

IMPACT OF KNOWLEDGE ORIENTED LEADERSHIP ON ORGANIZATIONAL PERFORMANCE MEDIATED BY ORGANIZATIONAL COMMITMENT

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ABSTRACT

Education sector in any country and all over the world is considered as backbone of that country. These are the education institutes that produce engineers, doctors, businessman, and technical workers who later on works in different fields of that country organization. So to improve the performance of these institutes is dire need of the current era that is only possible to do research in these institutes to know what different factors impact on performance of these organizations and how to overcome these vary problems. Current studies investigations analyzes the impact of knowledge oriented leadership on organizational performance via mediating role of organizational commitment that is supported by Herzberg two factor theory. Most of the previous studies does not show a combined impact of these three variables on performance of employees in most of developing countries i.e Pakistan. In this research study it is verified and tested that organizational commitment plays a vital role to enhance the organizational performance. To get research results quantitative method is applied. Information is gathered from Pakistan higher education institutes from 540 employees of various academic levels in Pakistan universities. Data is collected by using survey method i.e questionnaire that is adapted from different past research studies authors. Data is collected on cross sectional basis and investigated by utilizing measurable devices SMART PLS structural equation modeling (SEM) Our research studies shows with the help of data analysis that there is positive relation between knowledge oriented leadership and organizational performance if it is mediated by organizational commitment. So this study is tool and provides a guideline for the education institutes that how they can increase their performance by using all these three variables in their organizations.

Keywords: Knowledge Oriented Leadership, Organizational performance, Organizational commitment

INTRODUCTION

Higher education institutions (HEIs) support a nation's economic development and broaden society by innovating via Knowledge Oriented Leadership (KOL), Through effective (KOL) HEIs increase employees' commitments that improve performance (Naqshbandi & Jasimuddin, 2018; Sahibzada, Jianfeng, Latif, & Sahibzada, 2020). Practitioners and academics have lately begun to pay more attention to the education

sector (Rehman & Iqbal 2020). Nevertheless, this area of research is more vital and important in the current situation, there remain noticeable gaps in the academic literature that need attention to be filled. Rehman and Iqbal (2020) recently established that KOL and organizational commitment are essential for the organization and might act as a catalyst for increased Organizational Performance OP. He present

studies mostly ignore how KOL affects commitment in research institutions (Sahibzada, Jianfeng, Latif, & Sahibzada, 2020). This study makes the case that the KOL experience might considerably raise HEIs' overall happiness with committed employees, and OP (Naqshbandi & Jasimuddin, 2018; Sahibzada, Jianfeng, Latif, & Sahibzada, 2020). Knowledge-intensive organizations and KOL are linked, ensuring that the appropriate organization uses the proper leadership, (Rehman & Iqbal, 2020). Higher education institutions (HEIs) are constantly scrutinized for the quality of their product. HEIs are under a lot of pressure right now to bring value and importance especially in the knowledge management. This can only be accomplished by putting a greater emphasis on workers and staff cooperation in order to provide better service (Sahibzada et al., 2020d).

Knowledge Management (KM) is essential for improved collaboration; at HEIs, KM shines as an important component of association and investigation for the future research (Iqbal et al., 2018; Ram jeawon & Rowley, 2018). This topic constitutes a new domain with largely unstudied potential in the area of knowledge management and leadership. Such as, knowledge is created, acquired, stored, shared, and used by HEIs (Sahibzada, Jianfeng, Latif, Shah, et al., 2020). As a substitute of focusing on training and teaching, HEIs should modernize and give more attention to intensify uprisings in research and economic growth (Sahibzada et al., 2020e). As a result, HEIs face an urgent need to extract novel information and share it widely as never before. As knowledge-driven institutions, HEIs prioritize learning and knowledge generation, acquisition, storage, sharing, and usage, hence supporting social and economic progress (Borsi et al., 2022; Wang et al., 2022) Research in this area is of great interest and with a very active research community involved in the KOL and its relationship with organizational performance. KOL is a type of leadership which is derived from both transformational and transactional leadership Higher education institutions (HEIs) support a nation's economic development and broaden society by innovating via Knowledge Oriented Leadership (KOL), Through effective (KOL) HEIs increase employees' commitments that improve performance (Naqshbandi & Jasimuddin, 2018; Sahibzada, Jianfeng, Latif, & Sahibzada, 2020). Practitioners and academics have lately begun to pay more attention to the education sector (Rehman & Iqbal 2020).

Nevertheless, this area of research is more vital and important in the current situation, there remain noticeable gaps in the academic literature that need attention to be filled. Rehman and Iqbal (2020) recently established that KOL and organizational commitment are essential for the organization and might act as a catalyst for increased Organizational Performance OP. he present studies mostly ignore how KOL affects commitment in research (Sahibzada, Jianfeng, Latif, & Sahibzada, 2020). This study makes the case that the KOL experience might considerably raise HEIs' overall happiness with committed employees, and OP (Naqshbandi & Jasimuddin, 2018; Sahibzada, Jianfeng, Latif, & Sahibzada, 2020). Knowledge-intensive organizations and KOL are linked, ensuring that the appropriate organization uses the proper leadership, (Rehman & Iqbal, 2020).

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Research in this area is of great interest and with a very active research community involved in the KOL and its relationship with organizational performance. KOL is a type of leadership which is derived from both transformational and transactional leadership behaviors (Donate & de Pablo, 2015). Rehman and Iqbal (2020) held that KOL behavior could possibly contribute to the OP as compare to just knowledge.

