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## Understanding How Transactional Leadership Shapes Knowledge Sharing Behavior: The Interplay with Organizational Culture as a Mediating Mechanism

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### Abstract

The primary goal of this study is to investigate the impact of transactional leadership style (TSL) on knowledge sharing behavior (KSB). The primary goal of this research is to examine the impact of organizational culture (OC) on the dynamics of relationships among white-collar employees in the manufacturing sector, with a particular emphasis on its relevance to the development of innovative products. Our investigation followed a hypothesis-deductive testing methodology. The methodology in question is based on an iterative process of idea generation, experimentation for validation, and derivation of conclusions from collected data. To aid our investigation, we have developed two hypotheses, which are well-founded conjectures, to guide our research. Following that, questionnaires were distributed to 375 managers to elicit their perspectives. The responses of the participants were meticulously collected and organized, yielding invaluable data. The results revealed a significant relationship between organizational culture and the extent to which employees disseminated knowledge. Another finding was that the impact of transactional leadership on knowledge sharing was completely mediated by organizational culture.

The cross-sectional design of this study imposes a significant limitation. The initial understanding of Transactional Leadership's effects on organizational culture and knowledge sharing may be ambiguous. The leader's self-report was also used as a data source in the study, which could introduce common source bias. The findings of this study will help managers in the manufacturing sector determine the most effective way to distribute resources for human resource management tasks such as recruitment, compensation, and training. This will ensure their ability to appoint appropriate leaders capable of cultivating an environment that encourages continuous learning within the institution. The findings of this study suggest that organizational culture influences the relationship between Transactional Leadership and Knowledge Sharing Behavior. This response addresses the numerous requests for additional research in this specific domain and will be of interest to those working in this field.

**Keywords:** Transactional Leadership, Knowledge Sharing Behavior, Organizational Culture, Manufacturing Sector, Organizational behavior, Leadership styles.

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### Introduction

In recent organizational behavior research, there has been a lot of focus on the relationship between leadership styles and knowledge sharing (Stenmark, 2024). Transactional leadership has gained recognition for its emphasis on rewards and punishments based on the leader's actions (Nanjundeswaraswamy, 2015). Organizations strive to use their knowledge reservoirs to gain a sustainable competitive advantage in today's dynamic and fiercely competitive commercial landscape. In organizations, knowledge sharing is critical for generating new ideas and facilitating learning; thus, it is required to achieve this objective. Employees exchange and share both explicit and implicit knowledge. This promotes innovation

and problem-solving abilities, increasing the organization's overall efficiency (Voon et al., 2011). A variety of factors influence the effectiveness of knowledge sharing within an organization, including organizational culture and leadership style.

Transactional leadership has sparked significant scholarly interest in the field of organizational literature. Transactional leadership is founded on the reciprocal exchange of services and products between leaders and followers. By using rewards and punishments based on specific criteria, it motivates subordinates to achieve predetermined goals. Transactional leadership is commonly associated with the maintenance of operational efficiency and the enforcement of established protocol adherence. Its role in facilitating the exchange of knowledge has recently gained prominence (Cunningham and Tuggle, 2005).

In India, where hierarchical structures and authority are highly valued, transactional leadership is often effective. In Indian organizations, leaders frequently use transactional approaches to maintain organizational efficiency and ensure task completion. This leadership style transforms the way personnel impart knowledge by emphasizing objective establishment, progress monitoring, and performance assessment (Upadhyay and Kumar, 2020; Khuntia and Suar, 2004).

Knowledge sharing behavior occurs when people voluntarily share information. Organizational members engage in the exchange of information, expertise, and personal experiences. It is critical to promote innovation, facilitate problem solving, and improve an organization's overall effectiveness (Akram et al., 2018). Transactional leadership, distinguished by the use of rewards and punishments as motivators for adherence to predetermined goals, has the potential to influence knowledge sharing behavior in a variety of ways (Milhem et al., 2024). Transactional leaders typically establish clear and specific goals and expectations for their subordinates, providing them with a well-defined structure within which to operate. Individuals in India tend to seek clear and unequivocal instructions and guidance from their superiors. This can instill a sense of direction and purpose in employees, motivating them to contribute relevant expertise and understandings to the achievement of shared goals (Abbas and Ali, 2023).

Furthermore, transactional leaders frequently provide rewards or recognition, such as monetary incentives or commendation, to employees who meet or exceed performance goals. This could help to spread knowledge in India, where incentives that encourage productive endeavors are a major motivator (Febrian et al., 2023). Employees may be more willing to share their knowledge and experiences if they believe it will benefit them (Gemed and Lee, 2020). However, transactional leadership may fail to adequately promote the exchange of knowledge among members of an organization (Martin, 2015). Employees who use contingent rewards and penalties may develop a transactional perspective on knowledge sharing, in which the act of imparting knowledge is viewed as a means to an end rather than as intrinsically beneficial. Furthermore, transactional leaders may prioritize task completion in the short term over long-term endeavors that emphasize knowledge sharing. This may hinder the organization's ability to foster a cooperative and collaborative culture (Widayanti and Putranto, 2015).

The importance of organizational culture is critical in this context. Organizational culture is the collection of shared beliefs, values, norms, and habits that influence the behavior of all members of the organization (Upadhyay and Kumar, 2020). Hierarchy and collectivism are fundamental aspects of Indian culture. The relationship between transactional leadership and knowledge sharing is heavily influenced by organizational culture (Hansen and Pihl-Thingvad, 2019). The effect of organizational culture on employees' beliefs and attitudes toward knowledge sharing may mitigate the influence of transactional leadership (Lee, 2008). A positive organizational culture that emphasizes continuous learning, collaboration, and teamwork has the potential to mitigate the negative effects of transactional leadership on knowledge exchange among members of the organization (Yadav, 2015). A company culture that prioritizes the sharing of knowledge and experiences encourages its employees to do the same (Zheng et al., 2019). This is true regardless of the consequences of their actions, whether they are rewarded or punished. The individuals in question see knowledge dissemination as a collaborative effort aimed at achieving common goals and benefiting the organization as a whole (Sayangbatti and Riyadi, 2021).

