

Enhancing Job Performance: The Effect of Wise Leadership and Knowledge Sharing

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Abstract

Today's business life requires leadership in increasingly complex and rapidly changing information age. Acquiring, creating and transferring knowledge to solve the complexity can have significant effects on employees depending on the preferred leadership style. Specific leadership styles have knowledge sharing oriented effects on managing uncertainty and employee behavior. Therefore, leaders should access, transfer and use more information while managing their employees. However, the lack of research examining the impact of wise leadership on employee behaviors is noteworthy. In this context, the main objective of this study is to explore the mediating role of knowledge sharing in the relationship between wise leadership and job performance. The study sample consisted of 318 employees working at the headquarters of a private bank. The collected data were analyzed with SPSS, AMOS and PROCESS macro application. As a result of the study, it was found that the hypotheses proposed for this study were supported. In this context, it was revealed that wise leadership has a positive effect on knowledge sharing and job performance, and knowledge sharing has a positive effect on job performance. Furthermore, the results provided empirical evidence supporting the mediating role of knowledge sharing in the impact of wise leadership on job performance.

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Keywords: Job performance, Wise leadership, Knowledge sharing.

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1. Introduction

Leadership is commonly considered to be essential for today's organizations to achieve their goals (Kandemir, 2024). It can be noted that the added value thought to be created for the organization due to the communication and interaction established by the leaders with the team members is provided more healthily and appropriately. One of the most important tasks of leaders is to increase organizational performance (Yang, 2011). In this context, wise leadership, which brings a new perspective to leadership, plays a key role in complementing different leadership models to provide a comprehensive understanding of different leadership styles observed in the business environment (Hassi and Storti, 2023). Exploring the practical wisdom of improving organizational innovation and employee performance seems essential for organizational sustainability in today's fiercely competitive work environments (Ding et al., 2019).

On the other side, knowledge sharing is considered an important way of gaining competitive advantage and improving performance (Engidaw et al., 2024). Knowledge sharing is an interactive and voluntary behavior that depends on both the individual skills and governance competence of the knowledge provider and the qualities of the knowledge receiver, as well as the strength of the relationship with the knowledge provider (Rudawska and Stawik, 2024). Knowledge sharing provides an association between employees through transferring knowledge that they have in the delivery of specific products and services in organizations, resulting in better job performance (Deng et al., 2023).

Job performance refers to the total expected value to the organization of an employee's discrete behavioral episodes within a standard period (Motowidlo and Kell, 2012, p. 92). While employees' job performance is closely related to their motivation and focus, it also depends on how they are guided and supported by the leaders they work with. Hence, given the importance of job performance in achieving organizational goals and objectives, it is a priority for many scholars to conduct studies that identify the antecedents and consequences of job performance (Juyumaya et al., 2024). Wise leadership requires practical wisdom based on dialogue and application to motivate team members to achieve set goals and objectives (Abdulmuhsin and Tarhini, 2022). The existing literature indicates that specific leadership behaviors observed by employees are strongly related to their performance (Mumford et al., 2023). In this context, although there are research findings (Get and Oprea, 2024; Huang et al., 2024; Aburumman and Wasfi, 2024; Gül and Çakıcı, 2021; Alrowwad and Abualoush, 2020) on the positive effect of different leadership styles on job performance, no research has been found that directly investigates the effect of wise leadership on job performance.

Furthermore, there are positive findings on the relationship between knowledge management and employee job performance in the available literature (Engidaw et al., 2024). Several studies (Gates, 2024; Deng et al., 2023; Nadilla, 2020) have shown that knowledge sharing positively affects job performance. However, to the best of the authors' knowledge, the interrelationship among wise leadership, job

performance and knowledge sharing remains unexplored in the existing literature. Especially there remains a gap in research regarding the mediating role of knowledge sharing between wise leadership and job performance. Thus, the results of this study are expected to enhance the understanding of the effect of wise leadership on job performance through knowledge sharing.

This study is comprised of three main parts. The first section provides a conceptual framework regarding the study's variables and the hypotheses' development. The second section details the research methodology's main phases, such as sampling and procedure, measurement and data analysis approach. The third section of the study summarizes the findings, and the final section consists of the discussion and directions for future research.