Regardless of greater investigations about the KOL, and the enhancing role of OP is scarcely discussed in education (Ali & Gulzar, 2022). For instance, Pakistan is still considered as a developing country and has economy is in developing stage. HEIs are usually categorized by rigid organizational structure that is deeply rooted in bureaucratic norms and peculiar culture. Keeping in view these processes, the HEIs can strengthen country's economic growth and develop society by creating or introducing novel ideas mainly with the help of leadership grounded on knowledge (Rehman & Iqbal, 2020). Keeping committed employees in the diverse workforce is a major problem for today's businesses as they confront increased global competitiveness and the need for even more of them. There are numerous variables that affect an organization's performance, but this study shows that committed employee has a major influence (Nelson & McCann, 2018). In the new employees committed era, business leaders and researchers have sought to illustrate the direct link between commitment and profitability inside a commercial enterprise and what can be done to promote commitment. Committed employees is the key to organizational performance, and most organization has successful due to this, but these factors are not explored as an intervening or moderating factor (Cortada, 2019). Such as, Kianto et al. (2018) described that ignoring the importance of committed employees. . Many developing countries' public sectors, like Pakistan's, have developed positions in to address the problems of low organizational performance due to less committed employees. Organizational commitment's role in the association between knowledge management approaches and knowledge worker responsibility and performance is the critical examination of the academic literature (Razzaq et al., 2018). Drucker (2019) found that committed employees are more related to the high worker productivity in the organizational performance. There is a greater need for committed employees and gender diversity in the organization. To make matters more complicated, managers of higher-skilled personnel must follow different rules than managers of lower-level employees. It is very difficult to recruit and retain highly skilled individuals because of the shortage and varying management needs. It is believed that leadership is the process through which one or more people persuade a group of people to move in a particular direction. Additionally, management, inspiration, compensation, and analytical skills are necessary for effective leadership.

When all of these factors are present, businesses have higher employee satisfaction, which has a favorable impact on both productivity and profits. Some study (Sila, Ebrahimpour, 2019) used human resources (turnover rate and job performance), organizational effectiveness (cost and quality), and financial performance to gauge the positive impact of leadership on organizational performance (market share, profit, return on asset). In order to improve organizational performance, a leader must be able to encourage innovation and creativity, motivate various subordinates to question their own value systems, and boost their own performance, which in turn improves organizational performance.

Research Questions:

“Main objectives of study are to analyze impact of knowledge oriented leadership, and mediating role of organizational commitment on organizational performance more precisely.

RQ1. Is KOL positively impacted on OP?

RQ2. Does OC have an effect on OP?

RQ3. In which sense does OC mediate the Relationship between KOL and OP?

DEVELOPMENT OF HYPOTHESES AND LITERATURE REVIEW:

Herzberg Two Factors Theory

According to Herzberg's (1966) that this theory has two factors hypothesis, there are two sets of elements that influence employee happiness and satisfaction and keep them from experiencing job discontent (Ewen et al., 1966; Herzberg, 1966). These two elements are motivators and hygiene elements, respectively. Such as, the first explain the dissatisfies factor, often known as hygiene factors, are what make individuals dissatisfied at work. However, the existence of these hygienic aspects does not placate employees. The way in which coworkers and supervisors interact, pay fairness, interpersonal connections at work, and the working environment are all examples of hygiene elements. Likewise, the second factor is the availability and existence of the second group of elements, or motivators, causes an employee to feel good about or content with his or her job, which leads to satisfaction. This job satisfaction could be explained in the form of job design, gratitude, duty, achievement, and advancement are examples of motivating factors.

Impact of Knowledge oriented leadership on Organizational Performance:

Organizational performance is the capacity of an organization to arrive at its objectives and advance outcomes. In the present labor force, organizational performance can be characterized as an organization's capacity to accomplish objectives in a condition of consistent change.

As shown by Abubakar et al. (2019) communicated that knowledge the leaders helps with treatment of involving knowledge instinct in any organization this will maintain the achievement of firm execution. Knowledge the board and convincing power support various improvements in a relationship to make better firm execution. Ren et al. (2020) communicated that ethical drive will lay out a helpful environment and work environment, and sponsorship better execution achievements (Lee et al., 2019).

Then Setyani et al. (2022) communicated that the idea of the chiefs accounting information systems (Nature of MAIS) would assist with bettering organization in corporate organization, achieving better firm execution. The leaders and learned authority depicts an organization thought in the organization that spotlights on organizations from a raised level of knowledge, and is portrayed in the better knowledge sharing, endlessly utilization of knowledge among agents with perfect timing, and in the right construction, that subsequently increase the organizational effectiveness and productivity in work area to achieve the best goals and firm execution and progressive obligation (De Bem et al. 2022). Knowledge is seen as asset of an organization and influences firm execution. Organizations that direct knowledge the leaders and have better knowledge drive capacities will impact firm execution through various leveled liability by lessening administrative costs and extending definitive proficiency, ensuing to taking on knowledge the board capacities (Chen et al., 2022).

Zhao et al.(2022) show that knowledge helps route by giving induction to better knowledge, for this present circumstance careful and perfect information is huge (De Bem et al., 2022). Research on the effect of knowledge the board on organization work results like progressive learning, advancement, and thing quality, not with stand imaginative execution, money related and monetary execution has been for the most part thought of. In any case, the use of knowledge use has not been extensively used to assess firm execution (Sun et al., 2022). Aureli et al. (2019) got a explained on the meaning of effective organization of knowledge that how KOL affects organizations execution and result and knowledge based resources, especially among organizations that incorporate knowledge based business processes like high level training establishments (HEIs).

