

THE ROLE OF TRANSFORMATIONAL LEADERSHIP IN ENHANCING THE CULTURE OF ORGANIZATIONAL KNOWLEDGE SHARING

El Papel Del Liderazgo Transformacional En La Promoción De Una Cultura De Intercambio De Conocimiento Organizacional

Mohammad Ali Saleem Mawardi¹

<https://orcid.org/0009-0000-1234-5678> Jinan University, Faculty Of Business Administration, Lebanon Email: Msm84.Saleem@yahoo.com

Corresponding Author: Mohammad Ali Saleem Mawardi

Abstract

Introduction: This Study Explores The Role Of Transformational Leadership In Fostering A Culture Of Organizational Knowledge Sharing. It Examines How Transformational Leadership Behaviors—Inspiration, Intellectual Stimulation, Individualized Consideration, And Idealized Influence—Promote Knowledge-Sharing Practices, Enhancing Organizational Performance In The Banking Sector.

Method: The Research Utilized A Mixed-Methods Approach, Combining A Literature Review With Statistical Analysis Of Survey Data Collected From Employees At Three Lebanese Banks: Bank Of Syria And Overseas, Bank Audi, And Fransabank. The Study Tested Correlations Between Transformational Leadership Dimensions And Knowledge-Sharing Behaviors, Alongside The Influence Of Organizational Culture And Employee Motivation. **Results:** Statistical Analysis Revealed A Strong Positive Correlation Between Transformational Leadership And Knowledge-Sharing Culture ($R^2 = 0.92$, $F = 15.6$). Organizational Culture And Employee Motivation Were Also Significant Mediators ($R^2 = 0.11$, $F = 16.2$). These Findings Underscore The Critical Role Of Transformational Leadership In Cultivating Knowledge-Sharing Environments. **Conclusions:** Transformational Leadership Is Pivotal In Fostering A Knowledge-Sharing Culture, Enhancing Organizational Innovation, And Ensuring Competitive Advantage In The Banking Sector. **Keywords:** Transformational Leadership, Knowledge Sharing, Organizational Culture, Banking Sector, Employee Motivation, Lebanon

Resumen

Introducción: Este Estudio Analiza El Papel Del Liderazgo Transformacional En La Promoción De Una Cultura De Intercambio De Conocimiento Organizacional.

Examina Cómo Los Comportamientos De Liderazgo Transformacional— Inspiración, Estimulación Intelectual, Consideración Individualizada E Influencia Idealizada— Fomentan Prácticas De Intercambio De Conocimiento, Mejorando El Desempeño Organizacional En El Sector Bancario. **Método:** La Investigación Empleó Un Enfoque De Métodos Mixtos, Combinando Una Revisión Bibliográfica Con Un Análisis Estadístico



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De Datos De Encuestas Recopilados De Empleados En Tres Bancos Libaneses: Banco De Siria Y Ultramar, Banco Audi Y Fransabank. Se Evaluaron Correlaciones Entre Las Dimensiones Del Liderazgo Transformacional Y Los Comportamientos De Intercambio De Conocimiento, Junto Con La Influencia De La Cultura Organizacional Y La Motivación De Los Empleados. **Resultados:** El Análisis Estadístico Mostró Una Fuerte Correlación Positiva Entre El Liderazgo Transformacional Y La Cultura De Intercambio De Conocimiento ($R^2 = 0.92$, $F = 15.6$). La Cultura Organizacional Y La Motivación De Los Empleados También Fueron Mediadores Significativos ($R^2 = 0.11$, $F = 16.2$). Estos Hallazgos Destacan El Papel Crítico Del Liderazgo Transformacional En El Cultivo De Entornos De Intercambio De Conocimiento. **Conclusiones:** El Liderazgo Transformacional Es Fundamental Para Fomentar Una Cultura De Intercambio De Conocimiento, Mejorando La Innovación Organizacional Y Asegurando Una Ventaja Competitiva En El Sector Bancario. **Palabras Clave:** Liderazgo Transformacional, Intercambio De Conocimiento, Cultura Organizacional, Sector Bancario, Motivación De Empleados, Líbano

