

**SUPPORTIVE ORGANIZATIONAL CULTURE & SHARED
LEADERSHIP NURTURING INNOVATIVE EMPLOYEE BEHAVIOR
AND ORGANIZATIONAL EFFECTIVENESS**

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Abstract

The purpose of this study is to show that supportive organizational culture (SOC) & shared leadership (SL) increases perceived organizational effectiveness (POE) & innovative employee behavior (IEB) through mediating effect of knowledge sharing behavior (KSB) which was strengthened by training & development (T&D) as a moderator. The data was collected using cross sectional study with a sample size of 340 from private telecom sector Lahore, Pakistan. Linear regression & Hayes process model 1 & 4 were used to test the hypotheses. The results of the study found out that there are positive & significant relationship of supportive organizational culture, shared leadership directly and through moderating role of knowledge sharing behavior upon perceived organizational effectiveness & innovative employee behavior. The finding shows that training & development moderates positively & strengthens the relationship between supportive organizational culture, shared leadership & knowledge sharing behavior but also amplifies indirect relationship between IV & DV via knowledge sharing behavior. The study has also discussed its theoretical contributions and practical implications in private sector organizations. This study will be helpful for private sector telecom organizations in achieving their objectives and goals. This study progresses the literature on supportive organizational culture, organizational effectiveness utilizing one mediator & knowledge sharing behavior. Furthermore, this study, by establishing mediating role of knowledge sharing behavior, found out that supportive organizational culture & shared leadership contributes to the innovative employees' behavior and perceived organizational effectiveness; also moderating role of training & development offers additional insights into employees' degree of engagement with the organization and their leader to get them ready for new transforming world and technologies.

Keywords: supportive organizational culture (SOC), shared leadership (SL), perceived organizational effectiveness (POE), innovative employee behavior (IEB), knowledge sharing behavior (KSB), training & development (T&D).

Introduction

Supportive organizational culture is enclosed the behaviors and values which contributes towards the psychological and social environment of any business. It is also referred as a system of communal beliefs, values and assumptions that oversee how employees behave within the system of an organization (McLaughlin, 2018). Knowledge sharing usually facilitates the information and communication exchange, decision making, team working and problem-solving (Ward, 2018). Training and development is one of the prevailing quality management practices and was observed to be unequivocally connected with information sharing. (Keng-Boon et al, 2010). It underpins learning the executive's exercises through its collected advantages (Pee & Kankanhalli, 2015). Innovation is important in any field or business, but it involves risk-taking, the extent to which the people in an organization are encouraged to take risks and can be innovative are: stability, aggressiveness, team orientation, people orientation, attention towards details and outcome orientation (Thedieck, 2013). Organization moves towards the success and perceived effectiveness of the company is obvious when the employees put all of their efforts to achieve the goals and fulfill their targets (Kammani & Hundewale 2013). Transferring the knowledge or forming anything new has become a vital aspect for the organizations to take into account the success of a competitive edge. Consequently, to get the competitive brink in a business sharing knowledge initiates such opportunities for a company that possesses to be fruitful for increasing the business efficiencies and facilitate it to get a competitive advantage. Sharing knowledge can be an exchange of ideas, capabilities, skills, knowledge and aptitude of employees with colleagues or other employees, overall organization and group members.

Literature Review

Supportive Organizational Culture

Supportive organizational culture is usually a system or set of shared beliefs, values and assumptions which administers how individuals behave in the organizations. Such shared beliefs have a substantial and active influence over the people within an organization (Rogel, 2014).

Concept of Care surrounds several factors; leaders/higher management cares about employees,

employees care about customers and each other as well and thus everyone within the organization cares about the purpose of the organizational goals (Fridman, 2016). **Collaboration** Within organization collaboration can be an exchange of ideas, sharing information, performing distinct activities or to improve the abilities of another employee or company for some mutual advantages to get a shared goal (Morrison, 2013). **Trust** is mystical and often ambiguous. No one can exactly tell you that from where trust derives or how it develops. Four essential elements help in building trust culture are; 1: investment in relationships, 2: honesty, 3: humility, and 4: consistency (Berler, 2016). **Learning** can be referred to as the process to acquire new or existing knowledge, preferences, values, skills or behaviors (Johnston & Hawke, 2002).

Shared Leadership

The shared leaders, being key decision makers, regulate the acquisitions, deployment of resources, development and conversion of available resources into valued services and products and finally the delivery of those valuables to the stakeholders of organization (Madanchian et al, 2016). Thus, the shared leaders are known to be the strong source of sustained and managerial competitive edge. Shared leadership is a style of leadership which broadly or largely distributes the responsibilities of leadership, such as the individuals within an organization or team leads each other. It is normally compared with a collective leadership, distributed leadership and horizontal leadership. It is mostly contrasted with the traditional "hierarchical" or "vertical" leadership which resides principally with an individual rather than a group (Wu & Chen, 2018).

