RESPONSIBLE LEADERSHIP AND KNOWLEDGE SHARING IN HIGH TECH FIRMS: ASSESSING THE ROLE OF HELPING INITIATIVE AND LEADER'S EMPATHY ON JOB PERFORMANCE

[1]Kamran Ali, [2]Dr. Muhammad Siddique Malik, [3]Naila Kausar, [4*]Muhammad Amir Ch., [5]Hadiqa Liaqat

[1]Lecturer, Department of Commerce, University of the Punjab, Gujranwala Campus. Email: kamran.ali@pugc.edu.pk.
[2]Associate Professor, Department of Commerce, University of the Punjab, Gujranwala Campus. Email: dr.siddique@pugc.edu.pk.
[3]Adjunct Lecturer, Department of Commerce, University of the Punjab, Gujranwala Campus. Email: nailaazeem0@gmail.com
[4]Adjunct Lecturer, Department of Commerce, University of the Punjab, Gujranwala Campus. Email: ma.arain824@gmail.com.
[*]Corresponding Email: ma.arain824@gmail.com
[5]M. Com (Hons), Department of Commerce, University of the Punjab, Gujranwala Campus. Email: nasirhadiqa1@gmail.com

ARTICLE INFO	ABSTRACT
	The current study is having the capacity to address the major ongoing issues of the IT sector of Pakistan, as the underlying sector is facing issues regarding the job performance of the employees. Responsible leadership is got importance due to its emergence in this sector. In order to check the impact of responsible leadership and knowledge sharing on job performance, this study has also incorporated the moderating factor of leader empathy and mediating role of helping initiatives at the workplace as well. For the completion of the study, a sample of 273 respondents was drawn out of the population in order to generalize the results to the whole population. These respondents were taken out from the IT sector of Pakistan, SPSS and AMOS were used to analyse the data. Through the help of the analysis, the researcher found out that there is no impact of responsible leadership on job performance and no impact has been observed while studying the knowledge sharing and helping initiatives as well. The rest of the study hypothesis are proved significant. This is also having its practical, theoretical, and policy-making contributions. This study is also significant by its nature as it took the leader empathy as a moderator to check the job performance of employees of the high technological sector of Pakistan.

1   INTRODUCTION

For any organisation responsible leadership and knowledgeable workers are preferable and sometimes they are considered as valuable assets for organisations around the world. IT has got emerged into developing countries very rapidly and it got significant growth in Asian and European countries in no time. As the IT and tech industry is providing the proper facilities for humankind and bettering the living standards of the people around the world, So the tech industry is now working under the label of business organisations around the globe as well (Holt, Marques, Hu, & Wood, 2017). People are investing in such a sector as they seek potential benefits from those industries as well. Information Technology has become a vital part of any organisation and it has its claws in the development of any economy or any socially sound country as well. On the other, the current study has provided the constructs for studying the concepts like knowledge sharing behaviour of the employees, responsible leadership characteristics, job performance and leader empathy as well. These concepts have studied by several scholars in a different set of organisations and they have revealed out the positive impacts on each other. Berkovich and Eyal (2015), have explained that whenever the managers showed the ethical and responsible behaviour the job performance of any individual workers got enhanced by significant growth level. However, the studies have clarified that the tech industry is now becoming more famous and securing rapid growth in almost all of the countries of the world.

Moreover, the studies have also highlighted that investor are also encouraged to invest in this sector of any country because people are now in need of living in the technological age. This has been confirmed by the study of (Beydler, 2017) as well. In Pakistan, the IT industry is evolving rapidly as well and there are so many opportunities for Human Resources and for the economic growth of any individual living in the country. People are now addicted to the usage of the latest technology. Scholars have identified that the Pakistani industry needs using the management concepts because by using those they can secure instant growth of their industry and it has been recommended by the

researchers that they must do that to retain the industry inside the country whether to import from outside of the country. For inspiring the workers there must be a role model for every individual and that role model would only be their leader who is leading the workforce (Kiarie, Maru, & Cheruiyot, 2017). Responsible leadership must be there for any organisation if they want to get higher work performance from their employees.

In today's world with a high inclination towards technological development, the need for a sound management concept is also there to secure better outcomes. The current study is having the aim to target the IT and technology sector of Pakistan and the organisations working under the label of information technology. The researcher is having the desire to study the concept of responsible leadership and knowledge sharing behaviour of the employee in an IT organisation setting. Moreover, the study has taken the leader empathy as a moderator as well. Job performance has been a crucial topic for Pakistani industries as the nature of work and employees are changeable. Due to the lack of studies on the IT sector of Pakistan the researcher is going to conduct the study to check the influence on the job performance of employees. As far as past research is concerned there is no such study that has discussed the role of responsible leadership on job performance in the IT sector of Pakistan.

Moreover, in today's complex working environment the IT sector of Pakistan is getting significant growth but also facing a significant number of problems as well. The researcher has studied the sector and its problems and thus concluded that there is a need for such studies which can impact employee performance directly to enhance the overall organisational outcomes. Although the researchers have studied job performance in various context no study has contributed its findings by studying the IT sector (Shi & Ye, 2016). The underlying study will study the managerial problems of the IT sector of Pakistan by studying the sample thoroughly and will propose the findings which can be generalized upon the whole sector for better performances. With respect to the managerial problem faced by the IT sector of Pakistan, this study will overcome the problems by proposing significant and feasible solutions to the underlying problem. The IT sector is currently facing a hurdle in getting a high retention rate of the employees and sustainable performance of the employees. To suitably resolve such issues, the researcher has conducted the study and proposed different hypothesis, with the results of these statements the management of different IT companies can get a solution to their problems.

The IT sector of Pakistan is growing day by day with the emergence of the latest technology and government interest in importing and exporting the latest technology. In such a growing sector the need for such studies was out there for many years, so theoretically the study would enhance the literature material about responsible leadership and leader empathy as no studies have contributed towards this sector by explaining the facts about these crucial concepts. Moreover, the study will help the technological organisations to implicate its findings to enhance the job performance of their employees. Because of the empirical findings of this research, the top management of IT companies can secure significant results by implementing the findings of the research in their operations and through this, the job performance would be enhanced for sure. Practically the management of the companies can motivate their employees by having suggestions from the research and the helping initiatives may be taken by the companies so that the dedicated work environment would be secured. At present, the emergence of the IT sector of Pakistan is facing a lack of Human Resource and funding problems so the current study would cover these problems by suggesting effective solutions against such problems. Government can form policies to enhance their human resource capabilities by implementing the study into practical life to satisfy the human capital needs of the country in every sector.