2. Conceptual Framework

2.1 Wise Leadership

Wise leadership prioritizes wisdom-oriented practical rationality rather than a title attributed to ordinary managers who produce rational business results and have high strategic thinking skills (Altıntaş, 2023). Wise leaders endeavor to understand the real perspectives of others who challenge the status quo to improve the situation, even when those perspectives contradict their own (Rego et al., 2024). Wisdom is a quality that emerges in such contextual interrelationships, where wise people can reflect on a situation, assess it and make choices (Küpers and Statler, 2008). In business life, wisdom comes from combining broad vision with narrow vision and opportunity with constraint. In this sense, wise leaders must first recognize their perceptual filters and then set them aside to observe events and processes to see the world more clearly (Kaipa and Radjou, 2013). Within the scope of the information obtained, wise leadership, which links the recent past and the future, can be considered an internal working strategy that requires leaders to rethink managerially. Wise leadership, which includes learning from experiences, problems and conflicts, and understanding and managing differences, offers an opportunity for strategic perspective and thinking (Mackoff, 2014).

2.2 Job Performance

Job performance can be identified as the comprehensive outcome anticipated from an employee's actions over a specific timeframe (Rahmi and Desiana, 2023). Job performance is usually measured by the average rate of work results, either in quality or quantity, achieved by an individual after completing their task and responsibilities (Maryani and Adnan, 2022). Job performance refers to the aggregated value of the organization of the discrete behavioral episodes an individual performs over a standard interval (Motowidlo et al., 1997). Job performance, which results from employees' innate abilities, acquired skills and efforts under certain conditions, indicates how they successfully meet the expected job criteria (Gazi et al., 2024). According to Prentice and Thaichon (2019), job performance is defined as an individual's ability to perform activities formally

recognized as part of their jobs, the accomplishment of responsibilities included in the formal job requirements. Job performance also refers to the value workers bring to an organization through their behaviors, which directly and indirectly advance organizational goals (Bai et al., 2025).

2.3 Knowledge Sharing

There is a widespread belief that in today's economy, knowledge is a key competitive advantage for organizations (Ding et al., 2019). Knowledge is a fluid mix of framed experience, values, contextual information and expert insights that provide a framework for evaluating and incorporating new experiences and information (Kumaraswamy and Chitale, 2012). Knowledge sharing can be considered as the central factor in the knowledge management process. Knowledge sharing can be expressed as a behavioral phenomenon that involves the exchange and sharing of knowledge among the stakeholders of an organization through aggregation, socialization and internalization as a process of knowledge diffusion within an organization (Naim and Lenkla, 2016). Knowledge sharing is a transfer process where individual competencies are developed through sharing and learning from others (Yang, 2007). Knowledge sharing describes a set of behaviors that involves the exchange of information or the provision of assistance to others (Kumaraswamy and Chitale, 2012). Through knowledge sharing, managers facilitate integrating learning at the individual level into practical applications by keeping it flowing throughout the organization. It also supports the creation of a common understanding of knowledge by sharing employees' beliefs, thoughts and experiences within the organization. Knowledge sharing, therefore, not only improves employees' skills but also significantly contributes to overall organizational effectiveness (Yang, 2007).

2.4 Development of Hypotheses

2.4.1 Wise Leadership and Job Performance

According to Baraldi et al. (2010), employees who are committed to a purpose tend to show attitudes and behaviors that will benefit their organizations, even if they experience some problems individually. Wise leaders can be expected to come to the forefront in determining the goals of their employees and guiding them toward these goals within the scope of their leadership roles. Previous research has shown that many leadership styles positively affect job performance. For instance, Gül and Çakıcı (2021) found that inclusive leadership positively and significantly increased job performance. Get and Oprea (2024) revealed that engaging leadership affected job performance positively. In another study, Huang et al. (2024) proved the positive correlation between inclusive leadership and job performance. Some other studies (Aburumman and Wasfi, 2024; Alrowwad and Abualoush, 2020) revealed that transformational and transactional leadership positively affected job performance. As can be seen, specific leadership behaviors observed by employees appear to be strongly related to their performance in general (Mumford et al., 2023).

