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FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION

HUMAN RESOURCE MANAGEMENT MASTERS PROGRAM

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MASTERS THESIS

<p>DALYVAUJANČIO SPRENDIMŲ PRIĖMIMO MEDIACINIS VAIDMUO RYŠIUI TARP ŽINIŲ DALIJIMOSI APLINKOS IR INDIVIDUALIŲ VEIKLOS REZULTATŲ MODERUOJANT PATERNALISTINIAM VALDYMO STYLIUI</p>	<p>THE MEDIATING ROLE OF PARTICIPATIVE DECISION-MAKING IN THE RELATIONSHIP BETWEEN THE KNOWLEDGE SHARING ENVIRONMENT AND INDIVIDUAL WORK PERFORMANCE MODERATED BY PATERNALISTIC MANAGEMENT STYLE</p>
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LIST OF ABBREVIATIONS

AL: Authoritarian Leadership A leadership approach characterised by its strict and inflexible nature, as management retains full control over organisational decisions and procedures.

BL: Benevolent Leadership A managerial style that employs honest and genuine care and concern for their employees and bases organisational decisions on this premise.

ET: Empowerment Theory A research development theory related to empowerment concept, credited to Julian Rappaport.

EK: Explicit Knowledge Knowledge that is easily shared in multiple formats within a company or among employees.

IJP: Individual job performance. The specific interactive framework was constructed of multidimensional, behavioural, episodic, and evaluative concepts, which are particular behaviours an individual adopts towards their work and specific organisational relegated tasks.

IWP: Individual Work Performance Employee behaviours or actions pertinent to organisational operations.

ML: Moral Leadership A leadership method that embraces altruism and requires employees to meet ethical and moral standards personally held by management.

PDM: Participative Decision-Making A construct created through organisational encouragement of employees sharing and taking an active role in the company's decision-making processes, either formally or informally.

PL: Paternalistic Leadership A leadership approach that mirrors the parental attributes assertiveness, benevolence, and morality; may also be referred to as Parental leadership.

KSC: Knowledge Sharing Culture Established organisational processes that support employees exchanging and accessing information; encourages innovation and collaboration.

KSE: Knowledge Sharing Environment A working environment that promotes ease of sharing and access to knowledge.

EP: Employee Participation The active process of employee engagement and collaboration during organisational decision-making.

EWP: Employee Work Performance The measurable aptitude of an employee's ability and proficiency in completing their duties.

SET: Social Exchange Theory: An organisational psychology theory that explains human relationships and interactions are sustained based on the reciprocal exchange of reward and cost between individuals

INTRODUCTION

This Master's thesis aims to examine the causal relationship between paternalistic leadership and participative decision-making within knowledge-sharing environments, focusing on the resulting effects on individual work performance globally. This study aims to contribute to the existing body of knowledge and also promote a greater understanding of the dynamics which govern the methods responsible for innovating organisational successes.

List of objectives:

1. **Conduct a questionnaire survey** of employees to collect essential data pertaining to the impact of participative decision-making, knowledge-sharing environment, and paternalistic leadership on individual work performance.
2. **Compare the evaluations** on all constructs dependent on all demographic characteristics of respondents.
3. **A mediation analysis** will be performed to explore the role of participative decision making and its relationship to the knowledge sharing environment.
4. **A moderation analysis** will be conducted in order to explore the relationship between paternalistic leadership and its effect on participative decision making and knowledge and the result effects on individual work performance

The relevance of the research topic To date, Paternalistic leadership has not been extensively explored in-depth within western business practices, contrasting its well established recognition in non-western business contextual interpretations. This positioning is an emerging topic of query. Scholars have dedicated attention to understanding the significance of the role that leadership plays when nurturing an environment that is able to embrace these strategies.

Problem of the Master's thesis Few studies exist which pertain to PLs moderating role toward the mediating relationship of a KS environment providing employees decision-making opportunities. What impact, if any, does this model have on individual work performance? This thesis aims to discover the likelihood of western organisations adopting these communication processes, and discern whether a similar impact on individual work performance exists within organisations.

Purpose of the Master's thesis This research will aid in contributing to the study of paternalistic leadership in a global context. The analysis of paternalistic leadership as a moderating the dynamics at play between these conceptual relationships knowledge-, sharing, participative decision making influence and inspire key organisational practices of knowledge-sharing, participative decision making, and the impact on employee performance. as an adopted style of leadership amongst managers and how this leadership style may be considered to be a more relevant consideration in global context. Exploring and adopted may be fostered and utilised in organisations to create a successful knowledge sharing environment that focuses on the importance of participative decision making to increase individual work performance.

Research Methods will include an extensive Literature review to expand upon the Master's thesis theoretical concepts and reasonings that have supported the This ensures that all data gathered is reliable and consistent. The utilisation of various statistical methods such as normality test, T test, One Way ANOVA test, regression analysis, moderation and mediation analysis all serve to provide a comprehensive data analysis in which all conclusions were formulated

Research methodology The research used in the Master's thesis has been thoughtful chosen to ensure Statistical methods, including T-value and P-Value tests, One-Way ANOVA, and regression analysis, will be used to validate the study's findings.

Structure The study is separated into four chapters as follows:

1. **The literature review** will comprehensively cover relevant prior research, note research gaps and explore the fundamental theories and key insights gathered of the variables which form the Master's thesis research hypothesis
2. **The methodology section** where the testing methods will be explored this analysis will provide key insights.
3. **The empirical research** and findings will be thoroughly analysed and the process and methods used will
4. **Discussion and recommendations** for future research will be expanded upon and discussed. This thesis will expand on the results from the methods and measures used and where future avenues of research could head to expand upon the resulting insights .

Difficulties and Limitations of this study primarily focuses on data from North America, potentially limiting its global applicability.

Through this approach, the Master Thesis aims to investigate the impact of specific managerial toolsets and their effects on employee work performance. The research conducted aims to offer further and broader insights into the significance of organisational relationships between managers and their employees.

1. CHAPTER ONE A SCHOLARLY

JOURNEY THROUGH THEORIES AND ORGANISATIONAL OUTCOMES

1.1. UNDERSTANDING KNOWLEDGE SHARING ENVIRONMENT

Knowledge-sharing (KS) is defined as a transactional exchange of task-related information, advice, and expertise. This mechanism is used to help others perform many tasks within the company. KS fosters collaboration with others, enabling these individuals to carry out daily tasks, solve problems and develop new ideas (Ahmed, et al., 2015). KS as a construct, stems from the study and development of knowledge management. Investigations and analysis' which have explored KS, supports aid in developing new strategies, methods and expertise. These tools, supports and strategies help tackle common organisational functions such as problem solving, promoting the exchange of information, and authorising the execution of certain measures and regulations. Moreover, the overall aim of KS management is to identify and acquire knowledge by successfully sourcing, producing, developing, catching, and coordinating the organisation's knowledge base. These shared terms have been used by experts to further the endeavouring process of knowledge attainment (Jiang, et al, 2016). The continuous attention and exploration into these matters by scholars and companies is a testament to this construct's importance in the framework of business management. The necessity for KS has also encouraged researchers to analyse whether KS is a multistage method, and inclusive of the associated elements of origination, execution, promotion, integration, sharing an assimilation (Dornberg, 2019). **Social Capital Theory** plays a critical role in supporting the understanding of why, how and under what conditions certain concepts, methods, tools, and strategies are successful in the business world. Moreover, organisations that take an interest in the nurturing of these relationships create resources which are key factors in the development and assemblage of human capital (Sawnsen, et al. 2020). Another notable concept that has intrigued scholars is **Empowerment Theory**. This theory is rooted in fostering individual and collective strength, and ascribes key contributing factors in the furtherance of an individual's willingness to actively participate in knowledge-sharing. Recent studies regarding this psychological theory (Rignaud, J. 2020; Kaveh, H., Saman, S. 2016; Rothman, L. et al., 2020) have established that this theory is applicable in explaining why employees who feel empowered by their organisational leaders will reciprocate by exhibiting an attitude of trust with the above-mentioned individuals. These behaviours are indicative of the elements that characterise and encompass KS practices. This

process underscores the value of trust cultivation that has been demonstrated through this process, as it directly impacts the interpersonal interactions within these organisations (Jiang et al., 2016). Scholars have also pointed to the significant impact produced through the development of positive and encouraging leadership during the initial phases of creating an effective KS working environment. This allows them to attain additional job-related skills and capabilities, resulting in the ability to thrive in their working environment (Sawnsen, E, 2020). **Trait Activation Theory (TAT)** highlights the dynamics surrounding leadership motivation factoring into a measurable ability to nurture and sustain a KS culture through employee engagement and inspiration. Effective management should be open and active in the methods and strategies that support innovating and improving the complementary aspects of an ideal knowledge-sharing environment being a motivating component which increases their employees work performance (Tett et al., 2021). Over the past decade, studies have focused on the impacts that KS has upon the functional dynamics of organisational frameworks (Ahmed, et al., 2015). These effects stem from specific KS activities, such as interpersonal knowledge-sharing either face-to-face or online through communication media platforms like Skype, Microsoft Teams, Zoom, and email (Ahmed et al., 2015). These communication platforms are very common in almost all corporations. This is an essential practice for corporations as this type of environment encourages the creation of structured methods and employs innovative procedural strategies and systems. By adopting these strategies, individual capabilities and utilisation of their specific skill sets greatly increase (Guisado-González M, et al., 2017). These initiatives may also be encouraged through simultaneously empowering employees while continuing to nurture the relationships between managers and their subordinates (Wang, 2019).

1.1.2. Organisational Implications of Knowledge Sharing Practices

Knowledge-sharing (KS) continues to be a very valuable and complex field of study. Scholars have ascertained that the creation and advancement of KS within an organisation is essential and requires the use of many different facilitating tools and strategies. Some examples of these tools and strategies include collaborative platforms, project management software, knowledge base systems, training programs, rewards and recognition, and collaborative work environments. These are just a handful of examples which are assessed by individual companies. Companies are tasked with determining what works best for their business and their employees. These company-specific tools and strategies provide the framework needed to develop and implement an organisational KS environment, the implications of which are organisational

sustainability of these invaluable knowledge-sharing structures (Yoo, D, 2017).. The organisation's collective knowledge and ease of access is a determining factor in creating a sustainable competitive advantage. The process of engagement and adoption of the concept of KS among members of the organisation has been suggested to directly influence the development of understanding and holistic vision for the entire company. KS provides the company opportunities to produce a better work product within their internal operating divisions. (Raharso, Tjahjawati, 2016). This Knowledge-sharing Culture has also been observed to help promote an employee's ability to support their colleagues by embracing their organisation's positive corporate vision while simultaneously innovating new ways to improve this construct. These inspired considerations lend credence and give momentum to the organisation's vision of the future (Alamzeb, 2017). KS demands a consistent level of resources dedicated to the endeavour. These are dependent on the amount of managerial nurturing needed to ensure effective infusion within the workforce, as well as patience and consideration of employee retention within the leadership of an organisation.. These procedures must allow for continued growth in all areas of knowledge acquisition and knowledge propagation. Additionally, ensuring that these aforementioned procedures are implemented throughout the entire organisation is paramount (Ritala, 2015). Researchers have also validated the recognized theory that knowledge sharing is a social asset for organisations. Further analysis by scholars has suggested that when an organisation adopts KS procedures a positive effect on job performance is created. This beneficial result facilitates the continued growth and enhancement of the organisation (Masa'deh, R 2016). Moreover, these tools and procedures have been recognised as an essential component during the successful development and implementation of successful competitive advantages across various organisational landscapes. This method allows them to effectively manage a KS environment throughout the entire organisation (Saeed, 2016). The prevalence and ease of promotion of KS within an organisation has become an asset and a foundational pillar for many successful organisations. The process of being able to acquire, retain, and spread valuable information, supports companies with attaining a sustainable and significant performance advantage when used in any business sector (Pantouvakis, A 2017). KS may also have a positive effect on cost reduction for the organisation by avoiding redundancy, optimising resources, shortening product development cycles, and maintaining consistency in service delivery. All of these factors directly influence an increase in customer satisfaction. These factors also support the creation of internal motivation, leading to an increase in the quantity and quality of innovation that can be attributed to individual employees within organisations (Ozer, & Vogel, 2015).

1.1.3. Optimising Employee Team Performance Through Knowledge Sharing

Explicit knowledge (EK) is regularly communicated within the company and can be shared with others outside of the industry. The dissemination of Explicit Knowledge would not give other companies a competitive advantage or insight into their organisation's operations. The way that these two variations of KS are communicated may be done by either using digital technology or using in-person face-to-face knowledge sharing practices. The impact of Knowledge Sharing (KS) can be quantified by the amount of Tacit and Explicit Knowledge shared and circulated throughout the company (Farhan Ahmed, 2019). **Tacit Knowledge (TAT)** has been described as individualistic and is based on specific job-related skills that have been gained through the use of precise information. This knowledge development and application is a direct result of working within a specialised industry. This fresh knowledge is extremely valuable for specialised companies and can differentiate their organisation's strategy from other competitors. The receipt of this knowledge may have a different result and varying impact on an individual employee, in addition to the organisation. (Farhan Ahmed, 2019). This pathway suggests an influence on the comprehension and dispersion of this knowledge, resulting in an enhanced level of productivity (Dong, 2017).

Further insights discovered explicit knowledge is the preferred knowledge exchanged by employees, as it is efficient. It may be argued that sharing explicit knowledge is more useful than tacit knowledge, based on the efficiency of the explicit knowledge sharing process. Additionally, Tacit Knowledge is acquired by trial-and-error methods, whereas Explicit Knowledge is an already-formulated and existing construct resulting in a solution which has been previously implemented to solve a specific issue. This ability to process and categorise information may solve certain tasks in both individual and teamwork settings is critical for accomplishing tasks within the company, and at a pace that will create a sustainable competitive advantage (Farhan Ahmed, 2019). Knowledge sharing (KS) creates opportunities for teams to flourish while utilising specific communication tools. These tools and practices give these teams the ability to generate new ideas and strategies (Gong et al., 2013). Increasing the amount of KS within the team has shown a notable expansion in comprehensive understanding, and increased organisational consideration with regards to the information being shared. This is acutely necessary when creating a collective environment for idea generation, innovation, and creativity (Gong et al., 2013). The utilisation of this specific managerial technique, influences and produces a productive social climate within the team setting. KS has been shown to produce a noticeable improvement over the surrounding interactions amongst team members and an

enhanced ability regarding their recollection of information. These improvements provide the platform for successful team socialisation, ultimately cultivating a more socially efficient working environment (Radaelli et al., 2014). When employees work within a team setting, each member of that team contributes their own unique skill set and knowledge base within their respective contexts. Therefore, communicating and coordinating this information is imperative, as team members will need to each express their own opinions and knowledge they have gained with one another. This ensures that all team members are all on the same path. Knowledge-sharing (KS) encourages team members to increase their own knowledge, ensuring that they are all equally capable of carrying out the activities within the team's environment (Jamshed, Nasri, & Raida 2018). Organisations employing KS must encourage their team members to exchange their varied knowledge, opinions, paradigms, and expertise in order to nurture a productive and successful KS environment, inevitably leading to a competitive advantage within their dynamic industries (Jamshed S, 2018). Establishing a cohesive team environment that encourages this behaviour is poised to enhance the overall performance of the organisation's teams (Song , et al. 2015).

The following research finding is recurrent, utilisation of collective knowledge, along with directed guidance from leadership, it is shown to influence work performance. The elements are necessary to accomplish certain tasks, aid in problem-solving and decision-making, resulting in the improvement of individual employee work performance (Masa'de, et al. 2016; Zhu 2016). The application of KS has been affirmed to successfully enhance Individual Work Performance. However, addressing divergent results, research has pointed to additional contributing factors impact engagement practices. Inadequate levels of proficiency and precision within an organisation's KS environment are recognised as elements which hinder the reciprocal effectiveness and quality of knowledge retained. Furthermore, the leadership style utilised by supervisors within the organisation may lack certain traits which are capable of nurturing a conducive environment where KS supports IWP. This distinction may have an impact on the amount of information individual employees feel comfortable with sharing. These factors may also influence the quality of information that employees are able to retain, affecting their collective organisational work performance (Kim & Yun, 2015; Ozer & Vogel, 2015; Park et al. 2015). The development and support of a Knowledge Sharing (KS) environment has shown to be extraordinarily beneficial, specifically in correlation to Participative Decision Making (PDM). As previously stated, KS is a necessity when accomplishing certain tasks, i.e. decision making.

When an individual is equipped with the proper knowledge only then, may they actively participate in informative decision making.

1.2. The Components of Participative Decision Making

Participative Decision-making (PDM) has been described by researchers as a process that is governed by the amount of collaboration amongst employees. PDM encourages joint consultation as well as joint decision making which are rooted in the collective contributions given by an organisation's employees (Kumar, saha, 2017). DeMaria (2018) furthers this explanation by stating that PDM is also a construct which provides employees with opportunities to have autonomy over their place of work. The aforementioned concept aligns with the notion that PDM may be characterised as a dualistic construct, encouraging individual employees while also nurturing partnership among subgroups within the organisational team setting. This feature embodies the underlying principles which frame this collaborative construct. This specific motivational attribute empowers individuals within a team to actively contribute, supporting their voices being heard and having their opinions taken into account during the decision-making process, or any other associated procedure(s) regarding job related activities.

Employing this methodology supports each individual team member's perspective and opinion, ensuring their contributions are valued and recognized when addressing the particular matters at hand. Through the utilisation of this framework, a collaborative effort is leveraged, assuring that individual job-related tasks and collective group responsibilities are synchronously taken into consideration (Ugwu et al., 2019). Scholars have noted the complementary nature that surrounds employee engagement, supporting the development of their individual perspectives which result in gaining individual autonomy over the amount of participation offered during these collaborative decision making processes. It is also important to note that the term employee involvement has been used when addressing this concept (Jurburg et al., 2019; van Assen, 2021). Additionally, PDM has been shown to respect and recognize all employees, foremost by providing an environment that is backed with a foundation that supports a social transaction rather than economic. This is facilitated by ensuring the aforementioned construct has become a core infrastructural component within their organisation. The employees will recognize this effort and be more committed to the organisation, which safeguards the unlikelihood of present and future staff turnover (Atouba, 2018). Research notes that there is increasing interest in how PDM impacts employees' attitudes within the organisation (Li & Qian, 2016). The Search for the most influential leadership roles that foster work ethic is

extremely important. An effective approach provides a clear understanding of who has the authority and responsibility for making and implementing decisions, ultimately creating a shift within an organisation. This change in course is from an operational perspective, as the inflexible and long standing constructs within the working environment are replaced with authentic PDM. This change breathes fresh air into the now more flexible, inclusive, and collaborative workplace that increases their productivity (Chen and Zhou, 2018).

1.2.1. The Connection Between Employee Participation And Performance

The importance of PDM on the aforementioned variables is contingent upon the success of employees. Some variables that have high correlations with perceived success in PDM are task experiences, organisational performance, job satisfaction, activity performance, job commitment, perceived manager support, perceived organisational support, attitude, psychological ownership, self-efficacy, training, leadership, trust, motivation and productivity” (Shaed, Ishak, and Ramli, 2015). All of these variables are inclusive indicators related to the amount of success observed in any organisation's performance, and are suggested to be highly prioritised by the managerial leadership within organisations (Shaed, Ishak, and Ramli, 2015). PDM has been shown to provide a multitude of positive benefits to the employees of any given organisation. Some benefits include increasing the amount of power in ownership, as well as increasing the amount of information that employees have access to. (Yadav & Rangnekar, 2015). A similar concept is also conveyed by Scanlan & Still (2019), who reiterate that employees should be recognized within the organisation as well as have their individual perspectives respected through the use of PDM. This process will gain the commitment of the employees and reduce the attenuation towards the organisation. It is optimal for organisations to increase employee PDM, as there is a strong correlation to the positive amount of corporate achievement (Srinivasan, 2021; Posadzinska, et al., 2020). The scholar (Allen . 2015), states employees who regularly shared their thoughts and ideas with upper organisational leaders during meetings and in the workplace, are more engaged , experienced feelings of trust and a sense of safety will “become engaged in the ideas, inventive thinking, and decisions they make in those meetings" (p. 68). These findings underscore the effects on employee performance, which has been observed to steadily increase when these strategies are adopted (Fattan, 2022). The association of these two concepts show indispensable assets that increase employee empowerment, morale and performance when KS and PDM are paired (Fattan, 2022). The

process of making strategic company decisions involves extensive research, months of consideration, and communication across various individuals and groups. Mohsen, Ahsanullah, and Sharif (2020) state that the success of PDM is due to the organisation's encouragement and implementation, aiding in understanding these specific controlling factors. All of these elements are linked to a positive perception of organisational awareness. (Panicker A., Sharma A. 2020). Khezerloo et al., (2016), study findings validate the positive relationship between PDM and job commitment. When employees are given the opportunity to have autonomy over their specific job-related tasks, improve their higher level of commitment. The resulting amount of employee effort has been shown to increase due to the amount of knowledge sharing and PDM (Fattah , 2022)

1.2.2. Conflicts in Knowledge Sharing and Participative Decision Making

Organisations have demonstrated resistance and exhibited reluctance as they grapple with the introduction, adoption and implementation of knowledge sharing (KS) and participative decision-making (PDM) strategies throughout their daily operations. This notable trend of pushback within a corporation's organisational landscape, stems from difficulties surrounding conceptual alignment with current and long standing company policies, as organisations have rigorous guidelines to adhere to, alongside established corporate traditions. Given the challenges associated with adopting these strategies, corporations are unlikely to readily take hold of these strategies in the foreseeable future. However, due to the positive associations between these two communication processes, researchers have become incentivized to continue pursuing this concept academically. Crucial learning outcomes for researchers has been the discovery, exploration and identification of supplementary methods which promote these specific strategies (Lindsay et al., 2020; Valverde-Moreno et al., 2021).