Training and Development

Training and development is an extensive term which covers several types of employee learning. The learning can be through workshops, seminars, different training programs, etc. The term training may also be described as an organized and methodical happenings to transform or create knowledge, skill, and attitude by the means of new learning experience, which can result in effective performance in an activity or range of activities (Buckley & Caple, 2009). There are generally four differences which can help the individuals to differentiate among both concepts (Cole, 2018). These are 1: training is immediate and short-term whereas development goes on long-term, 2: training focuses over a particular job or position whereas development refers to a person or his overall professional career, 3: the objectives are well defined and specific in training whereas in development the objectives are always broader, 4: training is normally in the

form of group, paid by the company and taught by a tutor whereas the programs of development are usually personalized (Morrison, 2015).

Knowledge Sharing

Nonaka (1994) categorized knowledge into two forms. First, explicit knowledge is the knowledge that can be clearly stated and it consists of codified knowledge such as documents, manuals, forms, and databases. On the other hand, tacit knowledge is difficult to be formalized or put into writing. These include experience, action, emotion, and skills (Nonaka, 1994). During knowledge sharing process, there are at least two parties involved; one is knowledge owner while the other is knowledge receiver (Hendriks, 1999; Li & Poon, 2009). On an individual basis, every employee struggles to access the information at its own to perform his/her job at its best, but due to this, the bottom line of the company suffers a lot (Wei & Miraglia, 2017). The problem of knowledge hoarding arises when one employee or a team member possesses such knowledge which is beneficial for the whole team, but he/she is not willing to share or try to bring difficulties in accessing that knowledge for the other members (Youngren, 2018)

Innovative Employee Behavior

Innovative behavior is considered as a series of activities pertaining to idea generation, idea promotion, and idea realization for new technologies, processes, techniques, or products. Employee innovative behavior focused on the innovation process, i.e., engaging in innovative activities) rather than the innovation outcome (QI et al, 2019). Employee takes interest in innovative behavior to improve the amplex and capability in playing out their role in organization (Berler, 2016, Welbourne, Johnson, and Erez, 1998, Woodman, 2010). The primary stage closes with the generation of idea, while the second stage finishes when the thought is executed. Therefore, characterized, inventive conduct can be viewed as a multidimensional, larger build that catches all practices through which workers can add to the advancement procedure. The emphasis is on two center creative practices that mirror the two-arrange process: thought age and application conduct. These practices were managed beforehand as key strides during the time spent individual advancement (Thomas, 2014).

Perceived Organizational Effectiveness

Numerous investigations ascribed the term apparent association viability conversely with a hierarchical execution that could be estimated by many categories, for example, the authoritative benefit, monetary market, partners' fulfillment and the quality status (Wu & Chen, 2018). Seen association adequacy is characterized as the association's achievement in accomplishing the ideal objectives through detailing its accessible assets minus all potential limitations. The effect of accomplishing and its apparent association and viability can be evident by the results. The human asset is the most valuable asset an association could accomplish. Human asset can give a solid base to make prime hierarchical profitability, or association adequacy, and proceeded with progress for the long run (Berler, 2016). Organization performance is also linked with the perceived effectiveness (Lee & Choi, 2003). There are many mode of effectiveness models few of them are system resource model (Seashore & Yutchman, 1967), goal attainment (Price, 1968), and internal process efficiency (Steers, 1977).

Hypotheses Development

Supportive Organizational Culture and Innovative Employee Behavior:

Supportive organizational culture is made of practices, attitudes, trends and conventions win in a particular association. Organization is known to be where people from different culture gatherings, morals, foundations and inceptions collaborate with one another and work with one another (Naranjo-Valencia, 2016). These three variables of Supportive organizational culture, i.e. Trust, Collaboration and Learning, when goes up, increases employees capacities to think, break down and faultfinder goes up and they turned out to be progressively open towards selection of new and inventive methods for working together. These lead employees to receive increasingly successful and effective innovative behaviors among workers. At the point when partners energize one another and prepare to help each other by all methods with trustworthiness and advance adapting, at that point the odds of embracing innovative behaviors among representatives goes up quickly (Amabile, 2016).

Hypothesis 1a: Supportive organizational culture will directly and positively lead to innovative employee behavior.

Supportive Organizational Culture and Perceived Organizational Effectiveness

Researchers agreed that for most important assets is supportive organizational culture, along these lines encouraging the accomplishment of POE (Colquitt et al., 2012; Tropman and Wooten, 2013). For example, Wei, Samiee, and Lee' (2014) study found that culture that underscores on versatility, advancement, and intrigue impact exhibit responsiveness and thing system change that therefore, produces transcendent execution. Past assessments prescribed that culture is critical for the organizations because of its three noteworthy capacities (Eisend, Evanschitzky, and Gilliland, 2015; Fullan, 2014). To begin with first, progressive culture goes about as easygoing checking system that directs and helps the delegates' decisions and lead. Second, culture fills in as social magic that binds the representatives. Third, culture aids basic leadership process since culture guides the representatives to comprehend the issues in a common personality.

