EXPLOITATIVE LEADERSHIP ON INNOVATIVE WORK BEHAVIOR; KNOWLEDGE HIDING AS THE MEDIATOR

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ABSTRACT

In this study, we investigated the influence of exploitative leadership on innovative work behavior with mediating role of knowledge-hiding behavior of employees who are working in international non-governmental organizations. Furthermore, the study used a survey questionnaire from 450 working in international non-governmental organizations which were further subjected to SPSS. Hence, the results of this research work show that exploitative leadership is positively associated with innovative work behavior with mediating role of knowledge-hiding behavior and contributes to study variables. Furthermore, the study was significantly a new attempt in Afghanistan context to fit in exploitative leadership with innovative work behavior and knowledge-hiding behavior of the employees as a result of which the study contributes in extending its contribution to a new research line insisting lessening the practice of exploitative leadership behavior in Afghanistan. Particularly, the study contributes to the practicing manager to understand how exploitative leadership behavior can shape the behavior of employees in creative innovative work behavior in organizations.

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INTRODUCTION

Organizational capability and improvements need leaders to suggest and make common the transfer of knowledge within the organization (Evans et al., 2015; Reige, 2005). More productive and better ways of delivering knowledge depends on personal and one`s own interest and acceptance to exchange knowledge with other colleagues (Gagne, 2019). Hence, researchers began studying and searching for the ways to foster

The delivering of knowledge from one employee to other employee is based on various insights and aspects for example the belief that one has on the other, the cooperation of coordinator and overall organization climate which is well suited for encouraging the sharing

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of knowledge (Nerstad et al., 2018); Wang and Noe, 2010; King and Marks, 2008; Abraams et al., 2013). Despite all the struggles of making knowledge delivering very common, improvements has become elusive as if coworker 'intentional attempts to "have or conceal knowledge which is demanded by the other coworker" (Connely et al., 2012p.65), is known as concealment of knowledge (Connely et al., 2012 P.65). Concealing knowledge would not particularly shows individual who contributes less to the understanding of company (Lin and Haung, 2010), while also indicates and determining fellows 'thriving (Jiang et al., 2019), creative work behavior (Cerne et al., 2014; 2017), association with each other (Connely and Zweig, 2015), and everyone innovative skills and accomplishments (Bogilovic et al., 2017; Evans et al., 2015).

Dark leadership in recent has remained an important concern for the study and it has turned much attention for the study (Eissa et al., 2021; Hoobler and Hu, 2020; Naseer et al., 2019; Schyns and schilling, 2019). In spite of the fact that dark leadership has some negative consequences. For examples, some of the negative consequences of dark leadership are abusive leadership, petty tyranny, supervisor undermining and negative leadership that are produced by the practice of dark leadership (Duffy et al., 2020; Einarsen et al ., 2017, Schyns and Hansbrough,2019; Tepper, 2020).

However, one of these forms of negative leadership is the form of leadership known as exploitative leadership which has been very less explored and has gained little attention (Schmid et al., 2018; Schmid et al., 2019). Leaders who are practicing exploitative leadership are taking the benefits of their followers by doing things selfishly, implementing controls, stressing their followers, pressurizing and overburdening the followers along with challenging them for their works and performances (Schmid et al., 2020).

Exploitative leadership is known to have one of the crucial characteristics of negative leadership and irritating leadership styles that is commonly known to be excessively self – interested and self-centered over the followers at their place of working or organization (Schmid et al., 2020). Leadership that has the mere focus on imposing the leader's self-interest through taking the advantage of utilizing and exploiting others is what is denoted by exploitative leadership (Schmid et al., 2020, p. 1426). Hence, some of the studies that have already focused on exploitative leadership has stated and indicated that exploitative leadership has different negative consequences for workers and followers that contains decreased job satisfaction, affective commitment, decreased creativity, weakens the innovative work behavior, knowledge hiding, affective commitment, workplace deviance,

employees burn out and perceived social imbalance (Pircher Verdorfer et al., 2021; Schmid et al., 2020; 2019). Hence, the researcher for the current study proposed the following objectives:

- To figure out the impact of exploitative leadership on innovative work behavior
- To examine mediating role of knowledge hiding behavior between exploitative leadership and innovative work behavior
- To find out the influence of exploitative leadership on knowledge hiding behavior