Thus, as a result of the literature stated above, the first hypothesis of the research is composed as given below:

H1: Wise leadership has a positive effect on job performance.

2.4.2 Wise Leadership and Knowledge Sharing

Previous research in the literature argued that leadership behaviors are positively associated with employee knowledge sharing (Zeb et al., 2020). As employees perceive higher levels of wise leadership, they may develop a deeper affective association with the organization and its goals and put forward their support to implement change. In the relevant literature, various studies examine the relationship between leadership styles, knowledge management processes, and knowledge sharing. In this context, studies such as spiritual leadership (Wali et al., 2023; Wahid et al., 2019), effective leadership (Purnantara et al., 2023), transformational leadership (Düger, 2021; Lee and Hu, 2020; Kim and Park, 2020), inclusive leadership (Lee and Hu, 2020) and authentic leadership (Zeb et al., 2020) have shown that different leadership styles positively affect knowledge sharing and thus leadership increases knowledge sharing. Ghanem et al. (2024) indicate that wise leadership positively affects knowledge management, encompassing knowledge sharing. This suggests a relationship where wise leadership enhances knowledge sharing, ultimately contributing to organizational business model innovation. Consistent with this idea, we hypothesize the following:

H2: Wise leadership has a positive effect on knowledge sharing.

2.4.3 Knowledge Sharing and Job Performance

Knowledge sharing refers to a relational act based on a sender-receiver relationship that incorporates communicating one's knowledge to others (Foss et al., 2009, p.873). Knowledge-sharing, which provides employees the insights to share newly acquired knowledge and give others access to intellectual resources beneficial for job performance, is one way to build a successful organization (Kumar and Rani, 2024). Knowledge sharing between individuals is the process by which knowledge held by an individual is converted into a form that others can understand, absorb, and use. The use of the term sharing implies that this process of presenting individual knowledge in a form that others can use involves some conscious action on the part of the individual who possesses the knowledge (Ipe, 2003). Wali et al. (2023) declare that knowledge sharing is vital for organizations and employees to do the job smartly. Within this context, some studies in available literature focus on the relationship between knowledge sharing and job performance. Deng et al. (2023), for instance, investigated the relationship between knowledge sharing and job performance and revealed that knowledge sharing boosts job performance in organizations. Another study conducted by Engidaw et al. (2024) found evidence to support the idea that knowledge sharing positively predicts employees' job

performance. Nadilla (2020) revealed that there is a positive influence between knowledge sharing and employee job performance. In another study, Gates (2024) proved that practices regarding knowledge management affected employee performance significantly. Within this literature, the third hypothesis of the research is composed as given below:

H3: Knowledge sharing has a positive effect on job performance.

2.4.4 Knowledge Sharing as a Mediator

Leadership is one of the key drivers of business success (Zeb et al., 2020). Leadership behavior includes a role that enables employees to share information and supports their participation in this direction (Lee and Lu, 2020). Knowledge sharing makes knowledge available to others within the organization (Ipe, 2003). Knowledge sharing is the foundation for organizational learning, and improving organizational learning requires an interactive and collaborative model of knowledge sharing (Kumaraswamy and Chitale, 2012). Knowledge sharing can occur in diverse ways, such as communicating and networking with people, documenting, organizing and capturing knowledge, solving problems, assisting others, learning new skills and developing competencies from experts and colleagues (Kim and Park, 2020). Knowledge sharing occurs when an individual is willing to share and acquire knowledge from others, building competencies. Moreover, it is accompanied by socio-cognition perspectives whereby employees develop social relationships and exchange knowledge, insights and experiences, assisting their cognitive development (Naim and Lenkla, 2016). Therefore, knowledge sharing not only improves employees' skills but also significantly contributes to overall organizational effectiveness (Yang, 2007). To the best of the authors' knowledge, no research in the relevant literature directly examines the mediating role of knowledge sharing in the effect of wise leadership on job performance. However, various studies examine knowledge sharing as a mediating variable. Baş et al. (2024) revealed the mediating role of knowledge sharing in the relationship between leader-member exchange and work integration. Adil et al. (2023) found the mediating role of information sharing in the relationship between socialization and organizational citizenship behavior. The results of the study reported by Al-Husseini et al. (2019) revealed that knowledge sharing was identified as a mediator between transformational leadership and innovation. As can be understood from available literature, the mediating role of knowledge sharing in the relationship between different leadership styles and various constructs has been explored. However, in the context of the service sector structure, there is a lack of prior research that establishes the mediating role of knowledge sharing between wise leadership and employee job performance. Given this, the following hypothesis was therefore posited:

H4: Knowledge sharing mediates the effect of wise leadership on job performance.

