

INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON KNOWLEDGE HIDING: MEDIATING ROLE OF ORGANIZATIONAL PSYCHOLOGICAL OWNERSHIP: A PROPOSED FRAMEWORK

SAHNUN LADAN¹, NORANI BINTI NORDIN²,
H. M. BELAL³

ABSTRACT. Purpose: Research on knowledge hiding behavior among employees in organizational is still in its infancy and remains scarce despite its prevalence and negative impact as reported by previous studies. Some of the possible suggested antecedents of knowledge hiding studied include trust, job characteristic, organizational culture, and work environment. Despite these studies, few have attempted to investigate the influence of transformational leadership on knowledge hiding behavior. Furthermore, the mechanisms through which transformational leadership influences on knowledge hiding behavior in organizations are not adequately investigated. Therefore, mediator variable is proposed. **Findings:** Based on transformational leadership theory and psychological ownership theory, this paper proposes that the relationship between transformational leadership and knowledge hiding behavior of employees in the organization could be mediated by organizational psychological ownership. **Implications:** Thereby the organization would contain employees that are motivated and behave positively towards organizational performance.

Keywords: Transformational leadership, organizational psychological Ownership, knowledge-based psychological ownership

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¹ College of Business, University Utara Malaysia, sahnunl@yahoo.com.

² College of Business, University Utara Malaysia, rani@uum.edu.my.

³ College of Business, University Utara Malaysia, belal@uum.edu.my.

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Introduction

Research on knowledge management has received more attention from the scholars and practitioners in these days. This is the result of its positive impact on organizational performance (Alegre, Sengupta, & Lapedra, 2011; Emadzade, Mashayekhi, & Abdar, 2012). Hence, it encourages creativity and innovations in the organization (Nonaka & Lewin, 2010; Saulais & Ermine, 2012; Sigala & Chalkiti, 2015). Knowledge management contributes to the achievement of organizational competitive advantage (Meihami & Meihami, 2014; Rahimli, 2012). However, emphases were mostly on the influence of knowledge sharing on organizational progress, performance and competitive gain (Baytok, Kurt, & Zorlu, 2014; Du, Ai, & Ren, 2007; Hsu, 2008). Knowledge sharing is defined as “interpersonal interactions involving communicating as well as receiving knowledge from others, in line with the idea that human interactions are the primary sources of knowledge transfer” (Argote & Ingram, 2000, p. 156). Besides the efforts of the organizations to encourage knowledge sharing or transfer among coworkers, knowledge hiding has become prevalent among organizational members (Babcock, 2004; Connelly et al., 2012; Peng, 2013).

Despite its prevalence and negative impacts on the organization, (Connelly & Zweig, 2015; Connelly et al., 2012; Peng, 2013), little attention has been given to the employees knowledge hiding behavior in the organization. Knowledge hiding is defined as "intentional concealment or withholding of knowledge requested by a member of employees in the organization" (Connelly et al., 2012 p. 65). In a survey conducted in the USA, it was reported that 76 percent of respondents agreed they have once engaged in knowledge hiding (Connelly et al., 2012). Similarly, another survey conducted in China, 46 percent of respondents reported they once involved in knowledge hiding behavior in their work settings (Peng,

2013). It was also reported by Fortune that 500 companies have lost \$31.5bn as a result of knowledge hiding (Babcock, 2004 cited in Nerstad, 2014).

Several factors have been suggested for why the employees hide knowledge. To date some of the extant empirical factors on the antecedents of knowledge hiding studied focused on distrust, knowledge complexity, task-relatedness, and knowledge sharing climate (Connelly et al., 2012, Webster et al., 2008), organizational culture (Webster et al., 2008), territoriality and psychological ownership (Peng, 2013), work environment and personality (Demirkasimoglu, 2015; Nerstad, 2014; Webster et al., 2008), goal interdependence (Lam & Bavik, 2015), competition and time (Connelly et al., 2009), knowledge complexity (Pan & Zhang, 2014) and also as a result of laziness, prosocial and instrumental (Webster et al., 2008). Previous studies on knowledge hiding also indicate that the time spent in searching for information or knowledge is costly to the organization (Feldman, 2004), and also affects organizational members from generating creative ideas (Nerstad, 2014). Despite the aforementioned empirical studies, there is a paucity of empirical research linking transformational leadership to knowledge hiding. Hence, this represents a major theoretical gap in the literature.