LITERATURE REVIEW

Exploitive Leadership and Innovative Work Behavior

Leadership as having many different styles can be practiced in organization to cause to make the working environment innovative, ease business processes, foster innovative behavior of employees, and make the climate for sharing knowledge rather than conceal knowledge (Connelly et al., 2012, p. 65). So one of the leadership styles which is practiced in organizations that cause harmful consequences is the negative style of leadership which more particularly is exploitative leadership styles in which the leaders is trying to use their own interest and enthusiasm by utilizing the subordinates for example, by adding and giving them lots of burden and stress, making their own reputation on the tasks done by the subordinates and keeping the subordinates always in challenge (Schmid et al., 2019).

Moreover, the researchers have studied this before and has proposed an insignificant study in discussing exploitative leadership with innovative work behavior. The research, therefore, stated that this negative style of the leadership is causing the negative consequences for the workers burn out and causing them leave the organization sooner (Syed et al., 2021), concealing the knowledge (Guo et al., 2020) and emotional suffering (Majeed et al., 2020).

In addition, one of the theories that contributes in explaining the influence of exploitative leadership on the followers state of working, state of mind and more importantly on their emotional and mental creativity is the Ego depletion theory (Baumeister et al., 1998) which discusses as the exploitative leadership is having the negative practice that has some adverse effects like having less innovative work behavior and not being socially responsible because at the most important lead, leaders who are practicing exploitation is the one who always puts their own goals and objectives more important and first than their followers and subordinates as they are relating all the positive impacts of tasks to their own performances (Jiang et al., 2019). Likely, these leaders also get the credits for themselves for the innovativeness of the employees and relate them to themselves which create the doubt for the organizations

whether the idea has been generated by the employee or the leader himself or herself. Hence, this causes the demotivation of the workers in the workplace through which the employees can be kept busy for making and brining more creativity to the team and organization (Amabile and Pratt, 2016).

Therefore, most of the workers in organizations are not coming to have their ideas shared regarding the innovativeness of changing the environment because they think of their ideas which will not be appreciated and admired by the leadership and this terror has caused them to conceal the knowledge they have (Ketler et al., 2003). Similarly, leaders practicing the exploitation experience high level of manipulation and use of the subordinates for getting the credit and admiration to themselves and do not value the admiration for the subordinates who added value and brought the innovative idea and showed the innovative attitude for performing the task (Wu et al., 2021). Moreover, other studies have been performed and mentioned that the subordinates who are experiencing and got exploited by their leaders are experiencing emotional and mental burn outs such as emotional tiredness, stress and worry (Lee et al., 2018).

This emotional distortion and emotional situation of the followers make them keep themselves isolated from the job and reduce the expression of their innovative work behavior in organizations. (Bennett et al., 2004). Also, the leaders who are practicing the exploitation in their leadership practices in organizations lessens the career development opportunities for the followers through keep the team leader away and not connected who can cause the development of the team or causing the advancement of the team members Rockström, J. (2019). Hence, workers in organizations are reducing their trust on both the organization and the leaders along with the team leaders for having less of the career development opportunities and promotions they can seek during their career in organizations with having quite less interest and enthusiasm with the job. The workers are not being persuaded accordingly to behave and show their innovative attitude during their ways of working in organization (Du et al., 2018). Therefore, we hypothesize that:

H1: *Exploitative leadership significantly influences innovative work behavior.*

Exploitative leadership and knowledge hiding behavior

Leadership practiced in the form of exploitation is one of the most particular forms of the leadership in which the leaders is whole focusing on himself and uses the energy, talent, intelligence, interest of others for getting their own credit and bear self-costs on others as well (Schmid et al., 2018). Being the pioneer regarding this concept, Schmid et al. (2019) it has

been elaborated and further studied where the results are indicating that exploitative leadership has some sub dimensions or the determinants such as behavior based on egoism, credit taking, putting stress, manipulation and blocking the career development and professional development of the followers.