2.4.5 Social Exchange Theory

The underpinning theory of this study is social exchange theory (SET), which represents one of the most effective paradigms for understanding organizational behavior (Cropanzano and Mitchell, 2005). SET posits the interaction of people with others based on a self-interested assessment of the costs and benefits of such interactions. Social change involves the actions of individuals motivated by the behaviors they are expected to do by others (Blau, 1964). Within this context, the social exchange process involves an organizational actor, usually a leader, treating a target, usually an employee, positively or negatively. Regarding the interaction between the leader and the employee, social exchange occurs when the employee performs behavior for the leader's benefit in return for the leader's benefit to the employee (Cropanzano et al., 2017). Therefore, wise leaders who act rationally, manage differences, and provide opportunities with different perspectives and ways of thinking can be expected to increase employees' job performance and the added value they can create. In addition, the behaviors of leaders who demonstrate wise leadership can ensure employees' knowledge sharing and, as a result, increase job performance. In this context, within the assumptions of social change theory, the research model involving the constructs of wise leadership, job performance and knowledge sharing is presented in Figure 1 below.

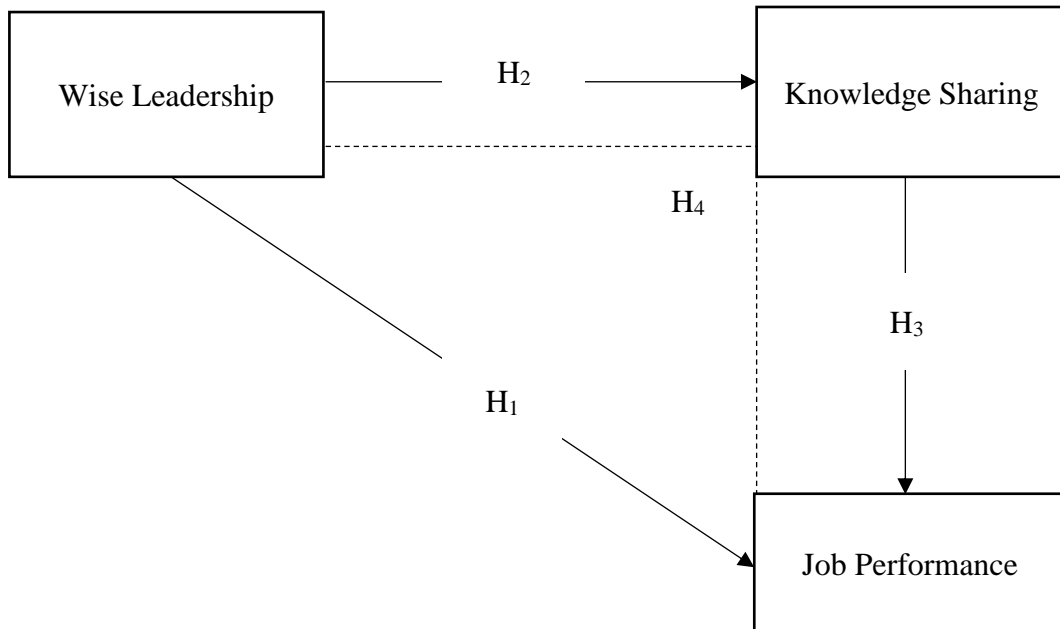


Figure 1: Proposed relationships between main study constructs

3. Methodology

3.1 Sampling and Procedure

This study examines knowledge sharing as a mediator between wise leadership and job performance. Employees working at the headquarters of a private bank participated in the research. The main reason for selecting bank employees is that this sector has a business environment where wise leadership can be observed. Employee knowledge sharing is critical in providing a faster and more accurate service. It is also based on the idea that the relevant sample is compatible with wise leadership and knowledge sharing in the banking sector. In this sense, it is assumed that employees in the banking sector can improve their job performance based on wise leadership and knowledge sharing. The online survey administered via Google Forms was applied to 318 bank employees selected by convenience sampling from the bank's headquarters. Respondents were informed that participation in the research was voluntary and that they had the right to discontinue participation at any time. Respondents were asked to complete the questionnaire form, starting with demographic questions, after providing informed consent. The respondents' profile is summarized as follows: Among the respondents, 226 were female (71.1%), and 92 were male (28.9%). In terms of age, most employees were 21-30 (81.1%). Most respondents (72.3%) hold a bachelor's degree. Considering the departments in which the employees work, it was found that the majority are placed in operations (28.3%) and customer service (27.7%). Moreover, finally, regarding the tenure, %45.3 have 6-10 years' experience and %40.3 have 1-5 years' experience.

3.2 Measure Tools