To address this issue, the present paper suggests that transformational leadership may be a relevant consideration in minimizing the tendency of an employee to hide knowledge at work (Ahmad, 2010; Akpotu and Tamunosiki-Amadi, 2013; Avey, 2011; Bass, 1995). Transformational leadership inspired employees to "commit to a shared vision and goals and also encouraged them to be an innovator, solve the problem and develop their followers to leadership level through coaching, mentoring, and provision of supports (Bass, 2006). However, as mentioned earlier, few studies investigated the influence of transformational leadership on knowledge hiding or withholding. This neglect is unfortunate because, to some extent, transformational leaders influence employee's decisions whether to engage in knowledge hiding or not (Avolio, Zhu, Koh, & Bhatia, 2004).

From a theoretical perspective, previous studies have employed different theories in explaining the underlying causes of knowledge hiding at work. For example, social learning theory (Bandura, 1977), social

exchange theory (Blau, 1964), leader-member-exchange theory (LMX) (Gerstner & Day, 1997). There are fewer studies applying transformational leadership theory (Bass, 1985) to assess the influence of transformational leadership on knowledge hiding relationship.

The purpose of this paper is to build a theoretical framework on the mediation effect of organizational psychological ownership on transformational leadership and knowledge hiding behavior relationship. This study contributes to the body of knowledge by informing the influence of a transformational leadership and organizational psychological ownership on knowledge hiding behavior among employees. Organizations that adopt a transformational leadership style will overcome some dysfunctional behavior among workers.

Transformational Leadership

Transformational leadership is defined as a “process by which leaders motivate their employees to do more than initially expected level and to transcend followers’ individual interests in order to accomplish a collective goal” (Bass, 1985 p. 55). Transformational leadership is also a process in which “leaders and followers raise one another to higher levels of morality and motivation” (Burns, 1978 p. 20). Transformational leadership also refers to the leaders that move their followers beyond immediate self-interests through idealized influence, inspiration, intellectual stimulation, or individualized consideration. Indeed the ability to develop the needs of the followers is the main focus of a transformational leadership in organizations. Transformational leaders help followers to consider the goals and values of the organization above their own (Hyypi, & Parjanen, 2013; Shamir, House, & Arthur, 1993). Furthermore, transformational leadership empowered the followers to be agents of change and also perform beyond what is expected (Bass, 1999a; Bass, 1985).

Bass, (1985) identified four structures of transformational leadership in which followers were motivated to put more efforts in their performance. These include intellectual stimulation, charisma, inspirational motivation, and individual consideration. Followers are developed by transformational leaders through coaching, personal attention,

training and mentoring. Transformational leaders are also considered as the role model to their followers through rationality, proper problem solving and communication. Furthermore, transformational leadership increases motivation, morale, and performance of the followers through a variety of processes. These are done through bringing the follower's sense of identity, committed to the mission and the collective organization identity. Similarly, transformational leader is a role model for the followers that inspire, challenging them to take greater ownership of their work, and also understand the strengths and weaknesses of the followers, so that the leader can assist the followers with tasks that improve their performance (Avolio et al., 2004; Balgobind, 2002; Bass, 1990; Givens, 2008). Furthermore, transformational leaders exhibit behaviors that move their followers above cost-benefit relationship that characterized transactional leadership style (Judge & Piccolo, 2004).