In tandem, a vast majority of companies have recognized that a thorough organisational integration of KS and PDM practices is influenced by a variety of factors such as organisational rules, corporate processes, and/or tradition (Lindsay et al., 2020; Valverde-Moreno et al., 2021). Studies identifying the determinants which promote KS and PDM is an important area of academic inquiry (Pacheco & Webber, 2016). Having ownership of one's own decision making has been acknowledged as a positive organisational concept by employees. This positive attribution has also been linked to a measured increase in employee work performance. However, G. Brown, Pierce, et al. (2014), defend the notion that employees feel a sense of ownership regardless of the practices and procedures employed or instilled within their

organisation. On the contrary, these scholars propose that this sentiment is an overarching emotion found in the employees day to day experiences. This dominant sentiment occurs regardless of how they are perceived at work or in the privacy of their personal lives. When implementing both participative decision making (PDM) and collective knowledge sharing, an organisation may experience a multitude of benefits pertaining to the supervisor and employee connection-oriented roles. Both of these methods provide the individual with autonomy over their role while fostering an inclusive atmosphere throughout the organisation. This construct may be especially powerful when used in conjunction with the paternalistic leadership approach.

1.3. Paternalistic Leaderships Defining Concepts and Relevant Theories

Paternalistic leadership (PL) is defined as a multifaceted leadership construct, composed of authoritarian, benevolent and moral leadership components (Cheng et al., 2014; Lau P., 2019). This methodology is akin to that of a parental relationship as this construct mirrors a parental figure's attributes – fostering loyalty, maintaining control, setting expectations, instilling knowledge and nurturing the growth of the individual by taking a genuine interest in their well-being, both inside and outside of the workplace (Sposato, 2019). Recent Studies indicate that PL may in fact encourage the reciprocal nature of employee-leader relations, furthering mutual understanding and enhancement of overall work performance (He, G. et al, 2018). A Positive correlation between PL and employee attitudes within their work environment has been noted in trends and emerging perspectives of this approach (Pellegrini E., and Scandra T., 2008; Koçak, Ömer & Küçük, Burcu. 2021). The notion of parental qualities when referring to PL is established through the effective methods a paternalistic leader embodies. These parental characteristics establish internal structures of support, security and genuine concern for employees (Tang & Naumann, 2015). Having management view each aspect of their responsibilities in relation to the parental dimension of PL highlights the need for these leaders to embody a balanced and well rounded approach. Through this approach they will provide assertive management when necessary while fostering trust in their leadership and collaboration between their employees. **Social exchange theory (SET)**, is based upon organisational psychology. This theory explains the relationship between PL and the comparable impacts on **obligatory and non-obligatory follower performance**. This theory explains PLs ability to aid in the creation of reciprocal relations within the context of an organisational model (Chen et al., 2014). Employees that are accepting of this form of leadership may be more willing to interact with their colleagues and supervisors, leading to an increase in work related performance. Cultivation of reciprocal relations has also been identified as a decisive element in successfully

cultivating KS practices. **Empowerment Theory (ET)**, is a theory that explains the motivational aspects of developing employee engagement. This process consists of fostering employee participation, independence and the enhancement of an employee's productive skills and competencies. These constructs are achieved through an equal distribution of power, knowledge-sharing and creating and maintaining a supportive workplace environment. All of these aspects are adapted and implemented into organisations, as they are the primary components that enable collaborative innovation and productive knowledge-sharing within the workplace. Although ET and PL are considered to be conceptually distinct, they also have a cohesive approach towards achieving working environments where employees actively contribute ideas, and skill-sets, while increasing confidence in their colleagues and within themselves. Gaining insights into these cohesive elements, leaders become increasingly proactive with innovating their managerial approaches within organisations.

Trait Activation Theory (TAT) is a psychological theory and it is noted with supporting the explanation that an employee's ability to make a positive contribution within their organisation is not a fixed trait, but a dynamic factor that may be encouraged through situational design. This delineation is based on encouraging the connection that employees attribute significance and value to the company's knowledge-sharing culture. This approach encourages the growth and success of a KS working environment and culture within the institution (Tett et al., 2021, pp 199-233). Practical applications of TAT aid in organisational comprehension of employees personalities and their complementary nature between the organisations working environment (Tett et al., 2013) Through this nuanced understanding, leadership gains insights to develop and implement methods, talents, passions and intrinsic motivations within their employees. This underscores that successful KS practices are linked to the company's ability to innovate specifically designed opportunities, boosting the meaningful and productive employees.

The utilisation of PL within these organisations has demonstrated a direct correlation pertaining to the development of a working environment that promotes knowledge sharing. This suggests that certain unclarified aspects or assumed practices attributed to Paternalistic Leadership (specifically, authoritarian aspects), may hinder the acceptance of this managerial approach in western business context. The reason for this lies in how western business organisations interpret this method of leadership. The stark contradictions with the aforementioned methodology, lies in the perception of authoritative characteristics of this particular method, as authoritative traits have been found to be counterproductive. This flies in the face of the overarching motivation for

organisations choosing to employ paternalistic leadership in the creation of a knowledge sharing environment, as authoritative traits would only generate adverse workplace relations, and hinder knowledge sharing within an organisation. This perspective negates other scholarly interpretations which attribute PLs success through their exploration of specific qualities required of the individual tasked with employing this approach. The main characteristics of a paternalistic leader are noted as being compassionate, influential, decisive, organised, and decisive (Oge et al., 2018). Scholars have indicated that Authoritarian-based PL has been associated with negative impacts on employee work-performance. This lends credibility to the notion that Cultural perception of PL plays a major role when considering its use within western business practices. Research suggests that long-held perspectives of PL within western business contexts are inaccurate, as this obscured view wholly attributed negative Authoritarian concepts with Classical Paternalistic Leadership.

Some of the negative aspects that Western society alludes to are the authoritarian assumptions of control and complete submission of employees. This clouded view certainly fosters an inaccurate belief that PL is only authoritarian in nature, and is ineffective at developing employee participation as it inhibits the development of trust in oneself. This marred interpretation of PL focuses on an insecurity that is seemingly ingrained into an employee's mindset, serving as a catalyst toward complete dependence upon leadership. This dependence allows for the erosion inherent trust in an individual's personal ability to perform their role effectively. This marred western view of Authoritarian-based PL, over emphasises the role that Authoritarian traits has within Classical Paternalistic Leadership. This view obscures the role that benevolence and morality play, perpetuating the theory that PL is not an evolving and encouraging managerial style. (Nie D., Anna-Maija L., 2018; Zheng Y. et al, 2021). Benevolence and morality are the constructs of Paternalistic Leadership (PL) that support PL being used as a successful managerial tool (Lee J. Y. et al., 2018). Ethically moral and benevolent leadership are noted as being responsible for fostering a sense of loyalty and trust within a company.. This trust and loyalty are key determinants, ensuring the integrity of successful knowledge-sharing opportunities. PL is widely accepted and established in Asian business models, noting that morality and benevolence are the key traits attributed to its successful use as a leadership approach (Chen, X., et al, 2014). Eastern cultural interpretation of PL replaces western societies' controlling label with one of reverence and respect. The attentive and nurturing qualities that envelop PL trigger positive feelings among employees, ultimately improving their individual work performance. This influence is similarly fostered by Moral

leadership (ML) styles. Organisations that utilise a ML approach are observed to have a positive impact on their employee's development of trust towards leadership (Dedahanov, et al, 2016). This development of trust is a notable example factor which supports the enhancement of the managerial-employee relationship, resulting in an increased level of work performance.

1.3.1. Relationship Attributes within Paternalistic Leadership

In organisations that employ Paternalistic Leadership, one can expect to see an erosion of barriers between personal and professional environments (Sposato M., 2019). The acceptance and use of PL is predominantly found throughout non-western society. The familiar confucian attributes that infuse this eastern model, play a significant role in the acceptance of this erosion of boundaries. The parental-like relationship and paternal expectations create a reciprocal exchange between the supervisor and subordinate, as both of these characteristics are deeply rooted in culture. When describing PL as a construct, the most familiar example given is the **parental relationship**. The parental-like relationship explains the complex dynamics of PL. These PL constructs of authority, benevolence and morality are collectively termed as Parental-like attributes. These constructs are highly valued when examining PL from a global perspective. This view of PL highlights the balanced “parent” relationship that actively cultivates trust and loyalty by utilising the role of these respective relationships. This parental care and concern is the predominant reasoning for PLs success when examining leader-subordinate relations. Another less understood aspect of PL stems from a cultural difference in opinion, that this working relationship naturally extends beyond the workplace and into the personal life of employees. The realisation that this Parent-like leader-subordinate relationship crosses the boundaries, and into an employees life is a culturally dependent and foreign concept. The nurturing aspects of PL which stem from benevolence and morality, are noted as being the differentiating factors which set PL apart from other leadership constructs (Aycan et al., 2013). PL and its constructs offer a greater understanding of leadership and their measures of success outside of western societies. (BS Cheng, et al., 2014). Fostering trust and loyalty with employees is an important attribute of PL. The nurturing and ethical aspects incorporated within PL, namely benevolence, considerate assertiveness, and morality, organisations experience successful cultivation of these aforementioned qualities (Xiang-Ping, Chen, et al, 2014). This shows that employees will experience an increased level of performance when infusing the concepts of knowledge-sharing, participative decision-making, and paternalistic leadership.

1.3.2. Individual Work Performance and Categories

Individual work performance is defined as employee behaviours or actions that are relevant to the goals of the organisation. This concept is an important building block in management matters relating to HR, job analysis, leadership development, and organisational performance. Therefore, it is essential for managers and employees to know what works to achieve an optimal outcome for increasing employee performance. Task performance along with contextual performance, encapsulate this overarching concept. An important aspect of this approach is fostering and encouraging the abilities of employees efficiently and effectively. This effective initiative increases work productivity, which is the ultimate goal that leaders within an organisation actively strive to obtain. These aforementioned qualities are the foundational requirements to which employees may gauge their individual effectiveness within their position, respective of their workplace setting. This perspective considers the quality, accuracy and timeliness of the work completed, reflecting the core competencies and skills aligned with their employees position.

The nuances of individual work performance underscore the importance of cultivating this specific employee work behaviour. An individual's work performance can be broken down into two categories: Task Performance (TP) and Contextual Performance (CP). The first (TP), is based on the core responsibilities of the employee, which can be seen in outcomes and through the quality of their work. These characteristics stem from the concrete work itself, such as tasks, quality skills, and knowledge. TP has been the first and foremost indicator in the past for IWP. The latter, (CP) is 'extra-role-behaviour', which is based more on the activities and behaviours of the person that go beyond the core task(s). They are the behaviours that support the day-to-day workings of the organisation. It can be anything from networking to inter-employee communication. It wasn't until recently that Counterproductive work performance became a part of the equation to evaluate individual work performance. (Rotundo and Sackett, 2002). This is seen as behaviours detrimental to the organisation. They include negative behaviours such as absents, tartines, procrastination, and personal health issues. All these factors are very important for an organisation to reach and maintain its goals and fluidity. (Koopmans et al. 2011). These three components are significant to the longevity of the organisation.

1.3.3. Motivation And Employee Performance Using Feedback Strategies

Griffin, et al.,(2000) proposed that the motivational control of workers may be directly correlated with their specific type of behaviour association, specifically when pertaining to contextual performance. The three concepts that were addressed are, prosocial organisational behaviour, effectiveness behaviours, and organisational citizenship behaviours. Prosocial organisational behaviour is described as helping, sharing, donating, cooperating, and the employment of volunteering acts. These acts are generally positive and contribute to the integrity of the individual. These unique attributions will vary according to whether they are functional or dysfunctional (Brief and Motowidlo, 1986). Organisational citizen behaviour consists of conceptual practices such as organisational commitment, organisational socialisation, and morale. These four factors combine to work with each other, aiding in the creation of specific measures of effectiveness. The following combination of commitment and socialisation support aides in the development and conceptual framework of this concept. Allegiance, socialisation, along with morale, merge to create the environment of teamwork. While the combination of morale and organisational commitment ultimately result in the formation of determination. When amalgamating these ideas to the existing concepts of work performance, we are able to conclude that there are minor specificities within these two categories, terms of which may be considered as umbrella terminology.

The concept of task performance encompasses organisational skills, job knowledge, and overall work efficiency. Contextual performance consists of persistent effort, cooperation, organisational consciousness, personal characteristics, and interpersonal and relational skills which lead to increased productivity within the workplace setting (Carlos, V.S., Rodrigues 2016). In the lane of task performance, self-efficacy is an individual's overarching belief in his or her capacity to execute specific behaviours which are necessary to produce distinct performance attainments (Bandura 1977,1986,1997). This ability will influence all manners of workplace life, from setting goals, to goal achievement, and attaining increased levels of workplace behavioural performance. Individuals with higher self-efficiency are more likely to provide better service than those with low self-efficacy, as they will lack in performance as well as problem solving difficult tasks (Manaseh, 2015). In recent research, it was found that employees with high self-efficiency showed lower work-related anxiety and higher levels of work performance. (Rosdi, et. al, 2020; De Clerq, Ul Haq, & Azeem, 2018) A relevant and collaborative aspect may be attributed to the overall contextual performance, resources, incentives and rewards when these variables are associated with employee work performance.

This collaborative aspect initiates the drive that is observed when applied toward individual job performance. Resources and support are often referred to as anything provided by the organisation for the employees to perform their work tasks. There has been a proven positive impact on job performance when support and resources are given readily. (Kim, Eisenberger, & Baik, 2016; Basit & Arshad, 2016) this may be due to an employees sense of job security, work environment, high-quality work tools, or their personal perspective of their organisation's care and consideration. All of these factors, when positively cultivated and influenced, have been shown to improve an individual's job performance. (Vuuren, de Jong, & Smulders, 2020; Badrianto & Ekhsan, 2020; Rosdi, et al, 2020). Along with support and resource sharing, incentives and rewards have a notable impact on work performance. Employees often work more effectively and efficiently when they believe that their job performance will be rewarded fairly (Mamdani & Minhaj, 2016; Rosdi et al, 2020; Sieng, L.W. & Azman M., 2021). When rewards and recognition are given to the employee, the bond between the organisation and work becomes stronger, creating positive results. (NDungu, 2017). Whether the reward is monetary (ie. compensation) or non-monetary (ie. giving praise, recognition, more worker autonomy) there use significant evidence that shows a direct impact on work performance. (Khan, Shahid, Nawab and Wali 2013).

Performance feedback also has an impact on individual work performance. There has been a direct correlation between constructive feedback given to an employee, it will be used to improve their self-awareness and motivation, in turn improving work performance. (Rochayatun & Setiawan 2020; Anseel, Beatty, Shen, Lievens and Sackett, 2015). In a recent study, supervisors found significant effects on individual work performance when feedback and attention was given to the employees. The supervisors' found employees were more motivated which helped enhance work output. Jovita, Erostyia, Dewi and Andronicus (2020). When given a clear outline of objectives, employees were found to be more focused on their individual performance. Jung, Schneider, & Valacich (2010) found a goal-oriented approach when managing became critical to the organisation and the individual's success. The benefits of having clear performance targets, also an understanding of the standards used to measure, greatly enhanced their performance levels. (Rossi et al, 2020).

4 SUMMARY OF THE LITERATURE REVIEW

Leadership approaches play a crucial role in aligning organisational goals with their overarching vision. The theoretical scaffolding of the preceding review examined the multifaceted role of paternalistic leadership (PL). Scholars argued the notion that the nuanced and intricate dimensions of PL influence the growth and development of an organisation's working environment. In particular, this emphasis extends towards illuminating the dynamics surrounding the multifaceted methodology of PL. The resulting review has established that Paternalistic approaches to nurturing a knowledge-sharing culture and environment, have been observed in the influence of participative decision-making (PDM) and individual work-performance within the workplace. The specific components of Paternalistic Leadership (PL) may play a crucial role in determining how the dynamics of knowledge-sharing and PDM influence employee engagement and performance. The main characteristics of PL are noted as being fundamental in relation to the success of this approach. Namely benevolence, morality. However, the authoritative nature of this leadership method has been directly linked to negative outcomes in the workplace. All of these characteristics dictate the implications this leadership approach has on organisational culture. This highlights the importance of leadership methodology and its role in affecting employee performance, influencing individual behaviours. When considering the proficiency of leadership, organisational implications are often discussed as being the key factors that influence how a company chooses their leadership approaches. These are important considerations that often reflect the organisational culture. Workplace culture has been shown to have a critical influence on how well employees collectively operate, aiding in the creation of a company's competitive advantage in their industries. These insights help managers understand how to successfully develop, implement and maintain PDM processes. All of these elements are essential in building a successful working culture. As organisations encounter new challenges they will seek to find innovative solutions to address them. Some Organisational resistance has been demonstrated in the employment of KS and PDM. This resistance stems from the fact that these practices may be difficult to align with existing policies and corporate governance. Scholars have demonstrated that the willingness of companies to adopt these practices is due to the positive influence KS and PDM have on employee work performance. These factors are responsible for the rise in academic interest in this subject, ultimately helping organisations develop the most efficient ways to promote these concepts. There are a few examples of theoretical concepts which support the reasoning behind why organisations are experiencing positive impacts when KS and PDM are implemented. Social Exchange Theory, Empowerment

Theory, and Trait Activation Theory are all relevant and aid in a greater comprehensive understanding. A relative collaborative aspect emerges when considering the connection between KS and PDM. This cooperation between these variables may be attributed to the overall contextual performance through the use of resources, incentives, and rewards. These support the fostering of employee behaviours which are relevant to the success of an organisation (Jurburg et al., 2019; van Assen, 2021). When looking at the associations behind employee motivation and performance, the concepts of prosocial organisational behaviour, effectiveness behaviours, and organisational citizenship behaviours emerge. Prosocial organisational behaviour contributes toward an individual's integrity through positive acts such as cooperation and offering additional support to colleagues. Organisational citizenship behaviours are associated with collectively influencing employee performance through morale, socialisation, and commitment. These behaviours collectively influence employee work performance (Carlos, V.S., Rodrigues 2016). These concepts support a greater insight into the complex and intricate relationships between motivation and contextual performance factors which impact employee performance. The investigation into leadership approaches, specifically Paternalistic leadership (PL), highlights the impact this leadership method has on a company's overall ability to flourish. The characteristics of PL, assertiveness, benevolence, and morality, are all factors contributing to the success of this leadership method. The way these characteristics are used within leadership are the defining traits which make them effective. The development of a knowledge-sharing culture through competent leadership that promotes participative decision-making has been shown to greatly influence individual work performance. These essential components and attributes in this leadership structure are directly responsible for innovating a working culture that has a sustained ability to create a competitive advantage pertaining to their relevant industries.

2. CHAPTER EMPIRICAL RESEARCH METHODOLOGY

2.1. AIMS OBJECTIVES AND APPROACH

Aim is to explore the causality associated by management adopting paternalistic leadership approaches, and further extend the focus beyond the current scope of existing research. Through the thoughtful study of these concepts, this research aims to identify the most effective implementation processes, and how these methods are employed in management approaches. These variables will help companies develop and innovate new ways to engage their employees within their organisations. This additional focus towards the complex landscape of participative decision-making and its functional implications within organisational frameworks, is an important area of academic pursuit. By examining these nuanced dynamics of knowledge-sharing practices, and determining the role they play in shaping organisational culture and efficiency, this study aspires to contribute to the existing body of knowledge and also promote a greater understanding of the dynamics which govern the methods responsible for innovating organisational successes.

Objectives and Approach used empirical research conducted and evaluated by this study aims to reveal essential insights and provide additional clarity regarding the foundational aspects of this model. The data collected will determine the underlying factors associated with the use of the specified managerial tools, mechanisms, noting any influences each of these variables have on the functioning of employees within an organisation. With the goal of establishing a comprehensive understanding of particular connections, this investigation will finally establish the causal relationship between a manager's adoption of a paternalistic leadership approach and any observed correlation through achieving the following:

List of objectives.

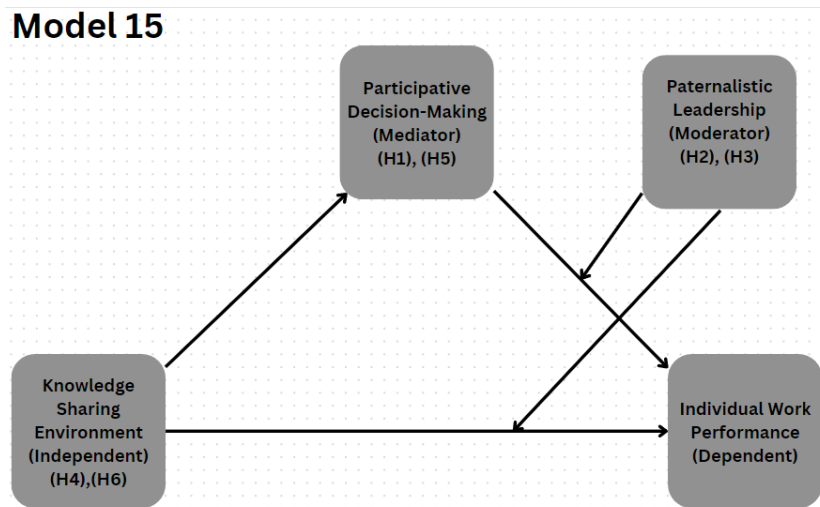
1. **Objective** conduct a questionnaire survey, ultimately facilitating the collection of essential data pertaining to the impact of participative decision-making, knowledge-sharing environment, and paternalistic leadership upon individual work performance.
2. **Objective** to compare the evaluations on all constructs dependent on all demographic characteristics of respondents.
3. To perform a mediation analysis will be performed to explore the role of participative decision making and its relationship to the knowledge sharing environment.

4. To perform a moderation analysis, in order to explore the relationship between paternalistic leadership and its moderating effect on participative decision making and knowledge and the result effects on individual work performance

The upcoming investigation has illuminated essential insights pertaining to the significance of relationships between managers and their subordinates. These insights will be dependent upon the organisational leadership's decisive implementation of specific managerial tools within their workplace setting that, either positively or negatively affect workplace performance. This analysis will generate significant contributions towards the existing research gap regarding leadership styles, processes and behaviours utilised by managers. These factors have enabled the discovery of conclusionary findings, based on the relationships found through the testing of 5 different hypotheses, drawing on insights from the cause-and-effect relationship between the aforementioned variables. The potential knowledge gained from these relationships will facilitate the creation of a more in-depth understanding of this research topic, creating a pathway for new developments and providing a new interpretation of the explored framework

2.2 Aim Model and Hypotheses

Figure 1. Research Model and Hypothesis



Source: Hayes A. F. (2018)

The research model employed in this analysis was formulated through use of the framework coined by Andrew F Hayes, a researcher who is known for his work in the field of statistics and methodology. This specific framework, Hayes' model 15, is a statistical method used for examining moderation effects in mediation models. It specifically deals with the situation where there is a mediator variable, a moderator variable, and an outcome variable. This model allows the exploration of the varied strength or direction of a mediation effect depending upon the different levels of the moderating variable. Through the use of this model this study aims to offer insight regarding gaps within present research pertaining to the overarching topic of this study.

