Transformational Leadership and Organizational Performance: A Mediating-Moderating Role of Knowledge Sharing and Organizational Cynicism

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Transformational leaders are instrumental to influence the knowledge sharing amid employees. This study is designed to explore and bridge the research gap based on mediating role of knowledge sharing and moderating role of organizational cynicism in association of transformational leadership and organizational performance. Three hypotheses were established to analyze the conceptual framework of the study. A self-administered questionnaire was developed to collect cross-sectional data through convenient sampling from 415 employees working in the major banks of Punjab, Pakistan. Results showed that the relationship between transformational leadership on organizational performance is weaker, when the organizational cynicism is high. Thus, this study is among rare on cross-sectional research design that investigates the mediating-moderating mechanism of knowledge sharing and organizational cynicism in the banking sector of Pakistan. This study is not only contributing in existing literature but will also be helpful for policy makers to take steps for controlling cynicism at workplace and to encourage employees for participating in knowledge sharing and performance of organization.

Key words: *Transformational Leadership, Knowledge sharing, Organizational cynicism, organizational performance*

Introduction

Knowledge is considered a crucial intangible strategic resource for organizations to achieve competitive position in today's dynamic environment (Davenport and Prusak, 1998; Chen et al., 2009; Wang and Wang, 2012; Reus et al., 2009). In this intense competitive environment, the competitive positioning of organizational primarily relies on how nicely knowledge sharing takes place among people, groups and entities (Argote et al., 2003). Knowledge sharing is a mixture of mental, operational and interpersonal social relations (Nahapiet and Goshal, 1998). As asserted by social exchange theory (SET) that social interaction enhances the propensity of sharing knowledge among employees (Cabrera and Cabrera, 2005). This theory also helps to enhance the motivation and relationship of trust that ultimately improves the performance of firms (Zboralski, 2009). For sustainable performance of a business, knowledge should be managed effectively. For example, knowledge developed and preserved in the minds of employees and its' transformation at later state is necessary for problem solving at work place (Masa'deh et al., 2016; Alavi and Leidner, 2001; Mishra and Pandey, 2018). Bock et al. (2005) illustrated that knowledge distribution should be considered as fundamental process that should be carried out by all units of organization.

In this sense, leadership skills have been recognized among the four key components of knowledge sharing. Leaders are recommended to be supportive in developing an atmosphere which is conducive for sharing knowledge and provoking the intrinsic motivation of sub-ordinates (Wang et al., 2015; Gamosanchez and Cegarra-Navarro, 2015). Among all the four dimensions of transformational leadership, attributed charisma is considered to be more operative for sharing the knowledge (Lam, 2002; Politis, 2002; Bryant, 2003). However, the main problem faced by organizations is that employees feel reluctant and hesitant towards sharing of knowledge (Denning, 2006). However, commitment towards organization plays an important role to influence the behavior related to sharing of knowledge (Liebowitz, 1999; Soliman and Spooner, 2000). Casimir et al. (2012) recommended that knowledge is a joint commodity and optimistic changes in the culture can encourage the social exchange association to elevate the knowledge sharing among people of organization.

Transformational leaders acquire knowledge constantly from peers and motivate them to share knowledge for common improvements, thus altering the behaviors as needed like citizenship behavior (Kim, 2014). Leaders with transformational skills carry charisma, give studious inspiration and motivate their devotees, improve their communication, confidence and sharing of information (Bass and Avolio, 2000; Senge, 1990). Transformational leaders acknowledge the necessity for revolution, establishes a visualization and instills a commitment among employees to work beyond the expected level (Avci, 2015).

As identified by Bass (1999) and Burns (1978) that leaders with transformational capabilities up-lift self-esteem, enthusiasm and morality of their sub-ordinates, while transactional leaders involve to provide only short-term benefits to their followers. The appearance of the "New

Leadership Approach" (Bryman, 1992) during 1980s indicated the transition i.e. from "transactional" approaches like contingency and situational frameworks (Fiedler, 1967; Vroom and Yetton, 1973), towards a "visionary" (Sashkin, 1988), "charismatic" (House, 1977), and the "transformational" (Bass, 1985; Bass and Avolio, 1994). During the last few decades, the discipline of leadership has experienced prominent development from the theory of trait towards behavioral theory (Pradhan et al., 2017). Transformational leadership is a branch of behavioral theory which was originally developed by Burns (1978) and later on Bass (1985) identified the new perspectives in this theory.