Hypothesis 1b: Supportive organizational culture directly and positively lead to Previewed Organizational effectiveness.

Shared Leadership and Innovative Employee Behavior

Shared Leadership alludes to include and incorporate increasingly more number of workers and people in decision making procedure of an organization. Leadership is a special and diverse idea of the board which gives various components and highlights to keep up a powerful control and parity over the exhibition and profitability of workers. At the point when more representatives are engaged with basic leadership process, different potential arrangements are given and an increasingly compelling and effective faultfinder procedure can create (Choi, Kim, & Kang, 2017). Employee innovation advancement is relying on shared administration base practices worked and followed in an association. At the point when representatives know that feelings and proposals will be assembled from them for basic leadership process, they will investigate new thoughts and fields up to extraordinary degree. Hence, the degree of information, ability and aptitudes of worker's goes up and make them progressively innovative and creative (Hoch, 2013).

Hypothesis 2a: Shared leadership will directly and positively lead to innovative employee behavior.

Shared Leadership and Perceived Organizational effectiveness

Perceived Organizational effectiveness is additionally relying on shared leadership and its significant practices. Shared leadership empowers the organizations and associations to acquire best thoughts and proposals with respect to creation and performance of the business. Through which, the degree of value and estimation of business products and administrations can goes up. Through which the capacity of business to improve its results and to accomplish its key objectives and targets likewise become simple (Willems, J. 2016). At the point when shared leadership base qualities are practice in an association, the degree of employee engagement and their motivation towards association and their work obligations goes up quickly. Through which, a positive supportive organizational culture can create in an association which help the official administration to build up a top to bottom connection or connection between its shared objectives, destinations and vision alongside the key base approaches and methods received by the business. In this way, the degree of perceived organizational effectiveness can goes up (Katzenbach, J. R., and Smith, D. K., 2015).

Hypothesis 2b: Shared leadership will directly and positively lead to perceived organizational effectiveness.

Supportive Organizational Culture, Knowledge Sharing & Innovative Employee Behavior

The developing quantities of concentrates provided details regarding the positive link of SOC and KSB (Chang and Lin, 2015; Hussain et al., 2016). Culture of result-arranged, work situated, and proficient situated influence the aim for sharing information Chang and Lin (2015). Knowledge sharing is an effective element for development of innovative behavior among employees and for perceived organizational effectiveness as well. In current dynamic business world, the competition among business is increasing rapidly. In such scenario, every business tried their best to adopt effective and best production methods and techniques. Through which, the quality of business products can improved. Such improvement and enhancement directly depends upon the knowledge and information level present in an organization. Presence of effective information dissemination process plays an important role in this regard (Carmeli & Paulus, 2015). Chang, Liao, and Wu' (2017) found that learning sharing goes about as the interceding variable towards the connection between authoritative culture and inventive capacity.

Hypothesis 3a: Knowledge sharing mediates relationship between supportive organizational culture and innovative Employee Behavior.

Supportive Organizational Culture, Knowledge Sharing & Perceived Organizational effectiveness

Supportive organizational culture where collaboration is encouraged, employees tend to share knowledge; it can decrease singular contrasts and it additionally makes shared comprehension among the representatives (Wang & Kung, 2015). The low level and middle level employees are mainly unaware from various important and significant issues related to business. Therefore, the knowledge and information shared by the executive management is highly important and necessary to enhance the employee's performance and their innovation available. The information or knowledge gathered should be of high quality and as per the requirement and need of the business. Such quality information is known to be the important element for effective knowledge sharing (Tangaraja et al., 2015). Knowledge sharing enables the employees to remain aware about latest trends, market information and knowledge level as well. Thus, their level of boredom goes down and interest in their work duties goes up. This help to develop high employee commitment, motivation and satisfaction among the employees. Through which, the employee productivity and performance level goes up and enhances its effectiveness and efficiency level as well.

Hypothesis 3b: Knowledge Sharing mediates relationship between supportive organizational culture and perceived organizational effectiveness.

Shared Leadership, Knowledge Sharing & Innovative Employee Behavior:

The relationship among people would increase in shared leadership, while the effect reliably scatters among flat and through and through. Furthermore, Crossan, et al., (1999) demonstrated that the associates' correspondences improved them knowledge sharing, and after that planned individual comprehension and data to achieve the aftereffects of learning. What's more, Srivastava et al. (2006) prescribed that empowering expert positively interface data sharing, in this way, determinedly addition bundle execution. Unsurprising with the findings, this article recommends that regular organization constructs data sharing, and from that point onward, redesigns learning of work gatherings. For example, Waheed et al., (2013) exhibited that picking up sharing mediates the impact of information, the relationship among people would augment in shared leadership while the effect continually suitable among sidelong and all the way. In addition, Crossan, et al., (1999) exhibited that the innovative employee behavior improve

learning & information sharing, and a short time later organized individual comprehension and desire to achieve. Waheed et al., (2013) showed that sharing intervene the impact of information development, Supportive organizational culture, teamwork, trust, and employee motivation to disseminate their innovative behavior.

