



**Research of
Authoritarian leadership and its effect on knowledge
hiding with a mediating role for bureaucracy**

Written by

Abdul Karim Abdul Rahman Al Sharida

**Master's degree, Department of Business Administration - College of
Economics and Administration, King Abdulaziz University, Kingdom
of Saudi Arabia**

abdulkarimalsharidah@gmail.com

Saleh Muhammad Bajabaa

**Assistant Professor, Department of Business Administration - College
of Economics and Administration, King Abdulaziz University,
Kingdom of Saudi Arabia
salehbagag@gmail.com**

**Journal of Business Research
Faculty of Commerce -Zagazig University
Volume 46 - Issue 4 October 2024
link: <https://zcom.journals.ekb.eg/>**

Abstract:

Administrative leadership is one of the important topics in management science, and it has a major role in directly and indirectly affecting the performance of organizations and their employees, as it is a direct reflection of the quality of performance of these organizations. From another angle, knowledge is also one of the main pillars in the success plan of companies and organizational institutions and is the cornerstone in creating the competitive advantage of those companies and various institutions. Based on the great importance of administrative leadership and the importance of knowledge also in the success of organizations, we try in this study to identify the reasons that push employees to hide knowledge and look at the authoritarian leadership cycle in that and also take into account the role of administrative bureaucracy in hiding knowledge by employees and the extent to which these variables affect the increase in knowledge hiding practices in different organizations. As we study this title, we realize the importance of administrative leadership and the role it plays in the success of the activities carried out by organizations, the most prominent and important of which is knowledge

Keywords: Authoritarian leadership; knowledge hiding; bureaucracy.

Introduction:

Administrative leadership is one of the important topics in management science, and it has a major role in directly and indirectly affecting the performance of organizations and their employees, as it is a direct reflection of the quality of performance of these organizations. From another angle, knowledge is also one of the main pillars in the success plan of companies and organizational institutions and is the cornerstone in creating the competitive advantage of those companies and various institutions. Based on the great importance of administrative leadership and the importance of knowledge also in the success of organizations, we try in this study to identify the reasons that push employees to hide knowledge and look at the authoritarian leadership cycle in that and also take into account the role of administrative bureaucracy in hiding knowledge by employees and the extent to which these variables affect the increase in knowledge hiding practices in different organizations. As we study this title, we realize the importance of administrative leadership and the role it plays in the success of the activities carried out by organizations, the most prominent and important of which is knowledge.

Literature Review:

The importance of the study of authoritarian leadership has increased in recent times with the increase in practices related to it, it has become an important topic, as it is defined as the tendency of leaders or managers to use power and control derived from authoritarian organizational principles with a sense of dominance and lack of space for participation in decision-making and the use of methods of opinion opportunities and authoritarianism(H. Wang & Guan, 2018). Note that a lot of research has

pointed to its negative impact on employees in general, but there are those who argue that it has positive effects on employees in research conducted on some employees in Taiwan and China, which proved that positivity while proving that there is no relationship. (H. Wang & Guan, 2018)

(Du et al., 2020) believes that authoritarian leadership reflects negatively on the results of work teams, commitment and performance, as authoritarian leadership practices are spread in areas of Asia, the Middle East and Latin America, however, there is a belief that there are positive effects on performance and the necessity of this type of leadership in certain environments and organizations.

Knowledge management is considered one of the main elements in the success of organizations, which must be given great importance at all levels, which means making more efforts in the face of knowledge hiding, which may lead to weakening organizations and hindering their development efforts. On the other hand, some researchers believe that individuals within organizations may tend to hide their knowledge for reasons related to intellectual property or to gain primacy of ideas and obtain privileges.(He et al., 2021). Which means the need to consider the effects that are not from the perspective of the self or perception from the point of view of the employee, but must consider the similar response that is in the form of blocking collective efforts in the field of work(Z. Wang et al., 2019). Perhaps what makes the topic more interesting is the positive impact of authoritarian leadership, which supports the efforts of "creative deviation" represented in raising motivation among employees, which leads to creativity and innovation in the field of work and achieving

improvement and development in an amazing way to prove oneself and professional merit (Xu et al., 2022).