Researches related to cynicism started in the discipline of business. Then in the start of 21ˢᵗ century organizational cynicism began to be studied in the field of education (Arabacı, 2010; Gün and Baskan, 2017). In recent times, cynicism towards different targets has been at the front edge of both academic and business network (Gkorezis et al., 2014). For example, developing literature emphases on cynicism related to organization, job, organizational change and even society (Abraham, 2000). Cynicism is evolving as the new pattern related to the relations between employer and employee (Feldman, 2000).

Cynicism refers to absence of trust in upper level of management, negative reaction and dissatisfactions (Thomas and Gupta, 2018). Social learning theory (SLT) argued that employees' attitude is one of the important theoretical premises of SLT at workplace that induce the knowledge sharing behavior among them. However, prior research asserted that organizational cynicism is a barrier for STL that leads to hostile behavior, mislead the employees and demonstrate distrust behavior which in turns to reduce the knowledge behavior among employees (Nair and Kamalanabhan, 2010; Koumaditis and Themistocleous, 2015). Brandes and Das (2015) identified the ways in which organizational cynicism, particularly, cynical behavior has few affirmative effects.

Drawing from above, in fact, cynical behavior is considered as a manifestation that enhances critical thinking of employees, and develop the base through which employees can spread the frustration. Managers assume that leadership styles and their values are crucial in stopping the cynicism that prevails in organization. In this sense, leadership is the key factor to overcome the issues like insecurity, disunity and reduction in the organizational commitment that takes place due to negative feeling and thoughts of employees towards the administration (Şirin et al., 2018). Therefore, the role of transformational leaders is important to reduce cynical behaviors of employees at workplace (Bilgiç, 2017). Hence, transformational leadership can be an instrumental factor that influence the knowledge sharing amid employees. Therefore, this study is designed to bridge the research this research gap and among rare based on mediating-moderating role knowledge sharing and organizational cynicism in association of transformational leadership and organizational performance and thus uncovers that controlling cynicism at workplace is important element to encourage the employees for participating in knowledge sharing and performance of organization.

Literature Review and Development of Hypotheses

Transformational Leadership and Organizational Performance

In dynamic organizational culture, leadership is all about encouraging behavior that drives the followers about how to inspire the people (Menguc et al., 2007). Transformational leadership is a motivational behavior that demonstrates a bright vision of organization and inspires the sub-ordinates by establishing strong mutual relations in terms of striving for achievement of goals with the help of internalization and recognition (Menguc et al., 2007). They are people who analyze the needs of employees and inspired them by putting their efforts into a right direction (Fitzgerald and Schutte, 2010). Leaders with such behavior have four prominent characteristics: inspiration, idealized influence, individualized consideration and intellectual stimulation (Bass, 1999; Bass et al., 2003; Rafferty and Griffin, 2004; Bass and Riggio, 2006; Mamede et al., 2014). Hoch et al., (2016), highlighted them as "the four I's" of behavior. Therefore, it is imperative to comprehend the role of leaders and followers to augment the organization performance (Awamleh and Gardner, 1999; Kent and Chelladurai, 2001). Such attributes of transformational leaders are crucial elements that alludes the roles of individual to enhance the performance of organization (Bass and Avolio, 2000; Mastrangelo et al., 2014; Almatrooshi et al., 2016). They have productive opinions for their employees and motivate them to employ innovative work behavior at work place (Bass, 1985). Prior research documented the positive relationship of transformational leadership with firms' performance (Piccolo and Colquitt, 2006; García-Morales et al., 2008). Hence, organizational with such leadership style is more associated with higher performance outcomes because they guide, empower and motivate the people by fostering favorable environment for innovation and learning (Tushman and Nadler, 1986).