2   LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1   Responsible Leadership and Job Performance

According to the research of Albino, Berardi, and Dangelico (2015), responsible leadership is considered to be as a valuable asset for any firm. Scholars have elaborated the importance of responsible leadership in today's valuable and dynamic business environment by stating that responsible leadership plays a vital role in the business as a role model. At the same time job, performance is also one of the main discussed topics in the world with respect to workplaces. Scholars argued about the job performance and explained the facts that the organisations can get success in a lower time frame if they are having the efficient job performance of their workers. To achieve the performance goals of the organisations, the job performance of the employees of any organisation must be up to the mark. A greater influence has been observed by the study of Dentoni and Bitzer (2015), of ethical and responsible leadership on work performance. Although the sample and the empirical findings were different from the current research the topic can be generalised and compared with the current research setting as well. The direct interactions of the leader in any organisations with employees proved out to be beneficial in the past and authors have explained that whenever a leader took the place with his subordinates there was a strong performance done by their employees. Han, Wang, and Yan

(2019), have interestingly found out that humans are social animals, and they seek attention and emotional attachment with everyone at workplaces, so if the leadership of the organisation is strong enough to provide the due respect and emotional attachment to any employee then it is sure that the employee would put his hundred percent efforts in the field. Through this, the better job outcome can be seen as well.

Many relational theories have explained the association between responsible leadership and job performance by stating that the leadership abilities of the managers proved out to be crucial in the development of the better job performance of the employees (Maak, Pless, & Voegtlin, 2016). By socially exchanging the thoughts and relevant information about any event leaders can create a feeling of association with employees which can help their subordinates in working with proper concentration. Specifically, responsible leadership enables the managers to convey suitable ideas and value about the organisations and the ability the development of opinions would also be captured by this characteristic. Responsible leadership has been further studied and analysed by various scholars and after that, the fact has been revealed by them that responsible leadership can enable the social and emotional associations at workplaces which can impact the job performance of the employees directly. It has an indirect impact on the work engagement of the employees and by impacting this concept it has a direct impact on work performance as well. Through enhanced psychological engagement a responsible and ethical leader enables his employees to engage in work in order to enhance their performance (Miska & Mendenhall, 2018). So, the current study has proposed the following hypothesis:

H1: Responsible leadership is directly and significantly related with job performance.

2.2   Knowledge Sharing and Job Performance

Researchers have discussed the knowledge sharing behaviour of the management and employees at different stages and different organisational settings as well. The facts have been explained which elaborated about the importance of citizenship behaviour in different organisations and in different sectors. In developing countries, organisations are lacking in citizenship behaviour and scholars have explained that knowledge sharing behaviour is a part of citizenship behaviour. Where this behaviour is shown by the employees and managers, those organisations are securing success as well. Knowledge sharing process enhanced the work engagement of the employees and employees who share knowledge with the other employees can be proved beneficial for the organisation. Haque, Fernando, and Caputi (2019) have found out by analysing the knowledge sharing habits of the workers with each other and stated their opinion that the employees' dedicated behaviour can be observed through the impact of know-how about anything, and this thing can change the working attitude of the employee and convert the pessimistic job performance into better performance. Past studies have also discussed the role of work engagement and work knowledge sharing behaviour and by analysing a sample of four hundred and eighty workers it was considered that the work engagement can be enhanced through knowledge sharing and if the work engagement is high then the performance of the workers would also be high. So, the following statement regarding these concepts is as follow which would be further tested by the researcher:

H2: The impact of knowledge sharing on job performance is significant.

2.3   Responsible leadership and helping initiatives.

Prior studies have discussed the role of responsible leadership and helping initiatives by explaining that the helping initiatives are those steps taken by the managers to facilitate their employees and subordinates. Helping initiatives can also be proved feasible to boost the work performance of the employees. Prior research explained that to keep engaging the employees the helping initiatives are required as well. Task allotting behaviour and helping initiatives of by leader must keep going parallel to each mother in any organisation. Through this significant benefits can be driven out (Mousa, 2018). Researchers have explained that the creative work environment and effective communication between top management and employees is secured through helping steps taken by the third party who is managing persons of the organisations. In addition to work engagement and work motivation helping initiatives are also required by the organisations to enhance job performance. A strong responsible leader can do this by wasting time and without compromising the desired goals of the organisations. Several studies have also highlighted the fact that effective coordination and communication at workplaces are required and these are considered as helping initiatives as well by (He, Morrison, & Zhang, 2019). So, the impact of responsible leadership on helping initiatives can be positive.

H3: The impact of responsible leadership on helping initiatives is significant.

2.4   Knowledge Sharing and Helping Initiatives

Knowledge sharing is the first step towards securing the better job performance of the employees. Organisations are getting success by knowledge sharing at different levels, for instance, if the relevant information is revealed to the management authority and is not given to the employees then the work performance may not be up to the mark as it should be, while on the other hand if the timely information is provided to the workers then there are chances that the managers may cope with the situation and enable their subordinates to complete the obligations on time in order to secure the better success of the outcomes. Helping initiatives means assisting others in the organisations by helping them in their work and in their different tasks. Javed, Akhtar, Hussain, Junaid, and Syed (2021), have highlighted the fact that the people must be able to work in a smooth environment and this can only be done if effective helping initiatives take place at working organisations. Moreover, it has been significantly supported by the argument of the Jiang, Wang, Chu, and Zheng (2019), that the knowledge sharing behaviour of the employees with each other drives the helping initiatives effectively and enhanced job performance is observed by the researcher as well. The helping initiatives must be given preference at organisations to boost the organisational performance because if the employee is feeling safe and supported at the workplace then his or her performance would be enhanced in a shorter time. So, the next hypothesis of the research is stated below.

H4: The impact of knowledge sharing on helping initiatives is significant.

2.5   Helping Initiatives and Job Performance

Different research is having evidence about the importance of helping initiatives and how they played a vital role in the enhancement of the job performance of the employees. Scholars have also discussed the role of helping initiatives as the crucial aspect of work engagement in organisations. Businesses are comprised of different plan and strategies to maintain their operations and efficiency in outcomes, so the helping initiatives are required by the researchers to cover their stances and in order to motivate the workers of the organisations (Rhee, Hur, & Kim, 2017). Helping initiatives like sense the needs for support by an employee can enhance the worker's performance by the significant growth rate, modern goals of the organisations are now being supported by modern concepts as well and the researchers have also explained that the proper support by the management the employees may be able to find their hidden capabilities and by putting those, they can assure the greater success of the organisations as well. In uncertain environment managers usually show the risk aversive behaviour due to the lack of fighting with the risk, and their employees also do the same thing, so according to Lin, Huang, and Huang (2020) research study, in such conditions, there is a need of some initiatives which can help the employees to work smoothly even in under pressure and other tough situations (Shi & Ye, 2016).