Moreover, hiding knowledge costs tens of billions of dollars annually, with the practice of hiding knowledge around the world constantly growing as a result of the regulatory environment and the impact of ethical leadership, according to (Men et al., 2020). While some believe that the Corona pandemic and its backwardness have negative effects on many companies and institutions around the world, which led to the closure and impact of many companies and the dismissal of many of their workers, which created a kind of insecurity and job stability, which was accompanied by an increase in rates of knowledge, according to (Nguyen et al., 2022). Recently, (He et al., 2021b) sees other forms of knowledge hiding, namely reluctance to provide assistance to those who seek it, increasing notions of "dominance of experience" with the adoption of defensive methods and misleading behaviors and withholding knowledge, which reduces the opportunity to exchange and generate creative ideas and hinder development efforts. Perhaps one of the most important reasons that lead to the knowledge hiding in various organizations is the increase in rates of misconduct among employees and the spread of bullying practices within the work environment with an increase in cases of aggression and humiliation of others, which made many of these people victims in front of practices of knowledge hiding and withholding it from others (Irum, A., Ghosh, K. and Pandey, A.2020).

On the other hand, bureaucracy is seen as a working mechanism characterized by a procedural hierarchy based on the hierarchy of authority,

which is a fixed work rules that must be adhered to by employees and cannot be bypassed (Keke Febrianti et al., n.d.).

Bureaucracy revolves around power and is an expression of the systems and procedures followed in these organizations that are most commonly used in government institutions (Qaisi, n.d.).

Research questions:

Through this research we try to answer the following questions:

Is there an effect of authoritarian leadership on knowledge hiding?

Is there an effect of bureaucracy on knowledge hiding?

Is there an effect of authoritarian leadership in the presence of bureaucratic mediation on knowledge hiding?

research aims:

1. Through this research, we try to find out the effect of authoritarian leadership on knowledge hiding in the presence of administrative bureaucracy, by providing scientific results that enable these organizations to rely on.
2. Contribute to helping organizations that suffer from knowledge hiding to identify the extent of the impact of authoritarian leadership and administrative bureaucracy on knowledge hiding.

Study Sample:

In this survey, we had 299 respondents whose demographics were as follows:

Age		
	N	%
18-30	64	21.4%
31-40	130	43.5%
41-50	77	25.8%
51 and more	28	9.4%

Gender		
	N	%
male	162	54.2%
female	137	45.8%

Social status		
	N	%
Single	54	18.1%
Married	173	57.9%
Widower	46	15.4%
divorced	26	8.7%

Education			
		N	%
High School		13	4.3%
University		123	41.1%
Graduate		162	54.2%
Missing	System	1	0.3%

Experience		
	N	%
less than one year	59	19.7%
1 to 5 years	110	36.8%
6 years to 10 years	65	21.7%
More than 10 years	65	21.7%

research hypotheses:

- Ha1: There is a statistically significant relationship between authoritarian leadership and knowledge hiding, and the following two hypotheses arise from this hypothesis:
- Ha1: There is a statistically significant relationship between authoritarian leadership and knowledge hiding with mediating role of bureaucracy.
- Ha2: There is a statistically significant relationship between bureaucracy and knowledge hiding.

Research methods:

In this research, we have relied on the analytical descriptive approach, which is widely used in the social and human sciences, because it gives accurate and clear information that reflects the real reality of the study problem. Using a five-point Likert scale to answer them.

Research variables:

Through this study, we seek to identify the extent of the influence of authoritarian leadership on knowledge hiding in the presence of an intermediary role for bureaucracy, and therefore the study variables can be described as follows:

- 1- The independent variable: which is the authoritarian leadership
- 2- The dependent variable: is the knowledge hiding
- 3- The mediation variable: bureaucracy

RESEARCH DESIGN AND METHODOLOGY

The current research project aims to measure the effect of authoritarian leadership on knowledge hiding with the mediating role of bureaucracy. Through this chapter, we try to formulate the research design and

methodology that was used during the conduct of this study, in addition to the research methodology, data source, tools, study population, and sample size. Sampling techniques, data collection methods, data processing and analysis, data validity, reliability/tools, and ethical considerations are presented.

Research design and approach

In this study, a descriptive research design was adopted, and since the general objective of this research is to measure the effect of authoritarian leadership on knowledge hiding with the mediation of bureaucracy, we considered this method to be suitable for collecting valuable and extensive information.