Please refer to Figure 1.

This model describes the conditional effect indirectly of both knowledge sharing environment and individual work performance. Knowledge sharing is an independent variable in this study and the dependent variable is individual work performance. This model also describes the relationship of participative decision-making being a mediating variable. The independent variable and mediator have a key connection that is being moderated by paternalistic leadership. Using common themes presented in the literature review of this study the hypotheses were formulated from those common connections between variables and formulation of figure 1. The

hypotheses that were created are based on the connections formed by commonalities that were explored and made by prior in-depth research discussed in the literature review.

2.1.2 Hypothesis (H1) Participative decision making mediates the relationship between knowledge sharing and performance.

Some variables that have been shown to have significant correlations with perceived success in participative decision making (PDM) were, “task experiences, organisational performance, job satisfaction, activity performance, job commitment, perceived manager support, perceived organisational support, attitude, psychological ownership, self-efficacy, training, leadership, trust, motivation and productivity” (Shaed, Ishak, and Ramli, 2015). Another key theme which was discussed by Allen (2015), defended the notion that when employees were seen to share their thoughts and ideas on a frequent basis with upper organisational leaders in meetings and the workplace, they exhibited an increase in proneness to the amount of engagement they had regarding their specific settings. He also stated that employees experienced notable feelings of trust and a sense of safety due to the heightened level of engagement in their respective workplace.

2.1.3 Hypothesis (H2) Paternalistic leadership moderates the relationship between participative decision making and individual work performance.

The impact of the moderating influence that PL has remains unexplored. This hypothesis investigates the foreseeable amplification of IWP when a moderating role of PL is administered within an organisation. This leadership role should positively affect PDM within the workplace. Studies have been conducted which support this hypothesised dynamic between participative decision making and individual work performance being moderated by paternalistic leadership. The relationship between Participative decision-making and Individual Work Performance has been demonstrated in contemporary organisations, wherein, the enhancement of workplace inclusion is successfully observed. Organisational identification with PDM also achieved a heightened level of satisfaction among employees (Panicker A., Sharma A. 2020). Dedicated PDM research completed by Allen (2015), . However, **Hypothesis (H3) Paternalistic leadership moderates the relationship between knowledge sharing and individual work performance**

Scholars have also highlighted the significant impact that positive and encouraging leadership has. Especially when this form of leadership is utilised during the active process of developing

an effective, knowledge-sharing working environment. This atmosphere propels the success of an organisation and is directly associated with an increase in their employees overall level of work performance. This concept is aligned with social capital theory, as organisations that take an interest in the nurturing of these relationships are also creating resources. These resources support the development and assemblage of human capital (Sawnsen, et al. 2020). These findings are bolstered through the survey data collected, which demonstrates the moderating effect paternalistic leadership has on individual workplace performance.

2.1.4 Hypothesis (H4) Knowledge sharing positively affects individual work performance.

Dornberg,(2019) discusses the key foundational role that effective KS plays when pertaining to the overarching connection between the development of expertise in problem solving and the promotion of the exchange of information. This supported exchange facilitates the organisation's ability to engage certain measures and regulations, resulting in the advancement of insight. KS enhances the performance of individual employees, working teams, and the company as a whole. By adopting the strategy of KS among employees, the development, understanding and holistic vision throughout the entire firm was seen to be positively influenced (Raharso, Tjahjawati, 2016). Their investigation also found that when the firm acknowledged the importance of KS and implemented a strategy that ensured these requirements were met by the managers, the company's ability to sustain the competitive cultivation of a positive workplace environment was successfully demonstrated . This factor was suggested to be of great value, due to the direct influence it has on individual work performance (Amir, A, 2021).

2.1.5. Hypothesis (H5) Participative decision making positively affects individual work performance.

After careful examination of many sources of literature, it is asserted that when employees experience greater autonomy over their decision making, these employees will display a very positive enhancement, specifically, an increase in their level of performance (Fattan, 2022). This ownership is given to all possible duties within their workplace environment. This observed increase in employee performance. (Ugwu et al, 2019). By enhancing workplace inclusion, and organisational identification with PDM, a direct correlation to increased employee satisfaction is noted by scholars.. The utilisation of this specific construct is through the development of an environment where employees feel more committed to the company, in combination with feeling more engaged during their day-to-day operations (Panicker A., Sharma A. 2020). Moreover, the Khezerloo, et, al, (2016) study findings confirm

the existence of a positive relationship between PDM and job commitment. This investigation engaged a cross-sectional analysis of different industries, involving employees who had an opportunity to participate in an organisation which allows them to make their own decisions, leading to higher levels of organisational commitment. The resulting conclusion was that these organisations saw a notable decrease in their turnover rates.

2.1.6. Hypothesis (H6) Knowledge sharing affects participative decision making.

Jiang et al, (2016) states that, empowerment theory (ET) describes key contributing factors in the furtherance of an individual's willingness to actively participate in knowledge sharing. These individuals are at an increased likelihood to feel encouraged, leading them to become an active participant when utilising personal engagement in group activities. Research found linkages between knowledge sharing (KS) and participative decision making (PDM). This link demonstrates a positive correlation between the amount of observed organisational support, and the quantitative number of positively influenced turnover intentions. The association of these two concepts demonstrate the specific and indispensable assets attributed to increased employee empowerment, morale, and performance when KS and PDM are paired (Fattan, 2020)

2.3 Questionnaire structure and explanation

Table 1 *Reliability score and sources for key statements in the study*

Construct	Author	Statements	Cronbach Alpha
Paternalistic leadership	Cheng and colleagues' (2004)	14 item	0.935 Authoritative = 0.898 Benevolent = 0.934
Knowledge sharing environment	Amir, A, 2021).Aamir, A., Jan, S. U., Qadus, A., Nassani, A. A., & Haffar, M	13 item	0.929
Participative decision making	Paul A, Kuffel, 2018	5 item	0.858
Individual work performance	Ramos-Villagrasa, P. J., Barrada, J. R., Fernández-del-Río, E., & Koopmans, L. (2019)	18 item	0.877

Source: Compiled by the author based on research results.

2.3 Reliability Analysis of Measurement Instruments

While scrutinising the reliability of the measurement instruments, the criteria to assess Cronbach alpha is above 0.7 which indicates that it is very robust if it is higher, but if it lower means it is not satisfactory. Paternalistic Leadership exhibited a robust Cronbach Alpha score of 0.935, underscoring its internal consistency. This showcases the significance of the questionnaire items, affirming their reliability in capturing both authoritative and benevolent dimensions of this leadership style. When examining the authoritative qualities independently, a strong internal consistency is evident with a Cronbach Alpha score of 0.898. This result reinforces the validity of the items assessing these particular elements of this measure. Likewise, the benevolent aspects examined on their own with a Cronbach Alpha score of 0.934, reveal a robust reliability, confirming the internal consistency of items within this construct. Scholars accentuate the nuanced nature of the complexities of Paternalistic Leadership (PL) and its structure authoritarian-based approach is going beyond the conventional negative impacts, my reliability Analysis (Cronbach Alpha 0.898) challenges Western-centric perspectives, urging a more holistic understanding. The detailed breakdown of PL into authoritative (Cronbach Alpha 0.898), benevolent (Cronbach Alpha 0.934), provides empirical evidence, prompting a reassessment of commonly perceived authoritarian traits moving to the knowledge-sharing variable, its Cronbach Alpha score of 0.929 reaffirms a high internal consistency. Indicating the

reliability of factors studied. These results support the validity of selected items, capturing both explicit and tacit knowledge-sharing behaviours common in organisational settings. The examination extends to participative decision-making (PDM), where a Cronbach Alpha score of 0.858 signals the importance this scale has in measuring employee involvement in organisational decision-making. The strong internal consistency points to the reliability of items, and their potential correlation with improved individual employee work performance. Another noteworthy finding is in individual work performance, with a Cronbach Alpha score of 0.877, highlighting a strong internal consistency in the scale. The chosen construct effectively reflects diverse dimensions of individual employee performance, with measured items demonstrating high reliability and validity in this investigation.

2.4. Overview of Constructs and Methods

A study performed by Ramos-Villagrasa et al. (2019), outlined a standardised method of measurement used to complete an analysis of Individual Work Performance (IWP). The scholars also developed a shorter version of the **18-item scale** which uses task performance, contextual performance, and counterproductive work behaviour as indicators. Each item has a recall period of three months, **a 5-point rating scale (0 = seldom to 4 = always for task and contextual performance; and 0 = never to 4 = often for counterproductive work behaviour).**

Findings focused on work quality and quantity and reflected on employee behaviour rather than behaviour on performance. Effectiveness is likely shown to be more by outside factors (economic, social) than abilities and skill. (Penney et al., 2011). Conclusionary findings determined that this measure **should not be recommended** or used in individual evaluations, assessments and/or feedback due to the generic nature of the (Ramos-Villagrasa, P. J., Barrada, J. R., Fernández-del-Río, E., & Koopmans, L. (2019). In addition to occupational sectors, men and women were found to respond differently to several items, leading to Differential Item Functioning (DIF) and creating a bias that should be eliminated. This scale included questions such as: “ 1. I managed to plan my work so that I finished it on time; 2. I kept in mind the work result I needed to achieve; 3. I was able to set priorities; 4. I was able to carry out my work efficiently; 5. I managed my time well” (reference appendix for full survey). Carlos, V.S., Rodrigues (2015) found notable dynamics pertaining to individual job performance (IJP). The specific interactive framework was constructed of multidimensional, behavioural, episodic, and evaluative concepts, which are particular behaviours an individual adopts towards their work and specific organisational relegated tasks. This composite, between cognitive abilities, personality

and learning experiences is based on a two-dimensional perspective, task and contextual performance. Additionally, the following eight sub-dimensions were investigated and conceptually noted under IJP as follows: job knowledge, organisational skills, efficiency, persistent effort, cooperation, organisational consciousness, personal characteristics and interpersonal and relational skills. The sub-dimensional concepts have been quantified through a dual and consistent categorization, based on a work period of at least 6 months to a year, and requesting participants to use a 7-point grading system (1' means 'strongly disagree', '2' means 'disagree', '3 'means' somewhat disagree', '4 'means' 'neither agree nor disagree', '5' means 'somewhat agree', '6 'means' agree 'and'7' means 'strongly agree'). Subsequent findings indicate that organisational performance is dependent upon an employee's individual work performance (*please refer to the full questionnaire in the appendix*). An additional analytic examination, conducted by Norhazlin Ismail & Intan Soraya Rosdi (2022), based their questionnaire on previous analyses by Rummler (1972), Rummler and Morris (2004), and Rosdi, Alias and Ismail (2020). Their composition encompassed a 5-point Likert scale ranging from strongly disagree to strongly agree. The adoption of this analysis showed that Individual job performance was positively influenced by competency, self-efficacy, career awareness/interest, resources/support, and performance targets. This investigation also noted that while performance feedback did not directly influence individual job performance, the aforementioned factors were positively influenced. Although these tests noted some success in their findings, a set of refinements could be made addressing bias, as most are self-reported questionnaires, and findings within this study could not fully eliminate unbiased opinion. Therefore, research analysis of supervisor and peer questionnaires would greatly benefit an appropriate testing method which would enable an unbiased opinion. Additionally, these surveys were conducted with a small section of employees from a specific industry. One recommendation would be to broaden the participant pool, ensuring a wider representation of industries, job titles, and company standings. It should be noted that cultural beliefs, political structures, languages, economies, technologies, and the acceptability of and familiarity of measures may influence their effectiveness. These impacting factors should be taken into consideration, as they may create an imbalance in findings. This underscores the need for continued research to ensure that future results are as unbiased as possible. The knowledge sharing (KS) scale has a direct relation to the levels of employee work performance. This analysis is extremely significant as it proves that KS may be successfully utilised, and should be encouraged by managers when supporting their worker's specific abilities. The results of this investigation determined that when an organisation utilises their specific managerial support within these parameters, there is a

marked increase in the organisation's measured individual work performance. This study used a 5-point Likert scale, and a total of 295 respondents who were employees within an organisation. This study's aim was to gain insight on whether their managers have created an environment that utilises knowledge sharing, to support their own capabilities and competencies. Some survey questions that were used to determine this are as follows, "1. People in my organisation frequently share existing reports". 2. "People in my organisation frequently share reports and official documents that they prepare by themselves with members of my organisation". 3. "People in my organisation frequently collect reports and official documents from others in their work". 4." People in my organisation are frequently encouraged by knowledge-sharing mechanisms" (Amir, A, 2021). The result of this analysis proved that there is a direct correlation between the amount of KS, as well as, the amount of perceived organisational support given by managers. This perspective of perceived organisational support emanates from the employees personally. This study also found that the company acknowledged this importance and subsequently implemented a strategy that ensured these requirements were met by all managers, enabling the organisation's capability to sustain the continuous cultivation of a sustainably positive work environment. These aforementioned factors are suggested to have a direct impact on individual work performance (Amir, A, 2021).The participative Decision Making scale was formulated with the intent of gaining further insight into how PDM is perceived in the workplace setting. The measure used was a five-point Likert scale, which required the employee respondent to indicate whether they personally agree or disagree with the following statements: **1 = none; 2 = little; 3 = somewhat; 4 = much; 5 = a great deal. The questionnaire that was utilised is as follows: In general, how much say or influence do you have on how you perform your job? To what extent are you able to decide how to do your job? In general, how much say or influence do you have on what goes on in your work group? In general, how much say or influence do you have on decisions which affect your job? My superiors are receptive and listen to my ideas and suggestions (Paul A, Kuffel, 2018)**

Regarding the paternalistic leadership measures, previously validated scales were adopted in this research, and the respondents were given a five point likert scale ranging from, one strongly disagree to five indicating strongly agree. Can paternalistic leaders enhance knowledge sharing, this question is formed by the roles of organisational commitment and Islamic work ethics " (Chaudhary A. et al, 2021). This scale was used to measure paternalistic leadership that correlated directly with role performance in a chinese organisation. This study found a direct correlation between paternalistic leadership with the "triad model". This

correlation was found by using a six-point likert scale. This scale evaluated the direct supervisors through submissions of this scale by their employees. All measures were reported by employees except for their in-role and extra-role performances, which were evaluated by their direct supervisors. The paternalistic leadership (PL) scale and the extra-role performance scale were originally written in Chinese. The trust scale and the in-role performance scale were translated from English into Chinese and back-translated into English, ensuring the equivalence in the meaning of the items noted in the scales. All scales were measured using a 6-point Likert-type scale (1 = strongly disagree; 6 = strongly agree) to avoid the central tendency bias found among Chinese respondents (Yang & Chiu, 1987). The PL measure has been developed through a series of qualitative and quantitative studies, including establishing the application methods by observing and interviewing Chinese business leaders and developing the scale through rigorous reliability and validity examinations (Cheng, 1995; Farh & Cheng, 2000). Cheng, Chou, and Farh (2000), constructed a 42-item scale that has three subscales corresponding to the three dimensions of paternalistic leadership. Seven studies have used this scale to examine the effects of paternalistic leadership on employee job attitudes and performance. The parameters of this study include areas in mainland China and Taiwan, drawing on samples from a variety of organisations, including private businesses, high-tech firms, and primary schools (Cheng et al., 2004; Cheng, Shieh, et al., 2002; Cheng, Chou, Huang, Farh, & Peng, 2003; Farh et al., 2006; Wu et al., 2002). All of these studies demonstrated the scale's consistent and good psychometric properties; at the same time, the measure evolved and was additionally validated with increasing amounts of intermediary results. In the current study, the methods adopted were from **Cheng and colleagues' (2004) 14-item Paternalistic Leadership Measure, as this scale demonstrated distinctive** validity from Transformational Leadership. Subordinates provided responses to statements regarding their supervisors' paternalistic leader behaviours. Sample items included:

My supervisor asks me to obey his/her instructions completely” (authoritarianism), “My supervisor is like a family member when he/she gets along with us” (benevolence).“ Sampling methods methodological procedure used for conducting this empirical research will be the quantitative approach. Numerical data will be used to quantify the correlations between the respective variables of Paternalistic Leadership, Participative Decision Making, Knowledge Sharing and the cause-and-effect relationship they have on Individual Work Performance. The data that will be scrutinised is primarily data collected by the author with the use of surveys (please refer to Annex 7 for full paper version of the questionnaire). The

questions were formulated by adopting **four existing scales** used by other researchers which were conducting similar investigations. The remaining questions on the survey will add key geographical and demographical data regarding the target population, making pointed connections based on the significant variables given in relation to their demographic data. **The research sampling method** that will be employed in this study will be a convenient sampling method. The use of this method is best to gather the most information and allows the research to be reliable across many demographic characteristics. These characteristics are that of different age groups, industry fields, professional experience, education, and organisational tenure.

The survey which was conducted was unbiased in nature, as it afforded each individual participant an equal chance of being the target population selected for this study. The questionnaire was run via pollman.com, an online platform that allows researchers to host polls and gives all willing participants the ability to answer anonymously and accurately. The target population that was selected for this study are individuals who are a part of an organisation and said organisation can be in any industry or field. Furthermore, age groups are not limited; this gives an opportunity to gather key insights on a greater population that is very diverse, and will be the catalyst for gaining more in-depth and unbiased knowledge on a wide range of individuals. The inclusionary criteria for the sample method was chosen to ensure that there are no restrictions pertaining to specific qualifications or job titles required to be disclosed by the participants. Instead, it was chosen to be very open, ensuring a wide range of professional fields. The survey was preceded with a short introduction and explanation of the objective and aim of the research to assure participants were well informed of the nature, scope and reasoning for this study. Please refer to Annex 7 for the paper version of the questionnaire.

The sampling method employed in this study consisted of contacting participants in different virtual and professional workspaces, such as office buildings, workshops and virtual co-working spaces. The individuals approached were department heads of these chosen organisations to ensure efficient distribution of the survey. The method was also randomised by contacting the respondents through verified online workspaces and networking sites such as LinkedIn and Facebook and employ the use of the wide range of social media sites such as Instagram and Twitter, assuring engagement with the greatest number of potential participants

2.4.1. Statistical Methods

The statistical tools used to analyse this value were found via the **quantitative analysis of data** based on the survey. This involves examining and interpreting the numerical data, uncovering the patterns, themes and deeper insights into the respondents perspectives and experiences. These corresponding results were processed with specialised software named **SPSS process macro 15** This testing method is supported as a valid testing method, to explore the intermediary data based on the Knowledge-sharing, Participative decision-making and Paternalistic Leadership variables addressed in this study. These applications were chosen as they span various Fields including social sciences National sciences and business. highlighting the versatility and indispensable nature research

2.4.2. Testing Methods

The **Cronbach Alpha Test**, which is a viability test. This measured the viability of the entire formulated questionnaire and aided in determining any connections to the hypothesis. The Chroma alpha was conducted (a measure of internal consistency and real reliability). This test method set the variables in the questionnaire and evaluated the reliability of the scale. The additional testing method applied was the normality test. This normality measure aided in calculating the specified data set path and determined the resulting normality distribution value.

This evaluation is extremely important to statistically determine if the data was distributed normally. The results that are scored in the survey were compared to a sample of normally distributed sample scores. These scores had the same mean and standard deviation; this test was completed when the author had more than 200 responses, as using a sample size that is not large enough will skew the normality test as the measure will not reject the null hypothesis (Ghasemi, Zahediasl, 2012).

The T Test was employed and compared the means of evaluations which are based on differences in respondents throughout varied geographical areas. This allowed the comparison of

the means between two different groups within their sample; determined there are statistically significant differences or means between the two groups. The T test allows for variables to be examined in addition to determining if there are any relationships between knowledge sharing environment, participative decision making and paternalistic leadership variables.

A regression analysis (SPSS tool) was used to test the hypothesis. This measure evaluated the relationship between individual work performance and the dependent, independent variable knowledge-sharing environment. This method helped to determine any changes within the knowledge sharing environment, and if those changes are associated with any other variations regarding individual work performance. This allowed the evaluation regarding the causal effect between and within these variables. (Skeyes, 1993) A **mediation analysis**, (SPSS Hayes process macro-4.2,) was conducted in order to observe whether or not mediation analysis is able to determine an indirect effect on the knowledge sharing environment compared to individual work performance through a mediating participative decision-making relationship. This analysis helped determine if there is a relationship between the given variables, and provided an estimate of the direct and Indirect effects of the knowledge sharing environment, participative decision making and paternalistic leadership variables within this investigation, determining the confidence intervals and the significance testing measure. A **moderation analysis** was conducted to help explain the relationship between paternalistic leadership and individual work performance. This specific measure will aid in determining the relationship between each variable, and noting which one is stronger and or what should be considered as the **weaker variable**. **Hayes process macro** was used to include the moderator in this variable analysis. The study of the relationship that is between both individual work performance and knowledge sharing across different levels of it being moderated by paternalistic leadership. By using SPSS in all the tools mentioned, aided in providing the statistical evidence needed for this Master's thesis. All the tools listed are appropriate and have been used to gain further insight into the quantitative data collected.

3. CHAPTER THREE

3. COMPREHENSIVE DATA ANALYSIS AND INTERPRETATION

Frequency Table 2 *Demographic and professional characteristics of respondents*

Age groups	Frequency	Valid percentage
Under 25	28	13.9
26-35	35	17.4
36-45	57	28.4
46-55	33	16.4
56 and older	48	23.9
Organisation tenure		
Less than 1 year	23	11.6
1-5 years	70	35.2
5-15 years	43	21.6
15+ years	63	31.6
Level of work experience		
Less than 1 year	10	5.0
1-5 Years	41	20.6
5-15 Years	59	29.6
15+ Years	89	44.7
Level of education		
PH.D or higher	30	15.1
Masters degree	40	20.1
Bachelor's degree	76	38.2
Highschool diploma	29	14.6
Other	24	12.1
Gender		
Male	44	22.0
Female	156	78.0

Source: Compiled by the author according to research results

A **frequency test** was conducted in order to fully summarise the surveyed respondents demographic and professional characteristics. The results from this measure indicate that within

the Age Group test results, the largest group of respondents were between the ages of 36 and 45 with a 28.4 valid percentage shown.