Unlike charismatic leader, transformational leaders are intellectually stimulating and help followers in coaching, personal attention, problem-solving and mentoring to make rational thinking (Bass, 1999b). They encourage the follower to consider the goals and value of organization before their own (Judge & Piccolo, 2004). Additionally, transformational leaders also bring into their followers a higher salience of the collective identity in their self-concept, sense of consistency between their self-concept and their actions on behalf of the leader, level of self-esteem and a greater sense of self-worth, the similarity between their self-concept and their perception of the leader, sense of collective efficacy, and sense of "meaningfulness" in their work and lives (Shamir et al., 1993). This indicates that transformational leader influences an individual member of an organization to behave in a possible way to achieve organizational goal and objectives rather than their own. Previous studies have shown several positive influences of transformational leadership.

In China, for instance, a study conducted to examine the mediating and moderating influence of relational identification of the followers and creativity expectation of the leader on the sample of 420 followers. The study found that there is positive relationship between transformational leadership and follower creativity and the mediator and moderator are also valid (Qu, Janssen, & Shi, 2015). A research commissioned in South Korea on the influence of transformational leadership on knowledge

sharing intention of among 426 employees through mediating effects of organizational commitment and empowerment reveals a direct and significant influence of transformational leadership on empowerment and organizational commitment and indirect effect on employees' knowledge sharing intention (Han, Seo, Li, & Yoon, 2015).

In addition, Liang, Chang, Ko, & Lin, (2017) investigate the influence of transformational leadership on employee voice behavior mediated by relational identification and work –engagement among 251 employees of hospital industries in Taiwan. The result of the study revealed that transformational leadership is significantly related to relational identification, employee voice behavior and mediated by relational identification and employee work engagement. This suggests that transformational leadership has an influence on employee relational identification and voice behavior. Furthermore, Alos-Simo, Verdu-Jover, and Gomez-Gras, (2017), conducted an empirical study on the influence of transformational leadership on e-business through adaptive culture. It was revealed that transformational leadership is significantly and positively related to e-business adoption through adaptive culture. In another study conducted by Wang, Demerouti, and Le Blanc, (2017) to investigate the relationship between transformational leadership and job crafting among 150 employees. Using structural equation modeling, it was found that transformational leadership relates to job craft of employees.

Besides these studies, Aydogmus, Metin Camgoz, Ergeneli, and Tayfur Ekmekci, (2016), examined the link between perceived transformational leadership and employee job satisfaction mediated by psychological empowerment among 223 employees in information technology company. The study found that psychological empowerment mediates the transformational leadership and employee job satisfaction relationship. In a study conducted by Nguyen, Mia, Winata, and Chong, (2017) examining the influence of transformational leadership and management control system on the reward and performance of employees. The finding of the study reveals that transformational leadership is significantly and positively related to managerial performance but not significant to reward system. In sum, transformational leadership encourages their followers to be more innovative and creative (Hyypiä & Parjanen, 2013; Malik & Awan, 2016).

Knowledge Hiding

According to Davenport and Prusak (1998, p. 5), 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”. It is a justified belief for increasing capability of organizational acting performance (Nonaka, 1994) Knowledge hiding is defined as the "withholding or concealing of relevant information or knowledge, ideas, and know-how requested by the colleague at the workplace" (Connelly et al., 2012, p. 65). Knowledge hiding also implies that an individual gives less information to contributing to organizational knowledge (Demirkasimoglu, 2015; Lam & Bavik, 2015; Lin & Huang, 2010). Furthermore, knowledge hiding may cause harm to the collaborations in an organization, developing new ideas, or policies implementation and procedures, and usually a negative perspective on an individual's knowledge contribution in most workplaces (Gkoulalas-Divanis & Verykios, 2009; Kang, 2014; Nerstad, 2014; Zhao, Qingxia, He, Sheard, & Wan, 2016).

In contrast, knowledge hiding may be positive in some cases, for example, protecting the organization private right (Connelly et al., 2012; Peng, 2013). In addition, Knowledge hiding is not considered to be opposite to knowledge sharing, but they are related and distinct constructs (Connelly et al., 2012; Connelly & Zweig, 2015; Demirkasimoglu, 2015; Peng, 2013). Furthermore, unlike knowledge hiding, knowledge hoarding is the accumulation of knowledge that are not requested for by the knowledge seeker and is not necessarily intentional (Connelly et al., 2012; Webster et al., 2008).