Data source and tools

The primary data for this study were collected through questionnaires that were prepared electronically through the famous Google Forms program, where the questionnaire questions or phrases were formulated to measure all variables as follows:

- First, questions related to demographic data (age, gender, marital status, education level, experience)
- Second: the questions that measure of knowledge hiding, which are 4 questions
- Third: the 10 questions that measure bureaucracy.
- Fourth: the 15 questions that measure authoritarian leadership

Responses were assigned a five-choice Likert scale from 1 to 5, with 1 indicating "strongly disagree" and 5 indicating "strongly agree".

Data collection methods

To collect primary data from the respondents, the tool applied was a questionnaire prepared using Google Forms, the questionnaire was drafted in the form of a web link, and it was as five-point Likert scale.

The questionnaire used in this study consisted of 29 questions.

Data Processing and Analysis

The collected data were edited, organized, tabulated, processed, analyzed, and interpreted using the famous statistical SPSS and AMOS software. During the analysis of percentages and frequencies, tables were used. Descriptive data analysis was used to analyze the data using percentages and mean.

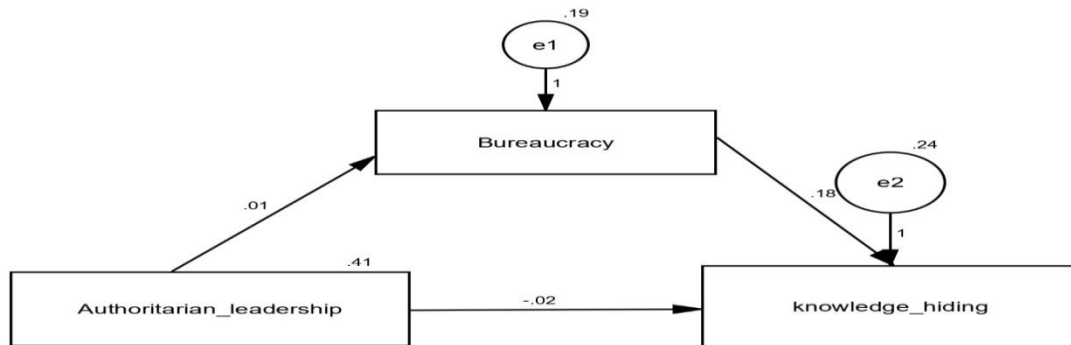
Research hypothesis testing:

To test the research hypotheses, we tested the correlations using SPSS and AMOS software, as this software are good results in this type of models.

This enables us to test the research hypotheses by deducing the correlations between the independent variable represented by the authoritarian leadership and the dependent variable (knowledge hiding) in addition to the mediating variable which is (bureaucracy). Below we review the results of the model test:

RESULTS AND DISCUSSIONS

Image of the model after conducting the test via the Amos program:



chi-square = .000
Df= 0
P =\p

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Bureaucracy	<---	Authoritarian_leadership	.015	.039	.384	.701	
knowledge_hiding	<---	Authoritarian_leadership	-.019	.044	-.434	.664	
knowledge_hiding	<---	Bureaucracy	.176	.066	2.680	.007	

- It is clear from the above table that the value of the R^2 value in the first level is equal to 0.015, which is considered a very low value, as it means that the correlation is very weak between the independent variable (authoritarian leadership) and the intermediate variable (bureaucracy). It is also clear from the above table that the value of the P between the independent variable (authoritarian leadership) and the intermediate variable (bureaucracy) is equal to 0.70, which

means that there is no statistically significant effect. We also note that the value of the C.R is less than 1.67, which means that the relationship is also weak.

- It is clear from the above table that the value of the R^2 value in the second line is -0.019, which is considered a very low value, as it means that the correlation is very weak between the independent variable (authoritarian leadership) and the dependent variable (hiding knowledge). It is also clear from the above table that the value of the P between the independent variable (authoritarian leadership) and the dependent variable (knowledge hiding) is equal to 0.66, which means that there is no statistically significant effect between the two variables. We also notice that the value of the C.R is negative, which means that the relationship is also weak.
- It is clear from the above table that the value of the R^2 value in the third line is equal to 0.176, which is considered an average value, as it means that the correlation is average between the intermediate variable (bureaucracy) and the dependent variable (hiding knowledge). It is also clear from the above table that the value of the P between the intermediate variable (bureaucracy) and the dependent variable (knowledge hiding) is equal to 0.007, which means a statistically significant effect between the two variables at the level of 1%. We also note that the C.R value is greater than 1.67 which means the strength of the relationship as well.