The organization's culture may also influence how transactional leaders approach knowledge sharing initiatives. Leaders who are aware of the organization's cultural norms and values can exercise effective leadership by cultivating inclusivity and actively encouraging participation from all members. This promotes a welcoming and inclusive environment conducive to the exchange of ideas (Hogan and Coote, 2014; Mittal, and Dhar., 2015). Depending on the organizational culture, the implementation of transactional leadership in India has a variety of effects on how people exchange knowledge (Schneider et al., 2013). Transactional leadership encourages the exchange of knowledge by providing individuals with a structured framework and incentivizing participation in such endeavors. Nonetheless, the degree of success achieved with

this methodology is determined by the cultural milieu in which it is implemented (Abdelwahed et al., 2023). The organizational culture has a significant impact on employees' attitudes and behaviors toward knowledge sharing. As a result, this factor determines how much transactional leadership influences employees' willingness to share knowledge within the organization (Bortolotti et al., 2015). Organizations that want to facilitate the exchange of knowledge should not only assess their leadership styles, but also work to create a corporate environment that promotes cooperation, education, and creativity (Bortolotti., 2012).

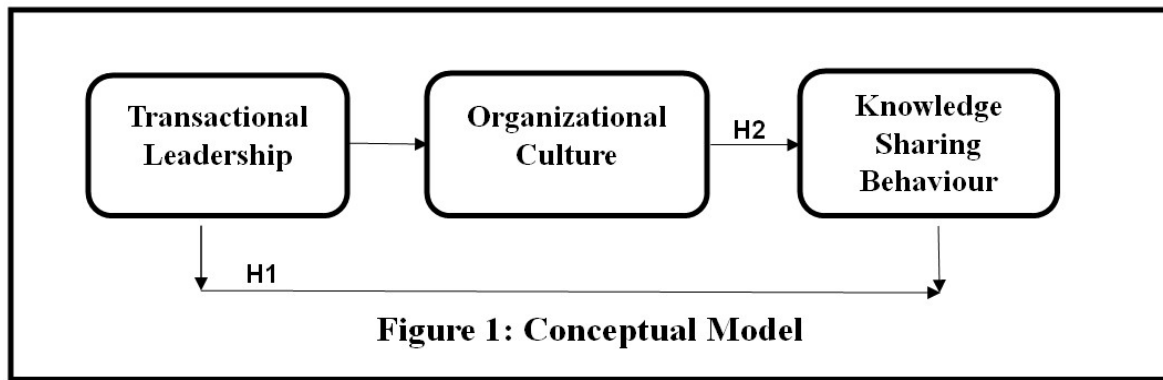
Currently, both public and private entities are undergoing significant structural transformations across all aspects of their operations. In this ever-changing world, many global organizations have been forced to undergo significant transformations in order to maintain their existence and progress (Naranjo et al., 2011). Many organizations have recognized the importance of the Knowledge Sharing Behavior (KSB) in achieving long-term success, efficiency, and effectiveness. Organizations are compelled to respond quickly to significant external pressure (Hu, et al., 2012). KSB mandates and facilitates change, with leaders taking the initial responsibility for transforming the antiquated work culture into a modern one (Shahriari et al., 2023). The manufacturing sector in India is extremely vulnerable to political, economic, and societal changes.

Knowledge Sharing Behavior (KSB) is essential for achieving peak performance in dynamic environments. Furthermore, many organizations agree that the Knowledge Sharing Behavior (KSB) is the most effective strategy for increasing performance, efficiency, and productivity (Sumardjo et al., 2023; Chai, et al., 2011). At this critical juncture, the manufacturing sector must devise novel approaches to anticipate and adapt to change more efficiently and effectively, including the dissemination of their expertise (Kumar et al., 2024). Unsurprisingly, despite the significant importance placed on knowledge sharing, there is still a lack of understanding about how knowledge is disseminated within the manufacturing sector (Le and Nguyen, 2023). After reading some relevant papers, it became clear that research on KSB is necessary and critical, but little progress has been made in this area thus far. Hawamdeh, and AL-edenat, (2024). emphasized the importance of knowledge dissemination while also highlighting the lack of empirical research conducted in the manufacturing industry in recent decades

In a similar vein, Kim and Kung (2022) claimed that, while the concept of knowledge sharing behavior is frequently promoted, it has received insufficient attention, particularly in the context of manufacturing organizations. As a result, this research paper responds to the significant demand for more scholarly research in the field of knowledge sharing behavior, particularly in the manufacturing sector. Negin, and Madhoshi, (2023) Previous research has shown that organizational culture and leadership styles have a significant impact on the development and enhancement of knowledge sharing behavior. As a result of the gravity of these issues, the relationship between leadership styles, organizational culture, and KSB has received little empirical attention in the literature. The current study uses empirical data from real-life scenarios to look into the relationship between knowledge sharing behavior (KSB) and transactional leadership style. To improve accuracy, this study looks at how organizational culture influences this correlation in the Indian manufacturing sector. A conceptual framework was presented to explain the relationship between knowledge sharing behavior, transactional leadership, and organizational culture (Figure 1). To validate the hypothetical relationships that underpin the model construct, an extensive literature search was conducted to find any relevant theoretical evidence.

The purpose of this research paper is to investigate the complex relationship that exists between transactional leadership and knowledge sharing in organizational settings. This study also looks into how organizational culture affects the relationship between leadership and knowledge sharing. Organizational culture consists of practices, values, norms, and beliefs that influence employee behavior and relationships in the workplace. It serves as the foundation for effective leadership and has an impact on many aspects of an organization. To understand the complexities of knowledge sharing, one must have a thorough understanding of the interactions between transactional leadership and organizational culture. This research has critical implications for business executives, managers, and practitioners who want to increase their organizations' receptivity to knowledge sharing and innovation.

The following sections will analyze relevant scholarly works on transactional leadership, intra-organizational knowledge sharing, and organizational culture. This will help to build a strong theoretical foundation for our research hypotheses. Next, we'll look at the research methodology, which includes data collection procedures, sample characteristics, and analytical approaches. In conclusion, this study will include a presentation of the empirical findings, a discussion of their implications, and recommendations for future research and improved managerial practices.