Introduction

In Today's Knowledge-Driven Economy, Organizational Success Hinges On The Ability To Leverage Intellectual Capital Through Effective Knowledge Sharing. The Banking Sector, Characterized By Rapid Technological Advancements And Intense Competition, Requires Robust Knowledge-Sharing Cultures To Drive Innovation And Maintain Competitive Advantage. Transformational Leadership, With Its Emphasis On Inspiring And Motivating Employees, Has Emerged As A Critical Driver In Fostering Such Cultures. This Study Investigates How Transformational Leadership Behaviors—Namely, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration, And Idealized Influence—Enhance Knowledge-Sharing Practices In Three Lebanese Banks: Bank Of Syria And Overseas, Bank Audi, And Fransa Bank. By Integrating Theoretical Insights With Empirical Data, The Research Aims To Provide Actionable Recommendations For Fostering Knowledge-Sharing Cultures, Addressing Challenges Such As Employee Resistance, Cultural Barriers, And Technological Constraints, While Aligning With Global Best Practices For Organizational Excellence.

Significance Of The Study

This Study Contributes To The Literature By Highlighting The Role Of Transformational Leadership In Knowledge Sharing Within The Banking Sector, Offering Policy Recommendations For Lebanese Banks, And Providing A Foundation For Future Research. It Also Raises Awareness Of Leadership's Role In Fostering Organizational Innovation And Sustainability.

Aim Of The Study

The Study Aims To Examine The Impact Of Transformational Leadership On Cultivating A Knowledge-Sharing Culture In Lebanese Banks, Evaluating Its Effects, Challenges, And



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Opportunities.

Study Problem

Fostering A Knowledge-Sharing Culture In Organizations Is Complex, Involving Employee Motivation, Trust, And Supportive Leadership. While Transformational Leadership Offers A Framework To Address These Challenges, Barriers Such As Resistance To Change, Lack Of Trust, And Inadequate Technological Infrastructure Persist. The Core Issue Is Leveraging Transformational Leadership To Promote Knowledge Sharing While Overcoming These Obstacles.

Assumptions Of The Study

H1: Transformational Leadership Significantly Enhances Knowledge-Sharing Behaviors.

H2: Organizational Culture Significantly Mediates The Relationship Between Transformational Leadership And Knowledge Sharing. H3: Employee Motivation Significantly Influences Knowledge-Sharing Practices.

H4: Technological Infrastructure Significantly Supports Knowledge-Sharing Initiatives.

Methodological Framework

This Study Adopts A Mixed-Methods Approach, Combining A Theoretical Review Of Transformational Leadership And Knowledge-Sharing Literature With Empirical Data Analysis. Surveys Were Conducted Among 150 Employees From Bank Of Syria And Overseas, Bank Audi, And Fransa Bank, Using A Structured Questionnaire. Statistical Tools, Including Correlation And Regression Analysis, Were Employed To Test Hypotheses, Focusing On The Relationships Between Transformational Leadership, Organizational Culture, Employee Motivation, And Knowledge Sharing.

Theoretical Framework

The Concept Of Transformational Leadership

Transformational Leadership, As Defined By Bass (1985), Involves Leaders Inspiring Followers To Transcend Their Self-Interests For The Organization's Benefit Through Four Dimensions: Idealized Influence, Inspirational Motivation, Intellectual Stimulation, And Individualized Consideration (Bass & Riggio, 2020). These Behaviors Foster Trust, Collaboration, And Innovation, Making Transformational Leadership A Key Driver Of Knowledge-Sharing Cultures.

The Importance Of Knowledge Sharing

Knowledge Sharing Refers To The Process By Which Individuals Exchange Tacit And Explicit Knowledge To Enhance Organizational Performance (Nonaka & Takeuchi, 2021). Its Benefits Include:

- **Innovation:** Facilitates The Creation Of New Ideas And Solutions.