Knowledge hiding antecedents were classified into four: individual factors, organizational factors, job-related factors and environmental factors (Connelly et al., 2012; Connelly & Zweig, 2015; Demirkasimoglu, 2015; Webster et al., 2008). Individual factors are the factors such as personality characteristic, demographic characteristic (age, gender, marital position), attitude, and values that influence employees to hide knowledge (Demirkasimoglu, 2015; Tang et al., 2015). Organizational factors are those situational factors within the organization such as organizational culture, organizational justice, organizational politics and organizational trust that influences an employee to engage in knowledge hiding (Connelly et al., 2012; Peng, 2013). Job-related factors refer to

factors related to job satisfaction, job security, job description and job stress (Lam & Bavik, 2015). Similarly, other related factors include, knowledge complexity which explain how complex the knowledge requested, task-related of knowledge, perception of distrust between or among the employee requesting for the knowledge, that is, where the employees have no confidence or trust in one another can lead to intention to withhold knowledge, knowledge sharing environment and psychological ownership of the knowledge which indicate the level of feelings for the possession or ownership of the knowledge.

According to Connelly et al. (2012), knowledge hiding comprises of three elements; rationalized hiding, evasive hiding, and playing dumb. Evasive hiding is a situation where knowledge hider provides misleading or incorrect information and promises to complete the answer which he/she is not intended to provide. Rationalizes hiding is where the knowledge hider provides justification for not able to sharing the knowledge requested by the co-worker and transferring the blame the third party, for example, the information is a classified and not allowed to the third party. Another dimension of knowledge hiding is playing dumb. This makes the hider of the knowledge "pretends to be ignorant of the relevant knowledge requested by a member" e.g. I don't know about the request knowledge (Connelly et al., 2012). Previous studies argued that even though an explanation may be given for not providing the knowledge requested, it could be obvious that the knowledge is intentionally hidden; which could also be a deceptive act (Connelly et al., 2012; Demirkasimoglu, 2015; Tang et al., 2015). According to Fleming and Zyglidopoulos (2008), where a deception is not detected at an early stage, its severity and pervasiveness will increase and become an organizational phenomenon. Knowledge hiding leads to poor productivity and organizational failure.

Transformational Leadership Theory

The theory explained that transformational leaders empowered their followers by making them to involve individual and be focused on the quality, service, cost-effective, and increase quantity of output of production and job satisfaction (Bass, 1999b). Studies also shows that

leadership has influence on individual employee behavior and attitude (Bass, 1990; Bass & Riggio, 2006; Shamir et al., 1993). Transformational leadership stimulate individual intellectually, through personal attention, coaching, and mentoring in facilitating problem solving and rational thinking. It also encouraged followers to consider the goals and objectives of organization before their own (Shamir et al., 1993). Transformational leadership is a leadership approach that causes change in individuals and social systems. Transformational leadership creates valuable and positive change in the followers with the end goal of developing followers into future (Avolio et al., 2004; Bass, 1995).

Regarding transformational leadership and knowledge hiding, previous studies revealed positive impact of transformational leaders for encouraging knowledge sharing within the organization among the followers (Akpotu & Tamunosiki-Amadi, 2013; Bryant, 2003a). Transformational leadership also influence followers to be creative and innovative that improved the performance of organization (Bryant, 2003b). Despite the mentioned influences of transformational leadership on various knowledge management factors, it is also established that there is prevalence of knowledge hiding among employees in organizations (Connelly et al., 2012; Connelly & Zweig, 2015; Peng, 2013).