Participants were asked to complete a questionnaire to provide data on wise leadership, knowledge sharing and job performance. Brislin (1976) proposed a method to translate the related scales from the original language into Turkish. The instrument used in this study was a questionnaire consisting of 16 statements. In the first part, five questions were asked to determine the demographic characteristics of the employees participating in the research. Secondly, wise leadership was assessed by a scale developed by Ding et al. (2019) and validated in Turkish by Üzüm et al. (2022). The scale has six items, and a sample item is "My supervisor uses his/her political power in order to be able to communicate daily and to create an adequate level of interaction". Thirdly, the 6-item scale developed by Liufang et al. (2025) was used to assess the knowledge sharing of participants. A sample item is "I will take action to help if my colleagues encounter a problem". Lastly, the 4-item scale developed by Chen et al. (2002) measured job performance. A sample item is "I have made a significant contribution to the overall performance of my work unit". Except for the demographic variables, the other scales were measured using a 5-point Likert-type scale ranging from '1 = strongly disagree' to '5 = strongly agree'.

3.3 Data Analysis Method

Statistical software SPSS for Windows 25.0, AMOS 25.0 and PROCESS macro application (Hayes, 2022) were used to assess of measurement and structural model. Exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) analyses regarding constructs of wise leadership, knowledge sharing and job performance were established along with consistency, validity and reliability in the sample were measured by calculating Cronbach's alpha, combined reliability and average variance explained (AVE) values. Discriminant validity analysis was performed between the variables and investigated whether the separation between the variables was sufficient for structural equation modeling. The structural model was analyzed by bootstrapping method with 5000 resamplings (Hair et al., 2022).

4. Results

4.1 Measurement Model

Factor loadings, Cronbach's alpha, composite reliability (CR) and average variance extracted (AVE) were used to assess the measurement model. According to the findings presented in Table 1, all factor loadings of the items ranged from 0.707 to 0.892, which are accepted above the threshold of 0.70 (Hair et al., 2022). Cronbach's alpha and CR were measured for internal consistency, and all constructs scored values between 0.919 and 0.936 for Cronbach's alpha and values between 0.924 and 0.967 for CR. These results are considered to be above the threshold of 0.70 suggested by Hair et al. (2019). AVE was measured for convergent validity, and all constructs obtained values between 0.803 and 0.854. These findings established convergent validity for this study, as Hair et al. (2019) recommended a threshold of 0.50 or higher.

Table 1: Reliability and Validity of the Research Constructs

Constructs	Cronbach's alpha	CR	AVE	Items	Factor Loading
Wise Leadership	0.924	0.957	0.820	WL1	0.863
				WL5	0.856
				WL2	0.849
				WL4	0.848
				WL3	0.846
				WL6	0.707
Knowledge Sharing	0.936	0.967	0.854	KS3	0.838
				KS4	0.816
				KS1	0.787
				KS6	0.780
				KS1	0.762
				KS5	0.740
Job Performance	0.919	0.924	0.803	JP3	0.892
				JP4	0.886
				JP1	0.791
				JP2	0.748

After obtaining appropriate results from EFA, CFA was performed using AMOS to assess the study constructs' goodness of fit (GOF) indices. The suggested modifications resulted in acceptable indices for the wise leadership scale (CFI=0.952, TLI=0.922, RMSEA=0.08), knowledge sharing scale (CFI=0.965, TLI=0.943, RMSEA=0.09) and job performance scale (CFI=0.987, TLI=0.981, RMSEA=0.07). These values confirm the sufficient compatibility of the scales used in the study.