Hypothesis 4a: Knowledge Sharing mediates relationship between shared leadership and innovative employee behavior.

Shared Leadership, Knowledge Sharing & Organizational effectiveness:

The shared leadership styles and strategies improve the communication network and interaction abilities among employees throughout the organization. Through which the flow of information goes up. Nonaka and Takeuchi (1995) delineate how firms make and offer new data through four basic modes that incorporate the relationship of construed and express learning: firms do this by using moral stories, analogies, thoughts or models. Achievement of perceived organizational effectiveness depends upon the knowledge shared in an organization and its collection processes as well. When relevant and quality base knowledge is shared, the information of employees about what they should exactly do and what is expected from them goes up. In light of such information, the employees can work efficiently and can achieve what the organization intends to achieve. Beside this, shared leadership is also important to increase organizational effectiveness. When employees are actively involved in decision and policies formation processes, then they become more aware about what the organization plan and what ways should be used to fulfill that planning. This, a guiding map remain in mind of employees and help them to give the organization exactly the same which it wants. Thus, the perceived organizational effectiveness level goes up rapidly (Nezafati et al., 2009).

Hypothesis 4b: Knowledge sharing behavior mediates relationship between shared leadership and perceived organizational effectiveness.

Supportive Organizational Culture, Training & Development & Knowledge Sharing Behavior

Training & development is very effective towards improvement of employee's ability to share knowledge and learn new things. Current dynamic environment of doing business, the level of technology adoption and intervention are increasing rapidly (Garavan, 2016). HRM of business is responsible to identify the training gaps among employees and arrange appropriate trainings

for knowledge improvement of employees. Therefore, presence of effective HRM base policies is critical and highly significant as well for increasing the perceived organizational effectiveness (Tangaraja et al, 2015). Supportive organizational culture and its relevant factors like trust, attitudes, and behavior, collaboration and learning trends persuade the employees to be more innovative, creative and new by all means. When employees hold direct and immediate access towards quality knowledge and organization adopt effective knowledge sharing techniques, then the level of employee's knowledge and information level also goes up. This builds a base for innovative and creative behavior among employees. When they have access and knowledge they will become more aware about what existing methods, products and techniques are carried out by business and its competitors and how a new and creative addition can be made easily among existing techniques (Razmerita, 2016).

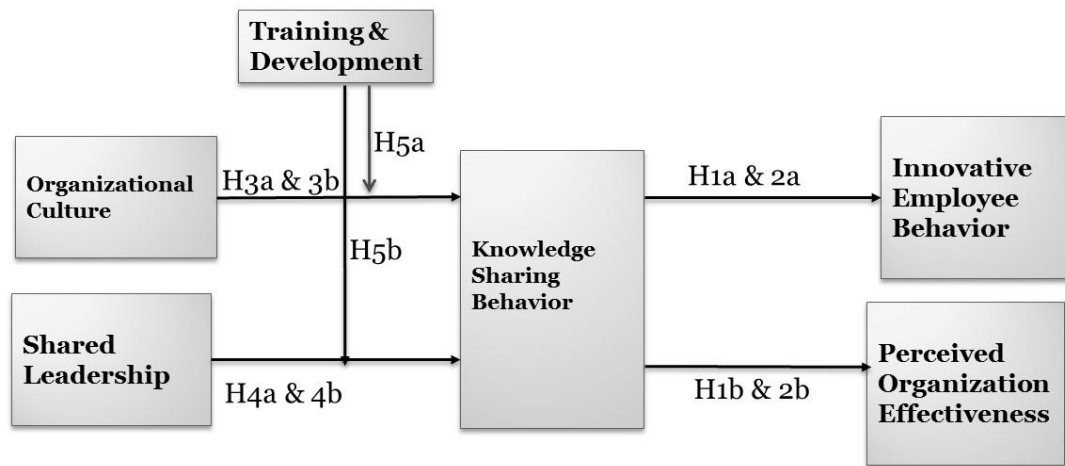
Hypothesis 5a: Training & Development moderate relationship between supportive organizational culture and knowledge sharing behavior.

Shared Leadership, Training & Development & Knowledge Sharing

Training vast the knowledge level of employees and make them aware about latest technologies and working activities as well. Training makes them aware about what to do and how to do for achievement of organization stated goals and objectives. When employees attend training sessions, their relevant information level goes up. Beside this, training & development enables the employees to perform in the expected or desire way of management. Thus, achievement of organization's objectives and goals become easy and business become enough able to work in expected way and to increase their productivity up to maximum (Dong et al., 2017). Training & development, policies made by HRM and knowledge sharing are key variables which clearly explain the reasons behind the employee's innovative behavior. The role of shared leadership practices is also quite important in development of employee's innovative behavior. Shared leadership persuades employees to take active part in decision making process of organization. Through which, the interest and motivation of employees towards their work goes up and their relevant scope level become more vast and innovative as well (Wang & Kung, 2015).