## Conceptual Background and Hypotheses

### 1. Transactional Leadership

Transactional leadership is a leadership style that uses incentives and penalties to motivate employees to complete specific tasks. It focuses on the reciprocal relationship between leaders and followers (Santhos, and Lawrence, 2023). The concept stems from transactional analysis, which states that leaders should establish clear goals, monitor progress, and implement incentives or penalties based on individuals' ability to achieve those goals (Ganguly et al., 2019). Transactional leadership comprises several key components, including:

**a. Contingent Reward:** To motivate people to perform the actions that transactional leaders require, they use contingent rewards such as bonuses, promotions, or praise (Ahmed et al., 2019). As rewards are inextricably linked to performance, subordinates are given a clear understanding of the steps they must take to achieve the desired results (Avolio et al., 1991; Nadason et al., 2017; Santhos and Lawrence, 2023).

**b. Management by Exception (Active):** Transactional leaders diligently monitor their subordinates' progress and take corrective action when they notice that expectations are not being met. They quickly identify and correct problems or inaccuracies to ensure that the organization's objectives are met (Kim and Kung, 2022).

**c. Management by Exception (Passive):** Passive Management by Exception refers to a managerial methodology in which intervention occurs only in response to significant deviations or exceptional circumstances from expected performance or standards. Transactional leaders only intervene when performance deviates significantly from the expected outcome (Gochhayat et al., 2017). Leaders have faith in their subordinates' abilities to handle and resolve minor issues on their own, only intervening when it is critical for the organization to function effectively (Bass, and Avolio, 1994). Transactional leadership within an organization has been linked to a variety of positive outcomes. These include increased organizational commitment, better task performance, and greater employee satisfaction (Bass, 1985). Nonetheless, the operational efficiency of the system may be influenced by organizational culture and member characteristics (Podsakoff et al., 1990).

### 2. Knowledge Sharing Behavior

Knowledge sharing behavior is defined as the practice of members of an organization openly exchanging information, expertise, and experiences (Uddin et al., 2013). It entails the distribution of explicit and implicit knowledge to help people learn, solve problems, and come up with new ideas (Rai, 2011). A wide range of personal and professional factors influence how people distribute information and found that personal characteristics such as self-efficacy, trust, and reciprocity influence employees' willingness to share their knowledge with others (Wasko and Faraj, 2005). Organizational culture, leadership, and reward systems can all influence whether or not employees share their knowledge (Bass and Avolio, 1994; Chatterjee and Mohanty, 2019).

Scholarly research has shown that knowledge sharing improves an organization's performance by stimulating its ability to generate innovative ideas, solve problems, and make well-informed decisions (Hu et al., 2012). According to (Naranjo et al., 2011) organizations that actively encourage the dissemination of information are more likely to effectively adapt to and compete in dynamic environments.

### 3. Organizational Culture

Organizational culture, which consists of collective beliefs, values, rules, and habits, influences the behaviors of all members of an organization. Social conventions and unspoken protocols shape how members of an organization interact with one another and perceive their own status (Susanto et al., 2023).

Organizational culture can be classified into various dimensions, including:

**a. Clan Culture:** Highlighting the importance of collaboration and employee engagement. Clan cultures prioritize member development, open and honest communication, and consensus-based decision-making (Cameron & Quinn, 1999 ; Abbas and Ali, 2023).

**b. Adhocracy Culture:** Demonstrates an entrepreneurial and dynamic workplace culture that promotes experimentation, risk-taking, and innovation. Adhocracy-based organizations view creativity, adaptability, and flexibility as critical factors in identifying and capitalizing on new opportunities (Cameron & Sine, 1999 ; Nurlina, 2023).

**c. Market Culture:** Competition, achieving outcomes, and meeting quantifiable goals are emphasized (Nazim, 2016). Organizations that take a market-oriented approach emphasize performance, customer satisfaction, and market share as key success factors (Cameron and Quinn, 1999).

**d. Hierarchy Culture:** The procedure is distinguished by its consistency, predictability, and adherence to established regulations (Khairy, 2023). To maintain stability and order, organizations with a hierarchical culture prioritize efficiency, control, and rule adherence (Cameron & Sine, 1999, Mahdinezhad et al., 2013).

Organizational culture has a significant impact on many aspects of business operations, including employee behavior, decision-making procedures, and overall enterprise performance (Denison 1996). It fosters harmonious interpersonal relationships and has an impact on the attitudes, values, and behavior of those within the institution (Rodrigues and Ferreira, 2015).

Organizational culture, knowledge sharing behavior, and transactional leadership are all interdependent and have different influences on one another (Hamstra et al., 2014). Transactional leaders have a significant impact on organizational culture and foster an environment that encourages knowledge sharing among employees (Purwanto, 2019). Transactional leaders can influence an organization's culture by implementing conditional rewards and punishments that promote specific values and behaviors (Brahim et al., 2015). Transactional leaders are prime examples of this, as they encourage knowledge sharing and collaboration among employees in order to foster an innovative and team-oriented corporate culture (Clarke, 2013). On the contrary, transactional leaders, who prioritize individual achievement over collective goals, may foster an atmosphere of competition and seclusion, limiting staff members' ability to share insights (Clarke, 2013).

Transactional leaders have the ability to have a direct impact on the spread of knowledge and experiences among members of an organization by offering incentives and recognition for such behavior (Rathi et al., 2021). Employees are more likely to actively share their expertise when they believe their efforts will be recognized and appreciated (Sharma, and Nair, 2018). In contrast, organizational culture may have an impact on transactional leadership's effectiveness in fostering knowledge sharing (Rathnaraj and Vimala, 2018). When people value collaboration and knowledge acquisition, transactional leaders may find it easier to encourage knowledge sharing among themselves (Chatterjee and Mohanty, 2019). On the other hand, transactional leaders may face difficulties in creating an environment that encourages collaboration and the exchange of knowledge in societies that value individual success and rivalry (Kesari and Verma, 2018).

The organization's culture has an impact on leaders' behavior and decisions. A variety of cultural factors, including but not limited to clan, adhocracy, market, and hierarchy, can influence leadership styles and the extent to which leaders prioritize transactional or transformational methodologies (Luthra and Singh, 2019). In organizations with a clan culture that values employee engagement and collaboration, transformational leadership styles that prioritize inspiring and empowering employees are more effective (Kalsoom, et al., 2018). Organizations with a market-oriented culture that values outcomes and competition are more likely to favor transactional leadership approaches, which focus on setting goals and monitoring performance (Gopal and Chowdhury, 2014). The organizational culture has an indirect influence on how individuals exchange knowledge because it establishes expectations and guidelines for collaboration and information sharing (Verma et al., 2015). Regardless of the leadership style used in an organization, having a strong organizational culture that encourages employees to share their knowledge and experiences with others increases the likelihood of such

behavior (Popli and Rizvi, 2015). On the contrary, transactional leaders may face difficulties in inspiring and encouraging knowledge dissemination among members of an organization where individuals have a tendency to withhold information or function independently (Mohamad and Yahya, 2016).