Paoloni et al. (2020) further got a explained on that how strong organization of knowledge based resources in HEIs fabricates imagination and accomplishment, while working with HEIs in adjusting to the extended complexities of the enlightening environment, and besides in expanding the economic improvement by means of assessment and headway. According to Rehman and Iqbal (2020), HEIs have knowledge based resources that are significantly convoluted and ought to be dealt with in time and tended to at ideal open door. Balle et al. (2019) portrayed knowledge as a resource that is critical in regard creation and in the security of advantages in this state of the art merciless time. A huge part of the progressive improvement incorporates the gathering, variety and dispersal of new knowledge, that results in creation in new knowledge plan. KM that is embraced by pioneers in an organization and legitimate improvement combined together to make plausible high ground (Bashir and Farooq, 2019). KM contains an organization's dynamic activities and practices in dealing with and control of understanding resources for make new knowledge is major for a relationship to deal with different snags that are looked by the (Obeso et al.2020).

The innovation literature has shown that leadership style is important in stimulating innovation performance (Gürlek & Çemberci, 2020). Hence, without KOL, innovation in any organization is not possible even with the availability of the resources needed (Zhang & Guo, 2019). Consequently, as proposed by Shariq et al. (2019), KOL is reasonable for headway execution improvement in any organization. Probably that this example has been made on the overall level, where organizations require exceptional HR that have a suitable drive capacities and have educated knowledge on the relationship among others to truly gain unimitable headway of the organization (Gharama et al., 2020b; Rahmah et al., 2020). There is crucial necessity for legitimate execution and progressive imagination in this state of the art world period to ride on key antecedents of agent execution (Alareefi et al., 2019; Alsaadi et al., 2019b).

To regulate progressive execution with a strong way there is need to at first understand execution of an organization concerning parts are significant for achievement of various leveled targets and accomplishments and the organization between its choosing components i.e knowledge organized organization (Al-Ameri et al., 2019; B. Alharthi et al., 2020; M. Alharthi et al., 2020; Mohamed et al., 2018). Various leveled drive fundamentally influences laborer authority (Dennis et al., 2010) in like manner influences three factors vision, fortifying and organization of the organization (Alkheyi et al., 2020).

In the different evened out development of a relationship there is top organization is known as pioneers in their own commitments, in like manner to appear at various leveled objective leaders are immense for the relationship where leaders affects this organization and organization styles and their organization citizenship lead (Alkheyi et al., 2020) expert obligation, turnover presumption (Jorge Correia) .As necessary, knowledge oriented leaders contain the progression of knowledge and it include fundamental parts that are pivotal, convincing and correspondence in an organization (Donate et al., 2015) that empower and update the learning in challenges and it energizes the academic work limit in an organization. Giving inspirations and planning to delegates in an organization that develop a culture of sorting out some way to settle botches in an organization that further addition the various leveled show by following cross helpful, standard obligations, real principles to laborers arrangement of transmission and further foster usage of knowledge (Bandar Abdulla F.H. Alharthi et al., 2019; Alsaadi et al., 2019a).

The fundamental making skills out of drive style on a very basic level influences imagination (Gharama et al., 2020a). There are number of studies that shows that a neighborhood organization and participatory organization style (Knowledge organized) will without a doubt maintain imagination in a relationship inside the connection (Gharama et al., 2020a). Undeniable level organization in an organization point of view on their work in their positions of the board impacts the ability to advance such expert in a connection. Several elements of drive are relevant for firm turn of events (M. N. A. N. Alharthi et al., 2019; Alkathiri et al., 2019a).

Hypothesis:1 Knowledge oriented leadership has positive impact on Organizational Performance

Impact of organizational Commitment on Organizational Performance:

The meaning of organizational commitment , as per Jang et al. (2021), is basically individual behavior of thinking and will his qualities given to the organization to commit himself to an organization and be engaged with the organization to accomplish the mission and vision, goals , values, and objectives of the organization. The aspect utilized in this study was to measure the organizational commitment utilizing the aspects from Hirschi and Spurk (2021) which could be depicted as follows; affective commitment of employees that is considered as employees emotional willing and attachment with the organization to work better for that specific organization and it is full of feeling responsibility of employees indicated to as profound connection of any worker to the organization , recognizable proof with the organization , and contribution in the organization.

An individual's full of feeling responsibility increments and becomes more grounded in the event that his involvement with an organization was predictable with assumptions and fulfilled his necessities. In Continuation commitment of employees included is the responsibility in light of the expense that is opportunity cost that is related with leaving the organization. The idea whose direction stressed an individual's commitment to the current organization could be lost out of the blue on the off chance that that individual left the organization. Leaving the parent organization employees feel a high-risk action since individuals fear losing the commitment they had made to the organization and understood that finding a replacement was unimaginable. In normative commitment: it is thought that employees 'a feeling of genuine convictions to remain with the organization. normative commitment could be impacted by different variables in an organization remembering starting socialization of employees for an organization and the type of an individual's job from their hierarchical experience. The solid connection creates among organization and serious employees and strengthening is prompted by the craving and preparation of workers in the organization to be engaged by acknowledging different demands. Organizational commitment is vital to outcome of any organization. Committed employees try sincerely and get success and advancement their organization and impact emphatically to organization .Organizational commitment of a employees indicates to the degree to which how much a worker feel areas of strength for an of solidarity and connection with their organization (Syabarrudin et al., 2020). The organizations in this advanced time needs versatile HR in their organizations who can work for any reason and can take on challengeable workplace to accomplish organization objectives (Kharisma et al., 2019). It empowers worker's connection with the organizations targets and objectives and having the eagerness to keep up with their participation inside the organization. Basically, Organizational commitment includes employees exhibiting areas of strength for an and to really buckle down for organization and to put forth best attempts for its prosperity (Kuswati, 2018). Employees execution in any organizations fundamentally influences the productivity and improvement of an organization, as committed workers are essential points of support to movements of every sort inside the organization. Execution of workers is a vital figure deciding Organizational efficiency and execution (Putra et al., 2019). Every single employee in any organization should have major areas of strength for a to his local organization and to accomplish the organization central goal, vision, and objectives.