Hypothesis 5b: Training & Development moderate relationship between shared leadership and knowledge sharing Behavior.

Figure 1: Hypothesized Model



Methodology

Sample & Method

This research paper has six variables namely; SOC and SL as independent variables; T&D as moderator; KSB as mediator and POE & IEB as dependent variables. SOC having 3 sub dimensions; T&D having 2 sub dimensions; KSB having 2 dimensions & POE having 2 dimensions. Sub dimensions items have been added in our questionnaires but they were not marked or mention as sub items. We distributed 340 questionnaires and got back total of 299 questionnaires determining 88% response rate.

Measures

The variables were tested on a 5-point Likert Scale, having a range from 1 ‘strongly disagree’ to 5 ‘strongly agree’. Lee and Choi’ (2003) scale was used for the Supportive organizational culture. We used four dimensions of SOC that are care, collaboration, trust learning (Eppler & Sukowski, 2000). It had 12 items tested on a 5-point Likert Scale. SOC contains 3 dimensions.

Den Hartog (1997) scale was used for Shared Leadership. Bulut and Culha (2010) scale was used for Training and development on a scale adopted from Bartlett (2001) and Noe and Wilk (1993). Composed of 2 sub dimensions It had 7 items tested on the same 5-point Likert Scale. Van den Hooff and de Ridder (2004)'s scale was used for Knowledge Sharing Behavior measurement. For clarity of purpose and making questions relevant we chose 6 most clear questions as few questions were very vague and may impact research. Perceived Organizational effectiveness was measured through an established instrument scale developed by Espirito (2001). 11 items tested on the same 5-point Likert Scale. It had two dimensions. Innovative Employee Behavior was measured utilizing broadly perceived objects of advancement (Shane, 2003). Axtell et al., partners (2000) utilized a comparative measure in research among laborers of a UK assembling plant. Answers could vary from 1 ('never') to 5 ('always'). It had 6 items tested on the same 5-point Likert Scale. Statistical Package for Social Sciences (SPSS) and Process mediation analysis (Hayes, 2013) were used to test hypotheses.

Reliability of Measurement

Variables	Items	Cronbach's Alpha α
SOC	12	.847
T&D	7	.737
KSB	7	.680
SL	6	.755
POE	11	.872
IEB	6	.828

Table1: Reliability Statistics of Measurement Scales

Descriptive Statistics for the Variables

Descriptive statistics showing the range of collected data. It manifest how the data was responded.

Variables	Minimum	Maximum	Mean	Std. Deviation
SOC	1.75	5.00	4.1804	0.46571
TD	2.43	5.00	4.1587	0.43533
KSB	1.71	5.00	4.1285	0.37691
SL	1.83	5.00	4.0884	0.46624
POE	1.64	5.00	4.1652	0.41737
IEB	1.00	5.00	4.0556	0.66472

Table 2: Descriptive Statistics for the Study variables

Results

To show and elaborate the coefficients of correlation of variables we use correlation matrix table. Each cell in the table shows the correlation between two variables. The correlation among SOC and POE & IEB is .281 and .456 respectively also SL and POE & IEB are positive. We can see the relationship between IV and DV variables is positively highly significant. Moreover, moderating and mediating variables also have positive and significant connection with IV and DV. So we can easily say that the correlation matrix also endorsed the relationship among variables.

Variables	SOC	TD	KSB	SL	POE	IEB
SOC	1					
TD	.306**	1				
KSB	.544**	.285**	1			
SL	.463**	.374**	.426**	1		
POE	.281**	.315**	.273**	.334**	1	
IEB	.456**	.355**	.457**	.401**	.343**	1

Table 3: Bi-

Variate Pearson

Correlation
 Cronbach's α in parentheses
 All correlations statistically significant at $p < 0.05$

Regression Analysis Tables

SOC & IEB - 1a Hypothesis

Path of Variables	R	R-sq	Coefficient	t	P (Sig.)
SOC – IEB	.456	.208	0.651	8.524	.000

Independent Variable: SOC=Supportive organizational culture;
 Dependent Variable: IEB=Innovative Employee Behaviour

Table 4: Analysis of SOC & IEB

SOC & POE - 1b Hypothesis.

Path of Variables	R	R-sq	Coefficient	t	P (Sig.)
SOC – POE	.281	.079	0.252	4.876	.000

Independent Variable: SOC=Supportive organizational culture;
 Dependent Variable: POE=Perceived Organizational effectiveness

Table 5: Analysis SOC & POE

SL & IEB - 2a Hypothesis.