In contrast, since knowledge hiding leads to lack of creativity and innovation, and also has negative impact on performance oriented climate, and including interpersonal relationship (Connelly & Zweig, 2015; Nerstad, 2014), it can then be logically argue that transformational leader will not encourage followers to engage in any dysfunctional behavior that may be detrimental to the organization such as knowledge. In line with these studies, knowledge hiding and transformational leadership relationship can be explained by transformational leadership theory. Also it can be predicted that this theory may provide a support to the relationship between transformational and knowledge hiding.

Psychological Ownership Theory

Psychological ownership theory provides some theoretical support on the influence of transformational leadership on knowledge hiding. Psychological ownership is “a state in which an individual feel as though the

target of ownership or a piece of that target is theirs” (Pierce *et al.*, 2001 p. 299). Psychological ownership arises when individuals are psychologically attached to a particular object and that object has become part of them. They also theorized that psychological ownership can be upon material or non-material (physical or non-physical) target or any entity in the organization (Pierce *et al.*, 2001). Furthermore, Pierce *et al.*, (2001) identified three reasons why individual experience ownership. These include “self-efficacy and effectance”, “self-identity” and having a place. They also suggest that, the three ways through how psychological ownership emerged are: ability to control the target, closeness or intimately known the object, and investment individual put into the target.

Regarding knowledge hiding (Connelly *et al.*, 2012), previous studies indicate that control over knowledge by individual can be a key factor of bargaining ability or power over organization. This indicates that the ability of individual in determining the compensation, position and status in organization depends on the control over knowledge by an individual employee. Further, where an individual fears the loss of ownership, power or certain part of their possession such as knowledge, when they transfer their knowledge, an employee will keep their control of the object (Peng, 2013; Van Dyne & Pierce, 2004).

Psychological ownership also satisfies employee “efficacy” and “effectance needs”, and in doing so an employee with high psychological ownership may engage in dysfunctional behavior so that they can satisfy their “efficacy and effectance needs” and keep their control over the object (Peng & Pierce, 2015; Peng, 2013). However, researcher also argue that in some cases individuals are reluctant to share “key knowledge” that is related to their core interests, whereas they are willing to share “common knowledge” that is frequently used or not concerned with personal interests (Li, Yuan, Ning, & Li-ying, 2015).

Several studies have applied this theory to identify the impact of feeling of ownership or possession of target or object by individual in organizations (Atalay & Özler, 2013; Park, Song, Yoon, & Kim, 2013; Peng, 2013; Pierce, Rubinfeld, & Morgan, 1991; Pierce *et al.*, 2001). The studies of Peng, (2013); Li, Yuan, Ning, and Li-ying, (2015) argued that psychological ownership theory is quite adequate in explaining knowledge hiding, knowledge sharing and commitment behavior among employees in organizations.

Based on the underlying proposition of psychological ownership theory, that psychological ownership of an individual should theoretically regulate the behavior of individual employee in workplace, it is predicted that psychological ownership theory would provide support for the relationship between transformational leadership and knowledge hiding in the present study. For example, individual with strong experience of psychological ownership may intend to withhold or conceal knowledge than employee with low level of psychological ownership. In addition, since transformational leadership encourages the followers to put more effort in order to improve organizational performance, is an indication that TL influences followers to consider the organization as theirs.

Transformational Leadership and Knowledge Hiding

Studies show that leadership has an influence on individual employee behavior and attitude (Bass, 1990; Olson & Nelson, 2006; Park et al., 2013; Shamir et al., 1993). Transformational leadership also influence followers to be creative and innovative that improved the performance of the organization (Bryant, 2003b; Cheung & Wong, 2011; Hyypiä & Parjanen, 2013). Transformational leadership is a process where "leaders and followers help each other to advance to a higher level of morale and motivation" (Burns, 1978). Transformational leaders are those leaders that exhibit respectful, trustworthiness and behavior that are ethical, increase inspiration and maturity, provide intellectuality, pay attention to their needs for achievement, growth and also encourage their followers to assume more responsibility that may develop them to leadership (Avolio et al., 1999; Bass, 2006).