Organizational commitment of all employees in an organization is a pertinent idea for dissecting upgrades in worker execution that thusly works on the Organization execution (Kawiana, 2018), Organizational commitment is characterized as workers' mental connection to their organization (Cesário and Chambel, 2017). Employees of an organization are people that have a feeling of organizational commitment, work excitedly, show a feeling of unwaveringness, and have an inspirational perspective toward their organization execution (Soomro, 2019). Workers with elevated degrees of authoritative responsibility is important for an organization development and thriving. Such an authoritative responsibility empowers employees to stay committed with the organization and upgrade the nature of administrations and results of the organization they convey, and at last improve the hierarchical better exhibition (Briggs et al., 2022; Mahalingam and Suresh, 2018). It means a lot to specify that responsibility between employees of an organization with workers, as well as the organization obligation to its workers, assumes a crucial part in further developing an expert workplace (Kawiana, 2018). Organizational commitment is drawn nearer according to a conduct viewpoint, seeing responsibility as a steady example of conduct. It is important for organization to acquire and support further developed worker execution to accomplish organization essential goals i.e organizational mission, vision, and benefits, to acquire an upper hand, and achieve a practical development in the organization (Muardi et al., 2022). Employees of any organization have a hierarchical character and exhibit a serious hard working attitude, work dedication, and an inspirational perspective towards their organization. These employees are known to show ways of behaving that add to the organization objective accomplishment and show a drawn out obligation to the organization, affirming the connection between organizational commitment and execution (Knowledge et al., 2021).

Furthermore, authoritative responsibility might upgrade information sharing by working on people's view of their organization (Hariyanto et al., 2021). Employees execution influences upto most extreme degree on the organization in all regards w.r.t productivity, advancement, improvement and maintainability on the lookout. As firms realize that functioning employees are major to movements of every sort that are occurring in an organization inside the organization. Execution is a critical calculate deciding organization efficiency and benefit (Putra et al., 2019). Thusly, it is fundamental for organization to accomplish and keep up with worker's improvement in their organizations to accomplish strength and flourishing in their organization.

Serious workers produce a productive presentation to satisfy essential targets of the organization, and to acquire an upper hand, and guarantee manageable development (Muardi et al., 2022). To assess declining employees execution is vital that necessities to distinguish the regions in an organization that should be worked on, for example, improving organizational commitment,, cultivating a positive work culture, focusing on. Organizational commitment, mirrors workers' powerful urge to contribute and make penances for the organization. Serious employees show a more elevated level of responsibility, commitment, and are bound to convey more elevated levels of execution (Cesário and Chambel, 2017). Besides, organizational commitment of employees in an organization is viewed as a basic indicator of hierarchical viability and execution and a solid driver of individual work accomplishment and elite execution, as per this review.

Kawiana (2018) featured the significance of committed employees in an organization and its workers, as well as among employees and the organization, in establishing an expert work environment." Organizational commitment of workers in an organization is seen according to a conduct point of view, while responsibility is characterized as a predictable example of conduct. In this way, higher the worker responsibility for an organization can further develop employees execution fundamentally (Kawiana, 2018). Subsequently, higher responsibility of employees to one's obligations prompts expanded worker execution and better execution assessments (Gultom et al., 2018). Number of studies are finished to know the degree of responsibility of employees for their organization and to know results on the organizations have laid out a positive and critical connection between organizational commitment and execution. More elevated levels of organizational commitment of employees show a more noteworthy exertion by workers and their eagerness to satisfy settled upon objectives of the organization that should be satisfied by the functioning workers.

Taurisa and Ratnawati (2012) likewise displayed in his exploration concentrates on that there is a connection between organizational commitment and employees execution. As indicated by De las Heras-Rosas et al. (2021) that organizational commitment of employees in an organization extraordinarily affect authoritative execution by giving chances to its individuals to get and explained additional difficult tasks, more prominent independence, adaptability to work, more prominent degrees of extraneous unevenness, and chances to get a higher advancement in the organization. Organizational commitment, as per Jang et al., (2021), is a soul and inside will that should stay for faculty to have the option to make the organization shockingly better from now on.

All assertions and sentiments about Authoritative Responsibility above are hierarchical responsibilities of employees that should be developed by the manageable development (Muardi et al., 2022). To assess declining employees execution is vital that necessities to distinguish the regions in an organization that should be worked on, for example, improving organizational commitment, cultivating a positive work culture, focusing on. Organizational commitment mirrors workers' powerful urge to contribute and make penances for the organization. Serious employee show a more elevated level of responsibility, commitment, and are bound to convey more elevated levels of execution (Cesário and Chambel, 2017). Besides, organizational commitment of employees in an organization is viewed as a basic indicator of hierarchical viability and execution and a solid driver of individual work accomplishment and elite execution, as per this review. Kawiana (2018) featured the significance of committed employees in an organization and its workers, as well as among employees and the organization, in establishing an expert work environment." Organizational commitment of workers in an organization is seen according to a conduct point of view, while responsibility is characterized as a predictable example of conduct. In this way, higher the worker responsibility for an organization can further develop employees execution fundamentally (Kawiana, 2018). Subsequently, higher responsibility of employees to one's obligations prompts expanded worker execution and better execution assessments (Gultom et al., 2018).