Table 2: Discriminant Validity

Constructs	WL	KS	JP
Fornell-Larcker criterion			
Wise Leadership (WL)	(0.906)		
Knowledge Sharing (KS)	0.724	(0.924)	
Job Performance (JP)	0.541	0.711	(0.896)
Heterotrait-Monotrait (HTMT) ratio			
Wise Leadership (WL)	-		
Knowledge Sharing (KS)	0.753	-	
Job Performance (JP)	0.565	0.749	-
The square roots of AVEs are on the diagonal in brackets			

The discriminant validity of the study constructs was assessed using the Fornell-Larcker criterion and the HTMT ratio. The discriminant validity results are presented in Table 2. The Fornell-Larcker criterion (1981) compares the square root of the AVE, which should be greater than its highest correlation with any other construct (Hair et al., 2022). In addition, the HTMT ratio should be smaller than 0.85 (Henseler et al., 2015). Accordingly, the values in brackets and the other in Table 2 demonstrate that discriminant validity has been established.

4.2 Descriptive Statistics and Correlation Analysis

Table 3 below shows the descriptive statistics of the research variables and the correlation analysis results showing their relationships.

Table 3: Results of descriptive statistics and correlation analysis

Constructs	WL	KS	JP	Mean	s.d.
Wise Leadership (WL)	-			4.59	0.69
Knowledge Sharing (KS)	0.722**	-		4.56	0.66
Job Performance (JP)	0.517**	0.698**	-	4.46	0.63
**p<0.001					

The descriptive statistics, including means and standard deviations of all constructs and correlations between variables, were presented in Table 3. Wise leadership had a mean of 4.59 and a standard deviation of 0.69, knowledge sharing had a mean of 4.56, and a standard deviation of 0.66, and job performance had a mean of 4.46 and a standard deviation of 0.63. In addition, according to the results shown in Table 3, there is a significant ($p < 0.001$) and positive ($r = 0.722$) relation between wise leadership and knowledge sharing; a significant ($p < 0.001$) and positive ($r = 0.517$) relation between wise leadership and job performance and significant ($p < 0.001$) and positive ($r = 0.698$) relation between knowledge sharing and job performance.

4.3 Structural Model

The structural model was analyzed to test the hypotheses formulated to investigate direct and indirect effects. According to the findings in Table 4, within the scope of direct effects, wise leadership had a positive and significant effect ($\beta = 0.495$; $p < 0.001$) on job performance. In this context, wise leadership increases employees' job performance. Thereby, H1 was supported. Wise leadership had a positive and significant effect ($\beta = 0.661$; $p < 0.001$) on knowledge sharing. In this context, wise leadership increases employees' knowledge sharing. Hence, H2, proposed for the study, has been supported. Knowledge sharing had a positive and significant effect ($\beta = 0.728$; $p < 0.001$) on job performance. In this context, knowledge sharing increases employees' job performance. As a result, H3 was supported.

Based on the results of the mediation effect analysis conducted using the bootstrap technique developed by Hayes (2022), the lower and upper bounds of the indirect effect should not cover the value of 0 (zero) in the 95% confidence interval for the hypothesis to be supported (Gürbüz, 2019). In this context, according to the findings presented in Table 4, the indirect effect of the mediating role of knowledge sharing in the effect of wise leadership on job performance was found to be significant ($\beta = 0.468$; 95% CI [0.300; 0.619]; $t = 11.65$; $p < 0.001$). Thereby, H4 was supported.