Path of Variables	R	R-sq	Coefficient	t	P (Sig.)
SL – IEB	.401	.161	0.572	7.292	.000

Independent Variable: SL=Shared Leadership;
 Dependent Variable: IEB=Innovative Employee Behavior

Table 6: Analysis of SL & IEB

SL & POE - 2b Hypothesis.

Path of Variables	R	R-sq	Coefficient	t	P (Sig.)
SL – POE	.334	.112	0.299	5.906	.000

Independent Variable: SL=Shared Leadership;
 Dependent Variable: POE=Perceived Organizational effectiveness

Table 7: Analysis of SL & POE

SOC, IEB and KSB Mediation - 3a Hypothesis

Variables	R	R-sq	Coeff.	T	p	LLCI	ULCI
SOC → KSB	0.5442	0.2961	0.4404	10.7954	0	0.3601	0.5207
KSB → IEB	0.5195	0.2699	0.5239	4.8456	0.000	0.3110	0.7367

SOC=Supportive organizational culture; IEB=Innovative Employee Behavior;
 KSB=Knowledge Sharing Behavior

Table 8: SOC, IEB & KSB

Direct Effect

Path of Variables	Coefficient	P (Sig.)	Confidence Intervals	
			Lower	Upper
SOC → IEB	0.4199	***	0.2477	0.5922
Indirect Effects				
Path of Variables	Coefficient	Confidence Intervals		Result
		Lower	Upper	Partial Mediation
SOC → KSB → IEB	0.2307	0.1179	0.3563	

SOC=Supportive organizational culture; IEB=Innovative Employee Behavior;
 KSB=Knowledge Sharing Behavior; ** p<0.001

Table 9: SOC, IEB and KSB Mediation

SOC, POE & KSB Mediation - 3b Hypothesis

Variables	R	R-sq	Coeff.	T	p	LLCI	ULCI
SOC → KSB	0.5442	0.2961	0.4404	10.7954	0	0.3601	0.5207
KSB → POE	0.3155	0.0996	0.1891	2.5077	0.0127	0.0406	0.3375

SOC=Supportive organizational culture; POE=Perceived Organizational Effectiveness;
 KSB=Knowledge Sharing Behavior

Table 10: SOC, POE & KSB

Direct Effect				
Path of Variables	Coefficient	P (Sig.)	Confidence Intervals	
			Lower	Upper
SOC → POE	0.1687	**	0.0486	0.2888
Indirect Effects				
Path of Variables	Coefficient	Confidence Intervals		Result
		Lower	Upper	Partial Mediation
SOC → KSB → POE	0.0833	0.0045	0.1640	

SOC=Supportive organizational culture; POE=Perceived Organizational Effectiveness;
 KSB=Knowledge Sharing Behavior; ** p<0.01

Table 11: SOC, POE & KSB Mediation

SL, IEB & KSB Mediator - 4a Hypothesis

Variables	R	R-sq	Coeff.	T	p	LLCI	ULCI
SL → KSB	0.4259	0.1814	0.3433	7.8342	0	0.2578	0.4308
KSB → POE	0.5110	0.2611	0.6167	6.1148	0.0000	0.4181	0.8152

SL=Shared Leadership; IEB=Innovative Employee Behavior;
 KSB=Knowledge Sharing Behavior
 Table 12: SL, IEB & KSB

Direct Effect				
Path of Variables	Coefficient	P (Sig.)	Confidence Intervals	
			Lower	Upper
SL → IEB	0.3598	***	0.1993	0.5203
Indirect Effects				
Path of Variables	Coefficient	Confidence Intervals		Result
		Lower	Upper	Partial Mediation
SL → KSB → IEB	0.2123	0.1753	0.4930	

SL=Shared Leadership; IEB=Innovative Employee Behavior;
 KSB=Knowledge Sharing Behavior; ** p<0.001
 Table 13: SL, IEB & KSB Mediator

SL, POE & KSB - 4b Hypothesis

Variables	R	R-sq	Coeff.	T	P	LLCI	ULCI
SL → KSB	0.4259	0.1814	0.3433	7.8342	0	0.2578	0.4308
KSB → POE	0.3643	0.1327	0.1768	2.5777	0.0105	0.0418	0.3119

SL=Shared Leadership; POE=Perceived Organizational Effectiveness;
 KSB=Knowledge Sharing Behavior
 Table 14: SL, POE & KSB

Direct Effect				
Path of Variables	Coefficient	P (Sig.)	Confidence Intervals	
			Lower	Upper
SL → POE	0.2385	***	0.1293	0.3477
Indirect Effects				
Path of Variables	Coefficient	Confidence Intervals		Result
		Lower	Upper	Partial Mediation
SL → KSB → POE	0.1459	0.136	0.3292	

SL=Shared Leadership; POE=Perceived Organizational Effectiveness;
 KSB=Knowledge Sharing Behavior; ** p<0.001
 Table 15: SL, POE & KSB Mediator