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Relchgeld (1993) contends that an exceptionally dedicated employees will most likely see him/herself as a genuine individual from the firm and work excitedly ignore minor wellspring of disappointment, and see she/he stays a functioning individual from the organization and work with full enthusiasm and soul. The progress of any organization relies upon the capacity of the firm of keeping up with committed labor force that thusly work for the organization. In this view, organizations attempt to build the degree of responsibility of workers' that thusly increment the exhibition. As organizational commitment all together adds to the exhibition. Hence, better execution will prompt more noteworthy fulfillment and responsibility. There is clear and OK definition for the expression "execution" in administration books.

Numerous administrative specialists view has the various meanings of the presentation of the organization. Along these lines, Lyman Doorman and Edward Lawler characterized work execution as "the net impact of an individual's work as changed by his capacities, abilities, information that he accommodates the improvement of the organization. Employees of any organization have explicit characteristics and by his job discernments". Work execution of a representative in an organization is the means by which the employees play out their work obligations contrasted with assumptions for the gig. (Donald G. Gardner Randall B. Dunham. 1992). Execution examination of employees in any organization is an orderly technique for getting, breaking down, and recording knowledge about a worker making a particular showing as opposed to evaluating the actual work on account of occupation investigation (Prema, 2002). Organizational commitment of employees is an unmistakable idea that is connected with a worker's longing to stay with an organization with loyalty, close to home connection with the organization and monetary need (Meyer, Allen and Smith, 1993) a worker having organizational commitment has areas of strength for a to achieve and accidence of the organization's objective and values. A serious representative has the eagerness to apply impressive exertion for the organization. A serious worker really wants to keep up with enrollment in the organization (Mowduy, Sleers and porher, 1979). Many examination concentrates on shows that how a worker distinguishes and figure out a specific organization and its objectives and wishes to keep up with relationship in the organization. In this universe of competition, to accomplish the upper hand of the organization, serious workers are expected to an organization. Organizational committmentof workers in any organization is considered as a most significant component in accomplishing authoritative objectives and goals. The authoritative responsibility of workers is chosen by number of individual elements i.e (time of employees, residency of worker in current organization, and manners like positive or negative affectivity, or inner or outside control attributions) and hierarchical (the work plan and the administration style of one's manager) factors. Indeed, even the non-hierarchical factors, for example, the accessibility of options in the wake of going with the underlying decision to join an organization will influence ensuing responsibility. As indicated by Liman. W. Doorman and his partners have characterized worker's authoritative responsibility as relative degree of characterizing person's personality corresponding to organization and his cooperation in it.

As per Meyer and Allen (1997) responsibility of a worker for his/her organization is "the representative's close to home connection with the organization, and contribution in the organization objectives and targets. Hierarchical individuals/employees, who are focused on an organization on an emotional premise, keep working for the organization since they need to be (Meyer and Allen, 1991). Emotional of emolyees responsibility is essentially a business related mentality with good sentiments towards the organization (Morrow, 1993) .The strength of full of feeling organizational commitments impacted by the degree to which the singular's requirements and assumptions regarding the organization are matched by their genuine encounter (Story, 1995). Tetrick (1995) likewise depicts emotional responsibility as "esteem sanity - based authoritative responsibility, which alludes to the level of significant worth harmoniousness between a hierarchical part and an organization".

A review completed among the instructors from the colleges of Romania, uncovered that the emotional organizational committmentis the dominating part which support the hierarchical presentation (Raluca Rusu (2013). As indicated by De las Heras-Rosas et al. (2021) organizational committmentcan significantly affect hierarchical execution by giving chances to its employees to get additional difficult tasks and targets, more noteworthy feeling of obligation, adaptability to work and to work incredible endeavors , more noteworthy degrees of outward irregularity at working environment, and potential chances to get a higher advancement. Hierarchical responsibility, as per Jang et al., (2021), is a soul and will that should stay for staff to have the option to make the organization far superior later on. Research contemplated directed to work on Hierarchical execution of organizations at the Indonesia Secretariat General of the Public Versatility Gathering demonstrated that it very well may be improved and improved in execution by considering the accompanying elements: Authoritative Responsibility, Representative Commitment, and the significance of empowering the job of Vital Administration in doing its primary obligations so that all projects in working organizations and to meet the presentation focuses of the Indonesia Secretariat General of the Public Strength Board can be executed ideally. Many examination studies showed that authoritative presentation is the key element where all organizations are intrigued to accomplish in better and productive manner so that to accomplish its hierarchical objectives, mission, vision, and focuses as K. Singh and Misra (2021), hierarchical execution mirrors the way by an organization exploits unmistakable and elusive assets that are accessible for that organization to accomplish objectives and the objectives of authoritative work cycles and exercises.

As indicated by Hasani and O'Reilly (2021), hierarchical execution is characterized as connected with authoritative objectives and goals targets mission and vision, which expresses that hierarchical exhibition is the genuine outcome or result of an organization that is estimated against yield. The aspects utilized for this study were by Alhashedi et al. (2021), with the aspects being ; Task doled out to the worker execution, of that particular errand in time and in efficient way and afterward leading an appraisal in light of the execution of that task essentially in the organization to accomplish the objectives of the organizations has been done. The other exhibition measures are the context oriented execution of employees in the organization, not just in a roundabout way influences the organization yield objectives mission and vision yet additionally offer help for the presentation accomplished.

Hypothesis 2: Organizational commitment impacts positively on organizational performance.