H5: The direct impact of helping initiatives on job performance is significant.

2.6   Moderating Role of Leader's Empathy

There are several literatures discussing the facts about emotional intelligence and emotionally stable leaders however, the major role of today's discussing concept has also been discussed by prior studies, that is leader's empathy. The scholars have distinguished the leader's sympathy and empathy and explained that empathy is a part of the emotional intelligence of the leaders. The researchers have also argued on the differentiation of empathy and explained the fact that empathy is not a separate emotion (Tuan, 2016). Moreover, the world has now tackled the changing natures of the workplaces and that is why the leaders are getting trained for the empathy characteristics because the management knows that the dynamic and complex tasks are becoming more challenging for the employees so to support them there is a strong need highlighted by scholars about the empathy. Today's scholars have highlighted the empathy of the leaders as a vital part of the behaviour. At workplaces, the leader with the characteristics of empathy can create a friendly and supportive workplace where the employees can feel safe and as per the findings of the study of Afsar et al. (2020), it has been found out that whenever an employee found suitable and supportive working environment his working capabilities have enhanced up-to a great extent. Researchers have developed different constructs for studying the leader empathy and they have found out that the job performance of the employees got higher with the knowledge sharing behaviour and with the supporting working conditions for the employees as well (Usmanova, Yang, Sumarliah, Khan, & Khan, 2020). The good and ethical behaviour of the leader provide the agreeableness in the workers and in return they submit their tasks on time. However, different studies have taken the leader empathy as a moderator as well and found out the significant relationships between work engagement and workplaces balance as well. So, the suggested hypothesis about these concepts is given below.

H6: The moderating effect of leader empathy between responsible leadership and job performance is significant.

H7: The moderating impact of leader empathy between knowledge sharing and job performance is significant.

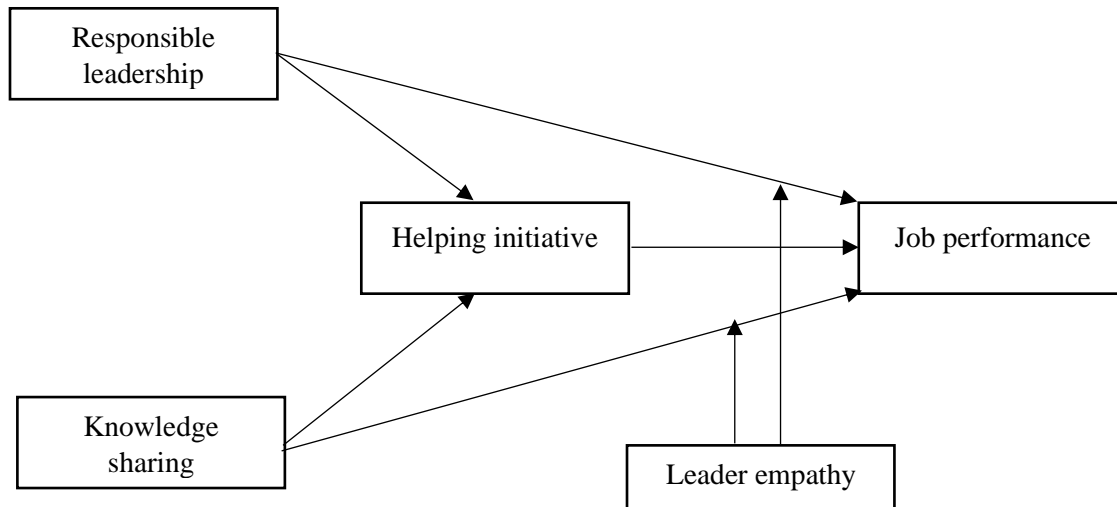Following figure 1 demonstrated the research framework of the study.

Fig. 1. Research Framework

3   RESEARCH METHODOLOGY

The current research study is having the population of the IT sector of Pakistan and the companies who are dealing with technology. Moreover, a moderate level of sample would be drawn out from the mentioned population. A set of individuals drawn out from the population is called a sample and the results gathered through this sample would be generalized to the whole population. The sample size in this study would be consist of 273 information technology companies. In this study, researcher has selected the purposive sampling technique which is a type of non-probability sampling. The researcher has adopted this technique due to the factor cost and time efficiency. So, the sample from the IT industry of Pakistan would be drawn out by using the purposive sampling technique.

3.1   Measures

Leader empathy has been measured with four items, from a subscale on emotional intelligence, developed by Wong and Law (2002), and adopted in the study of (Mahsud, Yukl, & Prussia, 2010). Sample items included, "my manager is very aware of how other people are feeling and my manager is a good observer of emotions in other people." 6 items were adopted for the measurement of responsible leadership, sample items included "My supervisor often enables communication by exemplifying positive talks (positive communication) and My supervisor is concerned about employee emotion (positive climate)" (Cameron & Caza, 2005; Lin et al., 2020). For knowledge sharing 4 items were adopted, including sample item, "I share my job experience with my co-workers" (Lin, 2010; Lin et al., 2020). For helping initiative, 3 items were adopted, and sample item included, "I help co-workers who have heavy workloads" (Lin, 2006; Lin et al., 2020). For job performance, 4 items were adopted, and sample item included "I adequately complete assigned duties" (Lin et al., 2020; Williams & Anderson, 1991).

3.2   Data analysis technique

For consideration, evaluation, and illustration the logical and statistical techniques and tools are applied systematically. Statistical software like SPSS and AMOS are being used by the researcher to find out accurate findings. Moreover, descriptive statistics, rotated components matrix, CFA and SEM were found out by these applications.

4   DATA ANALYSIS AND RESULTS

This section will interpret the results of the data which was collected through the participants. Different analysis software was employed by researcher in order get findings of the data. In the below table the demographics profile of the participants is given and the details about the education, gender, age and working experience is mentioned below.