Regarding transformational leadership and knowledge hiding, empirical studies for the relationship between transformational leadership and knowledge hiding is limited. However, given the limited number of studies linking transformational leadership and knowledge hiding, review of literatures revealed positive impact of transformational leaders for encouraging knowledge sharing among the followers within the organization which improve performance and creativity (Akpotu & Tamunosiki-Amadi, 2013; Bryant, 2003; Lin & Hsiao, 2014; Mushtaq & Bokhari, 2011).

In contrast, knowledge hiding leads to lack of creativity and innovation, and also has a negative impact on the performance of the organization, and including interpersonal relationship (Černe, Hernaus, Dysvik, & Škerlavaj, 2017; Connelly & Zweig, 2015; Nerstad, 2014; Zhao et al., 2016). However, studies indicate that transformational leadership encourages followers to engage in positive behavior towards the organization, for example, organizational citizenship behavior and organizational commitment (Avolio et al., 2004; López-domínguez, Enache, Sallan, & Simo, 2013; Samad, 2012).

Previous studies explained that even though an explanation may be given for not providing the knowledge requested, it could be obvious that the knowledge is intentionally hidden; which could also be a deceptive act and antisocial behavior (Connelly et al., 2012; Demirkasimoglu, 2015; Tang, David, Chen, & Tjosvold, 2015). However, transformational leaders play an important role in increasing followers trust and motivate them in knowledge sharing behavior rather than knowledge hiding behavior. In line with the transformational leadership theory as early mentioned, followers of transformational leadership are expected to refrain from dysfunctional behavior that would be detrimental to the organization (Bass, 1999a). Additionally, researchers on transformational leadership on employees behavioral outcome agreed that leaders can influence employee behavior so that the behavior has a positive impact on the organization (Birasnav, 2014; Piccolo & Colquitt, 2006; Rawung, Wuryaningrat, & Elvinit, 2015; Tang et al., 2015) Based on previous studies and explanations, it can then be logically argued that transformational leader will not encourage followers to engage in any dysfunctional behavior that may be detrimental to the organization.

In general, given the positive relationship between transformational leadership and knowledge sharing, it is also logical that leadership may play a vital role in minimizing the tendency of an employee to hide knowledge in the workplace. Considering the above empirical literature we hypothesized that:

H1: there is a negative relationship between transformational leadership and evasive knowledge hiding behavior.

H2: there is a negative relationship between transformational leadership and rationalized knowledge hiding behavior.

H3: there is a negative relationship between transformational leadership and playing dumb knowledge hiding behavior.

The Mediating Role of Organizational Psychological Ownership

Psychological ownership “is the state of mind in which an employee develops possessive feelings for a target” (Van Dyne & Pierce, 2004). Organizational psychological ownership is the extent of feelings of possession of an employee towards the organization. Likewise, organizational psychological ownership develops influencing behaviors; attitude and motivation upon the employees (Ghafoor et al., 2011; Li, Yuan, Ning, & Li-Ying, 2015; Pierce et al., 2001; Van Dyne & Pierce, 2004).

Previous studies have investigated the mediating role of organizational psychological ownership on the relationship between transformational leadership, employee engagement and performance, the result of the study support the mediation role of psychological ownership in the relationship (Ghafoor et al., 2011). Similarly, the study of Li, Yuan, Ning, and Li-ying, (2015) on the relationship between knowledge sharing and affective commitment and mediating effects of organizational psychological ownership revealed that organizational psychological ownership mediates the relationship between the variable. Park et al., (2013) investigate the mediating influence of psychological ownership on the relationship between organizational citizenship behavior and transformational leadership on 214 employees in Korean public sector, the result of the study indicates that there is a statistical full mediating effect on the relationship between TL and organizational citizenship behavior. Bernhard, (2011) examined the role of organizational psychological of employees on the relationship between justice and affective commitment the result indicates that organizational psychological ownership fully mediates the relationship between the two variables.