H1: Transformational Leadership significantly influence the organizational performance

Mediating role Knowledge sharing

Transformational Leadership and Knowledge Sharing:

Leadership styles stimulates employees to achieve their objectives. They inspire the people and use different channels for knowledge sharing. Few studies revealed that empowering leaders play a significant role in knowledge and information sharing (Politis, 2002; Srivastava et al., 2006). In this sense, transformational leaders perform exceptional role, they deal with people, understanding work intrusions as method for improving organizational learning and development (Sosik et al., 2004). Such leaders have certain specific characteristics for instance inspiration, honesty, ambition and respect for followers, charisma and intellectual stimulus. Such characteristics positively influence organizational commitment and behaviors of employees towards knowledge sharing (Calvo-Mora et al.,

2014) because they always encourage and guide the sub-ordinates to work beyond their personal benefits.

Transformational leaders facilitate in KM initiatives as a result to influence the knowledge sharing behavior amid employees (Ribiere and Sitar, 2003). They help the organization to foster the knowledge-driven environment as a way to mold the employees' inclination towards knowledge sharing behavior by establishing effective corporate philosophy (i.e. a bunch of values, beliefs and perceptions) associated to organization (Birasnav et al., 2011). They entail such type of culture in organization which strongly influence the knowledge sharing behavior of employees (Zhu et al., 2005; Lin, 2007). Therefore, transformational leaders perform an imperative role in nurturing an environment which can facilitate for knowledge transformation as a need for the enhancement of executive learning (Lin and Lee, 2004; Aragón-Correa et al., 2007). Recent, investigation found that organizations cannot succeed until they don't know how leadership influence the knowledge sharing (Son et al., 2020; Lin and Lee, 2004). Thus, drawing from above, it is hypothesized that Transformational Leadership positively influence knowledge sharing.

Knowledge sharing and organizational performance:

Knowledge sharing practices have attracted substantial attention of researchers and academicians as an important determinant to influence the firms' performance (Davenport and Prusak, 1998). McAdam *et al.* (2012) pointed out that knowledge sharing provide fruitful insights to foster the firms performance that primarily involves at knowledge transformation amid employees, within the group and organization. Law and Ngai (2008) asserted that knowledge sharing is crucial among managerial employees and subordinates to sharing valuable information as source of problem solving, competitive positioning and sustainable performance. In addition, knowledge sharing practices are used by organizational stakeholders to integrate dispersed knowledge through formal (i.e. official documents, procedures, reports etc.) and informal ways (social networking, experiences, brainstorming etc.) that enable to increase the organizational productivity in terms of quality of products and services and operational performance (Wang and Wang, 2012; Reus *et al.*, 2009; Gao *et al.*, 2009). Thus, organizational actors integrate and disseminate the knowledge amid stakeholders to improve the operational performance, customers' intimacy and product leadership that constitute the primary sources for organizational performance and value creation (Davenport and Prusak, 1998; Wang and Wang, 2012; Lawson *et al.*, 2009; Matthew and Sternberg, 2009).

Knowledge sharing is mediating the relationship of Transformational Leadership and organizational Performance:

In this fierce environment, the knowledge-based view (KBV) states that organizational success is predominantly driven by stock and flow of knowledge amid stakeholders (Nonaka,

1991; Seidler-de Alwis and Hartmann, 2008). In this regard strong corporate philosophy and culture are important determinants to nurture the knowledge driven environment (Razzaq et al., 2018). Haas and Hansen (2007) defined knowledge sharing as a conveying, co-ordination and integrating of information. It involves at how to communicate the innovative knowledge to personnel for problem solving (Lin, 2007; Reid, 2003). Hoegl et al. (2003) attributed the knowledge sharing organizational communication about corporate strategy, norms and values using some explicit (formal) and tacit (informal) ways that create the opportunity for capability building, competitive positioning and sustainable performance (Reid, 2003).

In this dynamic organizational culture, transformational leaders' skills have been recognized among the key players of knowledge sharing. They are continuously encouraged to inculcate the supportive and conducive atmosphere for knowledge sharing and utilizing, thus encouraging the intrinsic motivation amid sub-ordinates for knowledge acquisition and transformation (Gamosanchez and Cegarra-Navarro, 2015; Wang et al., 2015). The main problem faced by today's organizations is that employees' perceived higher cost of knowledge sharing and therefore reluctant to share knowledge (Denning, 2006). In this way, transformational leaders can be found as a source to influence the knowledge sharing behavior and organizational commitment (Liebowitz, 1999; Soliman and Spooner, 2000) because they are deeply involve at (KM) initiatives as a way to foster the knowledge sharing behaviors amid employees that in turns to improve the organizational performance by solving their problems innovatively (Sani and Maharani, 2012; Liu and DeFrank, 2013; Argote et al., 2003). Thus prior discussion illustrates that knowledge sharing works as a bridge to mediate the relationship between transformational leadership and firms' performance.