Table 1. Profile

		Frequency	Percent
Gender	Male	148	54.2
	Female	125	45.8
	Total	273	100.0
Age	Less Than 25 Year	83	30.4
	25 to 35 Years	116	42.5
	35 to 45 Years	63	23.1
	More Than 45 Years	11	4.0
	Total	273	100.0
Experience	Less than 2 Year	39	14.3
	2 to 5 Year	118	43.2
	5 to 8 Year	89	32.6
	More than 8 Year	27	9.9
	Total	273	100.0
Education	Below Graduation	72	26.4
	Graduation	105	38.5
	Above Graduation	96	35.2
	Total	273	100.0

In the above table which showing the gender, age, education, and work experience of the respondents who were involved in the current study as a sample. The table is showing the profile of the participants and in this study, there were one hundred and forty-eight males, and one hundred twenty-fives were females respondents. Talking about the age of the people, eighty-three of the respondents were less than the age of twenty-five, between twenty-five to thirty-five the number of the respondents was one hundred and sixteen, between the age of thirty-five to twenty-five the participants were sixty-three and eleven of them were more than forty-five years of age. As far as the experience is concern thirty-nine of them were having less than two years of experience. Between two to five years of experience the numbers were one hundred and eighteen, eighty-nine of them were having five years to eight years of experience and twenty-seven of them were having the working experience of more than eight years. On the other hand, seventy-two people were below the graduation, one hundred and five were having the graduation degree, and ninety-six people were having masters and other degrees. The below table number 2 is showing the descriptive statistics of the data of this research. Descriptive statistics consists of the data that is representing characteristics of the set of the data, the measure of variability, and central tendency that was present in the data.

Table 2. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness
RespLead	273	1.00	5.00	3.5043	.98678	-.584
KnowShar	273	1.00	5.00	3.4029	.98412	-.488
HelpInit	273	1.00	5.00	3.3651	1.21965	-.382
JobPerf	273	1.00	5.00	3.4057	1.11104	-.539
LeadEmph	273	1.00	5.00	3.4505	1.09092	-.314

The above table is showing descriptive statistics of the data. As far as the table is concerned the maximum static value is 5.00 and the minimum static is 1.00. These values are significantly highlighted that there is no outlier present in the data and the data is lying between the normal range, and if all the mean values fall between the range of 1.00 to 5.00. Through this we can also identify that the data is not smaller nor larger. Through skewness the level of variation can be measured and in this case the variation is low, and the data is negatively skewed which as well is showing that there is no larger variation exist in the data. The below table 3 is showing the outcomes of the Kaiser-Meyer-Olkin measure of sample adequacy and Bartlett's test of sphericity.

Table 3. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.887
Bartlett's Test of Sphericity	Approx. Chi-Square	3235.046
	Df	210
	Sig.	.000

The former statistics identify the proportion of variance in the given variables that are given because of some underlying factors. If the value of the statistic is lesser than 0.5, the least usefulness can be shown by this lower value than 0.5 in the proposed outcomes. Moreover, in this table the value is presented as 0.887, it is a significant value as it is equal to 0.887. By this, the result of factor analysis will be useful. The correlation matrix hypothesis that states that it is an identity matrix, this can be shown through Bartlett's test which is applied here. This is also identifying that the variables are not related and not suitable for detection. So, the value less than 0.5 is considered significant here in this case. 210 the value of the degree of freedom is with 0.00, which is also showing the significance of this factor analysis. The below table 4 is showing the results for the rotated components matrix, this is including the estimates of correlation present between each variable and the estimated components as well.

Table 4. Rotated Component Matrix

	Component				
	1	2	3	4	5
RL1	.774				
RL2	.843				
RL3	.833				
RL4	.775				
RL5	.814				
RL6	.833				
KS1		.832			
KS2		.795			
KS3		.808			
KS4		.806			
HPI1					.731
HPI2					.851
HPI3					.754
JP1			.761		
JP2			.788		
JP3			.779		
JP4			.792		
LE1				.776	
LE2				.765	
LE3				.716	
LE4				.797	

All the factors are seen to be affected by the rotation of the variables. The value of 0.7 can be considered a highly significant while measuring the correlation. Table 5 mentioned below is showing the results for the convergent and discriminant validity of the data. In order to determine the convergent and validity of the current data there are two indicators which are CR and AVE and the values of these should be more than 0.7 and 0.5 respectively. In this table the value of CR is 0.849,0.921,0.888,0.815,0.798 and the values for AVE are as follow, 0.585,0.661,0.664,0.595,0.498.

Table 5. Convergent and Discriminant Validity

	CR	AVE	MSV	JP	RL	KS	HPI	LEP
JP	0.849	0.585	0.270	**0.765**				
RL	0.921	0.661	0.298	0.402	**0.813**			
KS	0.888	0.664	0.269	0.519	0.453	**0.815**		

HPI	0.815	0.595	0.298	0.520	0.546	0.332	**0.772**	
LEP	0.798	0.498	0.188	0.379	0.223	0.434	0.396	**0.706**

These values are according to the threshold value except the one value of LEP which is 0.498 of AVE which is less than 0.5. Except his value all the values are valid and according to their threshold. With respect to the values of discriminant validity all the values are above 0.7 which are showing the strong correlation and is showing a significant relationship as the diagonal top values

Table 6. Confirmatory Factors Analysis

Indicators	Threshold range	Current values
CMIN/DF	Less or equal 3	1.828
GFI	Equal or greater .80	.902
CFI	Equal or greater .90	.953
IFI	Equal or greater .90	.953
RMSEA	Less or equal .08	.055

The observed value for CMIN value of 1.828, and the threshold value for CMIN is less than or equal to 3 or 5. The value of CMIN is valid and according to the threshold value as well. The current value of GFI is .902, and the threshold value for GFI is equal to or greater than 0.80. So, the value of GFI is valid and according to the threshold value as well. Moreover, the current value of CFI is .953, however, its threshold value is. Equal or greater than 0.90, so we can say that the value of CFI is according to the threshold and is in a valid range as well. The value of IFI is .953. However, the value of IFI for the threshold is equal to or greater than 0.90. So, the value of IFI is according to the threshold value and is in a valid range as well. Value of RMSEA for the threshold is less or equal to .055, and its current value is 0.59, which is showing the validity and according to the threshold value of RMSEA as well.
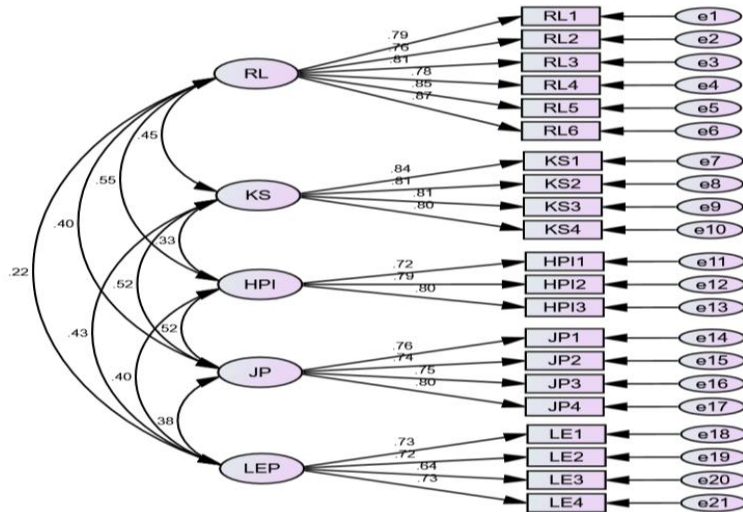

Fig. 2. CFA

The graphical representation of the confirmatory factor analysis can be seen through the diagram mentioned above. This is also showing the cause-and-effect relationship present between the variables as described by the theory and analysis. Table 7 which is mentioned below is showing the results of structural equational modelling. The structural equation model is a multivariate statistical analysis method. To check the structural relationship, present between the variables, this method has been applied here by the researcher.