Transactional leadership, knowledge sharing, and organizational culture have a complex and mutually influential relationship (Nazim, 2016). Transactional leaders play a critical role in shaping an organization's culture and encouraging members to share their knowledge (Nanjundeswaraswa, 2015). Nevertheless, the workplace culture in which they operate may have an impact on the outcomes of their leadership style. Industrial culture, on the other hand, has an impact on individuals' knowledge-sharing practices within the organization, as well as leaders' conduct and decisions (Liu and Liu, 2011). Organizations that want to facilitate the exchange of knowledge should not only evaluate their leadership styles, but also create a corporate environment that promotes collaboration, education, and creativity (Hasija et al., 2019).

### **Relationships between Transactional Leadership and Knowledge Sharing Behavior**

Bass (1985) proposed that transactional leadership is based on the principles of contingent rewards and punishments, emphasizing the symbiotic relationship between leaders and followers (Chang and Chuang, 2011; Hau, et al., 2013). The voluntary exchange of information, expertise, and experiences among members of an organization is considered knowledge sharing behavior (Wang, and Noe, 2010). The purpose of this literature review is to investigate the relationships between knowledge sharing behavior and transactional leadership. It specifically investigates how transactional leadership styles influence employees' willingness to share knowledge within organizational settings.

Transactional leadership, which emphasizes objective establishment, progress monitoring, and performance evaluation, has the potential to influence knowledge sharing behavior in a variety of ways (Stieglitz and Dang-Xuan, 2013; Chang and Chuang, 2011). Contingent reward is an essential component of transactional leadership because it requires leaders to reward or recognize subordinates who meet or exceed performance goals (Avolio et al., 1991). Transactional leaders can inspire employees to share their knowledge and experiences by providing tangible rewards such as financial incentives, professional development opportunities, or public recognition. According to research findings, the use of contingent rewards has a significant impact on employee motivation to participate in knowledge sharing activities (Wasko, and Faraj, 2005). When employees perceive tangible benefits from sharing their knowledge with others, they are more likely to participate in knowledge sharing activities. Leaders who effectively use contingent rewards to incentivize knowledge sharing can foster an organizational culture that values collaboration and information exchange (Cheung, and Lee, 2012).

Furthermore, transactional leaders use the management by exception strategy, which involves monitoring performance and taking appropriate action when established benchmarks are not met (Bass and Avolio, 1994). When it comes to knowledge sharing, transactional leaders actively supervise employees' participation in knowledge sharing efforts and respond quickly to any challenges or impediments that arise (Hollebeek, et al., 2019). Transactional leaders can promote knowledge sharing within an organization by providing guidance and support. This, in turn, allows employees to more easily share information and expertise (Cerne et al., 2014). However, transactional leadership's ability to promote knowledge-sharing behavior is limited. When contingent rewards and punishments are used in the workplace, an employee may develop a transactional mindset, which means they see knowledge sharing as a means to an end rather than something inherently valuable (Sharif et al., 2024; Wang & Noe, 2010). Employees may engage in knowledge sharing endeavors primarily to achieve extrinsic rewards or avoid penalties, rather than out of a genuine desire to contribute to the organization's learning and innovation.

Furthermore, in order to complete tasks quickly, transactional leaders may place less emphasis on long-term projects that seek to disseminate knowledge (Lee et al., 2019). This, in turn, may impede the creation of a corporate environment that encourages collaboration and information sharing (Bass & Avolio, 1994). Employees may view the dissemination of their expertise as secondary to meeting performance objectives, leading to reluctance to invest time and effort in this endeavor (Thom et al., 2012). Knowledge sharing behavior and transactional leadership are inextricably linked and subject to contextual influences such as organizational culture. The organizational culture, as a mediator between transactional leadership and knowledge sharing behavior, influences how employees perceive and participate in knowledge sharing (Cabrera & Cabrera, 2002). Organizations with a strong culture of collaboration and teamwork may find it easier to encourage knowledge sharing among employees when using transactional leaders. However, transactional leaders may face difficulties in fostering a culture of knowledge sharing within organizations that prioritize individual success and competition (Magnier and Benton, 2017).

Transactional leadership styles, which offer incentives, guidance, and assistance in exchange for the dissemination of information and expertise, may influence organizational knowledge sharing behavior. The effectiveness of transactional leadership in promoting knowledge exchange is determined by a variety of factors, including the use of contingent rewards, the balance between task completion and knowledge dissemination, and the dominant organizational culture (Mas-Machuca, M. (2014). Understanding the relationships between knowledge sharing behavior, transactional leadership, and employee collaboration is critical for organizations looking to foster an environment that encourages learning, innovation, and cooperation (Meylasari and Qamari, 2017). Based on the information presented thus far, the following can be proposed as the initial hypothesis:

***H1: There is a strong positive relationship between Transactional Leadership and Knowledge Sharing Behavior.***

### **Relationships between Transactional Leadership, Knowledge Sharing Behavior, and Organizational Culture as a Mediator.**

Within organizations, knowledge sharing, transactional leadership, and organizational culture are inextricably linked and mutually influential. Transactional leadership, which operates on the assumption that employees share knowledge, has a significant impact on organizational culture and is based on contingent rewards and punishments (Mutonyi et al., 2024). Organizational culture serves as an intermediary function, bridging the gap between transactional leadership and employees' willingness to share knowledge. It has an impact on both the effectiveness of leadership methods and the willingness of employees to share knowledge (Newman et al., 2018).