Table 4: Structural model assessment including direct and indirect effects

Structural Paths		β	t	p	R ²		Decision
<i>Direct Effects</i>							
H1	WL → JP	0.495**	10.813	0.000	0.268		Supported
H2	WL → KS	0.661**	18.571	0.000	0.521		Supported
H3	KS → JP	0.728**	17.732	0.000	0.488		Supported
					Confidence Interval		
<i>Indirect effect</i>		β	t	p	%95 LL	%95 UL	
H4	WL → KS → JP	0.468**	11.658	0.000	0.300	0.619	Supported

Note: ** $p < 0.001$; WL: Wise Leadership; KS: Knowledge Sharing; JP: Job Performance; LL: lower level; UL: upper level

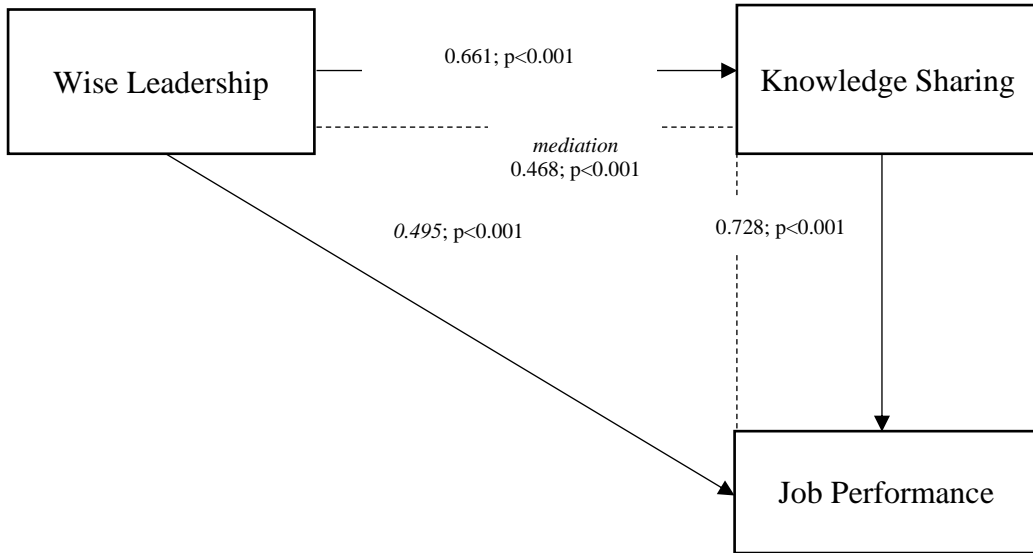


Figure 2: Results of Structural Model

5. Discussion and Conclusion

This study attempts to investigate the mediating role of knowledge sharing in the effect of wise leadership on job performance using a cross-sectional design for employees working in the banking sector.

Within this context, the first hypothesis suggesting that wise leadership positively affects job performance was supported. This finding is consistent with prior research results reported by Get and Opera (2024), who indicated that engaging leadership affects job performance positively, and by Huang et al. (2024) and Gül and Çakıcı (2021), who found that inclusive leadership has a positive impact on job performance. Furthermore, this finding aligns with research results reported by Aburumman and Wasfi (2024), and Alrowwad and Abualoush (2020), who indicated that transformational and transactional leadership significantly and positively influence job performance. While available literature reveals the effect of specific leadership styles on job performance, this study explores a behavior such as wise leadership, which can directly affect and increase the performance of employees. The main rationale for this result can be explained by the fact that wise leadership behavior and managers' increasing the development opportunities of their employees increase the performance of employees to produce better organizational outputs. Wise leadership can be asserted as a leadership style that contributes to the performance development of employees. In addition, the finding supported the study's second hypothesis, which was established that wise leadership has a positive and significant effect on knowledge sharing. This finding aligns with previous research reported by Ghanem et al. (2024), who found that wise leadership positively affects knowledge sharing. Moreover, this finding regarding the second hypothesis is consistent with the results of prior research reported by various

scholars (Wali et al., 2023; Purnantara et al., 2023; Düger, 2021; Kim and Park, 2020; Lee and Hu, 2020; Zeb et al., 2020; Wahid et al., 2019). This study, which reveals the effect of wise leadership on knowledge sharing, contributes to filling the gap in the relevant literature. The assumption behind this relationship is that wise leaders motivate their employees by providing them the solutions based on practical wisdom so that employees can solve problems by sharing knowledge. Previous research in the literature argued that specific leadership behaviors are positively associated with employee knowledge sharing (Zeb et al., 2020). As employees perceive higher levels of wise leadership, they may develop a deeper affective association with the organization and its goals and put forward their support to implement change.