Frequency Table 2 *Professional characteristics of respondents*

Size of current organisation		
Micro <50	58	29.1
Small (50-249)	44	22.1
Medium (250 -4999)	42	21.1
Large (5000+)	55	27.6
Industry of organisation		
IT	10	5.0
Communication	8	4.0
Manufacturing	4	2.0
Finance	11	5.5
education	20	10.1
healthcare	69	34.7
Accounting	5	2.5
Marketing	6	3.0
Human Resources	4	2.0

Source: Compiled by the author according to research results

According to the Size Of The Current Organisation frequency test results, the largest group was indicated to be the micro organisation with less than 50 employees, and that was 29.1% of respondents surveyed working in a micro organisation. According to the Industry of respondents surveyed, the healthcare industry was the highest group of respondents with 34.7%. Organisational tenure was the highest at 35.2% of respondents with 1-5 years tenure and that percentage was closely followed by 15 plus years of organisational tenure at 31.6% of respondents to the survey. The amount of work experience was highest at 44.7% with most of respondents indicating 15 plus years of work experience. Furthermore according to respondents surveyed the Level of Education was highest at a bachelor's degree with 38.2% of respondents. Lastly, gender is predominantly female, with 78% of respondents.

3.1 Exploring descriptive statistics, Normality, correlation and comparison of means

Table 3: *Descriptive Statistical Analysis of Key Research Variables*

Variables	mean	Std deviation	Min	max	skewness	kurtosis
Paternalistic leadership	4.42	1.09	1.36	6.00	-0.761	-0.217
Paternalistic leadership authoritative	4.56	1.25	1.00	6.00	-0.762	-0.356
Paternalistic leadership Benevolent	4.34	1.19	1.00	6.00	-0.766	-0.166
Knowledge sharing environment	3.74	0.75	1.00	5.00	-0.791	1.347
Participative Decision making	3.87	0.22	1.00	5.00	-0.754	0.612
Individual work performance	3.94	0.52	1.00	5.00	-1.153	5.073

Notation for Table 3: Std deviation = standard deviation, Min = minimum range, Max = maximum range

Source: Compiled by the author according to research results

The descriptive statistical analysis for this study's variables show insights in their specific tendencies in the distributions of the data that is being studied. According to the data, paternalistic leadership has a mean score of 4.42 followed by a standard deviation of one 1.09 these results indicate moderate levels of perceived paternalistic leadership among all of the surveyed respondents. The negative skewness -0.761 can suggest a shift in the data as well as the kurtosis which is -0.217 this data can suggest that a large majority of the surveyed respondents found higher levels of paternalistic leadership.

When analysing the authoritarian aspect of paternalistic leadership there is a median of 4.56 in a standard deviation of 1.25 this data shows a higher perceived association to the authoritative

aspects of paternalistic leadership. The skewness was shown at -0.762 and a kurtosis of -0.356 which can indicate a pattern within the distribution of paternalistic leadership, suggesting a similar shape. The Benevolent aspect of paternalistic leadership has a mean of 4.34 in a standard deviation of 1.19, which is overall lower but still significant perception by respondents of the benevolent aspect of this leadership style. The skewness is - 0.762 and a kurtosis of -0.356 Indicate the consistent pattern in the shape of distribution.. The knowledge sharing environments mean score was 3.74 would align itself with a moderately more positive knowledge sharing environment. The standard deviation of 0.75 indicates a variability in the respondents' answers. Skewness is -0.791 and the kurtosis was 1.347, this outcome shows that the distribution is skewed to the left. When analysing, participative decision making the mean was 3.87 with a standard deviation of 0.22 this indicates that the perception of participative decision making based on all of the respondents surveyed was uniform. The skewness -0.754 in the kurtosis of 0.612 indicates the distribution is left skewed. Lastly, Individual work performances mean was 3.94 and a standard deviation of 0.52 this shows a generally positive -assessment of one's individual work performance among all respondents. The skewness -1.1533 and the kurtosis was very high with 5.073 this indicates that distribution is extremely skewed to the left.

Table 4 Results of Normality Test for Study Variables

Variable	Kolmogorov - Smirnov	Sig	Shapiro-Wilk	Sig
	Statistic		Statistic	
Paternalistic leadership	0.122	<.001	0.935	<.001
Paternalistic leadership authoritative	0.136	<.001	0.912	<.001
Paternalistic leadership Benevolent	0.127	<.001	0.934	<.001
Knowledge sharing environment	0.094	<.001	0.935	<.001
Participative decision making	0.119	<.001	0.944	<.001
Individual work performance	0.087	<.001	0.954	<.001

Notation for Table 4 : sig = p value

Source: Compiled by the author according to research results

A normality test was used in order to analyse the distribution of the key variables in this study. From the analysis conducted the results from both the Kolmogorov-Smirnov and Shapiro-Wilk test have been presented as well in the table 4 shown above. The significance level for this test was set to < 0.001 . The data above indicates that none of the variables in this study follow a normal distribution. The results obtained suggest that the data for variables such as Paternalistic leadership, Knowledge sharing environment, Participative decision making, and Individual work performance do not conform to a normal distribution. Consequently, this has important implications for this statistical analysis strategy, particularly in the selection of suitable statistical tests, as those assuming normality might not be appropriate for this dataset

Table 5: *Correlations between study variables*

Variable	Paternalistic leadership	Paternalistic leadership authoritative	Paternalistic leadership Benevolent	Knowledge sharing environment	Participative decision making	Individual work performance
Paternalistic leadership	1					
Paternalistic leadership authoritative	0.819	1				
Paternalistic leadership Benevolent	0.942	0.580	1			
Knowledge sharing environment	0.237	0.113 (P=0.112)	0.271	1		
Participative decision making	0.492	0.392	0.471	0.379	1	
Individual work performance	0.488	0.315	0.509	0.391	0.508	1

Source: Compiled by the author according to research results

A correlation analysis was used to determine if the variables in this study were between $-1 + 1$. This factor allowed the determination of either a negative or positive correlated relationship exists. When analysing the data, paternalistic leadership shows a very positive correlation to the

authoritarian aspect of paternalistic leadership with an outcome of 0.819. Another very positive correlation was with the benevolent aspect of paternalistic leadership, with a 0.942 correlation. When comparing the authoritarian-paternalistic leadership and the benevolent aspect, a moderate positive correlation at 0.580 was observed. The work performance was correlated against paternalistic leadership it shows a 0.237 and when compared to paternalistic leadership the benevolent aspect it is at 0.271 followed by the correlation with the authoritarian aspect of paternalistic leadership at 0.113 because of the small number, it is more closely aligned with a negative outcome. This shows that work performance is not influenced strongly by the authoritarian aspects or closely associated with paternalistic aspects. When looking at the decision-making variable, it only had a moderately positive correlation to all of the variables in the study. This outcome was also similar to the knowledge-sharing environment when compared to all other variables, which were all observed to have a positive correlation, and yet, only having a moderate effect. This shows how all of the relationships between these variables are interrelated within this study's research framework. This indicates the reasoning for strong linkages between some variables and the distant relationship observed between others.

Table 6: *Evaluation of different variables according to respondent Gender*

Variable	Gender	N	Mean	Std D	T-value	P value
Paternalistic leadership	Male	44	4.35	0.964	-0.487	0.627
	Female	156	4.44	1.127		
Paternalistic leadership Authoritative	Male	44	4.42	1.132	-0.199	0.843
	Female	156	4.565	1.291		
Paternalistic Leadership Benevolent	Male	44	4.25	1.063	-0.577	-0.565
	Female	156	4.375	1.231		
Knowledge sharing	Male	44	3.679	0.3919	-0.661	0.509
	Female	156	3.764	0.547		
Participative decision-making	Male	43	3.99	0.747	1.11	0.268
	Female	156	3.83	0.843		
Individual Work performance	Male	44	3.89	0.776	0.80	0.431
	Female	156	3.96	0.744		

Notation for table: : N= number of respondents, Std D = Standard deviation,

Source: Compiled by the author according to research results

The descriptive statistics analysis of this study's data will show if there are any statistically significant differences between the male and female gender based on their survey responses. The statistical significance is set at 0.05, and all values in the set exceed 0.05. Because of this it suggests that all variables do not have any significant differences between gender of male and female respondents. But this survey does not represent the full population, and results can vary with a larger sample group.

Table 7: Evaluation of different variables according to respondent Age Groups

Variable	<25 n28		25-35 n35		36-45 n57		46-55 n33		55 n48		One way anova	
	M	SD	M	SD	M	SD	M	SD	M	SD	F	P
Paternalistic leadership	4.676	0.791	4.289	1.110	4.459	1.00	4.506	1.158	4.360	1.264	0.837	0.503
Paternalistic leadership Authoritative	1.167	1.144	4.394	1.229	4.733	1.195	4.545	1.372	4.483	1.336	0.468	0.759
Paternalistic leadership Benevolent	4.750	0.806	4.232	1.202	4.232	1.202	4.308	1.188	4.483	1.168	1.388	0.240
Knowledge sharing	3.938	0.619	3.569	0.713	3.832	0.783	3.945	0.617	3.516	0.821	2.962	0.021
Participative decision making	3.860	0.906	3.846	0.760	3.863	0.731	4.090	0.817	3.742	0.919	0.896	0.468
Individual Work performance	3.868	0.438	3.906	0.550	3.948	0.423	4.035	0.478	3.942	0.663	0.447	0.774

Note: M = mean, SD = Standard deviation, n = number of respondents

Source: Compiled by the author according to research results

In order to assess the various influences of age on the variables, we used a one way ANOVA test. Because of this test we were able to observe if there were any significant statistical differences between any of the variables. When Knowledge sharing was tested the ages of under 25 and 56 and older demonstrated a large difference in their scores. The scores in question are specifically between the under 25 and the 56 and older age groups. P 0.017 between 36 and 45 and 56 and older age groups of P 0.029, under 25 vs 26-35 at P 0.049, 26-35 vs 46-55 at P 0.036 and lastly 46-55 vs 56 and older at P 0.011 are showing a statistically significant large

difference with the knowledge sharing across those age groups specifically. Because of this very large difference, that is suggesting that the younger age as well as the older ages have a factor in knowledge sharing that shows a difference within an organisational setting. Another at risk statistically significant variable found was between the benevolent paternalistic leadership. The significant difference was shown between the under 25 and 56 and older age groups with P 0.031. This is showing that there is a difference within these age groups in their regarding benevolent paternalistic leadership in an organisational setting. And between the other variables such as paternalistic leadership, the authoritative aspect of paternalistic leadership as well as participative decision making and individual work performance, there were no large significant differences that were found across all of the age groups. Because of this lack of significant differences between all of these areas shows these variables are relatively uniform across all of the ages. But there are significant differences between benevolent paternalistic leadership style as well as knowledge sharing.

Table 8: *Evaluation of different variables according to respondent education*

Variable	PH.D N30		MSD N40		BSD N76		HSD N29		O/ N24		One way anov a	
	M	SD	M	SD	M	SD	M	SD	M	SD	F	P
Paternalistic leadership	4.333	1.278	4.350	1.114	4.547	0.961	4.340	1.265	4.405	1.029	.372	0.829
Paternalistic leadership Authoritative	4.493	1.280	4.440	1.196	4.742	1.167	4.448	1.566	4.483	1.110	.596	0.666
Paternalistic leadership Benevolent	4.244	1.410	4.308	1.220	4.437	1.105	4.280	1.247	4.361	1.192	.197	0.940
Knowledge sharing	3.610	.8336	3.819	.7754	3.836	0.711	3.554	0.787	3.753	0.680	1.085	0.365
Participative decision making	3.760	0.801	3.750	0.873	3.909	0.769	3.905	0.997	4.023	0.748	0.600	0.663
Individual Work performance	3.9815	0.407	3.978	0.500	3.959	0.465	3.787	0.728	4.016	0.537	0.874	0.481

Notation of Table: M = mean, SD = Standard deviation, n= number of respondent , MSD = masters degree, BSD = bachelor's degree , HSD = Highschool diploma , O/ = other

Source: Compiled by the author according to research results

An ANOVA test was used to find the statistical significance within the educational background of the demographics surveyed and what was found after a manual evaluation of the P value was that paternalistic leadership with a masters vs 15 plus years of education with a P 0.021 this was the only statistically significant data that we could find within this data set and that does not limit the possibilities of education being a determining difference between the individuals surveyed. And the variables, but instead it just reinforced the idea that there is not strong enough evidence to make a specific comparison between the factors. And across the perceptions of different educational levels when compared with the variables that were being surveyed.

Table 9: *Evaluation of different variables according to respondent Work Experience*

Variable	<1 YRS N10		1-5 YRS N41		5-15Y RS N59		15+ YRS N89		One way anova	
	M	SD	M	SD	M	SD	M	SD	F	P
Paternalistic leadership	4.479	0.568	4.761	0.958	4.408	0.970	4.285	1.240	1.806	0.147
Paternalistic leadership Authoritative	4.420	0.991	4.898	1.029	4.522	1.248	4.467	1.344	1.232	0.299
Paternalistic leadership Benevolent	4.511	0.618	4.683	1.099	4.345	1.030	4.184	1.363	1.708	.0167
Knowledge sharing	3.700	0.595	3.893	0.727	3.673	0.730	3.736	0.794	0.723	0.539
Participative decision making	3.622	0.731	3.781	0.887	3.902	0.714	3.910	0.879	0.525	0.666
Individual Work performance	3.711	0.378	3.894	0.692	3.854	0.495	4.062	0.428	3.033	0.030

Notation of Table : M = mean, SD = Standard deviation n = number of respondents,

Source: Compiled by the author according to research results

An ANOVA test was performed to find any statistically significant data within this data set. Upon administration and subsequent manual review, this measure determined that paternalistic leadership, in relation to 1-5 years of work experience versus 15 plus years, was a statistically significant value of P 0.021. Furthermore, this analysis measured the Authoritative aspects of paternalistic leadership regarding work experience of 1-5 verses 15 plus years with a value of p 0.027. The conclusion of this measure determined the values pertaining to individual work experience with less than one year of work experience versus 15 plus years with a value of 0.40., and 5 to 15 versus 15 plus with P 0.016. These findings are noteworthy, and are clearly statistically significant variables. Upon further review, it was determined that decision-making

and knowledge-sharing showed measurable differences across the varied work experience levels, suggesting that these variables in question do not drastically differ between experience levels within the data set.

Table 10: *Evaluation of different variables according to respondent Tenure*

Variable	<1 YRS N23		1-5 YRS N70		5-15 YRS N43		15+ YRS N63		One way anova	
	M	SD	M	SD	M	SD	M	SD	F	P
Paternalistic leadership	4.754 7	0.735	4.407	1.137	4.439	1.105	4.328	1.139	0.872	0.046
Paternalistic leadership Authoritative	4.852	0.973	4.546	1.295	4.619	1.160	4.460	1.334	0.585	0.625
Paternalistic leadership Benevolent	4.701	0.812	4.330	1.248	4.339	1.263	4.254	1.215	0.797	0.497
Knowledge sharing	3.860	0.538	3.711	0.914	3.705	0.786	3.777	0.588	0.300	0.826
Participative decision making	3.964	0.637	3.706	0.867	4.019	0.782	3.911	0.855	1.545	0.204
Individual Work performance	3.964 1	0.331	3.849	0.617	4.002	0.432	4.018	0.499	1.397	0.245

Notation of Table : M = mean, SD = Standard deviation,

Source: Compiled by the author according to research results

A one way ANOVA test was conducted to see if there were any significant values found, after conducting the analysis of organisational tenure there were not any statistically significant differences found between the variables. This can be explained as across all variables there are consistent organisational tenure lengths by every respondent surveyed within their respective organisations. A key finding from this data can be used to confirm to many of the organizational which these respondents are employed at that the policies and organisational culture they have implemented has a positive effect and can be seen to have a stable, unvarying impact on all surveyed employees.

Table 11a: Evaluation of different variables according to respondent Industries

Variable	IT N10		COM N8		MAN N4		FIN N11		EDU N20		One way anova	
	M	SD	M	SD	M	SD	M	SD	M	SD	F	P
Paternalistic leadership	4.4643	1.09226	3.5714	1.45586	4.3393	1.22942	4.5195	.86076	4.7214	1.11909	.973	.464
Paternalistic leadership Authoritative	4.3200	1.22275	3.5000	1.35647	4.5500	1.11206	4.6364	.90694	4.7500	1.43619	1.155	.326
Paternalistic leadership Benevolent	4.5444	1.14210	3.6111	1.65445	4.2222	1.42581	4.4545	.98690	4.7056	1.17990	.829	.590
Knowledge sharing	4.0141	.69956	3.4135	.60000	4.0192	.22094	4.0944	.71860	4.1170	.73173	1.691	.094
Participative decision making	3.8800	.92952	3.6250	1.07138	4.0000	.51640	3.9273	.84035	3.8400	.86475	.216	.992
Individual Work performance	3.8882	.42066	3.9449	.40730	3.7083	1.06996	4.0401	.56232	4.0361	.52959	.662	.742

Note: M = mean, SD = Standard deviation, N = number of respondents IT = Technology/IT, COM =Communication services, MAN = Manufacturing, FIN =Finance, EDU =Education

Table: 11b Evaluation of different variables according to respondent Industry CONT...

Variable	H/C		ACC		MKT		HR		O/	
	M	SD	M	SD	M	SD	M	SD	M	SD
Paternalistic leadership	4.357	1.133	4.800	.52099	4.905	0.542	4.1607	1.94077	4.4505	1.01689
Paternalistic leadership Authoritative	4.574	1.247	5.080	.67231	5.367	0.446	4.8500	1.90700	4.5387	1.23638
Paternalistic leadership Benevolent	4.237	1.268	4.644	.68673	4.648	0.803	3.7778	1.99175	4.4014	1.09927
Knowledge sharing	3.645	0.776	4.127	.26072	3.667	0.64847	3.8846	.84848	3.6320	.76441
Participative decision making	3.805	0.784	3.880	.67231	3.967	0.86178	3.8000	1.63299	3.9516	.81547
Individual Work performance	3.998	0.478	4.056	.27217	3.995	0.44843	4.1806	33755	3.8456	.56736

Note: M = mean, SD = Standard deviation, n = number of respondents, HC = Healthcare, ACC= Accounting, MKT = Marketing, HR =Human Resources, O/ = Other. **Source:** Compiled by the author according to research results

An ANOVA test was performed to analyse the Industries (Communication services, Manufacturing, Finance, Education, Healthcare, Accounting, Marketing, Human Resources, Other) in comparison to the variables in this study, to examine any significant differences between industry sectors. After the ANOVA test was performed, a careful analysis of all P values in the sig column was completed. Subsequent findings determined that there were many statistically significant values present.

The first value observed compared the entire paternalistic leadership style IT versus communication with a value of 0.013, communication versus marketing 0.025, education versus communication 0.013, and lastly other versus communication 0.033. The second variable analysed was the benevolent aspect of paternalistic leadership. When referencing Paternalistic leadership, any value under 0.05 is statistically significant. After this subsequent data analysis, it was determined that the communication services and education industry were statistically significant, as the value was 0.031. These statistically significant differences were derived from the participants' perception of benevolent and paternalistic leadership. There were a considerable number of values with a rating under 0.05 found throughout this analysis, specifically pertaining to the paternalistic authoritative variables. The first finding was attributed towards communication services and accounting, with a variable of 0.026, the second was communication services and education with a Value of 0.017, the third was noted as being communication services and health care with a value of 0.021, and finally, the fourth set was noted as communication services and other . All of these notable results pertained to the paternalistic-authoritarian leadership aspect; this variable was assigned a value of 0.027. The large dispersion in values suggests differences relating to paternalistic beliefs between these industries. Due to this dispersion in values it is unlikely to be random, and is instead, very statistically significant which correlates with the specific Industries and possible characteristics and/or practices relating to this variable. Additional statistically significant variables were found within the knowledge sharing variable, as the IT sector and communication services were determined to have a value of 0.049. This statistical significance was also seen within the construct of communication services versus education, with a value of 0.024. When the formula of IT versus education was compared with their perceptions of a knowledge-sharing environment, their value was determined to be 0.013. The final analysis was comparing IT with others , with a resulting value of 0.012. As previously mentioned, the variable and industry groupings have a rather large dispersion within the values and can not be attributed to random chance. Based on the ANOVA test results, we are able to confidently confirm that there are

statistically significant differences between these values and the relationship between these different industries, along with perceptions of the study's variables, ultimately solidify this position.

Table 12: Evaluation of different variables according to respondent Company Size

Variable	<50 N58		50-24 9 N44		250-4,9 99 N42		5000+ N55		One way anova	
	M	SD	M	SD	M	SD	M	SD	F	P
Paternalistic leadership	4.5825	1.13868	4.0552	1.18465	4.6156	1.00928	4.4234	.97113	.872	.055
Paternalistic leadership Authoritative	4.7276	1.29869	4.1500	1.30625	4.7762	1.11941	4.5818	1.17270	.585	.067
Paternalistic leadership Benevolent	4.5019	1.23065	4.0025	1.27555	4.5265	1.11086	4.3354	1.13140	.797	.135
Knowledge sharing	3.6115	.86125	3.6783	.74603	3.9158	.69300	3.8181	.65646	.300	.183
Participative decision making	4.0667	.82750	3.6250	.92034	4.0060	.69915	3.7500	.78463	1.545	.023
Individual Work performance	3.9545	.65857	3.8781	.34366	4.1289	.49146	3.8597	.45942	1.397	.055

Notation of Table: M = mean, SD = Standard deviation, N = number of respondents ,

Source: Compiled by the author according to research results

A one way ANOVA test was performed on the respondents company size in order to indicate if there were any significant differences between the variables and the respondents in different sized companies. The first variable analysed was paternalistic leadership, the significant values found where micro companies versus small companies with a value of 0.015 and small versus medium companies with a value of 0.017. This suggests that respondents who are employees in these organisations have differing perceptions of paternalistic leadership regarding their own companies management and organisational structures. The next variable studied was the authoritative aspect of paternalistic leadership and there was a significant difference in micro and versus small companies with a value of 0.020 and again small versus medium companies

with a value of 0.019. The next variable with significant differences was the Benevolent aspect of paternalistic leadership regarding micro versus small companies with a value of 0.037 and again small versus medium companies with a value of 0.043. The variable knowledge sharing environment only had one significant difference being micro versus medium companies with a value of 0.046. The next variable that was analysed was participation decision making and that variable had significant differences regarding micro versus small with a value of 0.007 and micro versus large with a value of 0.041 and last a value of 0.031 representing small versus medium companies. The last variable analysed was individual work performance, there were two values with significant differences found, small versus medium companies with a value of 0.024 and medium versus large companies with 0.011. The large differences in the perception of these variables across the different company sizes can be attributed to vast differences in their operations, environment and culture. This data shows key insights on how there are vastly different perceptions based on different company sizes.