Bass (1985) proposed transactional leadership, which centers on the formation of an inverse relationship between leaders and followers. This leadership style entails rewarding subordinates for meeting or exceeding performance targets. Transactional leaders use various forms of recognition and rewards, such as bonuses, promotions, and public acclaim, to encourage employees to share their knowledge and insights with their coworkers (Avolio et al., 1991; Novitasari et al., 2021). Employee motivation to share knowledge is significantly influenced by contingent rewards, according to research (Wasko & Faraj, 2005). When employees see tangible benefits from participating in knowledge-sharing initiatives, they are more likely to do so. Transactional leaders use the management by exception strategy, which involves closely monitoring performance and taking corrective action when expectations are not met (Bass & Avolio, 1994). Transactional leaders are capable of overseeing their employees' participation in knowledge-sharing initiatives and intervening when obstacles or difficulties arise. Transactional leaders can encourage the exchange of knowledge and expertise among employees by providing clear direction and support. This encourages information sharing among members of the organization (Pieterse et al., 2010).

Organizational culture has an impact on the effectiveness of transactional leadership in fostering knowledge sharing (Pillai et al., 1999). Organizational culture, which consists of collective beliefs, values, rules, and habits, influences the behaviors of all members of an organization (Purwanto et al., 2021). Several cultural factors can influence leadership styles and whether leaders prioritize transactional or transformational approaches. These elements include clan, adhocracy, market, and hierarchy (Radaelli et al., 2024).

Organizations with a clan culture that values employee engagement and collaboration are more likely to benefit from transformational leadership and other leadership styles that focus on inspiration and empowerment. Transactional leadership styles, which prioritize performance management and goal setting, may be preferred by market-oriented organizations that value competition and results (Cameron & Sine, 1999). The culture of an organization has a direct impact on how people exchange knowledge within it. Regardless of the leadership style used by an organization, a strong culture of collaboration and teamwork encourages employees to freely share their knowledge and experiences (Hau et al., 2013). On the other hand, transactional leaders may face difficulties in inspiring members of an organization to engage in open knowledge sharing in environments marked by information hoarding or compartmentalized behavior (Cabrera & Cabrera, 2002).

Transactional leaders who work in a supportive culture may face less resistance when motivating employees to share their expertise (Suhana et al., 2019). Supportive cultures value and uphold the principles of openness, cooperation, and ongoing education. The organizational culture, knowledge sharing among members, and transactional leadership are all interdependent and subject to change. Transactional leaders actively encourage knowledge sharing among employees and have a significant impact on organizational culture by implementing contingent rewards and management by exception (Thahira et al., 2020; Tyssen et al., 2014)). Employees' emotions and actions regarding knowledge sharing are influenced

by organizational culture, which has an impact on the effectiveness of transactional leadership in fostering sharing (Wahyudi et al., 2019). In order to cultivate innovative, collaborative, and knowledge-sharing environment, businesses should carefully consider the intricate relationship that exists between transactional leadership, knowledge dissemination, and organizational culture as it relates to management and leadership strategies (Wang et al., 2021). On the basis of above discussion, the second hypothesis is formulated as:

**H2: Organizational culture mediates the relationship between Transactional Leadership and Knowledge Sharing Behavior.**

**Methods**

**Research instruments**

Instead of devoting significant effort to developing their own metrics, Sekaran (1983) recommends that researchers use established instruments that have already been approved as effective. The survey questions used in this study are derived from pre-existing instruments used in previous investigations. The Multifactor Leadership Questionnaire (MLQ-5X) developed by (Bass and Avolio, 2004). was used to evaluate transactional leadership style. Participants were given a roster of twenty items to document their leadership experiences. The respondents' responses were gathered using a five-point Likert scale: five represents "often, if not always," and one indicates "not at all." The company's cultural aspects were investigated using Fey and Denison's (2003). The employees were given a 36-item survey with a five-point Likert scale ranging from "strongly disagree" (value "1") to "strongly agree" (value "5"). They were tasked with defining the essential elements of their organization. Templeton et al. developed a 28-item assessment questionnaire specifically for quantifying KSB. Participants were tasked with gathering professional perspectives on how KSB is perceived in their respective organizations. Each item was given a five-point Likert scale rating, with five indicating "strongly agree" and one indicating "strongly disagree." Due to its geographical location, the research was conducted in Northern India.

**Data collection**

The practice of gathering information from key informants within an organization has been widely adopted in many business research projects. The study sample included managers in various hierarchical positions at manufacturing facilities in northern India. The current study used disproportionate stratified sampling, which involved partitioning the target population into discrete cohorts. The rationale for this decision stemmed from the disparity in group sizes; certain groups, including Deputy Managers, have fewer members than others, such as department or unit heads, who have more members. Following that, individuals for the designated group were randomly chosen from each unique subgroup. A total of 375 questionnaires were distributed manually and 285 questionnaires were returned, accounting for an 76% response rate.

**Data analysis**

**Characteristic of the sample:**

According to the demographic summary, 62.5 percent of the participants were male, while 37.5 percent were female. The findings clearly showed that men were significantly more likely to hold executive-level managerial positions, while women were significantly underrepresented in such roles. A significant proportion of the participants (62.4%) held a Bachelor's degree, while 33.6 % had a Master's degree rest 4% are doctorate. The sample included participants with comparable levels of professional background: 35% had work experience ranging from six to twelve years, 31.8% had 13 to nineteen years, 20.5% had one to five years, and 12.7% had more than twenty. A sizable proportion of the participants (39.7%) held positions in middle management, followed by those in the first tier of management (42.1%). Approximately 18.2% of the participants held leadership positions at the highest levels of management.

Table 1 shows the Pearson moment correlation coefficients for three variables: transactional leadership style, OC, and KSB. The correlation at a significance level of 0.01% indicates a positive and robust relationship. The Pearson correlation coefficient ranges from -1 to +1. Perfect correlation between two variables is defined as a correlation coefficient of +1 for positive correlation and -1 for negative correlation. A correlation coefficient of 0 indicates complete absence of correlation. Cohen established the following guideline for the effect size of correlation coefficients in social sciences: A small effect is defined by the values  $r=0.1$  to  $0.29$ , a medium effect by  $r=0.30$  to  $0.49$ , and a large effect by  $r=0.50$ . Multicollinearity was eliminated by ensuring that all values were within the acceptable range of  $0.244$  to  $0.785$ , which was less than the threshold of  $0.8$ . The study found a weak but positive correlation ( $r=0.244$ ,  $P<0.01$ ) between knowledge



sharing behavior and transactional leadership. However, a strong positive correlation ( $r=0.785$ ,  $P<0.01$ ) was found between Knowledge Sharing Behavior and organizational culture. The correlation analysis revealed a moderately positive ( $r=0.326$ ,  $P<0.01$ ) relationship between transactional leadership style and organizational culture.