Mediation of OC:

Organizational commitment is vital for authoritative execution and that is connected to hierarchical initiative that makes it conceivable. It is seen in many exploration concentrates on that authoritative responsibility and administration has positive connection with one another (Avolio et al.2004). There are different perspectives and points of this hypothesis however four significant variables are sensible inspiration, invigorating motivation of workers, optimal impact of representative relations, particular thought. This multitude of referenced directs have noticed accessible in organization toward authoritative responsibility in various examinations for example one can see the organization of groundbreaking administration and ground breaking authority and organizational commitment at different angles. They all are in beginning associated with one another (Tseng and Kang 2008). Authoritative responsibility is getting increasingly more significance in current hierarchical settings where organizations are acting in worldwide town. The idea of organizational commitment has profound roots since 30 years (Putter ill and Rohrer, 1995). There are different variables that foster organization responsibility among the representatives one of them is assuming the organization gives open doors to their representatives to perform testing undertakings and other is valid that urge the workers to stay focused on their work (Chew and Chan, 2007). Authoritative responsibility is connected to hierarchical execution that can be improved by giving changes at working environment and level of authoritative responsibility through great administration styles. There different perspectives and results of authoritative responsibility that it abridges significant issues of organization i.e absence

and turnover rate in an organization (Jernigan, Beggs and Kohut, 2002).

Shelter and Arumugan (2006) saw that acts of the administration of an organization and hierarchical culture authoritative initiative are factors that upgrade authoritative responsibility. It is likewise seen that workers relationship take care of as authoritative responsibility (McCabe and Garavan, 2008).

A representative with the enthusiasm of his responsibility contributes surprisingly to the exhibition of the organization (Freund and Carmeli, 2003). The assignment of the representative maintenance can be accomplished through organizational commitment that improve the authoritative exhibition (Stallworth, 2004). Castellano et al. (2021), characterized and made sense of the organizational commitment as per advanced education organization as "organizational commitment how much teacher have faith in and acknowledge hierarchical objectives and to do endeavors to accomplish and want to stay with the organization".willremain or won't leave the organization).

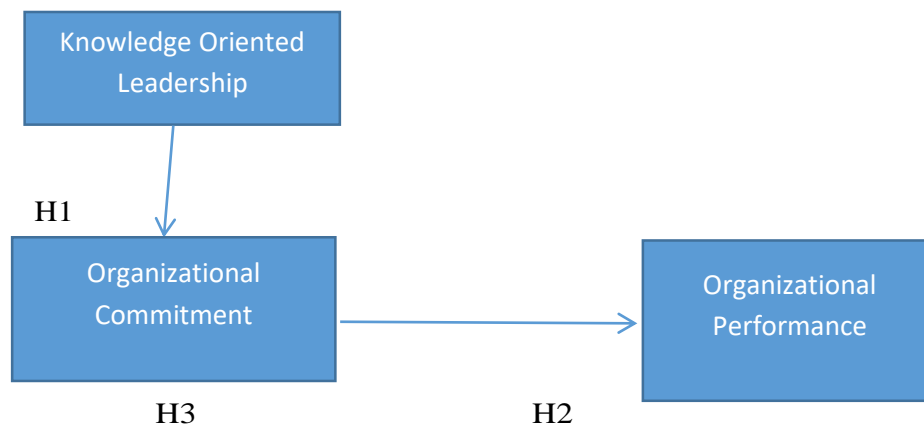
Ivens et al. (2016) state work and organizational commitment as one more term for authoritative responsibility. As indicated by him ,organization a responsibility is a significant social component of the representatives that can be utilized to survey the inclination of speaker to stay as individuals from the organization. Organizational commitment is the ID and contribution of a generally solid in the individual organization. Organizational commitment is the longing and will of authoritative individuals and representatives to keep up with enrollment in the organization and will go after the accomplishment of hierarchical objectives. As indicated by Castellano et al. (2021), authoritative responsibility incorporates representative's pride, workers dependability, and workers eagerness to join the organization.

Zhang et al. (2019) made sense of authoritative responsibility as the arrangement and devotion of speaker to the organization and hierarchical objectives. Castellano et al.(2021) likewise characterizes authoritative responsibility as a disposition and conduct that mirrors the preferences or abhorrence's of teacher towards the organization. The objectives that are set by the organization as far as administration, there are individuals who offer thorough support in authority (Berry et al., 1994), that thusly makes a responsibility in workers. The worker authority model to achive the authoritative objectives is exceptionally powerful in assistance based enterprises, for example, neighborliness since it makes fruitful organizations. (Chon and Zoltan, 2019), Information arranged Administration is golt for organizations to accomplish their essential i.e mission, vision objectives and targets and optional goals i.e benefit, organization picture, representatives fulfillment and workers responsibility there are number of exploration concentrates on that perceives

the uncommonness of rigorously grassroots-based authority advancement programs in the organizations that upgrade the organizations flourishing. (Day et al., 2014),

Hypothesis 3: Organizational Commitment act as mediator between Knowledge oriented leadership and organizational performance.

Figure 1
Hypothesized Model



RESEARCH METHODOLOGY

According to The Sahibzada et al. (2020) and Iqbal et al. (2019) that Higher Education Commission of Pakistan puts a robust emphasis on fostering a studies lifestyle in order that research activities take place in these institutes. In addition, Pakistan is still in its early stages of information development compared to public, NGOs, and corporate sectors in developed countries because it is a developing nation (Sahibzada et al., 2021f; Shujahat et al., 2018). In any event, it is impossible to dispute the contribution of people to similarly advanced execution. Workers participate in information production and dissemination similarly to running with KM techniques. Research works on the relationship between KOL and organizational performance finds that the association between organizational commitment and organizational performance is a measurable marvel. It also examines aspects in such a way as to explain this relationship by emerging hypothetical models that are established on the reasoning that supports Herzberg two factor theory.