3.2 Regression analysis

Table 13: *Regression Analysis results For Knowledge sharing and individual work performance*

Independent variables	B	Coefficients standard error	Std. Coefficient beta	T value	Sig
Constant	2.656	0.189		14.037	<0.001
Knowledge sharing environment	0.151	0.047	0.239	3.126	0.002
Participative Decision -making	0.187	0.052	0.270	3.634	<0.001

Notation of table: B = unstandardized B coefficient, Std error = standard error , sig = p value ,

*Std. coefficient beta = standard coefficient Beta , * Dependent variable = individual work performance*

Source: Compiled by the author according to research results

The regression analysis, included at the beginning of these measures, has three variables: participative decision making, knowledge sharing and paternalistic leadership. After the analysis was conducted it was concluded that paternalistic leadership did not have a conclusive effect on individual work performance. Because of this, the author removed this variable and ran the regression analysis again. The two variables included in the regression analysis were knowledge sharing and participative decision making in the final regression model for presentation of intermediate results. *Please refer to Annex 16.* The study employs regression analysis and ANOVA testing to ascertain the presence of a relationship between the independent variable and individual work performance. Within the ANOVA test, the exploration extends to discern if a relationship exists between individual work performance and the other variables. In other words, it asserts that the data pertaining to the independent variables lacks a connection with the data from the dependent variables. The adjusted R square value indicates the dependent variables are related to the independent variables. The adjusted R square indicates that 18% of work performance is explained by paternalistic leadership, knowledge sharing and participative decision making. The Durbin Watson test (1.982) suggests these factors are good predictors. Knowledge sharing and sharing and decision making significantly impact work performance (p value is 0.002). From the ANOVA test results, it was also found that participative decision making and knowledge sharing have a positive effect on individual work performance because their unstandardized B values are all positive. In comparison, paternalistic leadership indicates an insignificant effect on individual work performance because of the very high P value and also the unstandardized B values are negative, which indicates a negative effect on Individual work performance. Standardised coefficients reveal that Knowledge sharing has the most statistically significant effect on individual work performance from the P value (0.047), followed by decision-making (0.52),

Table 14: Moderation Analysis on Variable Relationships

Variable	P value	T value	LLCI	ULCI
(Constant)	0.000	10.3	4.6185	6.785
Knowledge sharing	0.1125	-1.594	-0.6842	0.0726
decision	0.0875	-1.7167	-0.5504	0.0381
paternal	0.00	-5.7455	-0.9571	-4.679
Int 1 knowledge x paternalistic	0.0136	2.4911	0.0224	0.1925
Int 2 decision x paternal	0.0064	2.7550	0.0279	0.1668

Notation of Table : LLCI = Lower level confidence interval, ULCI = Upper level confidence interval

Source: Compiled by the author according to research results

A moderation analysis was completed in order to reveal the relationship between the variables in this study, after a moderation analysis was completed the relationship between the outcome variable in this analysis being participative decision making and the dependent variable in this analysis was knowledge sharing. This analysis has revealed the relationship between the independent variable in this study which is knowledge sharing and the mediator which is participative decision making. There is a statistically significant relationship between these two variables based on the positive *P* value which is 8,291 which indicates that knowledge sharing has a positive effect on participative decision making. This continues to convey their relationship by illustrating that by increasing the amount of knowledge sharing environment in an organisation will in turn increase the amount of participation in decision making and further involves more individuals in the decision making processes in their respective organisation.

Table 16: Interaction Effects Analysis for Paternalistic leadership

INT 1- 2	R2 Change	F value	P value
1. Knowledge sharing * Paternalistic leadership X*W	0.0217	6.2056	0.0136
2. Decision making * Paternalistic leadership M*W	0.0266	7.5903	0.0064

Notations for table: R2 change = change in the coefficient of determination

Source: Compiled by the author according to research results

A second regression analysis was conducted in order to reveal the relationship between the variables in the study. The outcome variable in this analysis was individual work performance. The first relationship analysis was regarding whether a knowledge sharing environment has an effect on individual work performance. It was revealed that knowledge sharing has a statistically insignificant value of 0.1125, which means that this variable does not directly affect work performance. Another relationship revealed was between that of participative decision making and individual work performance. It was found that participative decision making has a *p* value of 0.0875 which indicates that it has an insignificant effect on work performance because the *p* value is larger than 0.05. Int 1 involves the multiplication of knowledge sharing and paternalistic leadership, influencing work performance. Knowledge sharing, which is the independent variable multiplied by paternalistic leadership being the moderator, and this moderating relationship is called int 1. This relationship is statistically significant with a *P* value of 0.0136. Int 2 includes the multiplication of decision making (M) and paternalistic leadership (W), affecting work performance, this relationship is also statistically significant as it has a *p* value of 0.0064. This value is below 0.05 which concluded that both moderating relationships are significant. Another observation made was the impact of this relationship when comparing both Int 1 and Int 2, it was found that the impact of this moderating effect is stronger when paternalistic leadership is moderating participative decision making and its outcome on work performance being R2 Change 0.0266, the value of the moderating effect of participative decision making and knowledge sharing with the outcome variable being work performance was a lower value of R2 change 0.0217. Another relationship found was when analysing the relationship between individual work performance and paternalistic leadership. Paternalistic leadership was shown to have *p* value of 0.000 which indicates that paternalistic leadership has a direct effect on individual work performance, Further analysis showed that this relationship is negative due to paternalistic leadership LLCI value being -0.9571.

Table 17: *Conditional effect of Paternalistic leadership on knowledge sharing and work performance.*

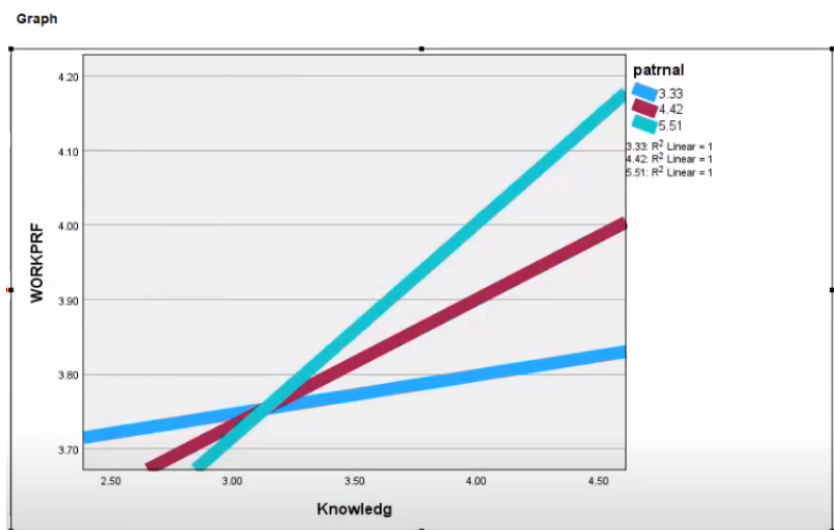
Paternal	effect	T- value	P-value	LLCI	ULCI
3.3299	0.0519	0.7924	0.4291	-0.0773	0.1811
4.4221	0.1693	3.3144	0.0011	0.0685	0.2700
5.5144	0.2866	3.9135	0.0011	0.1422	0.4310

Notation of Table : LLCI = Lower level confidence interval, ULCI = Upper level confidence interval

Source: Compiled by the author according to research results

Int 1. knowledge sharing being moderated by paternalistic leadership, influencing work performance. Based on the statistically insignificant P value of 0.4291 it was found that when paternal leadership style is low (3.3299) there is no significant effect of knowledge sharing on individual work performance. It was also found that when the moderating effect of paternalistic leadership is higher 4.4221 and 5.5144 the p value becomes statistically significant p value 0.0011. This describes the relationship between the increased amount of paternalistic leadership style being used and there is a stronger relationship between knowledge sharing and work performance. When looking at the Johnson Namen output when the P value becomes 0.05 is considered a cut point. The cut point is 3.8433, this explains that knowledge sharing starts to statistically affect employee individual work performance only when paternalistic leadership style reaches 3.84. If this number is lower than 3.84 there is no effect on employee work performance.

Figure 2. *Impact of paternalistic Leadership on the Relationship between Knowledge Sharing and work Performance*



Source: (SPSS 28, 2021)

Graphical representation indicates, when paternalistic leadership is low, visually shown by the slope of line being small from this regression it is not statistically relevant, and slope of line is diminutive, indicating insignificance 3.33. However, with a moderate to elevated value of paternal leadership, the slope becomes increasingly steep, resulting in illustrating a strong

relationship 4.42 and 5.551. When the paternalistic leadership style is strong enough, there is a significant connection between knowledge sharing and work performance.

Table 18: *Conditional effect of paternalistic leadership on participative decision making and individual work performance*

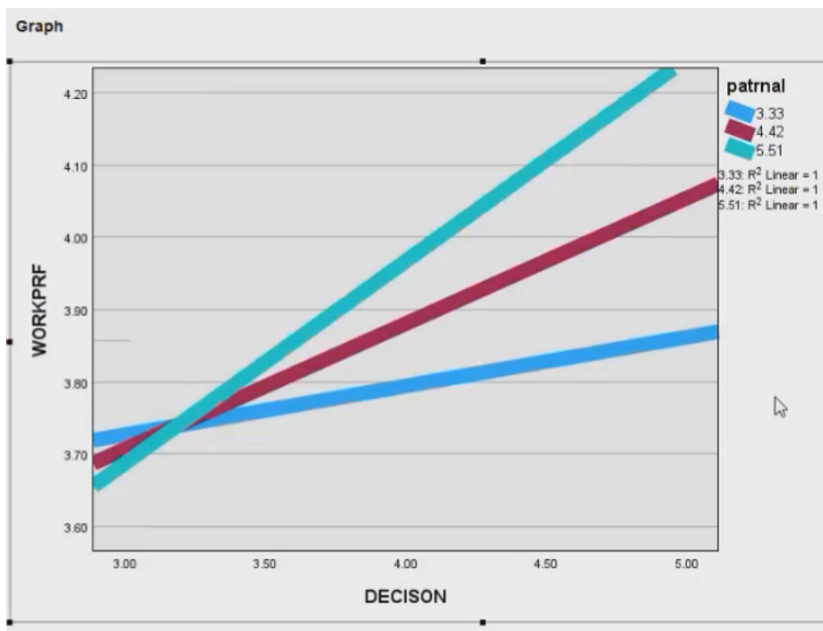
Paternal	effect	T- value	P-value	LLCI	ULCI
3.3299	0.0677	1.2969	0.1962	-0.0352	0.1705
4.4221	0.1739	3.6027	0.0004	0.0787	0.2690
5.5144	0.2801	3.9975	0.0001	0.1419	0.4182

Note: *LLCI = lower level confidence interval, ULCI = upper level confidence interval*

Source: Complied by the author according to research results

Int 2 The relationship between participative decision making (M) being moderated by paternalistic leadership (W) , affecting work performance. The chart above explains that when paternalistic leadership style is lower, 3.3299 the P value is higher, which suggests that the relationship it has between participative decision making and its effect on individual work performance is not significant. But, when paternalistic leadership style is higher 4.4221 or 5.5144 both P values are statistically significant, p value 0.0004 and p value 0.0001. This suggests that when paternalistic leadership is high the effect of participative decision making and its positive effect on individual work performance also increases. When analysing the Johnson Neyman output and the cut point of 0.05, we can see that when the value of paternalistic leadership is 3.6139 or higher there is a positive effect on participative decision making and individual work performance.

Figure 3. *Impact of paternalistic Leadership on the Relationship between Participative Decision Making and work Performance*



Source: (SPSS 28, 2021)

Graphical representation indicates, when paternalistic leadership is low, visually shown by the slope of line being small from this regression it is not statistically relevant, and slope of line is diminutive, indicating insignificance 3.33. However, with a moderate to elevated value of paternal leadership, the slope becomes increasingly steep, resulting in illustrating a strong relationship 4.42 and 5.51. This illustrates that when paternalistic leadership value increases the positive effect of participative decision making on individual work performance also increases.

Mediation Analysis

Table 19: Direct effect of knowledge sharing on performance

Paternal	effect	T value	P value	LLCI	ULCI
3.3299	0.0519	0.7924	0.4291	-0.0773	0.1811
4.4221	0.1693	3.3144	0.0011	0.0685	0.2700
5.5144	0.2866	3.9135	0.0011	0.1422	0.4310

Note: *LLCI = lower level confidence interval, ULCI = upper level confidence interval*

Source: Compiled by the author according to research results

The direct relationship of knowledge sharing and employees performance mediating analysis is based on moderators. The relationship between knowledge sharing and employees' individual work performance is based on the amount of paternalistic leadership. When paternalistic leadership is low 3.3299, there is no effect of knowledge sharing on employees performance because the P value is significant being P value 0.4291. When paternalistic leadership increases values shown are 4.4221 and 5.5144 the P values associated with those values also decrease and become statistically significant p value of 0.0011 and again p value of 0.0011. This suggests that when paternalistic leadership is higher, then knowledge sharing will start to affect individual work performance. The cut point of this being 3.84 when analysing the Johnson Neyman output.

Table 18: *Indirect Effects in Mediation Analysis*

Paternalistic	effect	BootSE	BootsLLCI	BootsULCI
3.3299	0.0377	0.0290	-0.218	0.0989
4.4221	0.0968	0.0402	0.0168	0.1749
5.5144	0.1560	0.0595	0.0389	0.2681

Note: *BootLLCI = Bootstrap lower level confidence interval, BootULCI = Bootstrap upper level confidence interval, BootSE = bootstrap standard error*

Source: Compiled by the author according to research results

When analysing the lower confidence intervals and the upper level confidence intervals we can see that in the first line there are negative LLCI -0.218 and positive values ULCI 0.0989. This means that there is no statistically significant relationship between knowledge sharing and employees performance through participative decision making. There is no mediating effect when there is low paternalistic leadership. This concludes that when there is a higher amount of participative leadership moderating the mediating relationship of knowledge sharing and employees performance through participative decision becomes statistically significant. This is shown by comparing both direct and indirect effects of paternalistic leadership when the values from both charts are 5.5 the indirect effect value is 0.1560. Please refer to table 19 as the direct effect is 0.2866. The comparison of the average effect values from both direct and indirect effect values when paternalistic leadership average value is 4.4 are direct effect value of 0.16 and indirect effect value of 0.09. The author can conclude from this comparison that in all cases the

direct effect of knowledge sharing on employee performance is bigger than the indirect effect of participative decision making on employee performance

4. CHAPTER FOUR DISCUSSION

4.1 Discussion of outcomes of paternalistic leadership, knowledge sharing and participative decision making on work performance.

Table 19: Summary of Hypothesis Testing Outcomes

Hypothesis	Proved or Rejected
Hypothesis (H1) <i>Participative decision making mediates the relationship between knowledge sharing and performance</i>	Proved
Hypothesis (H2) <i>Paternalistic leadership moderates the relationship between participative decision making and individual work performance.</i>	Proved
Hypothesis (H3) <i>Paternalistic leadership moderates the relationship between knowledge sharing and individual work performance</i>	Proved
Hypothesis (H4) <i>Knowledge sharing positively affects individual work performance.</i>	Rejected
Hypothesis (H5) <i>Participative decision making positively affects individual work performance</i>	Rejected
Hypothesis (H6) <i>Knowledge sharing affects participative decision making</i>	Proved

Source: Compiled by the author according to research results

This dedicated section engages in a thorough and in-depth exploration of empirical research to uncover additional perspectives and insights into the nuanced impact of specific managerial tools on employee work performance. The primary focus of this section is on deciphering the intricate correlations and relationships within the realm of paternalistic leadership. Through analysing the relational impact that participative decision making has on knowledge-sharing processes, the aim of deciphering the causality may be achieved. The section outlines this study's goals, purpose, and methodology, emphasising key objectives, including mediation analysis, and scrutiny of demographic variables. **The aim of this empirical** investigation is to highlight the profound significance of relationships between organisational leadership and their employees, and assess the impact of this complex relationship on individual work performance. Through methodical testing of the hypotheses and attainment of valuable academic insights, this analysis contributes

to the conceptual understanding of the various dimensions of leadership approaches, knowledge sharing processes, and participative decision making behaviours. The age-based analysis reveals significant distinctions in knowledge sharing and perceptions of benevolent paternalistic leadership, emphasising the complex interplay between age groups and organisational variables. However, this study acknowledges limitations in establishing causation and generalizability based on sample size and demographic representation. When discussing the causation of an effective Knowledge Sharing Environment, this study underscores its crucial role in organisational dynamics, catalysing collaboration, problem-solving, and idea development. Rooted in theories of Empowerment and Activation, this research highlights the pivotal role leadership has played in fostering a knowledge-sharing culture. Through the exploration of Tacit and Explicit Knowledge, this study discerns what impact these concepts may have when applied to organisational strategies, organisational implications, and the concept of the societal held importance of knowledge sharing as a social asset. The section stresses the complexity of knowledge-sharing tools and strategies, their role in enhancing performance, and their significance in societal contexts. The examination of Participative Decision-Making (PDM) unveils its multifaceted influence on employee attitudes and performance, emphasising its pivotal role in modern workplace dynamics. Delving into Individual Work Performance (IWP), the study dissects its components, motivational influences, and the role of supervisors in enhancing performance. The section sets the stage for the empirical research exploration, outlining objectives, hypotheses, and the significance of the study in bridging existing gaps in leadership understanding. In conclusion, this comprehensive discussion provides a rich tapestry of insights, spanning the nuances of age-based dynamics, the importance of a knowledge-sharing environment, the impact of managerial tools between leadership styles and individual work performance. The empirical research makes a vital contribution towards deconstructing these complexities and advancing the field of comprehensive organisational dynamics.

4.1.1. Findings for Hypothesis (H1)

The empirical research's initial **hypothesis (H1)** posits that Participative Decision-Making (PDM) serves as a relational mediator, between knowledge sharing and workplace performance. Within the context of this study's research domain, observable interconnected aspects between knowledge sharing and individual work performance were noted. The study's specific research parameters affirm the existence of a mediating role that participative decision-making plays in the relationship between "strength" or the extent of knowledge sharing and the "direction" or influence this mediating factor has on individual work performance. It's crucial to emphasise

that this linkage is both contingent and context-specific, as this conditionally specific value necessitates a greater amount of sustained participative decision-making moderating the relational variables. When participative decision-making within leadership moderates the mediating relationship between knowledge sharing and employee performance, it leads to a statistically significant impact on individual work performance. The data analysis reveals a connection between knowledge-sharing and the moderating impact of paternalistic leadership, a proven and relational variable which has been substantiated by this study's methodology. This measure successfully illustrates that participative decision-making functions as a mediator in the connection between the extent of knowledge sharing, and individual work performance under the specific conditions explored in this research. It is crucial to emphasise that this connection is contingent on the substantial presence of participative decision-making as a moderator. When participative leadership moderates the relationship between knowledge sharing and employee performance, it attains statistical significance. The data analysis that was conducted in the study has uncovered rather compelling statistical evidence suggesting that organisations must consider prioritising a paternalistic leadership style when cultivating a working environment that maximises knowledge sharing and participation in decision-making advantageously, ultimately increasing individual work performance. This highlights the importance of leadership competence regarding these new aspects of this innovative and successful dynamic. The Managerial competence may be achieved through implementing development initiatives to support corporate leadership with employing these nuanced aspects of effective employee engagement. Having Employees who are actively engaging in participation in decision-making opportunities will scaffold the knowledge sharing culture Through active knowledge attainment.

Through this studies Empirical research it has been noted that knowledge sharing aspects of company culture and their impact on Individuals within corporations may also be directly attributed to specific leadership styles employed within the organisation. This proffers scholars many more academically adventurous theoretical and empirical avenues to pursue. When exploring future research endeavours, a suggested aim is to assess the capacities of other leadership styles and their relational connectedness these varied leadership approaches have on participative decision making and knowledge sharing. The specific methodology or choice in practices utilised within an organisation is a factor when determining what level of influence this may have on individual work performance. Moreover, investigating how KS and PDM influence organisational culture as mediators between these two variables could yield greater insights into the Objective involvement the information of leadership programs may have in

facilitating this employee engagement in decision making while simultaneously creating ample opportunities for KS practices to be implemented within the organisational construct. **Supporting Studies**, there is a moderating influence of PLs relationship is confirmed through this rigorous testing method, as it has been determined to have direct and positive relation when PDM has a mediating effect on the extent of KS. These benefits include increasing the amount of power in ownership, as well as increasing and improving the amount of information that employees have access to. This influencing environment allows for an increase in quality of the decision making process' (Yadav & Rangnekar, 2015) , which confirms the study's initial hypothesis.

Contrasting Studies the empirical data analysis conducted in the study has unveiled compelling statistical evidence that sheds light on a correlation between knowledge sharing and the moderating influence of paternalistic leadership. This relationship is validated through our testing method, as this investigation determined that PDM has a mediating effect on the extent of KS, and its impact on individual work performance relating to the study's context-specific research parameters. A noteworthy observation was made relating to this relationship being purely conditional, requiring a substantial presence of PDM as a moderator, explaining the higher degree of PL moderating the mediating connection between KS and employee performance, it becomes statistically significant. Implications for Practice notable implications have been determined through the examination of the Study's data analysis. These Determinants factors suggest that when organisations encourage and foster a PL approach within their working environment propel the advancement of KS and PDM, ultimately enhancing individual work performance. This innovation affords these organisations a coveted competitive advantage. Knowledge sharing and participation in decision-making, ultimately enhancing individual work performance.