### Assessing Measurement Scale

Scales used in this research were adopted from the previous research. Nonetheless, it is critical to validate the soundness and consistency of these variables, in different settings and with diverse groups, as the results may differ from those obtained in the initial study. As comprehensive concepts, Knowledge Sharing Behavior (KSB), Transactional Leadership, and Organizational Culture influenced the study's hypotheses. To evaluate these concepts, a single measure was used for each dimension. The current study examined the dependability of the instruments used to quantify each variable. Hair et al. report that the Cronbach's alpha values shown in Table 2 range from 0.860 to 0.954, indicating that the coefficient alpha exceeds the minimum requirement of 0.7. To determine convergent validity, the composite reliability (CR) and average variance extracted (AVE) values were examined. Hair defines the minimum acceptable levels for CR and AVE as 0.60 and 0.50, respectively.

**Table 1: Correlation Coefficient**

Constructs	TSL	OC	KSB
TSL	1		
OC	0.326	1	
KSB	0.244	0.785	1

Note: \*\*\* $P<0.001$ , \*\* $P<0.01$ , and \* $P<0.05$ .

Each of the constructs investigated in this study produced values that exceeded the provided thresholds, indicating a high level of overall dependability and mean dispersion. To assess the measures' validity, AMOS was used to conduct Confirmatory Factor Analyses (CFA) on each construct. Hair et al., (2012) argue that factor loadings between 0.3 and 0.4 represent the bare minimum threshold. In this study, factor loadings of variables less than 0.4 were considered insignificant. According to the findings, the proposed individual construct corresponded satisfactorily to the data obtained from the Indian sample. Convergent validity was demonstrated by all standardized factor loadings exceeding 0.4 and statistically significant at  $p<0.001$  (t-values  $>0.05$ ). As shown in Table 3, all constructs evaluated by the CFA had satisfactory fit indices. The CFA, TLI, IFI, and GFI all exceeded the suggested threshold of 0.90, while the RMSEA and RMR remained below 0.05. Furthermore, the CIMN/DF ratio was less than 3.

### Analysis strategy

Three regression analyses were conducted to determine whether organizational culture could serve as a mediator between KSB and perceived transactional leadership style. According to Kenny et al., three conditions are essential for achieving success in mediated relationships.

- 1) Path A: It is expected that the transactional leadership style, as the independent variable, will have a significant impact on the organizational culture, which serves as the mediating variable.
- 2) Path B: It is anticipated that the organizational culture mediator will have a significant impact on the independent variable KSB.
- 3) Path C: The independent variable, TSL, is expected to have a significant impact on the dependent variable (KSB).

**Table 2: The Alpha, CR & AVE of the Constructs.**

Variables	Alpha	CR	AVE
TSL	0.860	0.861	0.636
OC	0.954	0.962	0.926
KSB	0.931	0.930	0.844

The inclusion of a mediator in the relationship between the independent and dependent variables disrupts the association, causing the regression coefficient to approach zero. The term used to describe this occurrence is "perfect mediation." Partial mediation occurs when the presence of a mediator reduces the statistical significance of the relationship between the independent and dependent variables.

## Results

### Hypotheses Testing

Using univariate linear regression, the relationship between KSB and perceived transactional leadership style was investigated. A pre-evaluation analysis was conducted to evaluate the normality, linearity, and multicollinearity assumptions. The Z score test yielded a result of 3.29, indicating a significant departure from the mean. The p-value was less than 0.001, which added to the statistical significance of the results. Furthermore, the histogram box plot showed that the data series contained no outliers. As a result, a fundamental linear regression analysis was the most appropriate technique for testing hypothesis H1.

The regression analysis results, presented in Table 4—Model 1, show a statistically significant and positive correlation ( $t=4.724$ ,  $p=0.000$ ) between KSB and perceived transactional leadership styles. The findings support the first hypothesis (H1). As a result, a stronger perception of transactional leadership would result in a higher Knowledge Sharing Behavior (KSB). The relationship between the two variables is 0.236, which is fairly weak and falls between 0.10 and 0.29, as indicated by a correlation coefficient of 0.001 (Cohen, 1992). The value of R-squared represents a coefficient of determination of 0.06. The findings indicate that the observed influence of the transactional leadership style accounts for only 6% of the KSB variability.

**Table 3: Fit Indices for Measurement Model.**

Models	CIMN/DF	CFI	TLI	IFI	GFI	RMR	RMSEA
TSL	1.893	0.934	0.921	0.935	0.937	0.030	0.048
OC	1.610	0.962	0.957	0.962	0.901	0.036	0.03
KSB	1.91	0.957	0.947	0.957	0.923	0.040	0.048

(Notes: TSL: Independent Variables; KSB: Dependent Variable; OC: Mediator;  $p<0.001$ .)

**Table 4: Meditation Regression Analysis Summary.**

Constructs	R <sup>2</sup>	$\beta$	t	Sig.	F-value	Sig F-value
TSL	0.094	0.308	6.310	0.000**	39.823	0.000**
OC	0.67	0.811	27.081	0.000**	733.432	0.000**
TSL ( Model 1)	0.055	0.235	4.724	0.000**	22.327	0.000**
TSL ( Model 2)	0.65	-0.015	-0.511	0.608	366.131	0.000**
OC	-	0.816	25.891	0.000**	-	-

(\*\*\* $p<0.001$ , \*\* $p<0.01$ , \* $p<0.05$ ; TSL: Transactional Leadership Style; OC: Organizational Culture.)

To determine the presence of mediated relationships, the researchers conducted regression analyses using the methodology proposed by Kenny et al., (2002). The results of these analyses are shown in Table 4. To examine path a, we used the mediator variable OC and a predictor known as perceived transactional leadership style. The findings were statistically significant at  $P<0.001$ , with a  $r^2$  value of 0.095 indicating that 10% of the variability in OC can be accounted for.