Table 7. Structural Equation Modeling

Relational Path			Estimate	S.E.	P
Direct Effect					
HelpInit	<---	RespLead	.420	.072	.000
HelpInit	<---	KnowShar	.111	.072	.057
JobPerf	<---	RespLead	.057	.068	.343
JobPerf	<---	KnowShar	.335	.063	.000
JobPerf	<---	HelpInit	.319	.052	.000

Indirect Effect

JobPerf	<---	HelpInit <--- RespLead	.134	.029	.010
JobPerf	<---	HelpInit <--- KnowShar	.035	.017	.018

Moderating Effect

JobPerf	<---	LeadEmp x RespLead	.025	.053	.665
JobPerf	<---	LeadEmp x KnowShar	.193	.037	.000

The first hypothesis proposed by the study was that "Impact of responsible leadership on job performance is significant". As the results are showing that the p-value of this statement was more than 0.05 so, the researcher has rejected this hypothesis and there is no relationship between the responsible leadership and job performance. The hypothesis of "relationship between knowledge sharing and job performance is significant". This hypothesis was accepted by the study because the estimated value is showing that the if there is an increase in knowledge sharing it will cause an increase in job performance with a value of 33.5%. Another hypothesis was that "The impact of responsible leadership on helping initiatives is significant". This hypothesis was accepted by the study as well because the p-value was less than the 0.05. The estimated value of this hypothesis is showing that the increase in responsible leadership will cause an increase in helping initiatives with 42%. Hypothesis number four was that "the impact of knowledge sharing on helping initiatives is significant". This got rejected by the study because of the greater p-value than the 0.05 and the estimated value for this hypothesis was 11.1%. The moderating role of leader empathy has also been checked by the researcher and the hypothesis "The moderating role of leader empathy between responsible leadership and job performance is significant". This hypothesis was also rejected by the study because of the higher p-value and the hypothesis of "Moderating role of leader empathy between knowledge sharing and job performance is significant". This was accepted by the study and the estimated value is showing the 19.3% increment in job performance due to the leader empathy. Moreover, all the accepted hypothesis is showing significant and positive impacts. Figure 3 represents the paths of the association between the variables and the direction and level of effects of the relationship between the given variables.
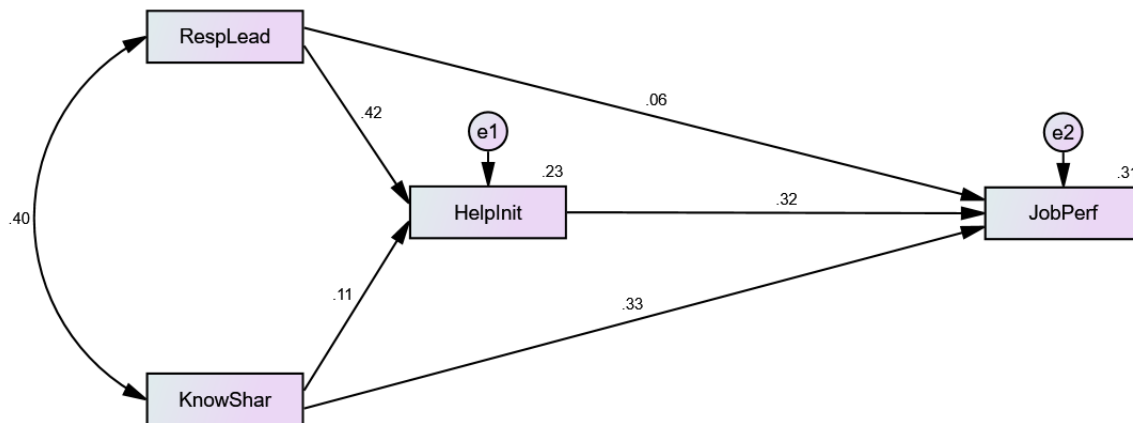

Fig. 3. SEM

Below figure 4 is showing the moderation of leader empathy between responsible leadership and job performance of employees of IT sector of Pakistan.
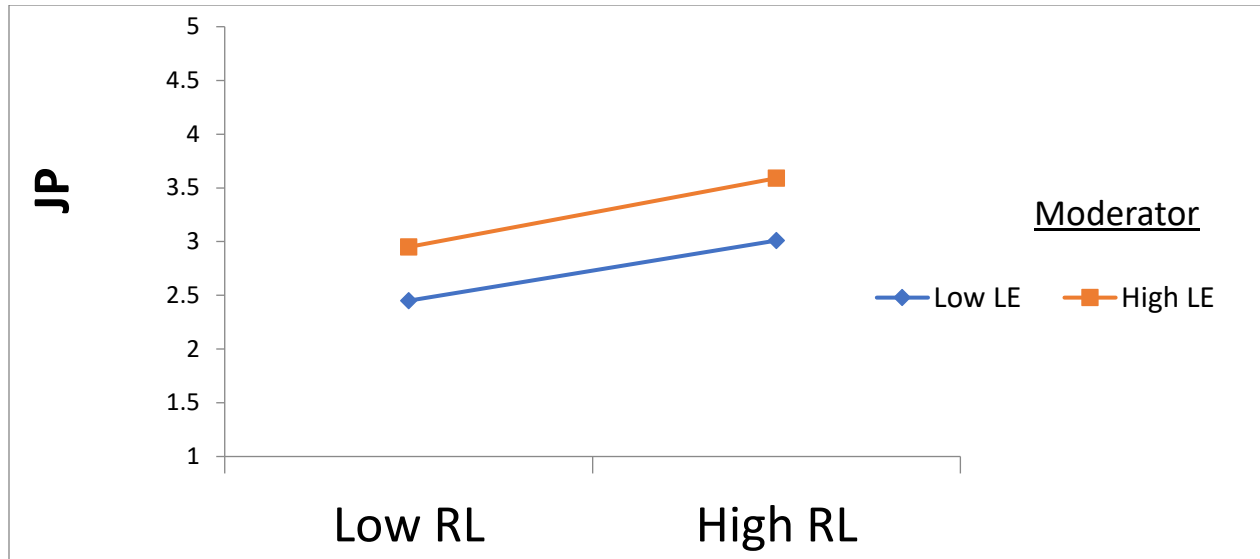
Fig. 4. Moderating Effect of LE between RL and JP