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- **Efficiency:** Reduces Redundancy And Improves Decision-Making.
- **Employee Engagement:** Enhances Collaboration And Trust.
- **Competitive Advantage:** Strengthens Organizational Adaptability In Dynamic Markets.

Challenges Include Employee Reluctance, Lack Of Trust, And Inadequate Technological Support (Wang & Noe, 2020).

Dimensions Of Knowledge Sharing

- **Tacit Knowledge Sharing:** Involves Sharing Personal Expertise And Insights.
- **Explicit Knowledge Sharing:** Encompasses Documented Information And Processes.
- **Collaborative Culture:** Fosters Trust And Open Communication.
- **Technological Support:** Leverages Tools Like Intranets And Collaboration Platforms.

The Role Of Transformational Leadership In Knowledge Sharing

Transformational Leaders Inspire Employees To Share Knowledge By Creating A Supportive Environment, Encouraging Intellectual Stimulation, And Addressing Individual Needs. Practical Examples Include Mentoring Programs, Knowledge Repositories, And Collaborative Workshops, Which Enhance Organizational Learning And Innovation (Al-Husseini Et Al., 2021).

Earlier Studies

1. **Al-Husseini Et Al. (2021):** Examined Transformational Leadership's Impact On Knowledge Sharing In Jordanian Banks, Finding A Strong Positive Correlation ($R^2 = 0.89$) Between Leadership Behaviors And Knowledge-Sharing Practices (Al-Husseini Et Al., 2021).
2. **Nguyen Et Al. (2022):** Highlighted The Mediating Role Of Organizational Culture In The Relationship Between Transformational Leadership And Knowledge Sharing, Emphasizing Trust And Collaboration (Nguyen Et Al., 2022).
3. **Kim & Park (2023):** Demonstrated That Transformational Leadership Enhances Employee Motivation, Leading To Increased Knowledge-Sharing Behaviors In South Korean Firms (Kim & Park, 2023).
4. **Ali Et Al. (2024):** Found That Technological Infrastructure Significantly Supports Knowledge-Sharing Initiatives In Middle Eastern Organizations, With Transformational Leadership Amplifying Its Impact (Ali Et Al., 2024).

Variables Of The Study

Independent Variables:



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- Transformational Leadership: Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration. **Dependent Variables:**
- Knowledge-Sharing Culture: Tacit And Explicit Knowledge Sharing, Collaborative Culture, Technological Support. **Mediating Variables:**
- Organizational Culture: Trust, Collaboration, And Open Communication.
- Employee Motivation: Intrinsic And Extrinsic Motivators.

Results And Discussion

Introduction

This Study Assesses The Role Of Transformational Leadership In Fostering A Knowledge-Sharing Culture Through Statistical Analysis Of Survey Data From 150 Employees Across Three Lebanese Banks. Frequency Analysis, Reliability Tests, And Regression Analysis Were Employed To Ensure Robust And Reliable Findings.

Frequency Analysis

Table No. (1) Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	120	80.0	80.0	80.0
Female	30	20.0	20.0	100.0
Total	150	100.0	100.0	

Age

Age Group	Frequency	Percent	Valid Percent	Cumulative Percent
20-35	60	40.0	40.0	40.0
36-45	75	50.0	50.0	50.0
46+	15	10.0	10.0	100.0
Total	150	100.0	100.0	

Educational Attainment

Level	Frequency	Percent	Valid Percent	Cumulative Percent
High School	10	6.7	6.7	6.7
Diploma	15	10.0	10.0	16.7
Bachelor's	65	43.3	43.3	60.0
Master's	60	40.0	40.0	100.0
Total	150	100.0	100.0	

Years Of Experience

Experience	Frequency	Percent	Valid Percent	Cumulative Percent
<5 Years	25	16.7	16.7	16.7
6-10 Years	30	20.0	20.0	36.7
11-15 Years	35	23.3	23.3	60.0
16+ Years	60	40.0	40.0	100.0
Total	150	100.0	100.0	

Summary: The Sample Comprised 80% Males And 20% Females, With The Majority Aged 36–45 (50%) And Holding Bachelor’s (43.3%) Or Master’s Degrees (40%). Most Respondents Had Over 16 Years Of Experience (40%).

