IMPACT OF TRANSACTIONAL LEADERSHIP ON KNOWLEDGE HIDING BEHAVIOR; MODERATING ROLE OF ISLAMIC WORK ETHICS

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ABSTRACT

Knowledge hiding behavior reflect an intended concealment of knowledge that must be request by another people. This study examined the collective impact of Transactional leadership on knowledge Hiding Behavior with the moderating role of Islamic work ethic in hospitality industry of Pothwar region (Rawalpindi division). In this research, quantitative research method was applied. Population of the study include in this research are the managers and the employees of the hospitality industry. In this research we used nonrandom sampling technique and collected data through questionnaire with total of 250 employees of hospitality industry in Pakistan. Results of the research shows that role of Islamic work ethics is important for every organization. It strengthen the connection between the transactional leadership and the knowledge Hiding Behavior. It has also found that the leaders and the followers believe and accept the Islamic Work Ethic is the main factor of encouraging the employees that are committed to their work and perform their duties and responsibilities.

Keywords: Transactional Leadership, Islamic Work Ethics, Knowledge Hiding Behavior, Evasive Hiding, Playing Dumb, Rationalized Hiding

JEL Classification: M12, D83, O15

1. INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Transactional leadership is a style of leadership that emphases on management, organization and enactment. It is a style of leadership in which leaders encourage defiance by followers through both rewards and punishments, transactional leaders are able to keep followers motivated. Transactional Leadership involves an interchange amongst the ordinate and sub-ordinate (Burns & Leadership, 1978). Followers obtain definite standards conclusion when they perform as to their leader's requirements. Leadership in examination has usually been hypothesised as transactional or cost-profit exchange procedure (Bass, 1985). Transactional leadership concepts are all originate on the knowledge that leader-follower interactions are based on a categorization of arguments or implied giveaway involving leaders and admirers. Certain have established substantial empirical provision, examples are path-goal philosophy (House, 1971; House & Mitchell, 1974; Indvink, 1986) and vertical dyad concept (Graen & Cashman, 1975; Graen & Scandura, 1987).

Islamic work Ethic is a set of rules that describe what’s right and what’s wrong (Beekun 1997). IWE based on Quran Pak and the Messenger of the Prophet Hazrat Muhammad (S.A.W.). Some one signified that firm job triggered sins to be pardoned and the inheritance of the four Caliphs of Religion Islam (Ali & Weir, 2005; Rizk, 2008). IWE work ethic is significantly base on Promises, Good Work, work inspiration and loyal with the organization, avidness of illegal method (Yousef, 2001).

IWE is influence the organizational innovation and its work outcome, creativity (A. Ali & Owaihan, 2008). IWE creativity, capability and work innovation as a way of pleasure and accomplishment. IWE is fulfilment happiness of life ,control the business and motivate the employs (A. J. Ali & Al-Kazemi, 2007). In the first Six centuries of Islam information has thrive and all type of work creative and co-worker organization that help both the needs and the expert of quality of employees developed (Ali & Owaihan, 2008).
IWE is based on four principle struggle, antagonism, clearness, and ethically accountable bearing Ali (2005). Additional describe that these four moralities motivate communal agreement and emphasis to the Companies major job. IWE tend to increase affective commitment and high level of the perception in the organization (Rahman et al., 2006). The importance of IWE is to contribution of society and the obligation of Co-worker in the Organization. The factor that help to increase Knowledge Hiding Behavior such as knowledge hiding are unknown (Connelly et al., 2012; Serenko & Bontis, 2016). Knowledge Hiding Behaviour to describe the choice of measure with the scale of three knowledge hiding dimension Evasive Hiding, Playing Dumb, and Rationalized Hiding (Connelly et al., 2012). Past research explored how knowledge Hiding Behaviours dimension to interconnected to each other.

There are some reasons of knowledge hiding behaviour. First reason is defined that the significant of market cost that potential loss which is hardly won and after a long years in education and training. This reason explores the own idea of employees itself of personal ownership and accumulate information. Another reason that defines the costly process of information sharing which makes employee difficulty to complete their daily task.