SOC, KSB & T&D Moderator - 5a Hypothesis

Model Summary				
R	R Square	df1	Df2	P (sig.)
.5798	.3362	3.0000	275.0000	.0000

Path of Variables	Coefficient	T	P (Sig.)	LLCI	ULCI
SOC → KSB	.4406	10.2507	.000	.3560	.5252
T&D → KSB	.1342	2.9707	.0032	.0453	.2232
SOC x T&D → KSB	.2655	3.1966	.0016	.1020	.4290

Table 16: SOC, KSB & T&D Moderator

SL, KSB & T&D Moderator - 5b Hypothesis

Model Summary				
R	R Square	df1	Df2	P (sig.)
.4688	.2198	3.0000	275.0000	.0000

Path of Variables	Coefficient	T	P (Sig.)	LLCI	ULCI
SL → KSB	.3026	6.5153	.000	.2111	.3940
T&D → KSB	.1758	3.3106	.0011	.0713	.2804
SL x T&D → KSB	.2295	2.6665	.0081	.0601	.3990

Table 17: SL, KSB & T&D Moderator

1a hypothesis proposed that SOC leads to IEB. The regression analysis of the relationship among SOC and IEB is positive and statistically significant with r-square 0.208 and coefficient 0.651.

1b hypothesis proposed that SOC leads to POE. The results revealed that this relation is positive and statistically significant with r-square 0.079 and coefficient 0.252. **2a** hypothesis proposed

that SL leads to IEB. The results revealed that this relation is positive and statistically significant with r-square 0.161 and coefficient 0.572. **2b** hypothesis proposed that SL leads to POE. After running the test it was revealed that this relation is positive and statistically significant with r-square 0.112 and coefficient 0.299. **3a** hypothesis was tested using Process mediation analysis (Hayes, 2013) that states SOC leads to IEB through mediating effect of KSB. Test output shows

that there is a partial mediation because direct effect path was significant between SOC & IEB and KSB at $p = <0.001$, $c' = 0.4199$ and $CI = 0.2477 - 0.5922$. A 95% confidence interval indicated that the indirect effect path was entirely above zero at $CI = 0.11779 - 0.3563$, this results in partial mediation with $a.b = 0.2307$ (Kane & Ashbaugh, 2017). **3b** hypothesis was tested using mediation analysis that states SOC leads to POE through mediating effect of KSB. Test output shows that there is a partial mediation because direct effect path was significant between SOC & POE at $p = <0.001$, $c' = 0.1687$ and $CI = 0.0486 - 0.2888$. A 95% confidence interval indicated that the indirect effect path was entirely above zero at $CI = 0.0045 - 0.1640$, this results in partial mediation with $a.b = 0.0833$. **4a** hypothesis was tested using mediation analysis that states SL leads to IEB through mediating effect of KSB. Test output shows that there is a partial mediation because direct effect path was significant between SL & IEB at $p = <0.001$, $c' = 0.3598$ and $CI = 0.1993 - 0.5203$. A 95% confidence interval indicated that the indirect effect was entirely above zero at $CI = 0.1753 - 0.4930$, this results in partial mediation with $a.b = 0.2123$. **4b** hypothesis was tested using mediation analysis that states SL leads to POE through mediating effect of KSB. Test output shows that there is a partial mediation because direct effect path was significant between SL & POE at $p = <0.001$, $c' = 0.2385$ and $CI = 0.1293 - 0.3477$. A 95% confidence interval indicated that the indirect effect was entirely above zero at $CI = 0.136 - 0.3292$, this results in partial mediation with $a.b = 0.1459$. **5a** hypothesis tested using moderation analysis that states T&D moderates relationship between SOC and KSB. Test shows the moderating effect of T&D between SOC and KSB. The effect of SOC on KSB was positive as indicated by ($\beta = .4406$) and ($t = 10.2507$). And their relationship with each other is significant, as indicated by ($P = .000$) and Confidence interval LLCI .3560 and ULCI = .5252. Then the relationship between T&D and KSB is also positive as ($\beta = .1342$) and ($t = 2.9707$) and their relation is insignificant because ($P = .0032$) greater than .05 there confidence intervals also support this relation as they both have positive signs i.e. LLCI = .0453 and ULCI = .2232. Then the effect of interaction term i.e. SOC x T&D on KSB is positive as ($\beta = .2655$) and ($t = 3.1966$) and this relation is significant because ($P = .0016$) and confidence intervals are of same signs making it significant (LLCI = .1020) and (ULCI = .4290). **5b** hypothesis was tested using moderation analysis that states T&D moderates relationship between SL and KSB. The effect of SL on KSB is positive as indicated by ($\beta = .3026$) and ($t = 6.5153$) and their relationship with each other is significant, as indicated by ($P = .000$) and Confidence interval LLCI .2111 and ULCI = .3940. Then the relationship between T&D and KSB is also positive as ($\beta = .1758$) and

($t = 3.3106$) and their relation is insignificant because ($P = .0011$) greater than .05 their confidence intervals also support this relation as they both have positive signs i.e. $LLCI = .0713$ and $ULCI = .2804$. Then the effect of interaction term i.e. $SL \times T\&D$ on KSB is positive as ($\beta = .2295$) and ($t = 2.6665$) and this relation is significant because ($P = .0081$) and confidence intervals are of same signs making it significant ($LLCI = .0601$) and ($ULCI = .3990$).