4.1.2. Findings for Hypothesis (H2) Paternalistic leadership moderates the relationship between participative decision making and individual work performance. The second hypothesis being that paternalistic leadership is a moderate area within. Participated in decision making and individual work performance. This hypothesis was proved as the analysis that was conducted showed that. Int 2 includes the multiplication of decision making (M) and paternalistic leadership (W) , affecting work performance, this relationship is also statistically significant as it has a p value of 0.0064. This value is below 0.05 which concluded that both moderating relationships are significant. Because of this statistically significant moderating impact, it was revealed in this study that participants participate if decision making is significantly moderated

by paternalistic leadership. And this moderation effect shows that. This type of leadership can substantially have an influence on the participating decision making. Processes that could be utilised within an organisation. As well as having a very large impact on these organisations. **Supporting studies** have stated This psychological theory (TAT) posits that an employee's ability to make a positive contribution within their organisation is not a fixed trait, but a dynamic factor that may be encouraged through situational design. (Tett et al., 2021, pp 199-233). Practical applications of TAT aid in organisational comprehension of employees personalities and their complementary nature between the organisations working environment (Tett et al., 2013) Through this nuanced understanding, leadership gains insights to develop and implement methods which draw-out the talents, passions and intrinsic motivations within their employees **Contrasting studies** through the Study's comprehensive and determining nature, a direct correlation has been established between the amount of successful PDM experienced by employees' in their organisation, directly linked to the effective nature of leadership within the organisation. There are practical managerial approaches that organisations can employ to successfully adopt these practices into their companies workplace culture. (chen et al, 2019). This highlights the role that leadership has on the potential effectiveness of the decision making process within their organisation. Encouragement from leadership, and their ability with fostering individual innovation should be kept in mind when adopting PDM practices within these respective organisations. Knowledgeable and proficient leadership requires their organisations to take an invested interest in their growth and development. Ensuring they have access to organisational knowledge sharing practices, like additional training needed to employ successful managerial tools and strategies. organisations who ensure that competent and confident management are always at the forefront of their working environments, support the sustainable growth and development regarding their workplace culture. This is a crucial component when determining their success. **Implications for practice** through the careful examination of case studies involving the organisational implementation of paternalistic leadership, specific factors have been identified to evaluate the organisation's ability to influence work culture and acceptance, productivity, and employee relations. Administering surveys or conducting interviews with prospective managers and organisational leaders will aid in identifying and quantifying their understanding of paternalistic leadership, and their ability to incorporate these successful characteristics through their opinions on its acceptance.

4.1.3. Findings, hypothesis (H3) Paternalistic leadership moderates the relationship between knowledge sharing and individual work performance. The moderating effect of paternalistic

leadership was confirmed. And this was based on our analysis of the Int value as it involves the multiplication of knowledge sharing and paternalistic leadership, influencing work performance. Knowledge sharing which is the independent variable being multiplied paternalistic leadership being the moderator and this moderating relationship is called int 1. This relationship is statistically significant with a P value of 0.0136. **Supporting studies** a confirming study suggest, (Malik A., Santoso B, 2022) Eastern cultural interpretation of PL replaces western societies' controlling label with one of reverence and respect. The attentive and nurturing qualities that envelop PL trigger positive feelings among employees, ultimately improving their individual work performance. This influence is similarly fostered by Moral leadership (ML) styles. Organisations that utilise a ML approach are observed to have a positive impact on their employee's development of trust towards leadership (Dedahanov, et al, 2016). This delineation is based on encouraging the connection that employees attribute towards the company's message about the significance and value of their company's knowledge-sharing culture. This approach encourages the growth and success of a KS working environment and culture within the institution (Tett et al., 2021, pp 199-233). **Contrasting studies**, a contrary study suggests that, the stark contradictions with the aforementioned methodology, lies in the perception of authoritative characteristics of this particular method, as authoritative traits have been found to be counterproductive. This flies in the face of the overarching motivation for organisations choosing to employ paternalistic leadership in the creation of a knowledge sharing environment, as authoritative traits would only generate adverse workplace relations, and hinder knowledge sharing within an organisation. This perspective negates other scholarly interpretations which attribute PLs success through their exploration of specific qualities required of the individual tasked with employing this approach. (Wang L., Cai Y.H, 2016), Some possible **practical implications** for organisations to consider when deciding to employ this form of leadership would be whether their organisation as a whole, has the ability to foster the necessary working environment which compliments this particular leadership style. Through this statistic we are able to now see the dynamics within PL, and how they manifest when fostering the KS processes within the organisation. Subsequent statistical findings were also noted.

4.1.4 Findings for Hypothesis (H4)

Knowledge sharing positively affects individual work performance. The fourth hypothesis in this study rejected the findings of a comprehensive regression analysis. The outcome of this analysis proved that there was a very positive impact of knowledge sharing process on an individual work performance. The relationship between these two variables were analysed, and it was

found that the effect that a knowledge sharing environment has on individual work performance was not significant. The data analysis revealed that knowledge sharing has a statistically insignificant value of 0.1125 which means that this variable does not directly affect individual work performance. **Supporting studies suggest that**, exploring the impact of perceived negative workplace gossip on employees' knowledge sharing behaviour, the mediating role of work engagement, Zhu, Y., Luo, J., & Zhang, X. (2020). This study alludes to negative knowledge sharing in the workplace in the form of gossip can hinder positive knowledge sharing behaviour and negatively impact work performance. Perceived negative gossip negatively influences individual knowledge sharing behaviour, and work engagement mediates the negative effect of perceived negative gossip on knowledge sharing. Zhu, Y., Luo, J., & Zhang, X. (2020). This study also explored the evidence that negative issues or events in organisation context and workplace can impair knowledge sharing behavior. This can suggest that our study was limited to explore one aspect of knowledge sharing, but there are many positive and negative associations with knowledge sharing within a workplace, this could bring some insights on the possible rejection of our hypothesis. **Contrasting studies** contradictory to our outcome studies suggest that effective management should be open and active in the methods and strategies that support innovating and improving the complementary aspects of an ideal knowledge-sharing environment being a motivating component which increases their employees work performance (Tett et al., 2021). This beneficial result facilitates the continued growth and enhancement of the organisation (Masa'deh, R 2016). Further analysis by scholars has suggested that when an organisation adopts KS procedures a positive effect on job performance is created. This beneficial result facilitates the continued growth and enhancement of the organisation (Masa'deh, R 2016). The conclusions based on further research findings have indicated that high performance work systems have significant positive effects on knowledge sharing and employee creativity Zhu, C., & Chen, X. (2014), **Practical implications** based on the statistical findings It was revealed that the Knowledge sharing process is. Do not have a significant positive impact on individual work performance, This suggests the idea that knowledge sharing and its correlation to improved individual work performance may be A more complex relationship than previously analysed. Other factors may play a crucial role in the portrayal of this relationship. This outcome also suggests that knowledge sharing alone may not. Have a direct impact On the level of employee output, An implication for organisations to adopt from this study is that they should look further than. Just promoting. Knowledge sharing process is within their organisation in order to promote work output,

4.1.5. Findings, hypothesis (H5) Participative decision making may positively affect individual work performance. The fifth hypothesis in this empirical exploration was summarily rejected, after careful examination of the study's findings. which show that participating decision making does not have a significant effect on individual work performance outcomes. This conclusion was based off of The regression analysis based off of the variables in this study It was found that participative decision making has a P value of 0.0875 which indicates that it has an insignificant effect on work performance because the p value is larger than 0.05. This reveals that there are some challenges with the often associated outcome of a positive impact of participative decision making process is within an. Organisations work output Regarding their employees. Instead it has shown that the amount of. Decision making processes are involved within the organisation and the actual organisational dynamics play a significant role in. Determining the amount of effective individual work performance. **Supporting research**, suggest the main study outcome was to measure the amount of employee participation in order to enhance workplace performance. Their first hypothesis was also measuring how participative decision making affects work performance. Their findings had the same statistical outcome as our study. They stated" that management participation and autonomy showed lower productivity; the relationship between management participation and productivity" They also found that " Management participation was found to be the only participation practice that is related to labour productivity, the association being statistically significant and negative. This indicates that the greater the participation in management the lower sales per personnel ratio." Urtzi, U., Alaine, G., & Unai, E. (2021) **Contrasting studies** contrary to our findings suggest that, This change breathes fresh air into the now more flexible, inclusive, and collaborative workplace, ultimately supporting a profound increase in employee performance (Chen and Zhou, 2018) **Practical implications** organisations may be to not heavily depend on participating decision making in order to improve work performance within the organisation, but to instead explore other relevant company dynamics which influence employee productivity.

4.1.6. Findings, hypothesis (H6) Knowledge sharing affects participative decision making. The six hypotheses in this study were confirmed. With significant values shown within the relationship between knowledge sharing and participated decision making. This was shown with a regression analysis There is a statistically significant relationship between these two variables based on the positive P value which is (8.291). This value indicates that knowledge sharing has a positive effect on participative decision making. This continues to convey their relationship by illustrating that by increasing the amount of knowledge sharing environment in an organisation

will in turn increase the amount of participation in decision making. This study 's findings suggest that when in an environment. Emphasises strong knowledge sharing tools and. Process is then correlated to an increased positive association with the facilitation of participative decision-making processes and procedures. This outcome also indicates the importance of knowledge sharing as a conducive element in Participative decision-making within an organisation. **Supporting literature** suggests the process of being able to acquire, retain, and spread valuable information, supports companies with attaining a sustainable and significant performance advantage when used in any business sector (Pantouvakis, A 2017). It has been suggested that a rich knowledge-sharing environment will enhance a collaborative and productive participative decision-making environment. It also suggests that the efforts that are made to increase the amount of knowledge sharing within their respective organisations can lead to a positive impact on the amount of participative decision making process they may have in it. There have also been additional benefits listed besides creating a holistic vision. An organisation's ability to successfully compete in a multitude of industries, Inevitably results in cultivating an environment of collective productivity, growth and innovation by adopting knowledge sharing processes. This beneficial result facilitates the continued growth and enhancement of the organisation (Masa'deh, R 2016), Another study that had a similar hypothesis, research findings were conclusive to our outcomes as well. Their results were that PDM has positive effects on both knowledge sharing and employee engagement. However, knowledge sharing fully mediates the relationship between PDM and employee engagement. The employees are well-engaged because PDM provides an intrinsic incentive for employees to exchange and share ideas, information, and knowledge, which eventually makes them engaged with their organisation Al-Jabri, I. M. (2020). Another supporting study conclusion where that organisations with knowledge sharing and employee participative decision making culture help their employees understand that they are being supported; Knowledge sharing and participative decision making have employees who perceive that employers value their interests and care about their wellbeing, Fattah, J., Yesiltas, M., & Atan, T. (2022). **Practical implications**, It is evident that based on the results on this study conjoined with the vast concedes of past and current research on the vast majority of studies that knowledge sharing and participative decision making are key contributors to workplace enhancement in a numerous amount of areas such as innovation, inclusivity, sense of belonging and well being and the list can continue in such direction. This poses the stance that organisations should prioritise these practices in order to maximise their organisational potential through the catalyst of positively these two managerial tools presented.

4.2 Recommendations for Future Research

Suggestions for future research Further exploration could delve into the influencing relationship between leadership approaches , decision-making and knowledge sharing within an organisation. Additionally, investigating the role of knowledge sharing and participation in decision-making in shaping organisational culture as mediators between these two variables could yield valuable insights Suggestions for future research include:

1. Conducting a Global Implementation Analysis to investigate instances of global implementation of paternalistic leadership which considers cultural differences and the successful dissemination of an updated understanding of PL.
2. **A language analysis** would be helpful to scrutinise the language used when describing paternalistic leadership, especially regarding the importance of nurturing knowledge-sharing practices, participation, collaboration, and work productivity by shifting from authoritative to assertive language aligns with increasing acceptance.
3. **Comparison analysis** into the benefits of PL with other leadership methodologies deserves further inquiry, as the literature review highlighted a direct contradiction to past conceptual understandings.
4. **short term and longitudinal studies** to investigate the relationship between these variables and discover any long term impacts within knowledge-sharing. and Individual work performance.

4.3 CONCLUSION

4.3.1. Conclusion 1.) Knowledge-sharing was an important factor in increasing the efficiency of operational practices, creating an innovative environment with effective decision-making practices. Scholars Ahmed et al. (2015), Dornberg (2019) , and others have provided in-depth analysis asserting how knowledge-sharing plays a crucial role in enhancing a creative work environment. This correlation demonstrates the complexity and nuanced nature of the topic. Furthermore, the many benefits of paternalistic leadership and its effects on knowledge-sharing and participative decision-making are examined. Scholars (Cheng et. al, 2014; Sposato,2019; He G. et. al, 2018) have all highlighted fostering a managerial style that uses the key attributes of this leadership (authoritarian and benevolent) is fundamental. These findings conclude that paternalistic leadership is able to help cultivate a knowledge-sharing culture and enhance employee participation. Researchers such as Kumar and Saha (2017); Demaria (2018) and Ugwu et al. (2019) have all reiterated the importance of Participative decision-making and its function towards encouraging organisational collaboration, autonomy and ownership throughout the organisation. Further exploration into the theory of individual work performance being a dualistic concept (Koopmans et al, 2011; Rotundo, Sackett 2002) and determining effectiveness of motivation, support, feedback and self efficacy as predictors of its success.

4.3.2. Conclusion 2.) This empirical research has meticulously examined the nuanced relationships between managerial tools such as Knowledge-sharing, participative decision-making, paternalistic leadership, and individual work performance. and their impact on employee work performance. The study's objectives encompassed conducting a detailed survey questionnaire, which scrutinised the influence of demographic variables, providing a visual representation of the research model, and a deeper exploration of specific moderating relationships. Figure 1 model and the subsequent analysis provide additional clarity to the questions at hand. While recognizing the study's limitations, the research underscores the need for further investigation to deepen our understanding of these complex relationships in organisational contexts. The research also illuminates significant findings, as the Cronbach Alpha scores that correspond to each variable scale provide clear validity and reliability of the survey results. This ensures that all data gathered is reliable and consistent. The utilisation of various statistical methods such as normality test, T test, One Way ANOVA test, regression analysis, moderation and mediation analysis all serve to provide a comprehensive data analysis in which all conclusions were formulated upon.

4.3.3. Conclusion 3.) Key highlights of the detailed data analysis conducted include the identification of age-based differences in knowledge sharing and perceptions of Benevolent-paternalistic leadership. Notably, the study acknowledges the limitations inherent in establishing definitive causation and generalizability based on sample size and demographic representation. Key considerations were taken when evaluating the data, based on the demographic characteristics of respondents. The sample group in this study was a notable part of the findings; having 1-5 years of organisational tenure and being predominantly in the healthcare industry. The descriptive statistics explained by the variables in the mean scores, show that the respondents view the managerial tools positively. Another key finding is the correlation analysis between variables which indicated all positive correlations among variables. The regression, moderation and mediation analysis found that within the variables studied that knowledge-sharing and participative decision-making have a larger impact on individual work performance when higher levels of paternalistic leadership are involved. This reveals a clear and complex relationship between these variables.

4.3.4. Conclusion 4.) The variables in these studies have led to complex conclusions concerning the outcomes of the hypothesis testing, which have led to key insights into the relationship between them. **Hypothesis H1, was proven.** Based on the comprehensive data analysis, it was shown that participative decision-making mediates the relationship between knowledge-sharing and individual work-performance. This mediating effect was shown to be conditional, as only a mediating effect of participative decision-making along with higher levels of paternalistic leadership were observed. Because of these conclusions, it becomes clear that employee empowerment with decisions in the workplace, influences the amount of knowledge-sharing practices adopted. This translates into effective individual work performance. **Hypothesis H2, and H3, were also proven.** The succinct data analysis shows that paternalistic leadership is a sufficient moderator for both knowledge-sharing and participative-decision making, it was proven that when an increased when there were also higher levels paternalistic leadership is used in an organisation, knowledge-sharing and participative decision-making had a higher impact and increased individual work performance. **Hypothesis H4 and H5 were both rejected.** These hypotheses were based on extensive literature review, where Scholars provide proof contradictory to our results. This study revealed that knowledge-sharing and participative decision-making do not have a direct impact on individual work performance. This reveals that there are more influences that have a larger impact than these two variables affecting positive changes in individual work performance. **Hypothesis H6 was proven.** This conclusion is

supported by extensive regression analysis. It was concluded that Knowledge-sharing does have a positive impact on participative decision making. This suggests that when there are more knowledge sharing policies and procedures adapted to fit employees needs it also fostered an environment that increased the amount of participative decision making occurring throughout the organisation. This research serves as a significant step in availing a need to broaden the insights into the influences of managerial tools on employee work performance, laying the foundation for future studies to build upon, and ultimately enhancing our comprehension of leadership interactions in the workplace. The Master's Thesis contributes to bridging existing gaps in understanding various dimensions of leadership styles, processes, and behaviours. By exploring the complex interplay between knowledge-sharing, participative decision-making, and paternalistic leadership, it offers valuable insights into the dynamics of managerial-subordinate relationships, as they are incredibly nuanced and demand further academic exploration.

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SUMMARY

THE MEDIATING ROLE OF PARTICIPATIVE DECISION-MAKING IN THE RELATIONSHIP BETWEEN THE KNOWLEDGE SHARING ENVIRONMENT AND INDIVIDUAL WORK PERFORMANCE MODERATED BY PATERNALISTIC MANAGEMENT STYLE

Vilnius University, Faculty of Business Administration and Economics

Human Resource Management Program

Masters Thesis

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Academic supervisor, Dr. Virginijus Tamaševičius

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This Thesis consists of 83 pages , 3 Figures , 19 Tables , 96 References

The Aim is to explore the causality associated by management adopting paternalistic leadership approaches, and further extend the focus beyond the current scope of existing research. Through the thoughtful study of these concepts, this research aims to identify the most effective implementation processes, and how these methods are employed in management approaches. The variables of knowledge sharing, participative decision- making, paternalistic leadership effect on individual work performance will help companies develop and innovate new ways to engage their employees within their organisations

The Structure, the study is separated into four chapters, first chapter of the master thesis is the extensive literature review that comprehensively reveals the depth of prior research, research gaps and fundamental theories and key insights gathered of all 4 variables in this study which are knowledge sharing, participative decision making and individual work performance The second part of the masters is the methodology section. The third chapter is the empirical research and findings. The fourth chapter is the discussion, recommendations for future research and conclusions of the master thesis.

Literature Review , the literature exploration was able to highlight the key importance of knowledge sharing (KS) as a management tool that can be utilised in order to increase the

efficiency of operational practices, Another key variable explored in the study was participative decision making (PDM); this area was highlighted in the literature as a driving force for the improvement of organisational performance. The literature has revealed significant impacts of fostering a managerial style that uses the unique but effective key attributes of paternalistic leadership style which are both authoritarian and benevolent leadership. Lastly the literature discusses the concept of individual work performance as both task-oriented and possess dimensions that are contextual, this is based on both Koopmans et. all. (2011)

Methodological Research, The research model employed in this analysis was formulated through use of the framework coined by Andrew F Hayes model 15. This model describes the conditional effect indirectly of both knowledge sharing environment and individual work performance. Knowledge sharing is an independent variable in this study and the dependent variable is individual work performance. This model also describes the relationship of participative decision-making being a mediating variable. The independent variable and mediator have a key connection that is being moderated by paternalistic leadership.

Data collection and Methods, The study examined 201 survey respondents, all data was reviewed and included rigorous statistical analyses and reliability assessments, the research illuminates significant findings. The Cronbach Alpha scores that correspond to each variable scale provide clear validity and reliability of the survey results. This ensures that all data gathered is reliable and consistent. The utilisation of various statistical methods such as normality test, T test, One Way ANOVA test, regression analysis, moderation and mediation analysis all serve to provide a comprehensive data analysis in which all conclusions were formulated.

Discussion, recommendations and conclusions The variables in these studies have led to complex conclusions concerning the outcomes of the hypothesis testing which have led to key insights into the relationship between them. Practical recommendations for further research were listed based on the conclusions drawn from the empirical data analysis that can help lead organisations to maximise their employee work performance. This research serves as a significant step in availing a need to broaden the insights into the influences of managerial tools on employee work performance, laying the foundation for future studies to build upon, and ultimately enhancing our comprehension of leadership interactions in the workplace.

Key words: Participative decision making, Knowledge sharing, Knowledge sharing environment, Paternalistic leadership, Authoritative and Benevolent leadership, Individual work performance.

SUMMARY

DALYVAUJANČIO SPRENDIMŲ PRIĖMIMO MEDIACINIS VAIDMUO RYŠIUI TARP ŽINIŲ DALIJIMOSI APLINKOS IR INDIVIDUALIŲ VEIKLOS REZULTATŲ MODERUOJANT PATERNALISTINIAM VALDYMO STYLIUI

Vilniaus universitetas, Verslo vadybos ir ekonomikos fakultetas

Žmogiškųjų išteklių vadybos programa

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Mokslinis vadovas Dr. Virginijus Tamaševičius

Vilnius, 2024

Šią disertaciją sudaro 83 puslapiai, 3 paveikslėliai, 19 statistinė lentelė ir 96 literatūros šaltiniai.

Tikslas - ištirti priežastinį ryšį, susijusį su vadovu, taikančių paternalistinius vadovavimo metodus, ir toliau plėsti dėmesį už esamų tyrimų ribų. Apmąstydami šias sąvokas, šiuo tyrimu siekiama nustatyti, kokie yra veiksmingiausi įgyvendinimo procesai ir kaip šie metodai taikomi vadovavimo metoduose. Dalijimosi žiniomis, dalyvaujamojo sprendimų priėmimo, paternalistinio vadovavimo poveikio individualiems darbo rezultatams kintamieji padės įmonėms kurti ir diegti naujus būdus, kaip įtraukti darbuotojus į savo organizacijų veiklą

Struktūra, tyrimas suskirstytas į keturis skyrius, pirmasis magistro darbo skyrius yra išsami literatūros apžvalga, kurioje visapusiškai atskleidžiamas ankstesnių tyrimų išsamumas, tyrimų spragos ir pagrindinės teorijos bei surinktos pagrindinės išvalgos apie visus 4 šio tyrimo kintamuosius, kurie yra dalijimasis žiniomis, dalyvaujamojo sprendimų priėmimas ir individualus darbo našumas. Antroji magistro darbo dalis yra metodologijos skyrius. Trečiasis skyrius - tai empirinis tyrimas ir išvados. Ketvirtasis skyrius - tai magistro darbo aptarimas, rekomendacijos tolesniems tyrimams ir išvados.