Third reason that defines employees feel fear in communication and put their less development. Fourth reason anticipation of outside evaluation that the worth of their information (Husted & Michailova, 2002). Knowledge Hiding Behaviour defines that Hold the information the other person has requested. KHB is may positive output an any white lie (Sax & Harper, 2007), it save the other team feeling or protect the another third team.

1.2 PROBLEM IDENTIFICATION:
We find that the impact of Transactions leadership to hiding their knowledge for the employs. And what effect of the leader to Hiding their knowledge from their co-workers. Due to some Organizational polices they Leaders Hide the some official’s information to the employee. Also check the role of Islamic work ethics with the transactional leadership, Knowledge Hiding Behaviour.

1.3 SIGNIFICANT OF THE STUDY
The study of the three variables named as transactional leadership, knowledge hiding behaviour, Islamic work ethics and their relationship among these three variables will try to prove as significant and help to generalize the results in hospitality industry. The transactional leadership is the independent variable that creates a relationship with knowledge hiding behaviour that try to be proved with the help of data. It will depict from the data that as the transactional leadership of the hospitality industry move on positive side, the knowledge hiding behaviour will also have positive relation and the Islamic work ethics with the hospitality industry also reflects positively.

The purpose of the research to observe the Transactional Leadership and Knowledge Hiding Behaviour. Further explain how transactional leadership is link with Knowledge Hiding Behaviour. The purpose of the research IWE moderating the relationship between transactional leadership and knowledge Hiding Behaviour.

1.4 Research Question
What is the. Effect of Transactional leadership on Knowledge Hiding Behaviour, How Islamic Work Ethics as as moderator between on Knowledge Hiding Behaviour and transactional leadership.

1.5 Problem Statement:
Study to observe the Transactional Leadership and Knowledge Hiding Behaviour. Further explain how transactional leadership is link with Knowledge Hiding Behaviour. The aim of this study Islamic Work Ethics moderating the relationship between transactional leadership and knowledge Hiding Behaviour

1.6 Objective of The Study
• To check the effect of Transactional Leaderships on Knowledge Hiding Behaviour, to investigate the effect of Transactional Leadership of IWE and to determine the effect of Islamic work Ethic to Knowledge Hiding Behaviour.

1.7 Rational of The Study
The previous research shows the importance of abusive supervision, Islamic work ethics to knowledge hiding behaviour and mediator role of interpersonal justice. These studies focus on the link between abusive supervision, (KHB), (IWE) and interpersonal justice.

Few studies reflect that abusive supervision, knowledge hiding behaviour and its impact on Islamic work ethics in hospitality industry Pakistan does have a positive relationship, but no significance work has been done while associating transactional leadership in the hospitality industry Pakistan with reference to Islamic work ethics and knowledge hiding behaviour.
2 LITERATURE REVIEW

2.1 REVIEW OF LITERATURE

This study focused on the impact of Transactional leadership IV (independent Variable), Knowledge Hiding Behaviour DV (dependent variable) and having the moderating role of Islamic Work Ethics. In this research the impact of transactional leadership to knowledge Hiding Behaviour with role of Islamic Work Ethic. Transactional leaders motivate the employees to the use of external reward and pressure and monitoring their employees continuously. Transactional leadership include the standards, to ignore the problem and work ability reward/punishment. Transactional Leadership is relate to the job Performance.

IWE is demarcated as the composite of proper ideologies that differentiate what is positive from what is negative (Beekun, 1997) in Islam context. According to (Rizk, 2008), Islamic Work Ethic is an direction towards work as a asset in human’s life. IWE is formerly base on the Qur’an, on the teachings of the Prophet who denote that good working cause sins to be absolve and the legacy of the four Caliphs of Islam (Ali & Owaihan, 2008; Rizk, 2008). Knowledge hiding is explain as a conscious decision to withhold data of knowledge and information that others want (Connelly et al., 2012).