CONCLUSION

Through advancement in technology world and business are changing. New tools and techniques are rampant in business process and human capital management. Issues faced by current organizations are that after sometimes employees become lethargic and start to work in their own silos. Same thing happens with department heads when they became part of silos they in turn make their department a fiefdom (Nyberg, Traci L., et al, 2005). Fiefdoms destroy culture of the organization as leader runs things as per their desires, without concern for the larger needs or requirements of the entire organization. Companies and departments cannot be run as a standalone units - a fiefdom with zero outside contribution or an individual silos.

Leaders are now meant to act as bridge between interdependent and inter-organizations. After going through the findings of data analysis, it is found that there are positive relationships between SOC, SL, T&D, KSB, POE and IEB. The finding shows that KSB mediates influence of SOC, SL on POE & IEB. Also finding also shows that T&D moderates positively the relationship between SOC, SL & KSB. This not only enhances employee's capabilities but also enhances collaboration and knowledge sharing among employees and teams. These things help organization dismantle silos that employees create and break fiefdoms among departments. This results in more shared leadership across the company and more collaborative work between them that increases organizational effectiveness.

This study for private sector organization and its empirical output is important for these organizations. Supportive organizational culture and shared leadership can be effectively used to achieve objectives and goals of organization. Every employee of organization acts as a cog of a delicate machine and important member of that organization. Therefore when they all make use of these components SOC, SL, T&D, KSB, POE and IEB, it will enhance not only their performance but overall organization performance.

Theoretical Contributions

This study was conducted to see how distinct techniques be implemented to enhance the effect of POE and IEB among private sector employees of telecom companies. This research also shed lights that SOC & SL enhances the POE and IEB directly and indirectly by T&D and KSB. Noor (2017) empirically scrutinized the homogeneity directly between SOC & POE and IEB indirectly and with support from multiple components. They show the need to study many other components that can influence and increase SOC & POE that will further improve SOC. This study further contributes to the literature on SOC, SL and POE, IEB and T&D as moderator and KSB as mediating component in the said relationship. SOC, KSB, POE and IEB formally studied in earlier study of Noor (2017), yet SL and T&D are the two variables that are analyzed in this study.

By and large, this investigation has given us a few ramifications. Initially, by concentrating on the job of frameworks components, this investigation has conveyed better bits of knowledge on the SOC, SL, T&D, KSB, POE and IEB. Specifically, this examination drawn on the frameworks hypothesis, social capital hypothesis and shared administration hypothesis to hypothetically explained the impact research elements.

Apart from all these, this study imparted its finding to the regulation of HRM and OB systems as we have explored contrasting elements that plays important role in employee's work attitude and how can they positively contribute to their organization which is telecom sector in this study.

Limitations and Future Research

Foremost is that influence of demographic attributes was not looked into and not analyzed. They may play a significant role in employees' perception and learning behavior about KSB and T&D and to know demographic factors that impact SOC & SL relation with IEB & POE. For future studies, the methodology may combine current quantitative model and also include qualitative method (mixed method design) to better understand quantitative data. This study was conducted through employees of private sector telecom companies, future study may include equal number of private and government employees from different industry – and research be made through longitudinal time horizon study as this study is cross-sectional.

Practical Implications

This study also showed that if private sector organization wants to enhance the POE & IEB in their organization they require to establish and practically implement and improve the skills of their employees. This will result in employee feeling more attached to the organization. As private sector organizations are profit organizations, they need to be profitable so it is very important to recruit people with these skills. Once they are recruited supportive organizational culture and training and development programs will polish and refine their skills. This should not be limited to lower level employees rather organization wide policy must be implemented. There would be two types of learning; one through training and development and second will be implemented through knowledge sharing behavior of employees which they learn through supportive organizational culture and their leaders. These training and learning impart new skills to employees which increase their motivation and learning level to achieve organization goals and objectives. Leader is not just the head of the company; he can be head of department or team. Thus, they need to provide mentor-ship to their juniors and leader needs to enhance their own capabilities. This will not only increases organizational effectiveness but also increases innovative employee behavior.

This study for private sector organization and its empirical output is important for these organizations. Supportive organizational culture and shared leadership can be effectively used to achieve objectives and goals of organization. Every employee of organization acts as a cog of a delicate machine and important member of that organization. Therefore, when they all make use of these components: SOC, SL, T&D, KSB, POE and IEB, it will enhance not only their performance but overall organization performance.

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