H2: Knowledge Sharing is mediating the relationship between Transformational leadership and Organizational Performance

Moderating role of Organizational Cynicism

Transformational Leadership and Organizational Cynicism:

In organizational context cynicism is an individual behavior who perceives that people are always look for their own interests at others' cost. The important conviction related to cynicism is that fairness, integrity and honesty are forfeited in order to fulfill personal interests (Erdost et al., 2007). Cynical is attributed as a pessimistic and distrust behavior of employees towards the organization assuming that managers do not represent their actual characters (Helvaci and Cetin, 2012; Erdost et al., 2007). The disagreement in roles, over burden of work and unfulfilled promises at a greater level were the significant antecedents of organizational cynicism (Kutanis and Catinel, 2010; Mirvis and Kanter,1989) which deteriorate employees' performance and increase the employee turnover, discouragement, dissatisfaction and high rate of absenteeism (James, 2005).

Prior research related to leadership styles and organizational cynicism reported negative relationship (Terzi and Derin, 2016; Davis and Gardener, 2004; Wu et al., 2007; Sancak, 2014; Gündüz, 2014; Akan et al., 2014). Güçlü et al. (2017) revealed a significant negative relationship between transformational leadership and organizational cynicism. Most recent investigation also found that leadership adversely affect the behavior of organizational citizenship, in the presence of organizational cynicism in the University of Egypt (Nemr and liu, 2021).

Organizational Cynicism and Knowledge Sharing:

organizational cynicism involves at the feeling of arrogance depression, work related burnout, carelessness and professional unhappiness (Naus et al. (2007). Additionally, workers having feelings of cynical behavior lack faith in their organization (Tinaztepe, 2012). As asserted by Davis and Gardner (2004) that cynical attitudes are more developed in those employees who have weak intimacy with their leaders and organization. In such situation, employees with cynical attitudes have low morale and confidence that effect the organization inversely and impedes in achieving sustainable goals. Personal, social and organizational context, it has been triggered out that when employees have more cynical behavior, they feel more perceived cost of knowledge sharing and therefore, reluctant to share knowledge among peers (Chiaburu et al., 2013; Salavati et al., 2014). Jiang et al., (2019) pointed out that in the presence of organizational cynicism the people start hiding knowledge toward psychological safety at workplace. Therefore, for betterment of organization it is indispensable to reduce organizational cynicism at the workplace and to take effective measures to cope up the situation as this arises (Nguyen, 2013).

Organizational Cynicism has moderating effect on relationship of Transformational Leadership and Knowledge sharing:

Transformational leadership is particular leadership style that emphases on collective sense of feeling, determination and affiliation (Bass, 1999). In this sense, transformational leadership acts as engine between creative culture and knowledge transformation (García-Morales et al., 2008) and reduce cynical behavior of employees about organization. Therefore, this study tests hypothesis while in the presence of organizational cynicism, whether transformational leaders significantly influence the knowledge sharing behavior of employees or not. However, prior research suggested a weaker relationship when organizational cynicism is high in organization. Thus, this study attempts to explore the impact of transformational leadership on knowledge sharing via moderating effect of organizational cynicism:

H3: Organizational cynicism moderates the relationship between transformational leadership and knowledge sharing.
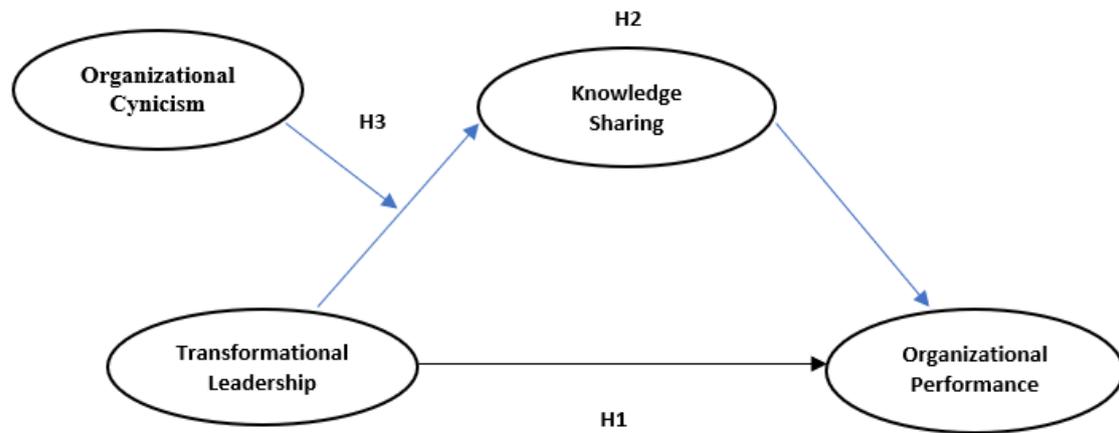
Figure 1. Theoretical Framework

Research Methodology

Data Collection

For the purpose of current study, a quantitative research approach and survey method (questionnaire) was adopted to collect data from the respondents working in the banking sector of Punjab, Pakistan. Data from 415 employees was collected using convenient sampling technique and out of which 406 were used for analyses and finding results (i.e. 9 questionnaires were considered as outliers and were excluded).

Instrumentation

The instrument used in this study was based on two sections. First section was related to the information about organization and demographic information about respondents. Second section was sub-divided into three parts in which questions related to the measurement of constructs were asked for getting the opinion of respondents.

All the measurement items were adopted from previous researches to assure the internal consistency (reliability) and validity of the instrument. To measure the transformational leadership, a five-item scales from the study of Carless et al., (2000) was adopted, (i.e. leader communicates a clear vision. Then, to measure organizational cynicism, a nine-item scale was adopted from the study of Brandes et al. (1999) (i.e. criticize the practices and policies of organization etc.). Next, to measure knowledge sharing, a nine-item scale was adopted from the work of Vuori and Okkonen (2012). And in the last, the organizational performance was measured by using a seven-item scale from the study of Delaney and Huselid (1996).

Findings of the Study

Correlation Analysis

Correlation analysis is performed to analyze the linear relationship among variables. The main aim of this analysis is to observe the significance of association among variables. The nature of relationships between variables is observed by the signs which can be positive or negative. Pearson correlation co-efficient is adopted in this study for correlation analysis. Table 1, displays that Transformational leadership is positively and significantly correlated with organizational cynicism, knowledge sharing and organizational performance with r = 0.13; r = 0.23 and r = 0.18 respectively. Further, Organizational cynicism is negatively and significantly correlated with knowledge sharing with r = -0.31. It is also depicted from the results that the KS positively and significantly correlated to organizational performance with r = 0.64.

Table 1:
Mean, Standard Deviation and Correlation between Variables

Variables	Mean	SD	α	TL	OC	KS	OP
Transformational Leadership (TL)	3.75	0.77	0.87	1			
Organizational Cynicism (OC)	3.06	0.91	0.88	0.13**	1		
Knowledge Sharing (KS)	3.71	0.71	0.85	0.23**	-0.31**	1	
Organizational Performance (OP)	3.52	0.86	0.88	0.18**	0.12*	0.64**	1

** $P < 0.01$; * $P < 0.05$

Measurement Model

Table 2, shows results related to reliability and convergent validity of items. For reliability the values of co-efficient Cronbach's alpha (α) were measured. The reliability 0.86, 0.89, 0.84 and 0.89 for transformational leadership, organizational cynicism, knowledge sharing and organizational performance respectively, shows that all the constructs possess strong internal consistency. As all the items of model have alpha value above the threshold point i.e. 0.70.

Convergent validity enables to assess that whether all the items utilized in survey instrument validate each other or not (Wang et al., 2014). According to Hair et al., (1998) values of item loadings must be significant and above than 0.50. The values of Average Variance Extracted (AVE) must be more than 0.50 for each construct (Fornell and Larcker, 1981). In table 2, values for factor loadings against each item are shown and it is observed that all values lie between 0.58 and 0.88 which indicates that all values are above than the minimum threshold

as given by Hair et al., (1998). However, it is observed the values of average variance extracted (AVE) are also greater than 0.50. All the results of table demonstrate that the measurement model possesses internal reliability and convergent validity.