KHB define that the intended effort by the individual to hide the knowledge by requesting of other human being (Connelly et al., 2012). KHB reflect an intended concealment of knowledge that must be request by another people. KHB give the detail for failing to provide request knowledge by earther suggesting he/she is unable to provide the knowledge requested or blaming another party (Connelly & Zweig, 2015). In some condition the knowledge Hiding having the positive intention (Connelly et al., 2012). Knowledge Hiding is the negative impact on Company Performance and the team effectiveness to destroy the organization collaboration, company policies and the implementation (Peng, 2013).

Rationalized hiding is related to more positive feeling, like to keep away from hurting the people (Connelly et al., 2012). We increase the boundaries limits below which avoid worker responds to knowledge hiding by analysing how the individual performed in organization by hiding the knowledge. (KH) and Knowledge Share they are linked and (KH) is a one of its kind create as a element of knowledge transfer .Authors suggested that (KH) is to hide the knowledge to the requested from the other person. Knowledge Hiding is differ from the knowledge holdings such person are don’t share the knowledge .Some of reason due to some person has the Hide Knowledge behaviour, few person have the personal reason like lazy (Connelly et al., 2012) and few persons has the Cultural factors (Servin & Brun, 2005).

KHB has not a fully negative process when KH care to protect themselves employee and third party feeling and it takes different dimension. One of type evasive hiding few deceptions in which problem, Knowledge Hiding presents deceptive information. Second form is (PD) that (KH) he /she act is a rude to the request of the Knowledge .Third form of rationalized hiding, the KH (Knowledge Hider) present the good reason for not sharing the information, and some time blame to the third party (Connelly et al., 2012).In simple mean in organization KHB behaviour is good phenomenon and employee use different method to hide the Knowledge. KHB some reasonable perpetrators is see to clarify their behaviour to using the tool of external factor as a way of maintaining values that they loyal to their contact with other .

KHB is also imply the individual will give not as much the effort to taking part of the organizational knowledge (Huang et al., 2010). KHB spoil the collaboration in an organization, innovative ideas, applying the rules and policies and subsequently, it will difficult to the team and the organization. Commitment that the (IWE) deserve a grave investigation cause it is the model which Muslim pursue to comprehend Nasir (1984). IWE is defined as what is right and what is wrong it can also include Islam management perform more than others and left extraordinary mark. The history of Islamic work ethic saying to our Prophet Mohammed Ben Abdullah peace is upon him that induces to consider Prophet Mohammed as the most powerful man in the past (MH 1979, cited in Jaboun 2005).

That can be describe the Islamic work ethic was almost certainly demand mainly due to the religious economic conditions in the 19th century Ali & Al-Owaihan (2008), which was partial in Europe prior to the industrial uprising, hence work was not held in high. Islamic work ethic that can be view work as a way to increases own interest inexpensively, communally and emotionally, and to advance social welfare and repeat faith in which it has its origin from Holy Qur’an and Sunna (Ali & Owaihan, 2008).

Islamic work ethic should be comparing the human beings and concept of islam and corporate culture value of religion (Wahab et al., 2016). For the above values to be productive, they have to be base at morals. Attempt, opposition and intelligibility may create benefits to self and other however, their toughness without ethically guide action is uncertain and may lead to devastating results (Yaseen et al., 2015).
Therefore a Muslim working proficiency will depends highly on people welfares over his individual comforts. Another research study concluded that Islamic work ethics had a meaningfully true association with the capability of novelty in the public zone in Malaysia (Kumar and Rose, 2010). On the contrary, discover that IWE can minimize worker turnover objectives. Discover that IWE can minimize the impact of insulting management on study hiding behaviour Khalid et al. (2018).