In addition, about results from AMOS:

- “The probability of getting a critical ratio as large as 0.384 in absolute value is .701. In other words, the regression weight for

Authoritarian leadership in the prediction of Bureaucracy is not significantly different from zero at the 0.05 level (two-tailed).”

- “The probability of getting a critical ratio as large as 0.434 in absolute value is .664. In other words, the regression weight for Authoritarian leadership in the prediction of knowledge hiding is not significantly different from zero at the 0.05 level (two-tailed).”
- “The probability of getting a critical ratio as large as 2.68 in absolute value is .007. In other words, the regression weight for Bureaucracy in the prediction of knowledge hiding is significantly different from zero at the 0.01 level (two-tailed).”
- **Here are the model fit tests:**
- CMIN;

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	6	.000	0		
Saturated model	6	.000	0		
Independence model	3	7.383	3	.061	2.461

In this table we see that the value of CMIN is equal to zero as it means that the model is fit.

- **Baseline Comparisons**

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	1.000		1.000		1.000
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

From the table above we can see that the value of Tucker Lewis is equal to one, which means that the model is also fit.

CONCLUSIONS AND RECOMMENDATION

conclusions

The following conclusions were drawn based on a review of the literature and other relevant data as well as data obtained from the respondents. All conclusions and recommendations were presented in accordance with the research objectives of this study.

- We concluded through this study that there is no statistically significant correlation between the independent variable (authoritarian leadership) and the mediating variable (bureaucracy).
- Through this study, we concluded that there is no statistically significant association between the independent variable (authoritarian leadership) and the dependent variable (knowledge hiding).
- Through this study, we concluded that there is a statistically significant correlation between the mediating variable (bureaucracy) and the dependent variable (knowledge hiding).

- **Recommendations**

We recommend that organizations avoid administrative bureaucratic practices, as they lead those organizations to knowledge hiding from their employees, which means that they are exposed to risks and negative effects resulting from that.

Reference

In this research, we have relied on the analytical descriptive approach, which is widely used in the social and human sciences, because it gives accurate and clear information that reflects the real reality of the study problem. Using a five-point Likert scale to answer them.

1. Bai, L. (2020). *A Review of Knowledge Hiding Behavior*.
2. Nguyen, T. M., Malik, A., & Budhwar, P. (2022). Knowledge hiding in organizational crisis: The moderating role of leadership. *Journal of Business Research*, 139, 161–172. <https://doi.org/10.1016/j.jbusres.2021.09.026>
3. Schmid, E. A., Pircher Verdorfer, A., & Peus, C. (2019). Shedding Light on Leaders' Self-Interest: Theory and Measurement of Exploitative Leadership. *Journal of Management*, 45(4), 1401–1433. <https://doi.org/10.1177/0149206317707810>
4. Demirkasimoglu, N. (2015). Knowledge Hiding in Academia: Is Personality a Key Factor? *International Journal of Higher Education*, 5(1). <https://doi.org/10.5430/ijhe.v5n1p128>
5. Schmid, E. A., Pircher Verdorfer, A., & Peus, C. (2019). Shedding Light on Leaders' Self-Interest: Theory and Measurement of Exploitative Leadership. *Journal of Management*, 45(4), 1401–1433. <https://doi.org/10.1177/0149206317707810>
6. Oubrich, M., Hakmaoui, A., Benhayoun, L., Solberg Söilen, K., & Abdulkader, B. (2021). Impacts of leadership style, organizational design and HRM practices on knowledge hiding: The indirect roles of organizational justice and competitive work environment. *Journal of Business Research*, 137, 488–499. <https://doi.org/10.1016/j.jbusres.2021.08.045>