However, the study of Bambale, (2013), on the mediating effects of organizational psychological ownership on the relationship between servant leadership and organizational citizenship behavior presents a mixed result on the dimensions of the leadership style. Organizational psychological ownership is the extent to which employee feelings of possession towards the organization. Employees with high psychological ownership towards the organization will consider themselves to be worthy, significant, and valuable towards organization and this will make them establish a high organizational self-esteem, and also encourage them to increase their efforts into the behaviors that benefits the organization, such as knowledge sharing and reduce knowledge hiding behavior (Peng, 2013;

Pierce & Rodgers, 2004). Based on the transformational leadership theory (Bass, 1985) and psychological ownership theory (Pierce, Kostova, & Dirks, 2001) the paper argued that transformational leadership impacts knowledge hiding through organizational psychological ownership and reduce knowledge hiding behavior. Therefore, we advance the following hypotheses:

H4: Organizational psychological ownership mediates transformational leadership and evasive knowledge hiding relationship.

H5: Organizational psychological ownership mediates transformational leadership and evasive knowledge hiding relationship.

H6: Organizational psychological ownership mediates transformational leadership and evasive knowledge hiding relationship.

Based on the theoretical and empirical literature, this paper proposes a framework explaining the mediating influence of organizational psychological ownership on the transformational leadership and knowledge hiding relationship as indicated in figure 1. The paper explained that the extent to which transformational leadership influences knowledge hiding behavior depends on the level of organizational psychological ownership of the employee. Thus, an employee with a high level of organizational psychological ownership will not likely engage in knowledge hiding behavior unlike individual with low organizational psychological ownership.

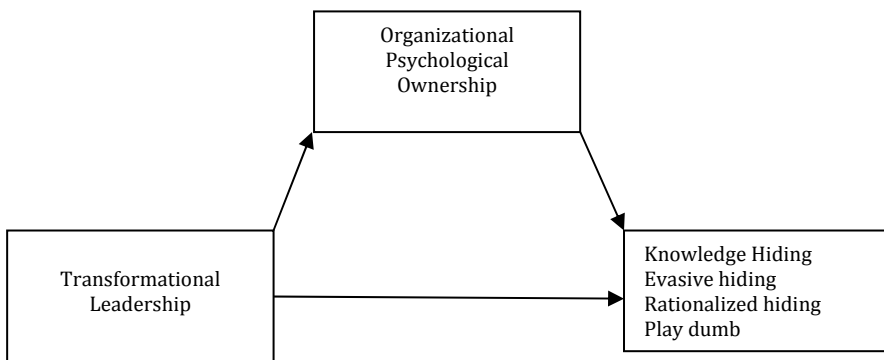


Figure 1. Propose model of transformational leadership and knowledge hiding
(Source: authors' compilation)

Conclusion

This paper proposed a theoretical framework on the mediating role of organizational psychological ownership between transformational leadership and knowledge hiding behavior relationship as shown in Figure 1. If the proposed framework is validated, the findings will contribute to knowledge management literature and extend transformational leadership and psychological ownership theory. In particular, organizations would consider transformational leadership style to motivate their employees to perform extra and behave positively in achieving organizational goals.

However, this paper is limited to transformational leadership; future studies should consider other leadership styles, such as ethical leadership, situational leadership, and charismatic leadership. Future studies should also examine the influence of organizational control, rewards, self-efficacy and organizational culture. The mechanisms (mediator or moderators) variables such as self- efficacy, and organizational commitment, should also to be investigated. Organizations adopting transformational leadership style are more likely to maintain motivated, concern for organization employees that could put extra efforts in their performance to achieve organizations' objectives. We also argue that an employee with high organizational feelings of ownership will likely engage in positive behavior and imitate transformational leadership style.

The managerial implication of this study is to encourage transformational leadership style which will transform the behavior of the employees toward organizational achievement rather than an individual. The feeling of possession or ownership (psychological ownership) which encourages the employees to perceive themselves as part of the organization makes them put their commitment as a result of the leader being their role model.

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