Alpha	Composite Reliability	Average Variance Extracted
Knowledge Sharing (KS)	5.453	0.675	0.975	0.978	0.787
Knowledge Oriented leadership (KOL)	5.971	0.456	0.873	0.904	0.613
Organizational Performance (OP)	5.48	0.801	0.953	0.959	0.725

As appeared in table 2, convergent validity was achieved as the AVE values were above 0.5 (Hair *et al.*, 2017). Besides, discriminant validity is achieved. As

indicated by Fornell-Larcker foundation esteems in Table 3, the bolded AVEs are higher than the relationships among factors (Fornell & Larcker, 1981).

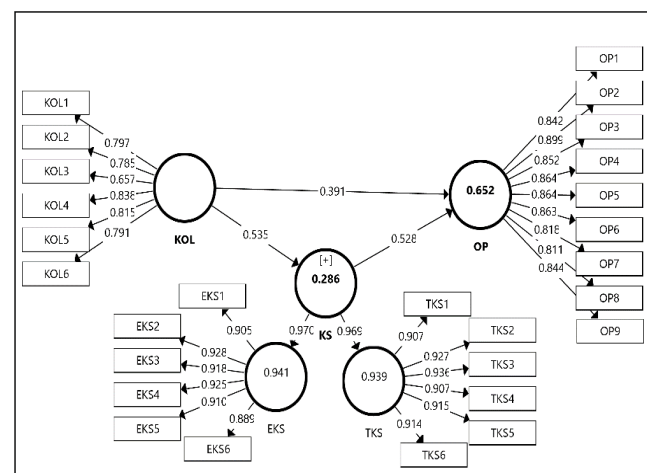
Table 3: Discriminant Validity

		KOL	KS	OP
Knowledge Oriented Leadership	KOL	0.783		
Knowledge Sharing	KS	0.535	0.887	
Organizational Performance	OP	0.673	0.737	0.851

3. Structural Model Assessment

Figure 2 shows the after-effects of the causal associations among study variables as removed from smart PLS3 as per the criteria of Hair *et al.*, (2017).

Figure 2: Structural Model Assessment



Testing the Study Hypotheses

The outcomes in table 4 disclosed that three direct hypotheses are supported. KOL positively foresees OP and KS. Consequently, H₁ and H₂ are accepted with (B=0.391, t=6.934, P<0.001) and (B=0.535, t=9.955, P<0.001) separately. Furthermore, KS positively predicts OP. Thus, H₃ is acknowledged with (B=0.391, t=6.934, P<0.001). KOL and KS are clarifying 65.2% of the change in OP. The R² esteems accomplished an adequate degree of illustrative force as suggested by Cohen (1988) showing a considerable model. Also, the after-effect of f² as table 4 shows that one relationship with medium impact sizes and two with enormous impact sizes. Moreover, table 4 shows that all the estimations of Q² more noteworthy than zero demonstrate that there is a satisfactory prescient significance for the proposed model (Hair *et al.*, 2017).

Table 4: Structural Path Analysis Result

Hypothesis	Relationship	Std Beta	Std Error	t-value	p-value	Decision	R ²	f ²	Q ²
H ₁	KOL -> OP	0.391	0.056	6.934	0.000	Supported		0.314	0.460
H ₂	KOL -> KS	0.535	0.054	9.955	0.000	Supported	0.286	0.401	0.223
H ₃	KOL -> OP	0.391	0.056	6.934	0.000	Supported		0.571	
H ₄	KOL -> KS -> OP	0.282	0.041	6.832	0.000	Supported	0.652		

Key: KOL: Knowledge Oriented Leadership, EIB: Employee Innovative Behavior , OP: Organizational Performance

DISCUSSION

As per the bootstrapping's examination, there is a significant indirect effect in the connection among KOL and OP by means of KS with a $t=6.832$ and $P\text{-value}<0.001$. As showed by Preacher & Hayes (2008) that the mediation impact exists when the indirect effect of KOL and OP by means of KS with boot 95% CI: [LL = 0.207, UL = 0.370] does not straddle a zero in the middle. Thus, H₄ was accepted.

The present examination suggests that KOL is altogether having direct and indirect impact on MOI execution. KOL impacts OP by implication through interceding variable of KS. OP connects directly with KS and in an indirect way corresponds with KOL. Henceforth, increased KOL will affect in improved KS, which thus cause increment of OP. The acknowledgment of KS as mediator in the causal connection among KOL and OP helps the MOI's administration to make reasonable techniques to upgrade the conduct of KOL inside the MOI. This examination adds to the authoritative execution through researching for the impact of KOL, KS and OP in the Abu Dhabi MOI. To the best of the authors' knowledge, this study has been associated as earlier examination among KOL and KS toward OP. Moreover, the mediation of KS goes about as an extraordinary role of the study. Hypotheses of the model have indicated the immediate connection among KOL and EIB which makes singular availability among the worker by utilizing the mechanism of leadership within the association (Jorge Correia de Sousa & van Dierendonck, 2014). KOL additionally goes about as an indirect influence of OP through KS. Considerable research highlighted that KS has a strong predictor of organizational performance (Demirtas & Akdogan, 2015).