7. Zia, N. U. (2020). Knowledge-oriented leadership, knowledge management behaviour and innovation performance in project-based SMEs. The moderating role of goal orientations. *Journal of Knowledge Management*, 24(8), 1819–1839. <https://doi.org/10.1108/JKM-02-2020-0127>
8. Alzghoul, A., Elrehail, H., Emeagwali, O. L., & AlShboul, M. K. (2018). Knowledge management, workplace climate, creativity and performance: The role of authentic leadership. *Journal of Workplace Learning*, 30(8), 592–612. <https://doi.org/10.1108/JWL-12-2017-0111>
9. Koay, K. Y., & Lim, P. K. (2022). Ethical leadership and knowledge hiding: testing the mediating and moderating mechanisms. *Journal of Knowledge Management*, 26(3), 574–591. <https://doi.org/10.1108/JKM-02-2021-0091>
10. Latif, K. F., Nazeer, A., Shahzad, F., Ullah, M., Imranullah, M., & Sahibzada, U. F. (2020). Impact of entrepreneurial leadership on project success: mediating role of knowledge management processes. *Leadership and Organization Development Journal*, 41(2), 237–256. <https://doi.org/10.1108/LODJ-07-2019-0323>
11. Le, P. B., & Lei, H. (2018). The mediating role of trust in stimulating the relationship between transformational leadership and knowledge sharing processes. *Journal of Knowledge Management*, 22(3), 521–537. <https://doi.org/10.1108/JKM-10-2016-0463>
12. Lee, J. Y., Jang, S. H., & Lee, S. Y. (2018). Paternalistic leadership and knowledge sharing with outsiders in emerging economies: Based on social exchange relations within the China context. *Personnel Review*, 47(5), 1099–1120. <https://doi.org/10.1108/PR-03-2017-0068>

13. Lin, C. P., Huang, H. T., & Huang, T. Y. (2020). The effects of responsible leadership and knowledge sharing on job performance among knowledge workers. *Personnel Review*, 49(9), 1879–1896. <https://doi.org/10.1108/PR-12-2018-0527>
14. Nguyen, T. M., Malik, A., & Budhwar, P. (2022). Knowledge hiding in organizational crisis: The moderating role of leadership. *Journal of Business Research*, 139, 161–172. <https://doi.org/10.1016/j.jbusres.2021.09.026>
15. Park, S., & Kim, E. J. (2018). Fostering organizational learning through leadership and knowledge sharing. *Journal of Knowledge Management*, 22(6), 1408–1423. <https://doi.org/10.1108/JKM-10-2017-0467>
16. Cheng, B.-S., Chou, L.-F., Wu, T.-Y., & Huang, M.-P. (2004). Paternalistic leadership and subordinate responses: Establishing a leadership model in Chinese organizations. In *Asian Journal of Social Psychology* (Vol. 7).
17. Naqshbandi, M. M., & Jasimuddin, S. M. (2018). Knowledge-oriented leadership and open innovation: Role of knowledge management capability in France-based multinationals. *International Business Review*, 27(3), 701–713. <https://doi.org/10.1016/j.ibusrev.2017.12.001>
18. Xia, Q., Yan, S., Zhang, Y., & Chen, B. (2019). The curvilinear relationship between knowledge leadership and knowledge hiding: The moderating role of psychological ownership. *Leadership and Organization Development Journal*, 40(6), 669–683. <https://doi.org/10.1108/LODJ-10-2018-0362>
19. Men, C., Fong, P. S. W., Huo, W., Zhong, J., Jia, R., & Luo, J. (2020). Ethical Leadership and Knowledge Hiding: A Moderated

- Mediation Model of Psychological Safety and Mastery Climate. *Journal of Business Ethics*, 166(3), 461–472. <https://doi.org/10.1007/s10551-018-4027-7>
20. He, P., Jiang, C., Xu, Z., & Shen, C. (2021). Knowledge Hiding: Current Research Status and Future Research Directions. In *Frontiers in Psychology* (Vol. 12). Frontiers Media S.A. <https://doi.org/10.3389/fpsyg.2021.748237>
21. Guo, L., Cheng, K., & Luo, J. (2021). The effect of exploitative leadership on knowledge hiding: a conservation of resources perspective. *Leadership and Organization Development Journal*, 42(1), 83–98. <https://doi.org/10.1108/LODJ-03-2020-0085>
22. Guo, L., Cheng, K., & Luo, J. (2021). The effect of exploitative leadership on knowledge hiding: a conservation of resources perspective. *Leadership and Organization Development Journal*, 42(1), 83–98. <https://doi.org/10.1108/LODJ-03-2020-0085>
23. Du, J., Li, N. N., & Luo, Y. J. (2020). Authoritarian Leadership in Organizational Change and Employees' Active Reactions: Have-to and Willing-to Perspectives. *Frontiers in Psychology*, 10. <https://doi.org/10.3389/fpsyg.2019.03076>
24. Demirkasimoglu, N. (2015). Knowledge Hiding in Academia: Is Personality a Key Factor? *International Journal of Higher Education*, 5(1). <https://doi.org/10.5430/ijhe.v5n1p128>
25. Purwanto, A., Mayesti Wijayanti, L., Chi Hyun, C., & Asbari, M. (2019). *THE EFFECT OF TRANSFORMATIONAL, TRANSACTIONAL, AUTHENTIC AND AUTHORITARIAN LEADERSHIP STYLE TOWARD LECTURE PERFORMANCE OF PRIVATE UNIVERSITY IN TANGERANG*. 1(1). <https://doi.org/10.31933/DIJDBM>