Data Collection and Sampling Strategy:

This research has been conducted from higher education institutes i.e Pakistani universities to acquire data from knowledgeable workers. In this research a quantitative method has been applied. Questionnaire is floated in four important towns (Peshawar, Islamabad, Lahore, and Karachi), which encompass a sample from each of the Pakistan's four provinces. Questionnaire has been adapted from previous research article instruments. The distribution of a sample of 580 employees has been selected out of 540 questionnaires returned from respondents from public and private institutions has been used on convenience sampling technique. Five- point Likert scale is used to answer the respondents (1 = strongly disagree to 5 = strongly agree). The nature of studies is longitudinal data is collected once in order to save time. The current study is empirical in nature based on probability sampling method for selecting the sample. Furthermore, the systematic random sampling method was used for actual representation of the targeted population of the study and cross sectional method has been applied. This research is limited to Pakistan higher education sector. Data has been collected from Pakistani universities. The study population frame has been drawn from universities listed in Pakistan's Higher Education Commission (HECP). Respondents for the study are selected on convenience and easily accessible for the scholar to collect data.

DATA ANALYSIS TECHNIQUE:

For sampling (Krejcie and Morgan 1970 Sampling) model technique has been used. According to (Kemp et al., 2018), first, descriptive analysis techniques are used to characterize the data at hand. There are various numerical, graphical, and tabular formats used in descriptive statistics. In step with Thompson (2009), those statistics might also help researchers identify sample functions that may have an effect on the study's findings. That information is typically used to find any flaws or conflicts inside the data, other than describing the sample at hand. That is done by using examining the frequencies for every variable. Every variable's range of values, in addition to its most and minimum values, are tested by means of the researcher. Primarily based on the source/questionnaire, values outdoor the favored range are examined and adjusted. Second, Smart PLS 4.0 will examine the research (Ali et al., 2018; Ringle, 2005). To examine quantitative data, partial least square structural equation modeling (PLS-SEM) has been used. PLS-SEM is a cutting-edge knowledge processing method that has been successfully employed in business and social science studies to handle sample size and unusual evidence (Hair et al., 2014). This strategy is more appropriate to test current ideas and incorporate intricate structural models (Fernandes, 2012; Ramayah et al., 2017). Covariance-based (CB-SEM) and PLS-SEM are the two techniques employed in the SEM method (Hair et al., 2014). Because PLS-SEM is excellent for examining theoretical levels and intricate interactions between the latent components, the authors choose it over CB-SEM (Hair et al., 2014; Henseler et al., 2009). This strategy has been widely employed in theory testing and validation, and it is suitable for determining whether multidimensional connections exist (Fornell & Larcker 1981).

Measures:

There are fifteen questions dedicated to the study of "organizational commitment," suggesting a thorough assessment of employee loyalty and satisfaction. The fifteen items related to "leadership" indicate an exploration of various aspects of this subject. At last, there are six items that comprise the evaluation of "Organizational performance," reflecting a strong focus on the efficiency and success of the organization in question with regards to these factors

Table 1

Name of Variable	Name of items
Knowledge oriented leadership	6
Organizational commitment	15
Organizational performance	6

Knowledge oriented leadership with the help of six items adapted from (Khawaja Fawad Latif et al; 2017) that are responded by respondents in research studies measures how it effects the organizational performance (Jinky Shin, Md Alamgir Mollah , and Jaehyeok Choi 2023), ,organizational commitment by fifteen items adapted from (Porter et al ; 1974) (Mowday, steers and Porter 1979) mediates organizational performance and KOL.

Table 2 Composite Reliability and validity

Indicators	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Knowledge oriented leadership	0.814	0.871	0.755
Organizational commitment	0.761	0.736	0.690
Organizational Performance	0.876	0.897	0.670

(Average Variance Extracted):

The table above shows Cronbach's Alpha , Composite Reliability and validity (Average Variance Extracted). The Cronbach's Alpha value for the "Knowledge-Oriented Leadership" variable is 0.814, suggesting that the items used to assess this construct consistently measure the same underlying concept with reliability. The construct reliability was found to be strong with a Composite Reliability of 0.871. Additionally, a significant amount of item-level variance was observed in the knowledge-oriented leadership construct (AVE = 0.755). These findings demonstrate the reliability and validity of the variable, highlighting its significance for your study. "Organizational Commitment" variables, respectively, indicate that these measures demonstrate internal consistency and validity. The Composite dependability values of 0.704 and 0.736 suggest a moderate level of construct dependability.

The AVEs for both variables remain above 0.5, suggesting that the two constructs effectively account for the observed variation in the items. All of the indicators mentioned are within the reliable range, indicating a satisfactory level of reliability. Based on our analysis, it is evident that the average retrieved variance falls within the range of 0.5 to 0.7. Additionally, the data quality is exceptionally high, as there is a strong degree of convergent validity observed among the variables. "Organizational performance" variables, respectively, indicate that these measures demonstrate internal consistency and validity. The Composite dependability values of 0.876 and 0.897 suggest a moderate level of construct dependability. The AVEs for both variables remain above 0.67, suggesting that the two constructs effectively account for the observed variation in the items. All of the indicators mentioned are within the reliable range, indicating a satisfactory level of reliability. Based on our analysis, it is evident that the average retrieved variance falls within the range of 0.5 to 0.7. Additionally, the data quality is exceptionally high, as there is a strong degree of convergent validity observed among the variables.

Table 3 R square and adjusted R Square

	R Square	R Square Adjusted
Organizational commitment	0.748	0.733
Organizational performance	0.674	0.651

When selecting a model for a PLS structural equation, it is essential to take into account the coefficient of determination (R²) for each antecedent variable in the latent set. During the selecting process, the importance of this indicator cannot be overstated. According to published research (Urbach & Ahlemann, 2010) and (Chin, 1998b), the coefficient of determination (R²) quantifies the percentage of total latent variable variance that can be attributed to the explained component. In addition, research has demonstrated that values close to 0.670 are regarded as having a significant amount of influence, values close to 0.333 are regarded as having an average level of influence, and values close to 0.190 or below are regarded as having a very low level of influence (Urbach & Ahlemann, 2010). According to the findings, there may be a statistically Table 4 presents the findings of a study conducted using the boot strap method.