Subsequently, this examination adds to the OP through researching for the impact of KOL, KS in the UAE Ministry of Interior. To the best of our knowledge, this study linked as prior investigation between KOL and knowledge sharing toward OP. Furthermore, the mediation of knowledge sharing goes about as an

exceptional role of examination and direct influence of knowledge-oriented leadership to OP. The validity and reliability of the instruments are compulsory if we intend to deliver significant outcomes (Dembo *et al.*, 2015). The construct's validity and reliability were enormously adequate as was referenced earlier in the outcome. The present investigation comprises of earlier work that KOL increment the KS among workers towards their OP. First, the immediate impact of KOL with KS indicated positive and significant relationships and indirectly toward OP. In addition, Donate & de Pablo (2015) have illustrated the KOL and KS of the organization. Moreover, the significant influence of knowledge-oriented leadership with employee innovative behavior involve the relationship to expand worker inventive qualities. In the present time, current associations are concentrating on the monstrous advancements and thriving the business with the assistance of knowledge management (Rynes *et al.*, 2001).

CONCLUSION

Effective leadership to gather knowledge is the most important criteria for approaching to the field and its subordinates to direct the path of success. Secondly, KOL influences to knowledge sharing directly that showed positive and significant relationship in the current study result. It also has been mentioned that the behavioral leadership and knowledge sharing with the strategic alliances of the organization. Consequently, KOL style or approach has common and direct connections in according to make the work plan for future target and goal. Moreover, knowledge sharing directly influences on OP as shown in the result positive and significant influents. The results of the study highlight the support of the knowledge-oriented leadership, and KS plays a crucial role in enhancing OP. The staff reported that they perceived greater KOL approaches and knowledge sharing environment when they highly have innovative behavior in their workplace or organization which help them to develop a higher-level persuasion with new ideas and concepts.

Admittedly, innovation has been increasingly basic in a business where the human capital is fundamentally the significant source of competitiveness. Increasing recognizable leadership in different approaches is quickly useful for the organization's execution to implement. Improving help would likewise be far more affordable and complex than raising remuneration or upgrading occupations to lessen turnover. Additionally, the variance clarified by the proposed model in the present investigation for OP among workers inside the MOI in the UAE is 65.2%. In this manner, MOI administrators who need to cultivate better KS among workers of the MOI should take activities to affirm a more KOL conduct.

IMPLICATION

The existing study's results emphasized that a positive relationship among KOL and KS which agrees in direct effect. KOL has two parts, the first part is a leadership capability to accept vulnerability and the second part is the knowledge for positive outcomes. First proposition, (H₂) directly influence between knowledge-oriented leadership and KS in order to find out the impact of increasing KS environment within the organization and it showed this hypothesis is supported. For the second proposition, indirect relationship that mediating role of KS placed to enhance OP. This organizational performance utilizes the knowledge among employees that resulted this hypothesis supported by showing validity and reliability.

The hypothetical implications of the investigation have enunciated the likely or potential results of the study. Right now, hypothetical implications show the after-effect of the examination that we recognized of model variables relationship-based influence. There are overwhelming assortments of theoretical methods of reasoning to continue the viewpoint that authoritative settings give an increasingly productive scene to KOL connections. KOL suggests the impact of OP to find support where we have the outcomes structure from the results. These relationships theory sustained as far as the after-effects of the referenced assumption. Moreover, KOL positively effect on OP which referenced from the study outcomes. These relationships generally considered in multi-group similar research to rethink knowledge-oriented leaders' behavior.

In like manner, relationship-based results consider the KOL impact KS to increase KS inside the association. It also has been considered that KOL is related with innovation as far as the organizational administration is

concerned. The present epic depends on the information-based economy in which KS is the foundation of the management in the administration setting. Furthermore, KOL has impact on organizational performance through KS. The results of the present examination suggest that KOL can be instrumental in expanding in worker creativity conduct through KS. It has been investigated on other leadership approaches for employee innovative behavior, but this study resulted in knowledge-oriented leadership has influence on direct relationship with employee innovative behavior. Additionally, the indirect impact of KS for KOL and OP is more prominent acknowledgment in the hypothetical phenomena that KOL which is increasingly basic for inventive conduct regarding sharing information. In addition, the variance clarified by the proposed model in the present investigation for OP among workers inside the MOI in the UAE is 58.2%. The predictive power of the model right now accordingly is a higher capacity to clarify and foresee OP than got from a portion of the past investigations with various variances clarified recorded for OP. This study offers empirical support to the significance of the theory of KOL and KS to anticipate the performance of associations.

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