26. Aulia Rachman, A. (2014). The Impact of Authoritarian Leadership in Pesantren. In *Religió: Jurnal Studi Agama-agama* (Vol. 4, Issue 1).
27. Wang, Z., Liu, Y., & Liu, S. (2019). Authoritarian leadership and task performance: the effects of leader-member exchange and dependence on leader. *Frontiers of Business Research in China*, 13(1). <https://doi.org/10.1186/s11782-019-0066-x>
28. He, P., Jiang, C., Xu, Z., & Shen, C. (2021). Knowledge Hiding: Current Research Status and Future Research Directions. In *Frontiers in Psychology* (Vol. 12). Frontiers Media S.A. <https://doi.org/10.3389/fpsyg.2021.748237>
29. Xu, J., Li, Y.-Z., Zhu, D.-Q., & Li, J.-Z. (2022). “Lubricant” or “Stumbling Block”? The Paradoxical Association Between Team Authoritarian Leadership and Creative Deviance. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.835970>
30. Collis, J & Hussey, R. (2003), " Business Research , A Practical Guide Under Graduate Graduated
31. Sivan, Y. (2001), Nine Keys To Acknowledge Infrastructure: A proposed Analytic Framework For Organizational Knowledge Management Center For Information Policy Research , Harvard University:182.
32. Nonaka, I and Takeuchi, H. (1995): The Knowledge-Creating Company, Oxford University Press . New York:-3
33. Hackett, B. (2003) , Beyond Knowledge : New Ways to Work and Learn. The Conference-Boardif.
34. Al-Tikriti, Saad Ghaleb, 2004, Decision Support Systems, Amman: Dar Al-Manhaj for Publishing and Distribution
35. Kotter, J. (2012). Leading changing. Boston, MA: Harvard Business

Review Press.

36. Fullan, M. (2014). *Leading in a culture of change personal action guide and workbook*.
37. leadership should be researched in order to prepare for an uncertain global marketplace (Brennan, 2012; Caldwell et al., 2012; Carneiro, 2010; O'Loughlin, 2011).
38. Hayes, J. (2014). *The theory and practice of change management*. New York, NY: Palgrave Macmillan
39. Northouse, P. G. (2015). *Leadership: Theory and practice*. Thousand Oaks, CA: Sage.
40. Spiegler, I. (2000). Knowledge Management: A New idea or a Recycled concept?,
41. *Communication of Association for Information System*, Vol 3 No 14, pp. 1-24.
42. Thomas H. Davenport and Laurence Prusak, (2000). *How organization manage what*
43. *they know*, *Harvard business school press*, Boston, Massachusetts.

ملخص:

تعتبر القيادة الإدارية من المواضيع المهمة في علم الإدارة، ولها دور كبير في التأثير بشكل مباشر وغير مباشر على أداء المنظمات وموظفيها، كما أنها انعكاس مباشر لجودة أداء هذه المنظمات. ومن ناحية أخرى تعتبر المعرفة أيضاً أحد الركائز الأساسية في خطة نجاح الشركات والمؤسسات التنظيمية وهي حجر الزاوية في خلق الميزة التنافسية لتلك الشركات والمؤسسات المختلفة. وانطلاقاً من الأهمية الكبيرة للقيادة الإدارية وأهمية المعرفة أيضاً في نجاح المنظمات، نحاول في هذه الدراسة التعرف على الأسباب التي تدفع الموظفين إلى إخفاء المعرفة وننظر إلى دورة القيادة الاستبدادية في ذلك ونأخذ في الاعتبار أيضاً دور البيروقراطية الإدارية في إخفاء المعرفة لدى العاملين ومدى تأثير هذه المتغيرات في زيادة ممارسات إخفاء المعرفة في المنظمات المختلفة ومن خلال دراستنا لهذا العنوان ندرك أهمية القيادة الإدارية والدور الذي تلعبه في نجاح الأنشطة التي تقوم بها المنظمات، ومن أبرزها .

الكلمات المفتاحية: القيادة الاستبدادية؛ إخفاء المعرفة؛ البيروقراطية.