Table 2:
Reliability and Convergent Validity Analysis

Variables	Items	Loading Values (λ)	Cronbach's Alpha (α)	Average Variance Extracted (AVE)	Square root of AVE
Transformational Leadership (TL)	5	0.81, 0.85, 0.83, 0.78, 0.74	0.86	0.64	0.80
Organizational Cynicism (OC)	9	0.69, 0.69, 0.58, 0.83, 0.88, 0.84, 0.77, 0.66, 0.76	0.89	0.56	0.75
Knowledge Sharing (KS)	9	0.72, 0.73, 0.78, 0.83, 0.58, 0.60, 0.62, 0.62, 0.68	0.84	0.50	0.71
Organizational Performance (OP)	7	0.81, 0.80, 0.71, 0.85, 0.86, 0.74, 0.66	0.89	0.61	0.78

The typology of Fornell and Larcker (1981) is adopted to analyze the discriminant validity in this study. According to this approach, if square root of average variance extracted (AVE) is more than the correlation between the constructs then discriminant validity exists (Wang et al., 2014). By comparing values of square root of AVE (Table 2) and the correlation between the constructs (Table 1), we can conclude the presence of discriminant validity.

This study investigated the fitness of model though confirmatory factor analysis (CFA). This model is made fit by excluding those items from the constructs that had standard regression weights below than 0.5. Three types of indices are analyzed to check model fitness. First, the absolute fit measures calculated by chi-square (x^2/df) = 3.621, goodness-of-fit index (GFI) = 0.912 and root mean square error of approximation (RMSEA) = 0.080. Second is incremental fit measure which includes normed-fit index (NFI) = 0.927, adjusted goodness-of-fit index (AGFI) = 0.850 and comparative fit index (CFI) = 0.946. Third is parsimonious fit measures which includes parsimony goodness-of-fit index (PGFI) = 0.538 and parsimonious normed fit index (PNFI) = 0.612. Table 3 displays the overall fitness of indices of CFA model along with scores and standardized cut-off values, and it is clear from the results shown in table 2, that all values meet the satisfactory level and prove the goodness of model fit. Thus, it is acceptable for testation of proposed hypotheses.

Table 3:
Overall Fitness of Indices of CFA Model

Fit Indices	Absolute Fit Measures			Incremental Fit Measures			Parsimonious Fit Measures	
	Cmin/df	GFI	RMSEA	NFI	AGFI	CFI	PGFI	PNFI
Scores	3.621	0.912	0.080	0.927	0.850	0.946	0.538	0.612
Cut off values	< 2ᵃ; > 5 ᵇ	> 0.90ᵃ;	< 0.08	> 0.90ᵃ; > 0.80ᵇ		> 0.90	> 0.50	

Note: Acceptance Criterion: [a] Acceptable; [b] Marginal

Mediation Analysis

For performing mediation analysis, Baron and Kenny (1986) approach was adopted. According to this approach, first of all direct effect of independent variable (transformational leadership) on dependent variable (knowledge sharing) need to be analyzed and then indirect impact between both the variables will be investigated through mediating variable (organizational cynicism). Table 4 shows the outcomes of direct and indirect effects among latent variables.

Direct Effect: Firstly, the direct relationship between dependent and independent variable was tested. The results conclude that TL has a significant and positive effect on OP. The significant relation between independent and dependent variable allow to go for further analysis. Next the results also supported the theoretical relations that TL positively and significantly influence the KS and KS is positively and significantly enhance the OP.

Indirect Effect: Table 4 also shows the results of indirect effect between the variables. By introducing mediating variable KS in between independent (TL) and dependent (KS) variable the value of beta co-efficient has changed from 0.193 to 0.040 at $P < 0.01$, and remained significant. Thus, the results confirmed that the KS is partially mediated between TL and OP. (Accepted H2).