Demonstrates that IWE holds much importance on intention than conclusions Yousef (2001). For example, the Holy Prophet, Hazrat Muhammad (PBUH) said, deeds are recorded based on intention, and somebody is satisfied or penalized based on his meaning. IWE focuses on honesty and kindness in the working area and holds economical action as an responsibility. Khan et al. discover that IWE controls the effect of justice touched by workers in the company on their deed (Khan et al., 2015). Workers can deal stressors in the working area good with this organization that is which it is in them. Individual who has this ethics is one who can donates himself to work, marks work as self-enhancement, tries to be imaginative and has a objective to be great progressive, free and liable.

2.4 TRANSACTIONAL LEADERSHIP

In the management science the leadership is the highlighted field from numerous years. Presently there is a modernize concentration in leadership. Concluded that this fresh regeneration consideration in deliberating about the leadership appears to be related by recognition of transactional leadership (Meindl, 1990). Transactional leadership and Distinguish transformational with various differences in leadership such as assignment creation and associations concerned to leadership (Fedler & Ditton, 1994) (Gray & Densten, 2005). Directive-participative leadership, consideration-initiating structure and autocratic-democratic leadership (Korman, 1966). Which elaborates that the model leadership of transactional is new discipline, as it has not yet discussed or exchanged by another well-established models such as assignment created or associations created leadership disciplines (Bass, 1985). Some research demonstrates this idea as same to the transactional leadership as like the idealistic or motivational organization and charismatic management (Jansriboot, 2016). Although the variables utilized by the research are variant, therefore many common association which occur between these innovations of process of leadership. Bass inspired and is yet one who is the efficient devotees to this research that (Bryman, 2016) the Novel leadership. 'The New leadership' method improved leadership as a field of the research and theory, when it appears that many studies misplaced consideration and faith in this process (Miner, 1975), discovers that transactional leadership demands variation among sub-ordinate and admirer (Burns & Leadership, 1978). Workers attain few standard outputs like prestige and wages when they start their action to fulfil their honour’s desires. Taking Burns as his major point of view focuses that leadership in study has typically been anticipate as a transactional or price-advantage interchange procedure (Bass, 1985).

Transactional leadership theories are all constructed on the discipline that admirer-subordinate associations are established on a sequence of conversations or inherent deals among subordinates and honours. The typical concept is that, when the surroundings and the occupation of the devotee flop to deliver the essential inspiration, fulfillment and way, the frontrunner, by his or her attitude, will be operative by neutralise for the insufficiencies. The leader inspects the enactment standards, in other ways what is anticipated from assistants, and what they attain in output (Woycke, 1988). Numerous transactional theories have been verified mainly. Specific have attained significant empirical maintenance. Examples are vertical dyad theory (Graen & Bien, 1995; Scandura, 1992) and path-goal theory (Hamstra et al., 2014; Mathew, 2013).

2.5 TRANSACTIONAL LEADERSHIP THREE DIMENSION

Liable fortification is first direction of this transactional leadership. Theordinate gets profits to the sub-ordinate for attaining the particular enactment stages. Remuneration are liable on consumed determination and enactment is to attain. On the management there is significant study date and research has been done among this type of honour attitude and secondly experience and contentment (Bass, 1985; Yukl, 1998) for a summary of such research). The other 2 types of management by exception is the 2nd and 3rd way of this leadership. When perform management-by-exception an admirer only receipts act when belongings go wrong and values are not encountered (Avolloio et al., 2004).

It the previous ways works then the honour of company avoids to give the new ideas because he rely on old ideas and permits subordinates to carry on his work and their tasks as constantly it the enactment achievements are come to know (Hater & Bass, 1988). Active and passive are two kinds of the management by exception. When something wrong happens the leader continue his expertise to take the valuable tasks which is the most active kind of leaders concept. Passive type which considered the ordinates who only act when something happened wrong in the system and any inconvenience occurs. Differences between in these two forms is that in passive type the ordinate hunts for difficulties to occur and in active form leader waits for the variations (Hater & Bass, 1988). These two form in the
leadership are always associated with each other which are helpful in enhancing the worker working ability to perform and act as well as its proficiency. Leaders with also grace participate in the attainment of intentions. Transactional leaders encourage with the utilization of outer disasters and prizes, consistent working observing control method, control method. Occasionally transactional attitudes are controlled by admirer of the leadership organization. This leadership carries the methods for conference between the standards, active evasion of making blunders and performance-contingent reward/punishment.