The moderator of leader empathy is having a greater p-value than the 0.0.5 between the responsible leadership and job performance and thus the researcher has rejected the hypothesis of having moderating impact of leader empathy. This moderating role is having a value of 0.665 and estimated value of 0.025. In the above-mentioned chart, the low responsible leadership and high responsible leadership is moving parallel is also showing no relationship between these two. Below figure 5 is showing the moderation of leader empathy between Knowledge sharing and job performance of employees of IT sector of Pakistan.
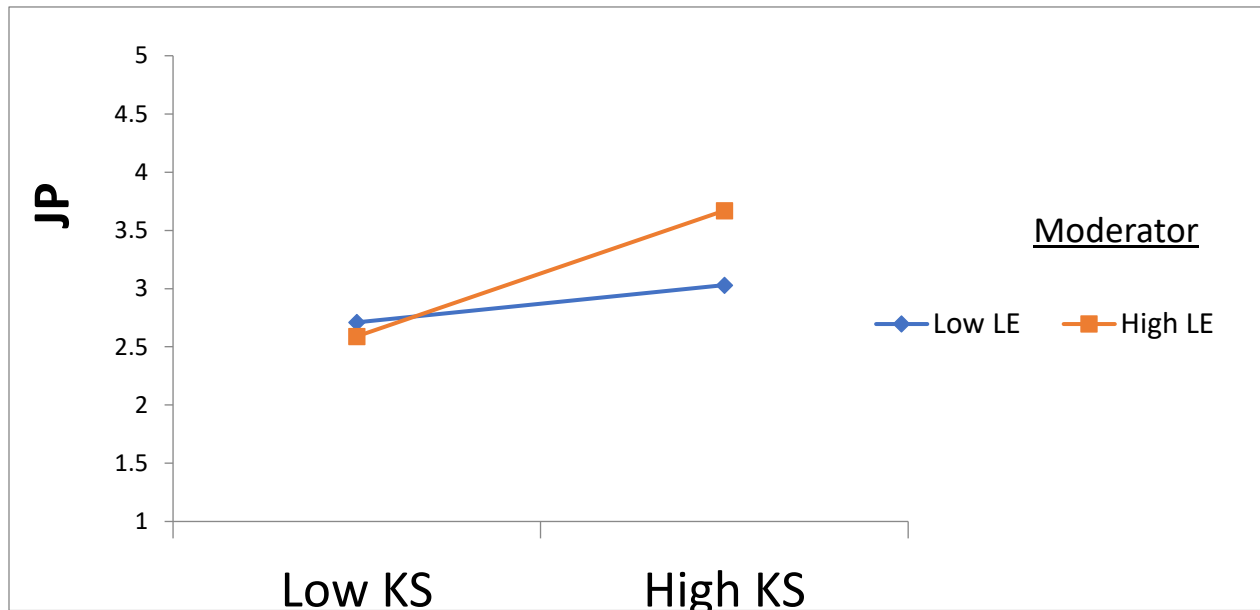

Fig. 5. Moderating Effect of LE between KS and JP

The above-mentioned graph is showing the moderating relationship between knowledge sharing and job performance. This hypothesis was accepted by the study because the p-value is less than 0.05 and the exact value is 0.000. The estimated value for this relationship is 19.3%. Which is showing that the impact between these two variables will be increase up-to 19.3%. The intersection point is showing the significant and positive relationship of these mentioned variables.

5   DISCUSSION AND CONCLUSION

5.1   Discussion

The current research study is answering its research questions by developing and testing the details about the concerns employed by the researcher in this study that bridges the gap between practice and theory. The researcher has elaborated the fact that the responsible attitude of the leader is required for the enhancement of the job motivation and which in return will enhance the job performance of any worker. To understand the foundations of the knowledge sharing and helping initiatives, the responsibility of the leaders must be there through which they can influence their employees at any time. As the past literature is suggesting the results of the concerned research questions but the researcher has also tested the underlying hypothesis by using different statistical tools and techniques. The first hypothesis proposed by the study was that "The relationship is significant between responsible leadership and job performance". This mentioned hypothesis was rejected by the study as the p-value was greater than 0.05, and the researcher has explained that there is no impact of responsible leadership and job performance. Ardi et al. (2020), have also elaborated in their prior studies that, leaders are not the only ones who should be criticized upon the negligence of the workers, there are a lot of factors like work motivation, reward system and lack of training session which can also cause the influence on the job performance of the employees.

Moreover, the study of Cabrera, Collins, and Salgado (2006), has also identified that leadership has its impact on the job performance of the employees but the leader's own performance must be measured through other aspects as well not only with his behaviour or attitude. Another hypothesis proposed by the current study was that "The impact of knowledge sharing on job performance is significant". The following hypothesis was accepted by the study because the P-value was less than 0.05. The study has accepted this hypothesis because the researcher has also taken the evidence by the research of Elrehail, Emeagwali, Alsaad, and Alzghoul (2018), in which the author has explained that the social relationships and good communication between the management and employees, or employees and employees can be proved significant for the organization as it can impact each other with a significant ratio. The study of Li, Shang, Liu, and Xi (2014), have highlighted that knowledge sharing can remove all the barriers which are striking the communication gaps and which are creating hurdles in asking questions by the employees from their leaders or managers, so, in this way, the knowledge sharing behaviour can provide benefits to the overall output of the individuals and to organizations as well.

The third hypothesis suggested by the underlying study was that "The impact of responsible leadership on helping initiatives is significant". This hypothesis was accepted by the researchers as well. The study has accepted this hypothesis because of its less p-value which was obtained and measured through the responses of the respondents of the current study. This hypothesis is having a significant and positive impact as well. It means that if the responsibility in leadership increases it will cause an increase in the helping initiatives as well. In simple words, the study of Ma, Cheng, Ribbens, and Zhou (2013), has explained that the helping initiatives played a vital role in the enhancement of the worker's potential for doing work but on the other hand the empirical findings of the research of Obeidat and Tarhini (2016), has also highlighted the fact that the ethical leadership abilities can boost the helping initiatives across the organizations which can cause significant changes in the structure of the organizations. Helping initiatives allow the workers to work in a smooth working environment without any pressure, the past studies have explained that when a worker works in a free environment his or her capacity of work would be at large.