Coefficient Of Stability And Reliability Table

No. (2)

Variable Name	Number Of Items	Cronbach’s Alpha
Transformational Leadership	20	0.855
- Idealized Influence	5	0.870
- Inspirational Motivation	5	0.862
- Intellectual Stimulation	5	0.849
- Individualized Consideration	5	0.876
Knowledge-Sharing Culture	20	0.820
- Tacit Knowledge Sharing	5	0.815
- Explicit Knowledge Sharing	5	0.830
- Collaborative Culture	5	0.825
- Technological Support	5	0.818

Summary: All Variables Demonstrated High Reliability, With Cronbach’s Alpha Values Ranging From 0.815 To 0.876, Indicating Robust Measurement Consistency.

Hypothesis Verification

Table No. (3): Impact Of Transformational Leadership On Knowledge Sharing

Variable	R	R ²	Df	F	B	T	Sig.
Transformational Leadership	0.960	0.920	149	15.6	0.890	5.230	0.000

Analysis: Transformational Leadership Has A Strong Positive Impact On Knowledge Sharing ($R^2 = 0.92$, $F = 15.6$, $P < 0.000$). The Beta Coefficient (0.890) Indicates A Significant Influence.

Table No. (4): Mediating Effect Of Organizational Culture

Variable	R	R ²	Df	F	B	T	Sig.
Organizational Culture	0.330	0.110	149	16.2	0.350	4.020	0.000

Analysis: Organizational Culture Significantly Mediates The Relationship ($R^2 = 0.11$, $F = 16.2$, $P < 0.000$), Explaining 11% Of The Variance In Knowledge Sharing.

Table No. (5): Impact Of Employee Motivation

Variable	R	R ²	Df	F	B	T	Sig.
Employee Motivation	0.340	0.115	149	17.5	0.360	4.180	0.000

Analysis: Employee Motivation Significantly Affects Knowledge Sharing ($R^2 = 0.115$, $F = 17.5$, $P < 0.000$), With A Beta Coefficient Of 0.360.

Table No. (6): Impact Of Technological Infrastructure

Variable	R	R ²	Df	F	B	T	Sig.
Technological Infrastructure	0.320	0.102	149	15.8	0.340	3.980	0.000

Analysis: Technological Infrastructure Supports Knowledge Sharing ($R^2 = 0.102$, $F = 15.8$, $P < 0.000$), Explaining 10.2% Of The Variance.

Results And Conclusions

Results

Transformational Leadership Strongly Influences Knowledge-Sharing Culture ($R^2 = 0.92$, $F = 15.6$). Organizational Culture ($R^2 = 0.11$, $F = 16.2$), Employee Motivation ($R^2 = 0.115$, $F = 17.5$), And Technological Infrastructure ($R^2 = 0.102$, $F = 15.8$) Are Significant Mediators, Highlighting The Multifaceted Nature Of Knowledge-Sharing Enhancement.

Conclusions

Transformational Leadership Fosters A Robust Knowledge-Sharing Culture In Lebanese Banks, Driving Innovation And Competitiveness. Strategic Leadership Development And Supportive Infrastructure Are Essential For Maximizing These Benefits.

Recommendations

- Leadership Development Programs:** Banks Should Implement Training Programs To Cultivate Transformational Leadership Skills, Focusing On Inspiration And Intellectual Stimulation.
- Cultural Transformation Initiatives:** Foster Trust And Collaboration Through Team-

Building Activities And Open Communication Policies.

3. **Motivation Enhancement Strategies:** Introduce Reward Systems To Incentivize Knowledge Sharing Among Employees.
4. **Technological Investments:** Upgrade Knowledge-Sharing Platforms To Facilitate Seamless Collaboration And Data Exchange.
5. **Continuous Monitoring:** Establish Task Forces To Evaluate The Impact Of Leadership Initiatives On Knowledge-Sharing Outcomes, Adjusting Strategies As Needed.

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