Table 4:
Direct and Indirect Effects

Hypotheses	Coefficient	SE	95% CI	Findings
Total effect				
TL → OP	0.233	0.043	(0.109, 0.278)	Significant
Direct Effect				
TL → OP	0.193	0.041	(0.153, 0.314)	Significant *(H1 Accepted)*
TL → KS	0.190	0.043	(0.109, 0.278)	Significant
KS → OP	0.780	0.036	(0.188, 0.327)	Significant
Indirect Effect Bootstrap result				
TL →KS →OP	0.040	0.016	(0.070, 0.111)	Significant *(H2 Accepted)* (Partial Mediation)

Moderated Mediation Analysis

For testing the moderating conditional effect of organizational cynicism on the relationship of transformational leadership on organizational performance via knowledge sharing, the moderated mediation test was used by using Process Macro Model 7. The coefficients of the model were estimated, and the effects of moderated mediation analysis are presented in Table 5. The overall results support the proposed hypothesized moderated mediation model. For example, in case of KS as an outcome variable, the value of $R^2 = 0.26**$ depicts that, 26% of the variance on KS is due to the moderation OC. More over the value of interaction effect ($\beta = -0.11$ at $p < 0.01$, CI between -0.17 and -0.05) shows a negative and significant relation with mediator KS. Thus, increase in the organizational cynicism at workplace will decrease the knowledge sharing activity significantly among employees. Secondly, it was also observed a positive direct effect of TL on OP ($\beta = 0.42$, SE $= 0.07$, $p < 0.01$).

Next the important step is too check, the conditional indirect effect of TL on OP through KS at three different values of OC: Low level (i.e., 3.84), medium level (4.45) and high level (5.00). All of the conditional indirect effects were significant with ($\beta = 0.28$, CI $= 0.17$ to 0.42); ($\beta = 0.24$, CI $= 0.15$ to 0.34); and ($\beta = 0.20$, CI $= 0.14$ to 0.28) respectively, for OC. At last, the index of moderated mediation value confirms that the overall moderated mediation model was supported as TL*OC is significant with indirect effect -0.07 and bootstrapping CI (- 0.17 to - 0.05). Thus, the results demonstrated that the positive impact of TL on OP through KS decreases as OC increases in the employees.

Table 5:
Moderated Mediation Results

Relations	R^2	β	SE	P	LLCI	ULCI	Decision
TL → KS	0.26**	0.81	0.15	0.00	0.53	1.10	Sig
OC → KS		0.55	0.14	0.00	0.29	0.78	Sig
X*W = TL*OC (Int)		− 0.11	0.04	0.00	− 0.17	− 0.05	Sig
TL → OP	0.18**	0.42	0.06	0.00	0.29	0.54	Sig
KS → OP		0.63	0.08	0.00	0.48	0.78	Sig
Direct effect:							
TL→ OP		0.42	0.07	0.00	0.30	0.55	Sig
Conditional indirect effect of TL on OP via KS							
OC levels							
Low		0.28	0.06		0.17	0.42	Sig
Med		0.24	0.04		0.15	0.34	Sig
High		0.20	0.05		0.14	0.28	Sig
Index of moderated mediation							
OC		Index (− 0.08)	0.04		− 0.17	− 0.05	Sig *(H3 Accepted)*