Literatūros apžvalga, Atlikus literatūros tyrimą pavyko išryškinti pagrindinę dalijimosi žiniomis (KS), kaip vadybos priemonės, kurią galima panaudoti siekiant padidinti veiklos praktikos efektyvumą, svarbą. Sekantis svarbus tyrime nagrinėtas kintamasis - dalyvaujamojo

sprendimų priėmimas; ši sritis literatūroje buvo išryškinta kaip varomoji jėga, padedanti gerinti organizacijos veiklos rezultatus. Literatūra atskleidė reikšmingą vadybos stiliaus, kuriame naudojami unikalūs, bet veiksmingi pagrindiniai paternalistinio vadovavimo stiliaus bruožai, t. y. autoritarinis ir geranoriškas vadovavimas, puoselėjimo poveikį. Galiausiai literatūroje aptariama individualaus darbo našumo samprata, nes jis yra orientuotas į užduotį ir turi dimensijų, kurios yra kontekstinės, tai grindžiama tiek Koopmans et. all. (2011)

Metodologinis tyrimas. Šioje analizėje taikytas tyrimo modelis buvo suformuluotas pasitelkiant Andrew F. Hayes sukurtą modelį 15. Šis modelis netiesiogiai apibūdina tiek žinių dalijimosi aplinkos, tiek individualaus darbo našumo sąlyginį poveikį. Dalijimasis žiniomis šiame tyrime yra nepriklausomas kintamasis, o priklausomas kintamasis - individualus darbo našumas. Šiame modelyje taip pat aprašomas dalyvaujamojo sprendimų priėmimo, kuris yra tarpinis kintamasis, ryšys. Nepriklausomas kintamasis ir tarpininkas turi pagrindinį ryšį, kurį moderuoja paternalistinis vadovavimas.

Duomenų rinkimas ir metodai. Tyrime ištirtas 201 apklausos respondentas, visi duomenys buvo peržiūrėti, atlikta griežta statistinė analizė ir patikimumo vertinimas, tyrimas nušviečia reikšmingas išvadas. Kiekvieną kintamojo skalę atitinkantys Cronbacho alfa balai užtikrina aiškų tyrimo rezultatų pagrįstumą ir patikimumą. Tai užtikrina, kad visi surinkti duomenys yra patikimi ir nuoseklūs. Įvairių statistinių metodų, tokių kaip normalumo testas, T testas, vienos krypties ANOVA testas, regresinė analizė, moderacijos ir tarpininkavimo analizė, naudojimas pasitarnavo išsamiai duomenų analizei, kuria remiantis buvo suformuluotos visos išvados.

Aptarimas, rekomendacijos ir išvados Šių tyrimų kintamieji leido padaryti sudėtingas išvadas dėl hipotezių tikrinimo rezultatų, kurios leido padaryti svarbiausias išvagas apie jų tarpusavio ryšį. Remiantis empirinių duomenų analizės išvadomis buvo įvardytos praktinės rekomendacijos tolesniems tyrimams, kurios gali padėti vadovauti organizacijoms siekiant maksimaliai padidinti darbuotojų darbo našumą. Šis tyrimas yra svarbus žingsnis tenkinant poreikį plėsti išvagas apie vadovavimo priemonių įtaką darbuotojų darbo našumui, padedant pagrindą būsimiems tyrimams ir galiausiai didinant mūsų supratimą apie vadovavimo sąveiką darbo vietoje.

Reikšminiai žodžiai: Dalyvaujamas sprendimų priėmimas, dalijimasis žiniomis, dalijimosi žiniomis aplinka, paternalistinis vadovavimas, autoritetingas ir geranoriškas vadovavimas, individualūs darbo rezultatai

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Annex 9.1 Knowledge Sharing (KNSH) questionnaire

Questionnaire 1.

1. People in my organisation frequently share existing reports and official documents with members of my organisation.
2. People in my organisation frequently share reports and official documents that they prepare by themselves with members of my organisation.
3. People in my organisation frequently collect reports and official documents from others in their work.
4. People in my organisation are frequently encouraged by knowledge sharing mechanisms.
5. People in my organisation are frequently offered a variety of training and development programs.
6. People in my organisation are facilitated by IT systems invested for knowledge sharing.
7. People in my organisation frequently share knowledge based on their experience.
8. People in my organisation frequently collect knowledge from others based on their experience.
9. People in my organisation frequently share knowledge of know-where or know whom with others.
10. People in my organisation frequently collect knowledge of know-where or know whom with others.
11. People in my organisation frequently share knowledge based on their expertise.
12. People in my organisation frequently collect knowledge from others based on their expertise.
13. People in my organisation will share lessons from past failures when they feel necessary (Amir A, 2021)

Annex 9.1.2. Participative Decision-Making

Questionnaire 2.

Employing the following response scale, Please indicate the degree to which you personally agree or disagree with the following statements: 1 = none; 2 = little; 3 = somewhat; 4 = much; 5 = a great deal.

1. In general, how much say or influence do you have on how you perform your job?
2. To what extent are you able to decide how to do your job?
3. In general, how much say or influence do you have on what goes on in your work group?
4. In general, how much say or influence do you have on decisions which affect your job?
5. My superiors are receptive and listen to my ideas and suggestions

Annex 9.1.3. Paternalistic Leadership Measure Construct - scale (2014)

Questionnaire 3.

A. Benevolence

1. My supervisor is like a family member when he/she gets along with us.
2. My supervisor devotes all his/her energy to taking care of me.
3. Beyond work relations, my supervisor expresses concern about my daily life.
4. My supervisor ordinarily shows a kind concern for my comfort.
5. My supervisor will help me when I'm in an emergency.
6. My supervisor takes very thoughtful care of subordinates who have spent a long time with him/her.
7. My supervisor meets my needs according to my personal requests.
8. My supervisor encourages me when I encounter arduous problems.
9. My supervisor takes good care of my family members as well.
10. My supervisor tries to understand what the cause is when I don't perform well.
11. My supervisor handles what is difficult to do or manage in everyday life for me.

B. Morality

1. My supervisor avenges a personal wrong in the name of public interest when he/she is offended. (reversed)
2. My supervisor employs people according to their virtues and does not envy others' abilities and virtues.
3. My supervisor uses his/her authority to seek special privileges for himself/herself. (reversed)
4. My supervisor doesn't take the credit for my achievements and contributions for himself/herself.
5. My supervisor does not take advantage of me for personal gain.
6. My supervisor does not use guanxi (personal relationships) or back-door practices to obtain illicit personal gains.

C. Authoritarianism

1. My supervisor asks me to obey his/her instructions completely.
2. My supervisor determines all decisions in the organisation whether they are important or not.
3. My supervisor always has the last say in the meeting.
4. My supervisor always behaves in a commanding fashion in front of employees.
5. I feel pressured when working with him/her.
6. My supervisor exercises strict discipline over subordinates.
7. My supervisor scolds us when we can't accomplish our tasks.
8. My supervisor emphasises that our group must have the best performance of all the units in the organisation.
9. We have to follow his/her rules to get things done. If not, he/she punishes us severely.

Annex 9.1.4. Global Paternalistic Leadership Scale Items. My immediate supervisor**Questionnaire 4.****Authoritarianism**

1. Appears to be intimidating in front of his/her subordinates
2. Brings me a lot of pressure when we work together
3. Very strict with his/her subordinates
4. Scolds me when I fail expected target
5. Disciplines me for violation of his/her principles

Benevolence

6. Often shows his/her concern about me
7. Understands my preference enough to accommodate my personal requests
8. Encourages me when I encounter difficulties in work
9. Would try to understand the real cause of my unsatisfied performance
10. Trains and coaches me when I lack required abilities at work Moral character
11. Is responsible on the job
12. Takes responsibility on job and never shirks his/her duty
13. Sets an example to me in all aspects
14. Well self-disciplined before demanding upon others
15. Leads, rather than follows, subordinates to deal with difficult tasks

Annex 9.1.5. Work Performance Scale Questionnaire 5.

1. I managed to plan my work so that I finished it on time
2. I kept in mind the work result I needed to achieve
3. I was able to set priorities
4. I was able to carry out my work efficiently
5. I managed my time well
6. On my own initiative, I started a new task when my old tasks were completed
7. I took on challenging tasks when they were available
8. I worked on keeping my job-related knowledge up to date
9. I worked on keeping my work skills up to date
10. I came up with creative solutions for new problems
11. I took on extra responsibilities
12. I continually sought new challenges in my work
13. I actively participated in meetings and/or consultations
14. I complained about minor work-related issues at work
15. I made problems at work bigger than they were
16. I focused on the negative aspects of the situation at work instead of the positive aspects
17. I talked to colleagues about the negative aspects of my work
18. I talked to people outside the organisation about the negative aspects of my work

Annex 9.1.6. Task performance Questionnaire 6

Job knowledge

1. If I need to perform a task that I'm not familiar with, I seek information that allows me to perform it better.
2. I don't think I could execute my tasks effectively if I didn't have a certain amount of experience
3. The way I perform the basic tasks required in my job is not always in agreement with what I'm capable of doing (R)
4. The way I perform the basic tasks required in my job corresponds completely to the performance that the organisation where I work asks from me Organisational

skills

5. It is not always easy for me to perform tasks on time (R)
6. When I have a deadline to perform a certain task, I always finish it on time
7. If I had to perform a task in conjunction with other workers, I would probably be responsible for the planning, organising, and monitoring of the work to be done
8. I always leave my tasks to the last minute (R)
9. I am always aware when there is a lack of the resources (material or human) needed for the efficient performance of the organisation

Efficiency

10. Sometimes, I feel disappointed with my performance at work because I know I could have done better
11. I consider myself a fundamental worker to the organisation I work for, due to the high quality of my performance

12. Receiving feedback (from my subordinates, my colleagues, my supervisor or from the organisation) is fundamental in order for me to continue performing my duties with dedication (R)

Contextual performance

Persistent effort

13. When something is not right at work, I don't complain because I am afraid that others won't agree with me ®

14. Usually, I take the initiative to give constructive feedback in order to improve the performance of other workers (subordinates, colleagues, supervisor or workgroup)

15. In the event the organisation did not provide the training that I consider necessary to perform my duties effectively, I would seek information from other sources

16. I'm still able to perform my duties effectively when I'm working under pressure

17. As soon as I arrive at work, I set aside all my personal problems, so that my performance is not harmed

Annex 9.1.7 Cooperation

18. Usually, I dedicate less effort to work when performing a task in conjunction with other people (R)

19. I am always willing to assist other workers from the organisation, even when I don't have much time available

20. Usually, I also perform tasks that are not related to my specific duties

Annex 9.1.8. Organisational conscientiousness

21. Frequently, I arrive late at work (R)

22. It's really difficult for me to miss work, even when I'm feeling sick

23. I would never adopt actions that could harm the well-being of the other workers

24. When I think that the goals of the organisation conflict with my personal goals, my dedication to work decreases (R)

25. I take my job really seriously, so I always comply with the rules and procedures imposed (by my supervisor or by the organisation), even when no one is around

Annex 9.1.9 Interpersonal and relational skills

26. My communication skills are so good that I'm always able to capture everyone's attention

27. Communication inside organisations, even in workgroups, is fundamental so that people can perform their tasks effectively
28. When I write a message to others (other workers or students) I feel a certain difficulty in expressing what I'm thinking
29. When someone has a different opinion from mine, I usually convince them that my opinion is the best

Annex 9.2. Paper Version Of Questionnaire

Dear respondent, I kindly request your participation in completing a survey. Your response will bring key insights on investigating the impact of a knowledge sharing environment that mediates participative decision making that impacts individual work performance while paternalistic leadership is a moderating factor. I am a master student in the Human Resource Management study program at Vilnius University, I greatly appreciate the time and effort taken to contribute to this research. I assure all anonymity and confidentiality to all participants to maintain the ethical standards of research.

The survey will take approximately 15 minutes

Please evaluate the leadership traits of your immediate supervisor. The statements are based on a 6-point Likert-type scale ranging from 1 (Strongly disagree) , 2 (Disagree) , 3 (Slightly disagree), 4 (Slightly agree) , 5 (Agree) , 6 (Strongly agree).

Nr.	Choose the statement that best relays your opinion.	Strongly disagree	Disagree	Slightly disagree	Slightly Agree	Agree	Strongly agree
1	Appears to be intimidating in front of his/her subordinates	1	2	3	4	5	6
2	Brings me a lot of pressure when we work together	1	2	3	4	5	6
3	Very strict with his/her subordinates	1	2	3	4	5	6

4	Scolds me when I fail expected target	1	2	3	4	5	6
5	Disciplines me for violation of his/her principles	1	2	3	4	5	6
6	Often shows his/her concern about me	1	2	3	4	5	6
7	Understands my preference enough to accommodate my personal requests	1	2	3	4	5	6
8	Encourages me when I encounter difficulties in work	1	2	3	4	5	6

9	Would try to understand the real cause of my unsatisfied performance	1	2	3	4	5	6
10	Trains and coaches me when I lack required abilities at work	1	2	3	4	5	6
11	Is responsible on the job	1	2	3	4	5	6
12	Takes responsibility on job and never shirks his/her duty	1	2	3	4	5	6
13	Sets an example to me in all aspects	1	2	3	4	5	6
14	Well self-disciplined before demanding upon others	1	2	3	4	5	6
15	Leads, rather than follows, subordinates to	1	2	3	4	5	6

	deal with difficult tasks						
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Annex 9.2.1 Individual work performance

Please evaluate your individual performance behaviour in your current organisation. Please indicate if you agree or disagree with these statements based on a 5 point Likert-type scale ranging from 1 (Strongly disagree), 2 (disagree), 3 (Neither agree or Disagree) , 4 (agree) , 5 (Strongly agree)

Nr.	Choose the statement that best relays your personal opinion.	Strongly disagree	Disagree	Neither agree or Disagree	Agree	Strongly agree
1	I managed to plan my work so that I finished it on time	1	2	3	4	5
2	I kept in mind the work result	1	2	3	4	5

	needed to achieve.					
3	I was able to set priorities.	1	2	3	4	5
4	I was able to carry out my work efficiently	1	2	3	4	5
5	I managed my time well.	1	2	3	4	5
6	On my own initiative, I started new task when my old tasks were completed	1	2	3	4	5
7	I took on challenging tasks	1	2	3	4	5

	when they were available.					
8	I worked on keeping my job-related knowledge up to date.	1	2	3	4	5
9	I worked on keeping my work skills up to date.	1	2	3	4	5
10	I came up with creative solutions for new problems	1	2	3	4	5
11	I took on extra responsibilities	1	2	3	4	5
12	I continually sought new challenges in my work	1	2	3	4	5
13	I actively participated in meetings and/or consultations	1	2	3	4	5
14	I complained about minor work-related issues at work	1	2	3	4	5
15	I made problems at work bigger than they were	1	2	3	4	5
16	I focused on the negative aspects of situation at work instead of the positive aspects	1	2	3	4	5
17	I talked to colleagues about the negative aspects of my work	1	2	3	4	5

18	I talked to people outside the organisation about the negative aspects of my work	1	2	3	4	5
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Annex 9.2.2. Participative decision making

Please evaluate the level of employee involvement in decision-making processes in your current organisation. The statements below are based on a 5-point Likert- Type scale ranging from 1 (Strongly disagree), 2 (disagree), 3 (Neither agree or Disagree) , 4 (agree) , 5 (Strongly agree)

Nr	Choose the statement that best relays your opinion.	Strongly disagree	Disagree	Neither agree or Disagree	Agree	Strongly agree
1	In general, how much say or influence do you have on how you perform your job	1	2	3	4	5
2	To what extent are you able to decide how to do your job?	1	2	3	4	5
3	In general, how much say or influence do you have on what goes on in your work group?	1	2	3	4	5
4	In general, how much say or influence do you have on decisions which affect your job?	1	2	3	4	5
5	My superiors are receptive and listen to my ideas and suggestions.	1	2	3	4	5

Annex 9.2.3. Knowledge Sharing

Please evaluate the extent of knowledge exchange and collaboration within your current organisation. The statements are based on a 5 point Likert-type scale ranging from 1 (Strongly disagree), 2 (disagree), 3 (Neither agree or Disagree) , 4 (agree) , 5 (Strongly agree)

Nr.	Choose the statement that best relays your opinion.	Strongly disagree	Disagree	Neither agree or Disagree	Agree	Strongly agree
1	People in my organisation frequently share existing reports and official documents with members of my organisation	1	2	3	4	5

2	People in my organisation frequently share reports and official documents that they prepare by themselves with members of my organisation	1	2	3	4	5
3	People in my organisation frequently collect reports and official documents from others in their work	1	2	3	4	5
4	People in my organisation are frequently encouraged by knowledge sharing mechanisms	1	2	3	4	5
5	People in my organisation are frequently offered a variety of training and development programs	1	2	3	4	5

6	People in my organisation are facilitated by IT systems invested for knowledge sharing	1	2	3	4	5
7	People in my organisation frequently share knowledge based on their experience	1	2	3	4	5
8	People in my organisation frequently collect knowledge from others based on their experience.	1	2	3	4	5
9	People in my organisation frequently share knowledge of know-where or know whom with others	1	2	3	4	5
10	People in my organisation frequently collect knowledge of know-where or know whom with others	1	2	3	4	5
11	People in my organisation frequently share knowledge based on their expertise	1	2	3	4	5
12	People in my organisation frequently collect knowledge from others based on their expertise	1	2	3	4	5

Work Experience

Less than 1 year

1-5 years

<input type="checkbox"/> 5-15 years
<input type="checkbox"/> 15- 20+ or more years

13	People in my organisation will share lessons from past failures when they feel necessary	1	2	3	4	5

AGE
Exact age

<input type="checkbox"/> Female
<input type="checkbox"/> Male
<input type="checkbox"/> Other
<input type="checkbox"/> Prefer not to say

Level of education

Ph.D or higher

Masters degree

Bachelor's degree

High School diploma

Prefer not to say

Organisational Tenure:

Less than 1 year

1-5 years

5-15 years

15-20+ or more years

Industry/field of organisation:

Technology/IT

Communication services

manufacturing

Finance

<input type="checkbox"/> Education
<input type="checkbox"/> healthcare
<input type="checkbox"/> Accounting
<input type="checkbox"/> Human resources
<input type="checkbox"/> marketing

Annex 9.2.4. Reliability Test Cronbach Alpha

Reliability Statistics

Cronbach's Alpha	N of Items
.934	9

Reliability Statistics

Cronbach's Alpha	N of Items
.901	13

Reliability Statistics

Cronbach's Alpha	N of Items
.877	18

Reliability Statistics

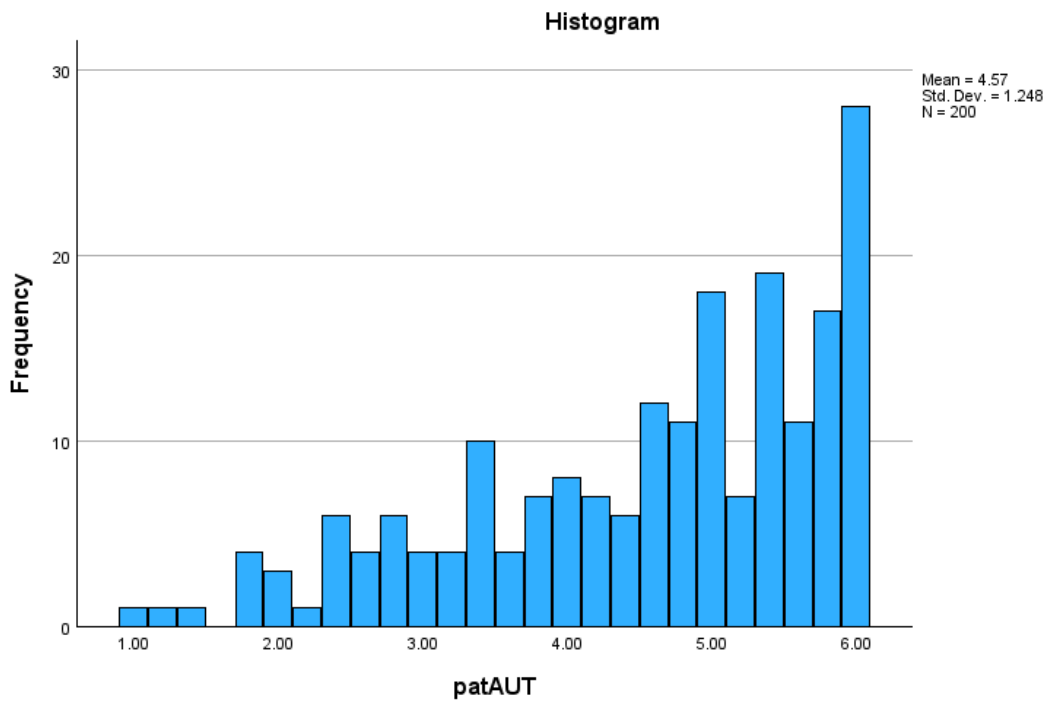
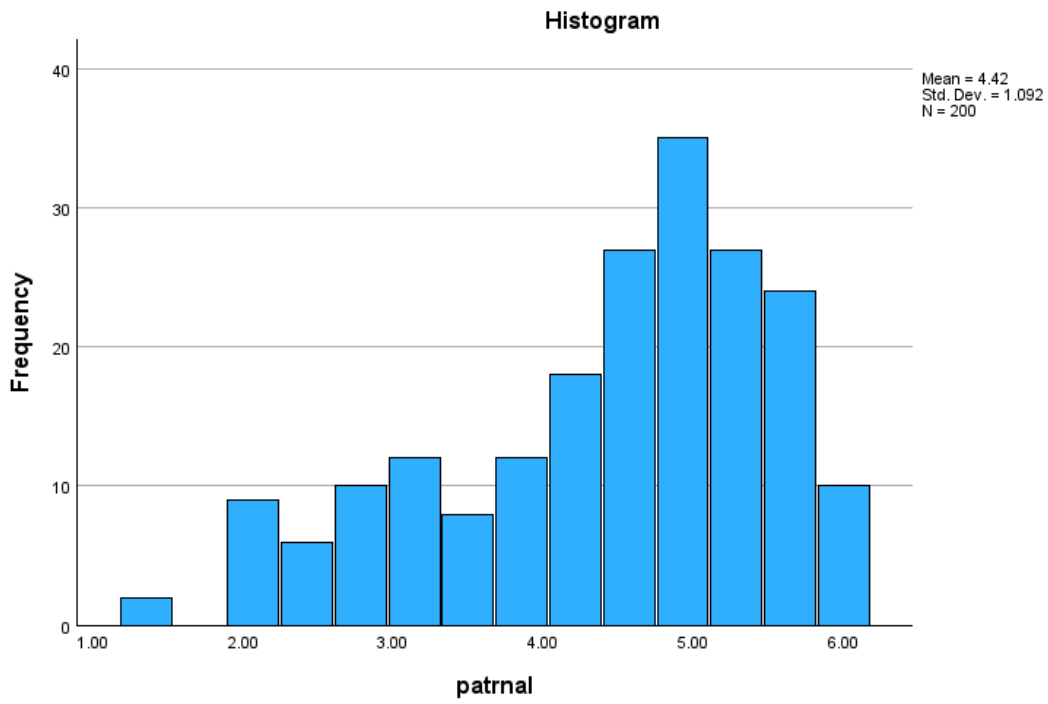
Cronbach's Alpha	N of Items
.858	5