Transactional leadership structure on the acts of burns, is featured by alteration of association in which admirers encourage sun-ordinates by giving them with prizes or penalties in output for the sub-ordinate energy or absence of energy. (Bass, 1985) also explain the characterises of three mechanisms that are features of transactional dependent return. (Bass, 1985) also characterises three mechanisms that are characteristics of transactional dependent return, supervision by exception and laissez reasonable leadership. Differences conversion of reward for exertions, assurances rewards for good enactment, distinguishes activities are liable rewards. Which supervises and keep an eye for changes from guidelines and values, takes positive deed interferes only if values are not encountered are management by exception. Abdicates duties, evades creation of conclusions are laissez fair.

According to features of the transactional leadership, admirers infrequently provide their assistants individual courtesy and guidance. We can say that certain features of huge influence space in relations of leadership style part resembles with those of transactional leadership style.

Most efficient way of administrative leadership was transactional leadership which was inspected (Bass, 1985; Burns & Leadership, 1978). In difference to transformational leadership that highpoint the inherent necessities of organizational associate and selfness; transactional leadership request to assistants.

2.9 THEORETICAL FRAME WORK

The theoretical framework can be classified three variables Transactional leadership, Islamic work Ethic and Knowledge Hiding Behaviour. This research are depend on one independent variable Transactional Leadership, one dependent variable Knowledge Hiding Behaviour and having their dimension (EH) , (PD) , (RH) whereas the Islamic Work Ethic is the moderating Variable. These three variables Transactional Leadership, Islamic Work Ethic and Knowledge Hiding Behaviour have been explain with the Help of model and with their relationship.

2.10 Hypotheses:

H1: Transactional leadership have positive impact on knowledge hiding behaviour.
H2: Transactional leadership have positive impact of Islamic work ethic.
H3: Islamic work ethic has a positive impact on knowledge hiding behaviour.
H4: Islamic work ethic moderating role between transactional leadership and knowledge hiding behaviour.

![Figure 1 Conceptual Framework](imageURL)
3 RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

The main reason of the research is to examine the effect of Transactional Leadership on the Knowledge Hiding Behaviour. We are using the quantitative approach in this study. In Mark Saunders, (Lewis et al., 2003), the research practice consists of 9 steps. In this study, add an outline of the impact of Transactional Leadership on the Knowledge Hiding Behaviour in between step 1 and step 2.

Step 1: The research topic was clarified written to help in the making of thoughts, which will assist to desire an appropriate study topic, and present opinion on what create a good research focus. As shortly as research topic was establish, it was developed to make it realistic. After the aim has been produced and developed, we turn this thought into clear study inquiry and objectives. This step is applied in chapter 1.

Step 2: Some important literatures was evaluated to sketch what to comprise and decided on the variety of primary, secondary literature source presented. This step has been in chapter 2.

Step 3: Conceptual framework was developed, and the hypotheses were formulated by analysing organizational justice and some past research. This step has been applied in chapter 2.

Step 4: Work on the examine methodology, research approaches and the plan had been done. A clear research plan is crucial because the credibility of study findings and conclusion depend on it.

Step 5: Step five consists of data planning and collection which is concerned with changed methods of obtain data.

Step 6: In this stage data is analysed using both of quantitative process, outlines, and discuss the main approach available to analyse data quantitatively. Steps 4, 5, and 6 are applied in chapter 4.

Step 7: After clearing all of the before steps of the research method hope study will accept the research report and give presentation in time.

3.2 RESEARCH METHODS

Quantitative research is define as a systematically investigation by gathering the quantify data and performing statistically and mathematically technique. In this method collect data from online polls, questionnaire and online survey. In this research we used quantitative research method. Population of the study include in our research are the managers and the employees of the hospitality industry. In our research we used non random sampling technique.