The third hypothesis suggesting that knowledge sharing positively affects job performance was supported. This finding is consistent with prior research by Deng et al. (2023), who indicated that knowledge sharing boosts job performance. Moreover, this finding aligns with another study by Engidaw et al. (2024), who revealed that knowledge sharing positively affects job performance. Furthermore, the findings of this study are similar to the study reported by Nadilla (2020), who found evidence to support the positive effect of knowledge sharing on employees' job performance. As revealed by the results of this research, knowledge sharing positively affects job performance. Wali et al. (2023) declare that knowledge sharing is vital for organizations and employees to do the job smartly. The conclusion drawn from this result is that employees who prefer knowledge sharing improve job performance by providing appropriate ways of dealing with issues and challenges. Finally, the fourth hypothesis was supported, emphasizing that knowledge sharing plays a mediating role in the relationship between wise leadership and job performance. This result is similar to the results of the studies in the literature (Baş et al., 2024; Al Husseini et al., 2019) that revealed the mediating role of knowledge sharing in the relationship between specific leadership styles and various variables. Therefore, the mediating role of knowledge sharing in an association where wise leadership is the antecedent of job performance revealed by this research enriches the related literature. Employees' perception of wise leadership via knowledge sharing can increase their job performance and possibly increase their organizational outcomes by positively affecting themselves.

5.1 Theoretical Implications

Within the scope of the evaluations made in the discussion section, the main theoretical contribution of this study is to enrich the related literature by presenting a research model that addresses the mediating role of knowledge sharing in the effect of wise leadership on job performance. As one of the first studies in which wise leadership, job performance and knowledge sharing are reviewed together, to the best of the author's knowledge, this study can be expected to guide other studies on the subject. In addition, the research results expand the limited information in the literature on the related topic. On the other hand, as the study results reveal,

evaluating wise leadership and knowledge sharing as significant antecedents that increase business performance strengthens the basic predictions of social exchange theory. As suggested by the social exchange theory, in return for the wise leadership behavior of the leader focused on development and improvement, it is found that employees share knowledge and consequently increase job performance.

5.2 Practical Implications

This study has some practical implications. Firstly, from a managerial perspective, managers' having a wise leadership style and developing themselves in this regard can significantly affect their employees' performance. Employees' perception of their managers as wise leaders increases their job performance. Therefore, managers' self-development as a result of training in wise leadership can increase the work performance of their employees. Thus, the added value they create can reach higher levels. Especially considering the structure of the banking sector, wise leadership should be seen as a behavior that managers in this sector should have since the acquisition, dissemination and sharing of information should be done quickly and accurately. In addition, it is expected that wise leadership increases knowledge sharing. In this context, organizational results show that a wise leadership style increases knowledge sharing with employees, and their motivation can be triggered. Not all knowledge-sharing processes in organizations are based on explicit knowledge. A wise leadership style can make a remarkable contribution to uncovering employees' tacit knowledge. Revealing tacit knowledge can also create significant changes in the impact of wise leadership on job performance. At this point, wise leadership, organizational culture, and appropriate use of reward and punishment systems should be considered.

5.3 Limitations and Future Research

This study has some limitations that can be addressed with future research proposals. Firstly, since the study was conducted on a single sector and organization, the generalizability of the study results can be questioned. Therefore, the generalizability of the results of this study can be increased by researching different sectors and organizations in future research. Secondly, since the study was a cross-sectional study, the change in the data over time was not taken into account as the data was collected from a certain participant at a certain time. Future research can be designed in the longitudinal research style. Thirdly, conducting research in different countries may provide the opportunity for comparison in terms of intercultural differences. Finally, investigating the mediating and moderating effects of different variables such as organizational identification, feeling from within the organization, use of motivational language, and job involvement other than the knowledge-sharing variable may help to expand the related literature.

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