As a result, the first condition was met. Perceptions of transactional leadership had a significant impact on organizational culture ( $\beta=0.308$ ;  $t=6.310$ ;  $P<0.001$ ). The mediating variable, organizational culture, was used to estimate the KSB when examining path B. The findings had a high correlation coefficient ( $r=0.811$ ;  $t=27.081$ ;  $p<0.001$ ), indicating statistical

significance. This finding supported the second condition. The company culture accounts for 66% of the variance observed at KSB. Path c in model one had a coefficient of determination (R-squared) of 0.056. This value was statistically significant at the 0.001 level prior to the inclusion of the mediator variable. Prior to this, a significant correlation was found ( $r=0.235$ ,  $t=4.724$ ,  $p<0.001$ ). As shown in Model 2, the addition of the organizational culture mediator makes the previously significant relationship insignificant. This is a written endorsement of the ideal mediator. The R-squared value of 0.66 indicates that the relationship is weakening ( $\beta=-0.015$ ,  $t=-0.511$ ;  $p>0.05$ ). After incorporating the mediator, the r-squared value increased significantly from 0.055 to 0.660, which was deemed statistically significant (f change=0.001). The variance of the KSB increased by 55.8% ( $r^2$  change=0.603). The organizational culture serves as a comprehensive link between the KSB relationship and transactional leadership.

## Discussion

The goal of this study was to examine the relationships that existed between knowledge sharing behavior (KSB), organizational culture, transactional leadership, and KSB in the Indian manufacturing sector. A strong correlation was found between transactional leadership and KSB, indicating that organizational culture has a significant impact on this relationship. According to the findings of this research, transactional leadership benefits KSB. Prior to the start of this study, it was established that transactional leadership had a significant influence on KSB, lending credence to these findings. Transactional leaders use transactional analysis, a leadership approach that promotes the establishment of clear objectives, progress monitoring, and the implementation of rewards or penalties based on goal achievement levels. Organizational advancement in India's manufacturing sector is heavily influenced by the diligence, innovation, and cooperation of its employees. In this regard, knowledge exchange, transactional leadership, and company culture all help.

The Indian manufacturing sector provides an ideal environment for the implementation of transactional leadership, a managerial methodology based on a hierarchical structure of incentives and penalties determined by employee performance. In this situation, leaders frequently use transactional strategies to ensure task completion, maintain operational effectiveness, and boost overall performance. The hierarchical structure of many Indian organizations makes transactional leadership effective. Leaders establish clear and specific goals, monitor employee progress, and apply incentives or penalties in accordance with predetermined standards. The extent to which transactional leadership contributes to increased employee satisfaction, innovation, and productivity is determined by a number of factors, including organizational culture and employee knowledge exchange. Knowledge sharing, or the voluntary exchange of information, expertise, and experiences among members of an organization, is critical in the manufacturing sector for fostering innovation and problem solving.

In India's ever-changing manufacturing sector, which is marked by rapid technological progress and shifting market conditions, organizations that want to maintain a competitive advantage must actively participate in knowledge exchange. To improve employee performance, transactional leaders may create a supportive work environment and use contingent incentives to encourage knowledge sharing. This will result in continuous improvement and the emergence of innovative ideas. Organizational culture serves as an intermediary function between transactional leadership and knowledge sharing, encompassing shared beliefs, values, norms, and practices that influence group behavior. Cultural practices, social structures, and familial obligations frequently have an impact on the operations of Indian manufacturing organizations. To create an environment conducive to learning and collaboration, leaders must have a thorough understanding of organizational culture and know how to apply it effectively. Clan cultures place a high value on employee engagement and collaboration. These values are likely to align well with transactional leadership approaches, which focus on setting goals and monitoring progress. Enterprise leaders in these sectors may use transactional approaches to encourage members of the public to share their knowledge, fostering an environment that promotes continuous improvement and innovation.

On the contrary, organizations with organizational cultures that prioritize hierarchy or the market may struggle to foster knowledge exchange in the context of transactional leadership. In such situations, transactional leaders must successfully navigate cultural norms and values in order to promote knowledge sharing and foster a more collaborative work environment. To succeed and foster long-term growth in India's manufacturing sector, a balance must be struck between transactional leadership, knowledge sharing, and organizational culture. Leaders who understand these interrelationships can create a corporate environment that is distinguished by outstanding performance, innovation, and cooperation. Such an environment will enable their organizations to thrive in a constantly changing market. This study lays the groundwork for a more thorough investigation into these interconnections. This study provides a foundational understanding of the complex relationship that exists between knowledge sharing, transactional leadership, and organizational culture as it relates to the manufacturing sector in India.

The empirical evidence presented in this study supports a link between organizational culture and key success factors (KSB). The findings show a strong and positive correlation between organizational culture and KSB. These findings appear to be consistent with those from additional research. Amitay et al., (2005) found that organizations with higher cultural values had a more intense and effective KSB mechanism. They provided evidence that organizational culture has a positive influence on the KSB. Bass and Avolio, (1993) discovered a strong and positive relationship between organizational culture and the extent to which learning organizations are influenced by public organizations.

Additional findings indicate that transactional leadership and organizational culture account for a significant portion of the variability observed in KSB (Knowledge Sharing Behavior). According to previous research, transactional leadership influences organizational performance, and the findings of this study show that organizational culture serves as an intermediary. Zagoršek et al., (2009) proposed that organizational culture may moderate or mediate the relationship between leadership styles and KSB. This observation aligns with their findings. Based on these findings, we can conclude that a strong organizational culture is associated with a higher prevalence of transactional leaders in business management. Collective learning occurs when an organization's culture is more closely aligned with its members' experiences and beliefs. This phenomenon could be attributed to transactional leadership styles' lack of emphasis on fostering the values of a learning culture. The values encapsulated in this compilation include trust and commitment, innovation, critical thinking, problem-solving, a willingness to take risks, an open exchange of information and ideas, an emphasis on individual professional growth, deliberation on organizational responsibilities beyond individual interests, the establishment of ambitious goals, and a willingness to experiment. These values inspire and motivate people to create and maintain an environment that promotes learning. According to Chang and Lee, (2007) transactional leadership promotes organizational innovation by creating a supportive work environment. This explanation supports the claim they made. In addition to creating a vision and goals that align with the Key Success Behaviors (KSB), transactional leaders foster a learning culture.