The study has proposed another hypothesis which was "The impact of knowledge sharing on helping initiatives is significant". This hypothesis was having a greater p-value which is why the researcher has rejected this hypothesis as this was showing no association with each other. This hypothesis was rejected by the study as well. The prior studies who have studied such variables in their own separate organizational settings also rejected such type of hypothesis due to its no impact. Saide, Indrajit, Trialih, Ramadhani, and Najamuddin (2019), have found out that knowledge sharing has no link with the helping initiatives because knowledge sharing is happening between the employees and helping initiatives are taken out by the leaders at the organizations so, there is no impact has been seen in the past studies as well between these two elements.

Furthermore, the study has proposed another hypothesis which was that the "Relationship of helping initiatives on job performance is significant". This hypothesis was accepted by the study and having a significant and positive impact as well. The analytical findings of the current research have revealed these results which have been proved out to be a significant impact. Many scholars have elaborated and argued in their studies about the importance of helping initiatives at workplaces, and specifically, the study done in China by targeting the IT sector explained that the helping initiatives at technological service provider companies are proved out to be very significant because the employees

out there are very literate and efficient as well. Those who put actions toward taking the helping initiatives have strengthened their organisations by enhancing the job performance of their employees (Wu & Lee, 2017). So, the job performance is directly linked with the helping initiatives as well.

A researcher has also studied the moderating impact of leader empathy and its roots by associating this concept with responsible leadership and job performance so, the proposed hypothesis was that "The moderating impact of leader empathy between responsible leadership and job performance is significant". This hypothesis was rejected by the study because the study has not seen the direct impact of responsible leadership on job performance that is why there is no moderating role of leader empathy between these two as well. Another moderating hypothesis was that "Moderating role of leader empathy between knowledge sharing and job performance is significant". The underlying hypothesis was accepted by the study as it was showing the significant and positive impact between these two variables. Moreover, according to the study of Zeinabadi (2020), it has been identified that knowledge-sharing abilities of the employees with each other at every level of the organization enhanced the work performance of the workers.

5.2 Conclusion

The current study has employed the statistical tools and techniques to know about the findings of the proposed hypothesis. The researcher successfully found out the possible outcomes of the objectives of the study. The underlying study was securing a population of employees working in the IT industry of Pakistan. Workers from all over the country were taken as a population and a sample of 273 employees was taken out of the population through the purposive sampling technique. The researcher has used the quantitative method of data collection because the data and responses of the participants were collected in numerical form so, the researcher has opted for such a technique for data analysis. This study has used the deductive research approach to study the existing theories and proposed different hypothesis as well. Moreover, to get a proper detailed analysis, the researcher has used the AMOS and SPSS applications and found out the descriptive statistics, CFA, SEM and discriminant and validity matrix.

As far as the objectives of the current research are concerned, the study was having the aim to know about the relationship of responsible leadership with the job performance of the workers, to know about the impact of knowledge sharing on job performance, to know about the direct impact of responsible leadership on helping initiatives. The researcher has taken a moderator of leader empathy which was checked by studying the association between responsible leadership and job performance, and moderation was also checked between knowledge sharing and Job performance as well. By understanding the concept of leader empathy and human capital theories the researcher draws the findings and suggested that the leaders must be capable of ensuring the work motivation in the employees which can guide them to boost their job performance.

Moreover, it was also revealed by the study that the leaders must encourage knowledge-sharing initiatives across the organizations so that the growth of the worker's performance can be achieved. All of the proposed hypotheses were accepted except three of them, as the p-value of the First, fourth and sixth hypothesis was greater than 0.05, so, the researcher was to reject these three hypotheses and this study has also revealed that there has been no relationship seen by the study between responsible leadership and job performance, knowledge sharing on helping initiatives and the leader empathy on job performance and responsible leadership as well.

5.2.1 *Implications of the study*

This research study has its contribution towards the theoretical, practical, and policymaking field as well. To enrich the knowledge about leader empathy and responsible leadership, this research will provide a significant contribution. As this study is among fewer studies that have taken the moderator of leader empathy and checked the association between knowledge sharing job performance, the current study would enhance the literature material about the helping initiatives as well. By theoretically explaining every aspect of job performance the current study would enhance the material about job performance and knowledge sharing significantly. Previous studies have taken the variables and concepts like work engagement and work motivation, but this study has included the modern concept like leader empathy and helping initiatives. The additional support for literature is given by this study on the employee's performance and leadership behaviours as well.

Practically, this researcher has found out that leadership behaviour and attitude can influence the job performance of the employees and to improve the job performance what should a manager do at his or her workplace. Moreover, this study has also identified that leaders can inspire their workers by motivating them and by sharing emotional attachments with them. Secondly, with respect to the policy-making contribution, the current study is providing evidence of enhancing job performance by influencing the employee's behaviour at the workplace. The managerial

workforce in the IT sector and in other industries as well, can implicate the findings of this research to attain the enhanced job performance by their employees.

5.2.2   *Limitations and future research*

As far as every study, the current study has also its limitations and gaps which can be covered by future researchers while studying similar concepts and associations. That is why the researcher has found out the findings of this study with great cautions. From a single source, the researcher has collected the data and form a single sector, the researcher has collected data which can be collected through multiple sources and multiple levels of employees working in different sectors of the Pakistani economy. The latest tools would be employed by the researchers to get more suit ale and accurate empirical findings of the research. The researcher has used old tools and applications for data analysis and interpretation. However, future research are recommended to employ the latest tools like Stata and R-studio while conducting the analysis thoroughly. Furthermore, the current study has put its major stress on responsible leadership and neglected the concept of leader empathy, there is a huge need to study such a modern concept while conducting the research. Future research can include the various types of control variables like work value, social skills, and personality traits of the employees for enhancing the practicality of the researcher study. The future studies can also take out the latest tools for data collection as compared with a questionnaire, those might provide beneficial and cost-effective for the study.

REFERENCES

Afsar, B., Maqsoom, A., Shahjehan, A., Afridi, S. A., Nawaz, A., & Fazliani, H. (2020). Responsible leadership and employee's proenvironmental behavior: The role of organizational commitment, green shared vision, and internal environmental locus of control. *Corporate Social Responsibility and Environmental Management, 27*(1), 297-312.

Albino, V., Berardi, U., & Dangelico, R. M. (2015). Smart cities: Definitions, dimensions, performance, and initiatives. *Journal of urban technology, 22*(1), 3-21.