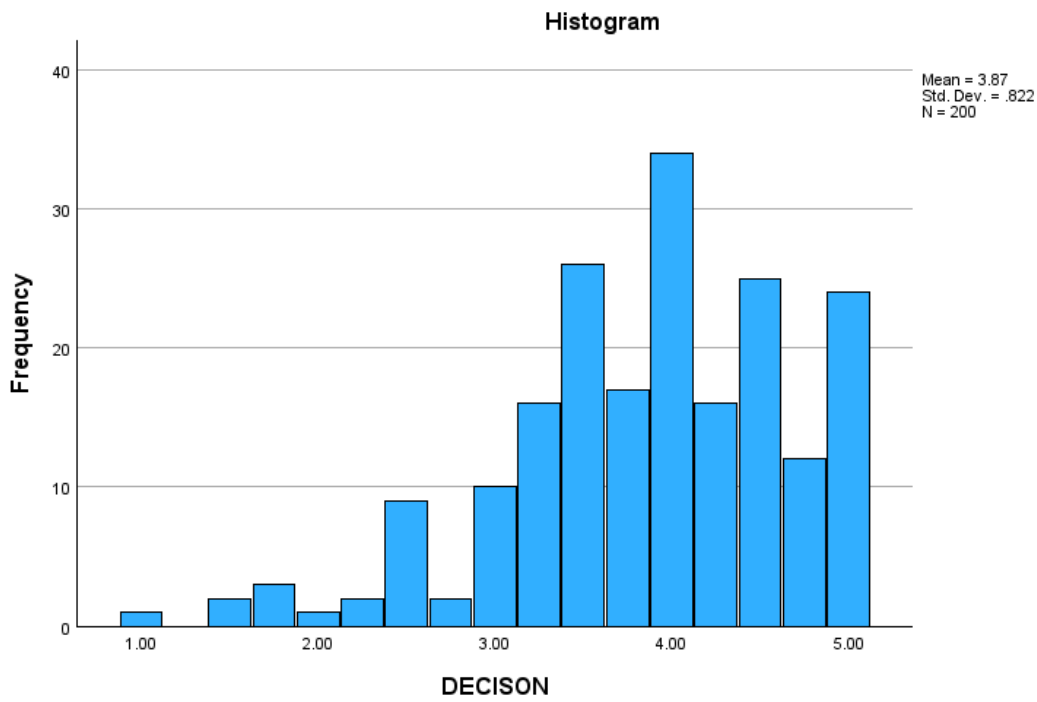
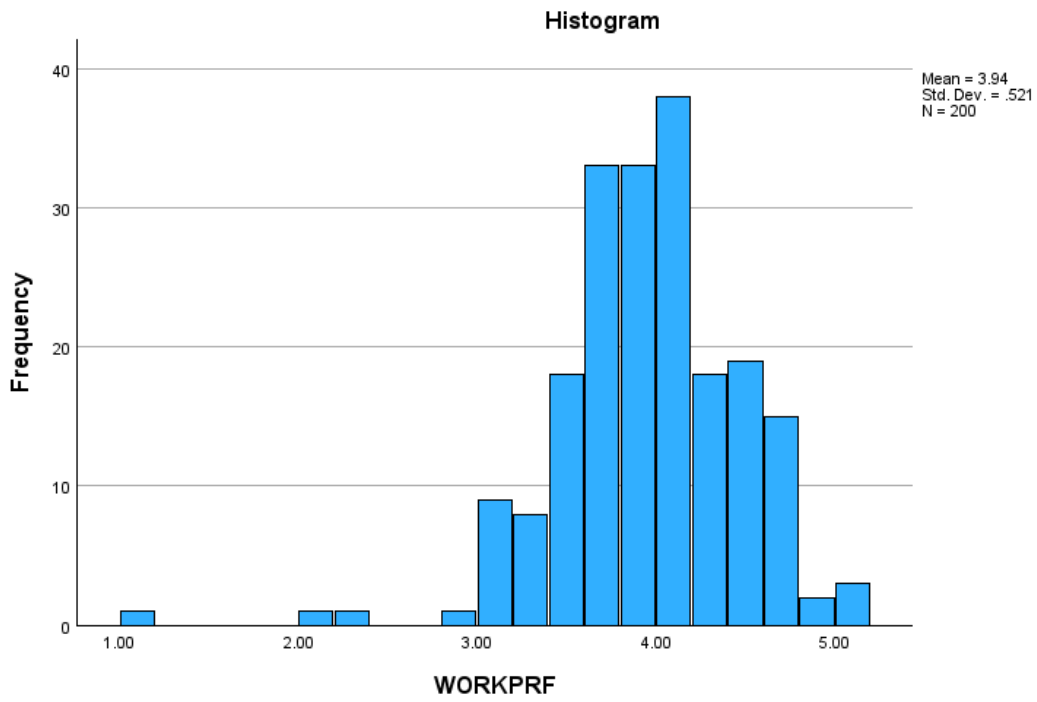
Annex 9.9. Descriptive statistics

Descriptives

		Statistic	Std. Error	
patrnal	Mean	4.4204	.07687	
	95% Confidence Interval for Mean	Lower Bound	4.2688	
		Upper Bound	4.5720	
	5% Trimmed Mean	4.4726		
	Median	4.6429		
	Variance	1.188		
	Std. Deviation	1.08982		
	Minimum	1.36		
	Maximum	6.00		
	Range	4.64		
	Interquartile Range	1.46		
	Skewness	-.761	.172	
	Kurtosis	-.217	.341	
patAUT	Mean	4.5572	.08836	
	95% Confidence Interval for Mean	Lower Bound	4.3830	
		Upper Bound	4.7314	
	5% Trimmed Mean	4.6368		
	Median	4.8000		
	Variance	1.569		
	Std. Deviation	1.25266		
	Minimum	1.00		
	Maximum	6.00		
	Range	5.00		
	Interquartile Range	1.90		
	Skewness	-.762	.172	
	Kurtosis	-.356	.341	
patBEL	Mean	4.3444	.08421	
	95% Confidence Interval for Mean	Lower Bound	4.1783	
		Upper Bound	4.5104	
	5% Trimmed Mean	4.4035		
	Median	4.6667		
	Variance	1.425		
	Std. Deviation	1.19386		
	Minimum	1.00		
	Maximum	6.00		
	Range	5.00		
	Interquartile Range	1.56		
	Skewness	-.766	.172	
	Kurtosis	-.166	.341	
WORKPRF	Mean	3.9427	.03664	
	95% Confidence Interval for Mean	Lower Bound	3.8704	
		Upper Bound	4.0149	
	5% Trimmed Mean	3.9631		
	Median	3.9444		
	Variance	.270		
	Std. Deviation	.51944		
	Minimum	1.00		
	Maximum	5.00		
	Range	4.00		
	Interquartile Range	.58		
	Skewness	-1.153	.172	
	Kurtosis	5.073	.341	
DECISON	Mean	501.3562	497.48822	
	95% Confidence Interval for Mean	Lower Bound	-479.6389	
		Upper Bound	1482.3514	
	5% Trimmed Mean	3.9261		
	Median	4.0000		
	Variance	49746400.790		
	Std. Deviation	7053.11284		
	Minimum	1.00		
	Maximum	99999.00		
	Range	99998.00		
	Interquartile Range	1.20		
	Skewness	14.177	.172	
	Kurtosis	201.000	.341	
Knowledg	Mean	3.7440	.05283	
	95% Confidence Interval for Mean	Lower Bound	3.6398	
		Upper Bound	3.8481	
	5% Trimmed Mean	3.7812		
	Median	3.8462		
	Variance	.561		
	Std. Deviation	.74897		
	Minimum	1.00		
	Maximum	5.00		
	Range	4.00		
	Interquartile Range	.81		
	Skewness	-.791	.172	
	Kurtosis	1.347	.341	

Annex 9.2.5. Descriptive statistics histograms





Annex 9.27. Normality test

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
patnal	.122	201	<.001	.935	201	<.001
patAUT	.136	201	<.001	.912	201	<.001
patBEL	.127	201	<.001	.934	201	<.001
WORKPRF	.087	201	<.001	.935	201	<.001
DECISON	.523	201	<.001	.044	201	<.001
Knowledg	.094	201	<.001	.954	201	<.001

a. Lilliefors Significance Correction

Annex 9.2.8. T test

Group Statistics

Please indicate your gender		N	Mean	Std. Deviation	Std. Error Mean
patnal	Male	44	4.3523	.96453	.14541
	Female	156	4.4432	1.12719	.09025
patAUT	Male	44	4.5227	1.13237	.17071
	Female	156	4.5654	1.29159	.10341
patBEL	Male	44	4.2576	1.06379	.16037
	Female	156	4.3754	1.23104	.09856
WORKPRF	Male	44	3.8927	.39190	.05908
	Female	156	3.9624	.54714	.04381
DECISON	Male	44	2276.6057	15074.81470	2272.61382
	Female	156	3.8343	.84322	.06751
Knowledg	Male	44	3.6792	.77688	.11712
	Female	156	3.7641	.74449	.05961

Annex 9.2.9. Moderation Analysis, Mediation Analysis

Run MATRIX procedure: PROCESS Procedure for SPSS Version 4.2 Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation available in Hayes (2022).

www.guilford.com/p/hayes3 Model : 15 Y : WORKPR X : KNOWLEDGE M : DECISION W : PATERNAL

Sample Size: 200 OUTCOME VARIABLE: DECISON

Model Summary

R	R-sq	MSE	F	df1	df2	P
.5076	.2577	.5042	68.7402	1.0000	198.0000	.0000

Model	coef	se	T	P	LLCI	ULCI
constant	1.7810	.2567	6.9390	.0000	1.2749	2.2872
Knowledge	.5569	.0672	8.2910	.0000	.4245	.6894

OUTCOME VARIABLE: WORK PERFORMANCE

9.3 Model Summary

R	R-sq	MSE	F	df1	df2	P
.5667	.3212	.1888	18.3600	5.0000	194.0000	.0000

Model	COEF	SE	T	P	LLCI	ULCI
constant	5.7018	.5492	10.381	.0000	4.6185	6.7850
Knowledge	-.3058	.1919	-1.5941	.1125	-.6842	.0726
Decision	-.2561	.1492	-1.7167	.0876	-.5504	.0381
Paternal	-.7125	.1240	-5.7455	.0000	-.9571	-.4679
Int_1	.1074	.0431	2.4911	.0136	.0224	.1925
Int_2	.0972	.0353	2.7550	.0064	.0276	.1668

Product terms key:

Int_1 : Knowledge x Paternal Int_2 : Decision x Paternal

9.3.1 Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	P
X*W	.0217	6.2056	1.0000	194.0000	.0136
M*W	.0266	7.5903	1.0000	194.0000	.0064

Focal predict: Knowledge (X) Mod var: Paternal (W)

9.3.2 Conditional effects of the focal predictor at values of the moderator(s):

Paternal	Effect	se	t	p	LLCI	ULCI
3.3299	.0519	.0655	.7924	.4291	-.0773	.1811
4.4221	.1693	.0511	3.3144	.0011	.0685	.2700
5.5144	.2866	.0732	3.9135	.0001	.1422	.4310

9.3.3 Moderator value(s) defining Johnson-Neyman significance region(s):

Value	% below	% above
3.8433	25.5000	74.5000

9.3.4 Conditional effect of focal predictor at values of the moderator:

Paternal	Effect	se	t	p	LLCI	ULCI
1.3571	-.1600	.1363	-1.1742	.2417	-.4289	.1088
1.5893	-.1351	.1271	-1.0633	.2890	-.3857	.1155
1.8214	-.1102	.1179	-.9340	.3515	-.3428	.1225
2.0536	-.0852	.1090	-.7819	.4352	-.3002	.1297
2.2857	-.0603	.1002	-.6013	.5483	-.2580	.1374
2.5179	-.0353	.0917	-.3852	.7005	-.2163	.1456
2.7500	-.0104	.0836	-.1244	.9011	-.1753	.1545

2.9821	.0145	.0759	.1917	.8482	-.1351	.1642
3.2143	.0395	.0688	.5742	.5665	-.0961	.1751
3.4464	.0644	.0624	1.0317	.3035	-.0587	.1876
3.6786	.0894	.0572	1.5625	.1198	-.0234	.2022
3.8433	.1071	.0543	1.9723	.0500	.0000	.2141
3.9107	.1143	.0533	2.1437	.0333	.0091	.2195
4.1429	.1392	.0511	2.7227	.0071	.0384	.2401
4.3750	.1642	.0509	3.2270	.0015	.0638	.2645
4.6071	.1891	.0526	3.5985	.0004	.0855	.2928
4.8393	.2141	.0560	3.8225	.0002	.1036	.3245
5.0714	.2390	.0609	3.9236	.0001	.1189	.3592
5.3036	.2640	.0670	3.9411	.0001	.1319	.3960
5.5357	.2889	.0739	3.9093	.0001	.1431	.4346
5.7679	.3138	.0815	3.8523	.0002	.1532	.4745
6.0000	.3388	.0895	3.7845	.0002	.1622	.5153

9.3.5 Data for visualising the conditional effect of the focal predictor:

Paste text below into a SPSS syntax window and execute to produce a plot.

DATA LIST FREE/

Knowledge Paternal WorkPerf .

2.9980	3.3299	3.7466
3.7473	3.3299	3.7855
4.4967	3.3299	3.8244
2.9980	4.4221	3.7310
3.7473	4.4221	3.8578
4.4967	4.4221	3.9846

2.9980 5.5144 3.7154
 3.7473 5.5144 3.9301
 4.4967 5.5144 4.1449

GRAPH/SCATTER PLOT= Knowledge With Work performance by Paternalistic Leadership

Focal predict: Decision (M) Mod var: Paternal (W)

9.3.6 Conditional effects of the focal predictor at values of the moderator(s):

Paternal	Effect	se	t	p	LLCI	ULCI
3.3299	.0677	.0522	1.2969	.1962	-.0352	.1705
4.4221	.1739	.0483	3.6027	.0004	.0787	.2690
5.5144	.2801	.0701	3.9975	.0001	.1419	.4182

9.3.7 Moderator value(s) defining Johnson-Neyman significance region(s):

Value	% below	% above
3.6139	22.0000	78.0000

9.3.8 Conditional effect of focal predictor at values of the moderator:

Paternal	Effect	se	t	p	LLCI	ULCI
1.3571	-.1242	.1047	-1.1859	.2371	-.3306	.0823
1.5893	-.1016	.0974	-1.0429	.2983	-.2937	.0905
1.8214	-.0790	.0903	-.8753	.3825	-.2571	.0990
2.0536	-.0564	.0833	-.6773	.4990	-.2208	.1079
2.2857	-.0339	.0766	-.4420	.6590	-.1850	.1173
2.5179	-.0113	.0703	-.1608	.8724	-.1499	.1273
2.7500	.0113	.0643	.1752	.8611	-.1156	.1381

2.9821	.0338	.0589	.5745	.5663	-.0823	.1500
3.2143	.0564	.0542	1.0410	.2992	-.0505	.1633
3.4464	.0790	.0504	1.5680	.1185	-.0204	.1783
3.6139	.0953	.0483	1.9723	.0500	.0000	.1905
3.6786	.1016	.0477	2.1302	.0344	.0075	.1956
3.9107	.1241	.0463	2.6818	.0080	.0328	.2154
4.1429	.1467	.0463	3.1666	.0018	.0553	.2381
4.3750	.1693	.0478	3.5417	.0005	.0750	.2635
4.6071	.1918	.0506	3.7942	.0002	.0921	.2916
4.8393	.2144	.0544	3.9390	.0001	.1071	.3218
5.0714	.2370	.0592	4.0036	.0001	.1202	.3537
5.3036	.2596	.0646	4.0152	.0001	.1321	.3871
5.5357	.2821	.0706	3.9947	.0001	.1428	.4214
5.7679	.3047	.0770	3.9563	.0001	.1528	.4566
6.0000	.3273	.0837	3.9090	.0001	.1622	.4924

Data for visualising the conditional effect of the focal predictor:

Paste text below into a SPSS syntax window and execute to produce a plot.

9.3.9 DATA LIST/FREE

Decision	Paternal	Workprf
3.0459	3.3299	3.7299
3.8680	3.3299	3.7855
4.6901	3.3299	3.8411
3.0459	4.4221	3.7149

3.8680	4.4221	3.8578
4.6901	4.4221	4.0007
3.0459	5.5144	3.6999
3.8680	5.5144	3.9301
4.6901	5.5144	4.1604

GRAPH/SCATTER PLOT= DECISION WITH WORKPRF BY PATERNAL

9.4 DIRECT AND INDIRECT EFFECTS OF X ON Y

Conditional Direct Effects Of X On Y

Paternal	Effect	se	t	p	LLCI	ULCI
3.3299	.0519	.0655	.7924	.4291	-.0773	.1811
4.4221	.1693	.0511	3.3144	.0011	.0685	.2700
5.5144	.2866	.0732	3.9135	.0001	.1422	.4310

9.4.1 CONDITIONAL INDIRECT EFFECTS OF X ON Y:

INDIRECT EFFECT: KNOWLEDGE -> DECISION -> WORKPRF

Paternal	Effect	BootSE	BootLLCI	BootULCI
3.3299	.0377	.0289	-.0215	.0947
4.4221	.0968	.0403	.0201	.1764
5.5144	.1560	.0598	.0409	.2734

9.4.2 INDEX OF MODERATED MEDIATION:

Index	BootSE	BootLLCI	BootULCI
-------	--------	----------	----------

Paternal .0542 .0221 .0107 .0968

9.4.3 ANALYSIS NOTES AND ERRORS

1. Level of confidence for all confidence intervals in output: 95.0000
2. Number of bootstrap samples for percentile bootstrap confidence intervals: 5000
3. W values in conditional tables are the mean and +/- SD from the mean.
4. Notation: Standardised coefficients are not available for models with moderators.

Annex 9.4.4. Frequency tables for survey respondents

age groups

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	under 25	28	13.9	13.9	13.9
	26-35	35	17.4	17.4	31.3
	36-45	57	28.4	28.4	59.7
	46-55	33	16.4	16.4	76.1
	56 and older	48	23.9	23.9	100.0
	Total	201	100.0	100.0	

Please indicate the size of your current organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Micro (less than 50 employees)	58	28.9	29.1	29.1
	Small (50 - 249 employees)	44	21.9	22.1	51.3
	Medium (250-4,999 employees)	42	20.9	21.1	72.4
	large (5000+ employees)	55	27.4	27.6	100.0
	Total	199	99.0	100.0	
Missing	99999	2	1.0		
Total		201	100.0		

Please indicate your organizational tenure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	23	11.4	11.6	11.6
	1-5 years	70	34.8	35.2	46.7
	5-15 years	43	21.4	21.6	68.3
	15+ years	63	31.3	31.7	100.0
	Total	199	99.0	100.0	
Missing	99999	2	1.0		
Total		201	100.0		

Please indicate the level of work experience you have in your field

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	10	5.0	5.0	5.0
	1-5 years	41	20.4	20.6	25.6
	5-15 years	59	29.4	29.6	55.3
	15+ years	89	44.3	44.7	100.0
	Total	199	99.0	100.0	
Missing	99999	2	1.0		
Total		201	100.0		

Please indicate the level of education you ve obtained

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ph.D or higher	30	14.9	15.1	15.1
	Masters degree	40	19.9	20.1	35.2
	Bachelor s degree	76	37.8	38.2	73.4
	High school diploma	29	14.4	14.6	87.9
	Other	24	11.9	12.1	100.0
	Total	199	99.0	100.0	
Missing	99999	2	1.0		
Total		201	100.0		

Please indicate your gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	44	21.9	22.0	22.0
	Female	156	77.6	78.0	100.0
	Total	200	99.5	100.0	
Missing	99999	1	.5		
Total		201	100.0		

Annex 9.4.5. Correlation Analysis

		Correlations					
		patrnal	patAUT	patBEL	WORKPRF	DECISON	Knowledg
patrnal	Pearson Correlation	1	.819**	.942**	.237**	.492**	.488**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001	<.001
	N	201	201	201	201	200	201
patAUT	Pearson Correlation	.819**	1	.580**	.113	.392**	.315**
	Sig. (2-tailed)	<.001		<.001	.112	<.001	<.001
	N	201	201	201	201	200	201
patBEL	Pearson Correlation	.942**	.580**	1	.271**	.471**	.509**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001	<.001
	N	201	201	201	201	200	201
WORKPRF	Pearson Correlation	.237**	.113	.271**	1	.376**	.391**
	Sig. (2-tailed)	<.001	.112	<.001		<.001	<.001
	N	201	201	201	201	200	201
DECISON	Pearson Correlation	.492**	.392**	.471**	.376**	1	.508**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001		<.001
	N	200	200	200	200	200	200
Knowledg	Pearson Correlation	.488**	.315**	.509**	.391**	.508**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	
	N	201	201	201	201	200	201

** . Correlation is significant at the 0.01 level (2-tailed).

Annex 9.4.6: Intermediate regression model

Table 13: *Regression Analysis results For Knowledge sharing and individual work performance*

Independent variables	B	Bias	Std. error	Sig (2-tailed)	95% confidence interval	
					Lower	Upper
Constant	2.665	0.025	0.279	<0.001		
Knowledge Sharing environment	0.191	-0.007	0.079	0.016	0.031	0.337
Participative Decision-making	0.155	-0.10	0.069	0.025	0.007	0.280
Paternalistic leadership	-0.008	0.010	0.061	0.894	-0.115	0.118

Dependent variable = individual work performance

Note: B = unstandardized B coefficient, Std error = standard error , sig two tailed = p value

Source: Compiled by the author according to research results