### **Theoretical and Practical Implications**

The study's findings have significant practical implications for the Indian manufacturing industry. It is critical that this study be conducted because the findings could provide policymakers and individuals in the public sector with invaluable insights into the impact of various leadership styles. The study's findings suggest that transactional leadership is critical for fostering knowledge sharing behavior.

Leaders should prioritize the development of these diverse leadership styles while taking into account the cultural context. They should encourage people to think creatively and innovatively. Furthermore, it is critical to encourage individuals to conduct a thorough evaluation of their personal convictions and principles, as well as those supported by the leader and the organization. They should encourage intellectual rigor, logical thinking, and a willingness to explore uncharted territory, with the goal of instilling in their followers a disposition that welcomes innovation and goes above and beyond in their pursuit of knowledge. To ensure that all members of the learning organization are aware of the intended outcomes, leaders must develop a shared vision, set specific goals, and effectively communicate explicit expectations.

Furthermore, this study provides additional evidence of the significance of organizational culture. According to the findings, the type of organizational culture has varying degrees of influence on different leadership styles. Gaining a deeper understanding of organizational culture can help researchers, managers, and leaders better align an organization's internal operations with its external environment. As a result, by developing strategies that are consistent with or attempt to modify the organization's culture, leaders can effectively support their efforts to establish a learning organization. As a result, leaders must clarify how their behavior fosters a positive work environment that improves the organization's results.

Examining transactional leadership in the manufacturing sector may help organizations identify effective leadership styles that promote goal setting, performance monitoring, and performance-based rewards. Leaders can use transactional methodologies to efficiently communicate expectations, encourage knowledge sharing, and inspire employees to improve their performance. Organizations can implement targeted changes that promote information exchange and worker cooperation by identifying the determinants that influence knowledge sharing in the manufacturing sector. Transactional leaders can motivate employees to share their expertise by providing rewards, commendations, and constructive feedback on their work. This fosters employee motivation and allows for an open exchange of ideas and perspectives. Employee attitudes and behaviors toward collaboration and knowledge sharing are significantly influenced by organizational culture. Organizations can determine which cultural values and norms facilitate or impede knowledge exchange by assessing the impact of transactional leadership on the overall culture. Following that, leaders can strive to

create a culture that values collaboration, continuous learning, and creative thinking. The process of knowledge dissemination is critical in fostering innovation and progress in the manufacturing sector. Organizations can leverage their employees' combined expertise by promoting learning and collaboration. This, in turn, can improve process efficiency, facilitate quality improvements, and stimulate innovation in product development. Transactional leaders play an important role in encouraging interdepartmental collaboration and knowledge sharing in order to propel innovation initiatives forward.

In essence, understanding transactional leadership, individual knowledge sharing, and the manufacturing sector's distinct organizational culture helps to improve industry performance and competitiveness. Organizations can improve quality, productivity, and customer satisfaction by adopting transactional leadership styles that align with their cultural values and encourage knowledge sharing. This puts them in an advantageous position in a highly competitive market. An examination of knowledge sharing behavior, transactional leadership, and organizational culture in the manufacturing sector can provide significant insights and strategic recommendations for organizations looking to improve leadership, cultivate a collaborative culture, and stimulate innovation and continuous progress. In today's business landscape, organizations can improve their operations, promote long-term growth, and maintain a competitive advantage by implementing targeted interventions based on research discoveries.

This study looks into three concurrent topics in the manufacturing industry: organizational culture, knowledge sharing among individuals, and transactional leadership. Furthermore, while there are general ideas about the role of transactional leadership in KSB, there is a lack of information about how to use organizational culture to clarify the relationship between transactional leadership styles in KSB. The goal of this study is to build on previous research by looking into the potential influence of OC on the relationship between TSL and KSB, with a particular emphasis on OC's role as a mediator variable. Furthermore, scholars argue that transactional leadership theory fails to account for the organizational environment. As a result, this problem is solved by using culture as a mediator.

### **Limitation and Directions for Future Research**

The study is significant because it demonstrates the relationship between knowledge sharing behavior (KSB), transactional leadership style (TSL), and organizational culture (OC) in the context of manufacturing. However, it also highlights specific limitations and draws attention to areas that require further investigation. The study's cross-sectional design, which limits relationship analysis to a single point in time, is a significant limitation. Moving forward, longitudinal designs may be used to investigate the temporal dynamics of these relationships and determine the effects of sustained changes in organizational culture or leadership approach on knowledge dissemination among members of an organization. The study demonstrates the difficulties in determining the precise impact of transactional leadership on both organizational culture and individual knowledge sharing. Subsequent research may employ qualitative methods, such as interviews and focus groups, to gain a better understanding of how transactional leadership behaviors manifest in various work settings and how they influence the exchange of knowledge between participants.

The use of leader self-reports in research may result in common source bias, as participants may have an inflated understanding of their own leadership style and the organization's culture. Subsequent investigations may address this bias by combining multiple data sources, such as objective performance metrics and peer reviews, to gain a more complete understanding of the interconnectedness of TSL, OC, and KSB. The study only looked at manufacturing professionals, so the findings are limited in their applicability to other industries or occupations. Following that, the investigation could be repeated in a variety of organizations to see if the results are consistent across industries and employee demographics. The study found that organizational culture completely mediated the relationship between transactional leadership and knowledge sharing. Additional research could be conducted to delve deeper into the specific mechanisms by which organizational culture influences these associations. For example, investigating the impact of cultural norms, values, and practices on leader behavior and employee willingness to disclose information. This study looked into the relationships between KSB (Knowledge Sharing Behavior), OC (Organizational Culture), and TSL (Technological and Scientific Literacy) as they relate to product innovation in the manufacturing industry. Further research could delve deeper into this topic by examining the effects of different leadership styles and organizational cultures on innovation, technology adoption, and creativity in the manufacturing sector.

Managers working in the manufacturing sector should thoroughly evaluate the research results. They have considerable influence over issues such as employee development, compensation, and recruitment. Subsequent research may look into the most effective ways for organizations to implement these insights, with the goal of cultivating an environment that

values continuous innovation and learning. Although the study makes significant contributions to our understanding of the interaction of TSL, OC, and KSB in the manufacturing sector, it does have some limitations that require further investigation. We can gain a better understanding of the impact of knowledge sharing, leadership styles, and organizational culture on an organization's results, particularly in terms of product development and innovation, by investigating uncharted research territories and examining these concerns.

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