β = unstandardized regression coefficient; SE = standard error; LL = lower limit; CI = 95 % confidence interval; UL = upper limit
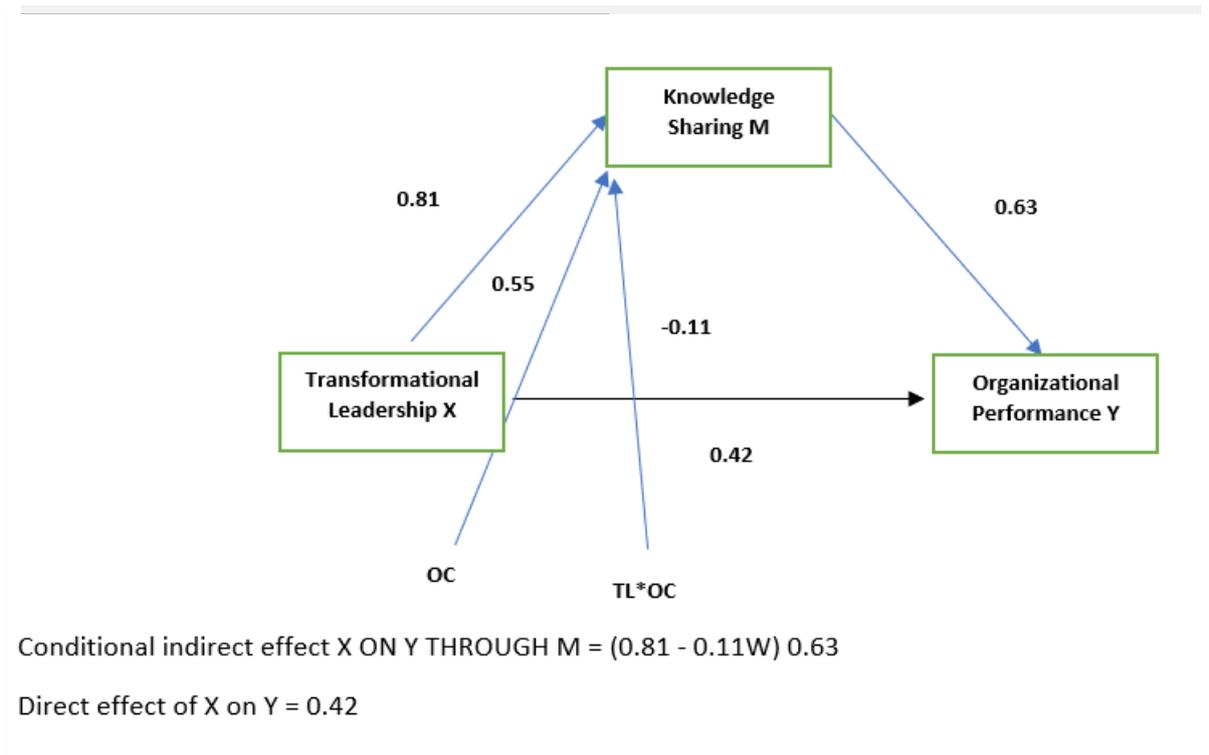
Conditional indirect effect X ON Y THROUGH M = (0.81 - 0.11W) 0.63

Direct effect of X on Y = 0.42

Figure 2: Conditional effect

Discussion of the Study

The main agenda of this study is to analyze the influence of transformational leadership on organizational performance though mediator knowledge sharing behaviors of the employees working in banking sector of Pakistan. Moreover, how these relationship effect in the presence of organizational cynicism at workplace. Just like previous studies (Wu et al., 2007; Akan et al., 2014; Gündüz, 2014; Sancak, 2014), the current study also showed that transformational leadership can control cynicism at workplace and play significant role to improve KS. Thus, in accordance with previous researches that transformational leaders help their employees to motivate them for sharing knowledge (Ribiere and Sitar, 2003; Lin and Lee, 2004) this study also deduced that transformational leadership is helpful for enhancing knowledge sharing. Thus, the outcomes of this study demonstrate that the presence organizational cynicism significantly moderated the association among transformational leadership, knowledge sharing and organizational performance.

Conclusion and Implications of the Study

The main intention of this study is to uncover the underlying effect of transformational leadership on organizational performance with the intermediating role of knowledge sharing and moderating role of organizational cynicism. The results of this research indicate that the presence of organizational cynicism at all level significantly decrease the influence of transformational leadership in enhancing sharing of knowledge at workplace. Next the

decrease in knowledge sharing activities among employee in organization will influence the performance of organization.

The outcomes of this study have provided theoretical and practical implications to contribute in the literature by explaining the impact of organizational cynicism in the organization. In the dynamic environment of current era, it is suggested to the organizations that their focus must be on developing the transformational leadership skills in their managers to control the factors that give space to create cynicism and distrust relation among employees. As it is deduced from the observations of this study that the presence of organizational cynicism at workplace, unable the leaders and managers to motivate their employees in sharing knowledge among each other. And this distrust relationship among employees will definitely influence the performance of organization negatively. In spite of having hypothetical and useful implications, this study is still not free from limitations. It is highly recommended to investigate the conceptual framework of this study in other sectors, country and in different geographical regions of the world. It will help to have better understanding of connection between given variables of this study.

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