In this research we collected data through questionnaire. And total of 250 employees of hospitality industry in Pakistan.

3.3 INSTRUMENT:

The reaction were perform using record a 5-point Likert scale with 1-5 in the field are obviously distinguished strongly agree. The instrument consists of two main section one is linked to the demographic variables which contain the Age Gender, Experience and Qualification. The second part includes the different questions that are related to each variable which are obtained from past or previous studies.

3.6 TRANSACTIONAL LEADERSHIP (TL)

The scale is developed by Azman Ismael, Mohd Humran Muhammad,Hasssan Al-Bana Muhammad ,Nurhana et al, (2010) was used to measure Transactional Leadership .It was comprise of 5 items and was anchored at 5-point likert-scale. Example of Transactional leadership contain ‘Transactional Leadership Will take action before problems are chronic.

3.7 ISLAMIC WORK ETHIC (IWE)

Islamic Work Ethic measured by the scale developed by Wahibur Rokhman (2010) includes 17 items. One of them is, ‘Good work benefits both one’s self and others’. Respondent had to decide five-point scale, ranging from strongly agree to strongly disagree.

3.8 KNOWLEDGE HIDING BEHAVIOUR (KHB)

We use three dimension of KHB, Evasive Hiding(EH), Playing Dumb(PD), Rationalized Hiding (RH).The scale is developed by Nihan Demirkasimoğlu was used to measure Knowledge Hiding Behaviour. It comprise of 12 items.
3.9 DATA COLLECTION TECHNIQUE
For this research the data was collected through the questionnaire. And a total number of 250 employees of Hospitality Industry (Hotels) of Rawalpindi and Islamabad responded to questionnaire.

4 RESULTS AND DISCUSSION
The study is correlation in nature transactional leadership are correlated with knowledge hiding behaviour both are positively correlated with each other. It is analysis that Knowledge Hiding behaviour play Important role for transactional leadership. When Transactional leadership increase follower are treated well they will be more motivated towards goal and put their effort to achieve affectively. So the first hypothesis of this study Transactional leadership have a positive impact of knowledge hiding behaviour is accepted after regression analysis between transactional leadership and knowledge Hiding behaviour.

Transactional leadership are correlated with Islamic Work Ethic both are positively correlated to each other .It is analysis that if the manager follow Islamic work ethic then transactional leadership increase automatically .Because employees are more interested in commitment and treat very will and they will motivated toward their goal to achieve affectively.

Knowledge Hiding Behaviour is correlated with Islamic Work Ethic . The nature of this relationship is positive it is analysis that if manager follow the Islamic Work Ethic Organizational will be more secure so the third Hypothesis of this study Islamic Work Ethic have a positive impact of Knowledge Hiding Behaviour Knowledge Hiding Behaviour is accepted after the regression analysis between knowledge Hiding Behaviour and transactional leadership. So the fourth hypothesis of the study IWE play moderating role between the relationship of transactional leadership and knowledge hiding behaviour is accepted after the regression analysis between transactional leadership and knowledge hiding behaviour.

Table 1  Descriptive analysis
<table>
<thead>
<tr>
<th>Variable</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>St.Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>TL</td>
<td>1.60</td>
<td>5.00</td>
<td>3.8072</td>
<td>.90484</td>
</tr>
<tr>
<td>KHB</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EH</td>
<td>1.00</td>
<td>5.00</td>
<td>2.4210</td>
<td>.98406</td>
</tr>
<tr>
<td>PD</td>
<td>1.00</td>
<td>4.50</td>
<td>2.7620</td>
<td>1.04678</td>
</tr>
<tr>
<td>RH</td>
<td>1.50</td>
<td>5.00</td>
<td>3.7360</td>
<td>.88767</td>
</tr>
<tr>
<td>IWE</td>
<td>1.94</td>
<td>4.53</td>
<td>3.5962</td>
<td>.776338</td>
</tr>
</tbody>
</table>