Ardi, A., Djati, S., Bernarto, I., Sudibjo, N., Yulianeu, A., Nanda, H., & Nanda, K. (2020). The Relationship Between Digital Transformational Leadership Styles and Knowledge-Based Empowering Interaction for Increasing Organisational Innovativeness. *International Journal of Innovation, Creativity and Change, 11*(3), 259-277.

Berkovich, I., & Eyal, O. (2015). Educational leaders and emotions: An international review of empirical evidence 1992–2012. *Review of Educational Research, 85*(1), 129-167.

Beydler, K. W. (2017). The role of emotional intelligence in perioperative nursing and leadership: developing skills for improved performance. *AORN journal, 106*(4), 317-323.

Cabrera, A., Collins, W. C., & Salgado, J. F. (2006). Determinants of individual engagement in knowledge sharing. *The International Journal of Human Resource Management, 17*(2), 245-264.

Cameron, K., & Caza, A. (2005). Developing strategies and skills for responsible leadership. *Handbook on responsible leadership and governance in global business*, 87-111.

Dentoni, D., & Bitzer, V. (2015). The role (s) of universities in dealing with global wicked problems through multi-stakeholder initiatives. *Journal of Cleaner Production, 106*, 68-78.

Elrehail, H., Emeagwali, O. L., Alsaad, A., & Alzghoul, A. (2018). The impact of transformational and authentic leadership on innovation in higher education: the contingent role of knowledge sharing. *Telematics and Informatics, 35*(1), 55-67.

Han, Z., Wang, Q., & Yan, X. (2019). How responsible leadership motivates employees to engage in organizational citizenship behavior for the environment: A double-mediation model. *Sustainability, 11*(3), 605.

Haque, A., Fernando, M., & Caputi, P. (2019). The relationship between responsible leadership and organisational commitment and the mediating effect of employee turnover intentions: An empirical study with Australian employees. *Journal of Business Ethics, 156*(3), 759-774.

He, J., Morrison, A. M., & Zhang, H. (2019). Improving millennial employee well-being and task performance in the hospitality industry: The interactive effects of HRM and responsible leadership. *Sustainability, 11*(16), 4410.

Holt, S., Marques, J., Hu, J., & Wood, A. (2017). Cultivating empathy: New perspectives on educating business leaders. *The Journal of Values-Based Leadership, 10*(1), 3.

Jaggar, A. M. (2015). *Just methods: An interdisciplinary feminist reader*: Routledge.

Javed, M., Akhtar, M. W., Hussain, K., Junaid, M., & Syed, F. (2021). "Being true to oneself": the interplay of responsible leadership and authenticity on multi-level outcomes. *Leadership & Organization Development Journal*.

Jiang, W., Wang, L., Chu, Z., & Zheng, C. (2019). Does leader turnover intention hinder team innovation performance? The roles of leader self-sacrificial behavior and empathic concern. *Journal of Business Research, 104*, 261-270.

Kiarie, M. A. W., Maru, L. C., & Cheruiyot, T. K. (2017). Leader personality traits and employee job satisfaction in the media sector, Kenya. *The TQM Journal*.

Li, G., Shang, Y., Liu, H., & Xi, Y. (2014). Differentiated transformational leadership and knowledge sharing: A cross-level investigation. *European Management Journal, 32*(4), 554-563.

Lin, C.-P. (2006). To help or not to help: Understanding the helping intentions from a mediating perspective of social network ties. *Journal of business ethics, 63*(2), 175-182.

Lin, C.-P. (2010). Learning task effectiveness and social interdependence through the mediating mechanisms of sharing and helping: A survey of online knowledge workers. *Group & Organization Management, 35*(3), 299-328.

Lin, C.-P., Huang, H.-T., & Huang, T. Y. (2020). The effects of responsible leadership and knowledge sharing on job performance among knowledge workers. *Personnel Review*.

Ma, Y., Cheng, W., Ribbens, B. A., & Zhou, J. (2013). Linking ethical leadership to employee creativity: Knowledge sharing and self-efficacy as mediators. *Social Behavior and Personality: an international journal, 41*(9), 1409-1419.

Maak, T., Pless, N. M., & Voegtlin, C. (2016). Business statesman or shareholder advocate? CEO responsible leadership styles and the micro-foundations of political CSR. *Journal of Management Studies, 53*(3), 463-493.

Mahsud, R., Yukl, G., & Prussia, G. (2010). Leader empathy, ethical leadership, and relations-oriented behaviors as antecedents of leader-member exchange quality. *Journal of Managerial Psychology*.

Miska, C., & Mendenhall, M. E. (2018). Responsible leadership: A mapping of extant research and future directions. *Journal of Business Ethics, 148*(1), 117-134.

Mousa, M. (2018). Inspiring work-life balance: responsible leadership among female pharmacists in the Egyptian health sector. *Entrepreneurial business and economics review, 6*(1), 71-90.

Obeidat, B. Y., & Tarhini, A. (2016). A Jordanian empirical study of the associations among transformational leadership, transactional leadership, knowledge sharing, job performance, and firm performance: A structural equation modelling approach. *Journal of Management Development*.

Rhee, S.-Y., Hur, W.-M., & Kim, M. (2017). The relationship of coworker incivility to job performance and the moderating role of self-efficacy and compassion at work: The Job Demands-Resources (JD-R) Approach. *Journal of Business and Psychology, 32*(6), 711-726.

Saide, S., Indrajit, R. E., Trialih, R., Ramadhani, S., & Najamuddin, N. (2019). A theoretical and empirical validation of information technology and path-goal leadership on knowledge creation in university: Leaders support and social media trend. *Journal of science and technology policy management*.

Shi, Y., & Ye, M. (2016). Responsible leadership: review and prospects. *American Journal of Industrial and Business Management, 6*(08), 877.

Tuan, L. T. (2016). How servant leadership nurtures knowledge sharing: The mediating role of public service motivation. *International Journal of Public Sector Management*.

Usmanova, N., Yang, J., Sumarliah, E., Khan, S. U., & Khan, S. Z. (2020). Impact of knowledge sharing on job satisfaction and innovative work behavior: the moderating role of motivating language. *VINE Journal of Information and Knowledge Management Systems*.

Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of management, 17*(3), 601-617.

Wong, C.-S., & Law, K. S. (2002). The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study. *The Leadership Quarterly, 13*(3), 243-274.

Wu, W.-L., & Lee, Y.-C. (2017). Empowering group leaders encourages knowledge sharing: integrating the social exchange theory and positive organizational behavior perspective. *Journal of Knowledge Management*.

Zeinabadi, H. (2020). Breaking down the walls of weak knowledge-sharing among Iranian teachers: Investigating a less-considered leadership role of principals. *Educational Management Administration & Leadership*, 1741143220968160.