It is evident that there is a clear link between the components and moderation, as moderation has a significant impact on organizational.

The performance results indicate a significant difference, as the p-value is less than 0.05. This suggests that we can reject the null hypothesis. This is evident from the fact that the value is less than 0.05, indicating the rejection of the null hypothesis. The null hypothesis was not rejected ($p = 0.00 > 0.05$) when testing the impact of Knowledge oriented leadership on organizational performance and the effect of workforce diversity on organizational commitment. This suggests a potential connection between the two variables. Additionally, we observed a strong relationship between knowledge-oriented leadership and organizational commitment, as well as between workforce diversity and organizational performance. There is a clear link between organizational performance and the moderating impact significant connection between the independent variables of information and communication technology, workforce diversity, and knowledge oriented leadership, and the dependent variable of organizational performance. In addition, the moderating effect that organizational dedication plays in this relationship plays a crucial role. So in order to find impact of organizational commitment of employees on organizational performance it is necessary to find their relation. Organizational commitment means level of devotion and affiliation of an employee to his/her organization that in turn increases the level of output of employees for their organization in the form of maximization of profit and decreasing the per unit cost.

TABLE 4 Path Coefficients:

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	P Values
Moderating Effect -> organizational Performance	0.267	0.291	0.056	0.000
Knowledge oriented leadership -> organizational Performance	0.234	0.231	0.056	0.141
Knowledge oriented leadership -> Organizational commitment	0.186	0.291	0.033	0.000

Table 4 presents the findings of a study conducted using the boot strap method. It is evident that there is a clear link between the components and moderation, as moderation has a significant impact on organizational performance. The performance results indicate a significant difference, as the p-value is less than 0.05. This suggests that we can reject the null hypothesis. This is evident from the fact that the value is less than 0.05, indicating the rejection of the null hypothesis. The null hypothesis was not rejected ($p = 0.00 > 0.05$) when testing the impact of Knowledge oriented leadership on organizational performance and the effect of workforce diversity on organizational commitment. This suggests a potential connection between the two variables. Additionally, we observed a strong relationship between knowledge-oriented leadership and organizational commitment, as well as between workforce diversity and organizational performance. There is a clear link between organizational performance and the moderating impact.

Theoretical Implications:

There are both theoretical and practical arguments for the present theory. Among the theoretical advances, more profound comprehension of the different variables that might affect and the impacts organizational performance. The study also looked KOL effect that is moderated by organizational commitment, and productivity in the direct relationship between KOL and OP. Organizational performance is affected by many factors among these one is organizational commitment. Organizational commitment is the characteristic of an employee that how he is committed to his organizational work (Fu et al., 2022). It also emphasizes the significance of these factors, which have indirect association between KOL and OP that have positive relation so increasing one other also increases. Knowledge management and effective leadership encourage various innovations in an organization to produce better firm performance. Ren et al. (2020) stated that ethical leadership will create a productive atmosphere and work environment, and support better performance achievements (Lee et al., 2019). Furthermore, this study also tested the previous theories related to knowledge-oriented leadership, such as the KOL leadership assumption, which was tested by (Donate & de Pablo, 2015). The theory of motivation was coined by (Herzberg, 1974), which is applied in the domain of employee motivation.

The research contributed to a greater understanding of the need for more knowledge-oriented leadership, would be a tool for improving organizational performance. Additionally, the analysis may assist businesses in thinking about the significance and potential contribution of commitment of employees in organizational performance. The present study explored organizational commitment as a mediator between knowledge-oriented leadership, in higher education sector in Pakistan that will help to overcome problems like employees turnover rate, knowledge sharing process among employees and its importance and how it impacts organizational performance that is positive relation.. In fact, the present study may just be the pioneer in the exploration of such interrelations, and show a positive impact particularly among developing countries like Pakistan. Castellano et al. (2021), defined and explained the organizational commitment according to higher education organization as "Organizational Commitments the degree to which lecturer believe in and accept organizational goals and to do efforts to achieve and desire to remain with the organization". As such, this study has sparked new interest among on organizational performance so relevant scholars to further investigate KOL and its impact on organizational performance by using different research methods and sampling size in developing countries i.e Asian countries. In addition, this study is of value to managers as it provides. It is necessary for organizations to gain and sustain improved employee performance in order to achieve organization basic objectives i.e organizational mission, vision, and profits, to gain a competitive advantage, and attain a sustainable growth in the organization (Muardi et al., 2022). understanding to managers of the value of KOL in the context of employee commitment. KOL is important to organizations in their achievement of innovation performance, as it facilitates them in gaining competitive advantage. Based on the study outcomes, the respondents did try to promote KOL, but with inaccurate knowledge adaptation. This research study has been implemented in higher education sector in Pakistan so this study can also be implemented in different other sectors to check the same variables by using different research methodologies like different sample size, different population, different data analysis techniques etc.

DISCUSSION AND CONCLUSIONS:

According above mentioned results it is proved that knowledge oriented leadership has a positive effect on organizational performance if it is mediated with organizational commitment of employees .It is also proved from the results that organizational commitment has a positive impact on organizational performance and it act as a strong mediator between organizational performance and knowledge leadership.Furthermore it is proved that organizations like higher education institutes can increase their organizational performance by using a combined effect of knowledge oriented leadership and organizational commitment of their employees.

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