Descriptive statistic has concern with mean, minimum, maximum, and standard deviation. The minimum value of responded Transaction leadership is 1.60 ,Maximum value of Transactional Leadership is 5.00,Mean value of Transactional Leadership is 3.872 and St. deviation is .90484.Second factor of the descriptive analysis is the dimension of Knowledge Hiding behaviour that is (EH) is the first dimension the minimum value range is 1.00,maximum value is 5.00, mean value range is 2.4210 and st. deviation .98406.(PD)is the second dimension the range of minimum value 1.00 ,maximum value is 5.00,mean value is 2.7620,and standard deviation of value range is 1.04678.And the third dimension of (RH) minimum value is 1.50,maximum value range is 5.00 mean value range is 3.7360 and st. deviation range is .88767.The third factor of descriptive analysis is Islamic Work Ethic that’s minimum value range is 1.94, maximum value range is 4.53, mean value range is 3.5962 and the st. deviation value range is .77638.

Table 2  Reliability Analysis
<table>
<thead>
<tr>
<th>Scale</th>
<th>No. of Item</th>
<th>Alpha reliability</th>
</tr>
</thead>
<tbody>
<tr>
<td>TL</td>
<td>5</td>
<td>.842</td>
</tr>
<tr>
<td>KHB</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EH</td>
<td>4</td>
<td>.860</td>
</tr>
<tr>
<td>PD</td>
<td>4</td>
<td>.892</td>
</tr>
<tr>
<td>RH</td>
<td>4</td>
<td>.756</td>
</tr>
<tr>
<td>IWE</td>
<td>17</td>
<td>.856</td>
</tr>
</tbody>
</table>
The value of Cranach’s alpha for the scale used to measure Transactional Leadership was 0.842, Knowledge Hiding Behaviour have three dimension Evasive Hiding .860, Playing Dumb .892 Rationalized Hiding .756, Islamic Work Ethic .856. Five questions include in Transactional Leadership Scale. Knowledge Hiding Behaviour 12 questions include Scale 17 questions include in the Islamic Work Ethic scale. The values show good result of reliability which shows the greater consistency among these scale of Transactional Leadership, Knowledge Hiding, and Islamic Work Ethic.

### Table 3 Correlation Matrix

<table>
<thead>
<tr>
<th>Scales</th>
<th>TL</th>
<th>EH</th>
<th>PD</th>
<th>RH</th>
<th>IW</th>
</tr>
</thead>
<tbody>
<tr>
<td>TL</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EH</td>
<td>-.081</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PD</td>
<td>.055</td>
<td>-.168**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RH</td>
<td>.642**</td>
<td>-.102</td>
<td>-.052</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>IW</td>
<td>.678**</td>
<td>-.136*</td>
<td>-.017</td>
<td>.776**</td>
<td>1</td>
</tr>
</tbody>
</table>

Table elaborates the person correlation at 1%. Level of significant among the three variables that are the Transactional Leadership, knowledge Hiding Behaviour and Islamic Work Ethic. It is experiential that with 1% level of significance the Islamic Work Ethic is moderate and significantly correlated.

### Table 4 Regression Analysis

Impact of TL on KHB with moderating role of ISW

<table>
<thead>
<tr>
<th>Antecedent</th>
<th>Consequent (IWE)</th>
<th>(EH)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>SE</td>
</tr>
<tr>
<td>(TL)</td>
<td>a1</td>
<td>.0843</td>
</tr>
<tr>
<td>(IWE)</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Constant</td>
<td>iM1</td>
<td>-.0843</td>
</tr>
</tbody>
</table>

R² = 0.0248
F(2.7624) = 90.4517, p = .000

### Effect Table

<table>
<thead>
<tr>
<th>Effect</th>
<th>SE</th>
<th>LLCI</th>
<th>ULCI</th>
</tr>
</thead>
<tbody>
<tr>
<td>DE: TL---&gt;EH</td>
<td>0.2056</td>
<td>0.0582</td>
<td>0.0722</td>
</tr>
<tr>
<td>IE:IWE---&gt;EH</td>
<td>0.2853</td>
<td>0.0407</td>
<td>0.0832</td>
</tr>
</tbody>
</table>
Table 5  Regression Analysis

<table>
<thead>
<tr>
<th>Antecedent</th>
<th>(IWE)</th>
<th>(PD)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>SE</td>
</tr>
<tr>
<td>(TL)</td>
<td>a1 .0752</td>
<td>.330</td>
</tr>
<tr>
<td>(IWE)</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Constant</td>
<td>iM1 -.0654</td>
<td>0</td>
</tr>
</tbody>
</table>

R² = 0.0421
F(2.5894) = 90.4517, p = .000

Table 6  Impact of TL on KHB with moderating role of ISW

<table>
<thead>
<tr>
<th>Antecedent</th>
<th>(IWE)</th>
<th>(RH)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>SE</td>
</tr>
<tr>
<td>(TL)</td>
<td>a1 .0898</td>
<td>.125</td>
</tr>
<tr>
<td>(IWE)</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Constant</td>
<td>iM1 -.0894</td>
<td>0</td>
</tr>
</tbody>
</table>

R² = 0.0341
F(4.0094) = 90.2116, p = .000

Table 6  Regression Analysis

Impact of TL on KHB with moderating role of ISW
5. CONCLUSION

The purpose of this study was to identify and check the effect of (TL) Knowledge Hiding Behaviour is to investigate the mediating role of IWE. In this study the role of Islamic Work Ethic in Knowledge Hiding Behaviour has also been explored. The population of this study was employees of hospitality sector. Sample size was 250 respondents.

The results of the study clearly show that the model of the research can increase the transactional leadership styles. (e.g. fulfilment, commitment, and good work ethics.) It has also found that the leaders and the followers believe and accept the Islamic Work Ethic as the main factor of encouraging the employee that are committed to their work and perform their duties and responsibilities that what is the right and what is the wrong. H1 of this study examine the positive association between Transactional Leadership and Knowledge Hiding Behaviour. The result of the data provided the a significant level of the hypothesis which stated that transactional leadership have a positive impact on knowledge Hiding Behaviour.

The second hypothesis examine that transactional leadership has a positive effect of Islamic Work Ethic. IWE play an important role in organization. Islamic Work ethic increase employee loyalty about their responsibility and duties. This study shows a significant level of hypothesis. H3 suggested that Islamic work ethic has a positive impact of knowledge Hiding Behaviour. Fourth Hypotheses suggested IWE moderating the relationship between transactional leadership and KHB. The result of the research data support this hypothesis it means that IWE as a positive association between independent Transactional Leadership and Knowledge Hiding Behaviour.

5.1. Practical implication

The study has many practical implications. Islamic work ethics (IWE) moderating the relationship between the Transactional Leadership and Knowledge Hiding Behaviour in Hospitality industry sector of Pakistan (Rawalpindi and Islamabad). When the Islamic work ethic are use in the organization then the managers and employees are doing the good work and they feel comfort in the organization and they feel responsible in the organization. Result of the research shows that why role of IWE is important for every organization. It strengthens the connection between the Transactional leadership and the knowledge Hiding Behaviour.

This study will contribute more in Transactional leadership and employees in the every organization. This study is also important for academicians for new aspect of literature. This study can also be implemented in hospitality sector of Rawalpindi and Islamabad.

5.2. LIMITATIONS:

- This study was limited only in Hospitality industry city of Pakistan, Rawalpindi and Islamabad.
- Population was limited. Data was collected from only 250 respondents.
- Time was limited for this study. Data was collected in limited time.

5.3. FUTURE DIRECTION:

- In the future the independent variable like transactional leadership will be use rather than transformational leadership.
- In future set meetings with respondents for the purpose of better reply from respondents.
- Study will be done on other sector of Pakistan.
- Sample size may be increase for better results.
- In future research time might increase for better results.
REFERENCES