In very particular, it can be mentioned that originally behavior based on self-ego is indicating the use of authority or power in order to obtain the personal gains and benefits from the other people and prioritize one's own self goals to be achieved. In addition, the credit that leaders with the practice of exploitation are actually the credits which are based on injustice and cannot justify and explain the follower hard work or any other tasks fulfilled successfully, and workers take the advantage from them by themselves. Meanwhile, the other element which can be used is the increase of the pressure and forcing on the employees with the increased stress and pressure at the workplace for getting things accomplished. Having less opportunity for career development from the employees refer to the state in which leaders are trying to provide workers with very busy schedule and keep them engaged with many tasks for not accessing the opportunities for the self-development for career improvements for which the leaders are trying to make the workers play with each other and take each other benefits Geofroy, Z., & Evans, M. M (2017).

Knowledge hiding as an important variable of the study is defined as the process and the planned effort and struggle that any employee is making in order to conceal their own insights and understanding from other people who have been requesting for sharing the knowledge among them (Connelly et al., 2012, p. 65). This terminology of knowledge hiding is very commonly used and practiced in the workplace which not has the harmful effect on the person himself while it can have different adverse effect on the organization. For example, it can affect the interpersonal skills and relationship among the employees. (Connelly and Zweig, 2015), harmful flourishing (Jiang et al., 2019) and lessening creativity (Cerne et al., 2017).

Considering these recommendations, it is proposed that leadership practiced in organizations can offer its greatest contribution in leading and controlling the labor and workers, its attitude and their reaction and interest towards their jobs and tasks they perform in their workplace (Lee et al., 2018); hence, keep trying in investigating the predictor of concealing knowledge (Knowledge hiding) in relation to the leadership which has a particular form as the exploitative leadership. Meanwhile, in association to one of the important theories known as the COR which further enhances and states that individuals will try to hide and maintain their

resources in the workplace where they are feeling to have the threatening, unsafe, and fear of losing the resources in actuality (Hobfoll, 1989; Hobfollet al., 2018) in which these available resources are indicated and refereeing to objects which denote the personal features, situations, and energies which are estimated at their own rights and values with their own actual worth, or they are valued in relation to the situations of achievements or hiding the valued resources (Hobfoll, 2001, p. 339). Hence, it is hypothesized that:

H2: *Exploitative leadership positively influences knowledge hiding behavior.*

Mediating role of knowledge hiding behavior between exploitative leadership and innovative work behavior

Knowledge hiding behaviors refer to the individual interest and intentions to make the efforts intentionally to conceal or not share the knowledge the other colleagues have asked for (Connelly et al., 2012). Furthermore, there are different dimensions of knowledge hiding behavior which provide the further insights about how and why knowledge is concealed in firms: Playing dumb, evasive hiding and rationalized hiding (Connelly et al., 2012).

Playing dumb describes the situations in which the worker states that he or she does not have is not aware of the requested details, insight and information. Also, the evasive hiding happens when one employee struggles to provide the wrong information or supports with unneeded and false assurance of other colleagues or individuals when in actuality he or she does not intend to provide the requested support accordingly. Finally, the rationalized hiding behavior refers to the state in which the individual cannot offer or disclose the requested information because of the confidential nature of the information or because the coordinator has nor let the subordinator to disclose the information. However, in practice it will be one of the strategies taking place for concealing knowledge. Hence, based on the previous researches we are concluding to have these all strategies in practice and know them as the knowledge hiding behavior (Cerne et al., 2017; Cerne et al., 2014).

Keltner et al. (2003) mentioned that because of the power gap which exist between the coordinators and followers in workplace at organizations, followers are more alert for punishment and reinforcements and are interested about the appraising the mistreatment from coordinators as a stressor. Therefore, previous studies have already added and put exploitative leadership as one of the key interpersonal stressors at work (Schmid et al., 2019; Schmid et al., 2018). Furthermore, it is believed that exploitative leaders are those who are practicing their leadership style with intention of using others for themselves and take the credits of others tasks for themselves and assume if they have done all them by himself or

herself (Schmid et al., 2018); Therefore, subordinators who observes such behavior from their leaders may consider such action harmful and consider it as one of the threats for themselves for being used for one's own interest and benefit while the followers don't think if they can be appraised fairly and take credit for what they do in the workplace because which subordinators will be obliged to continue with concealing knowledge from their counterpart and proceed with knowledge hiding behavior.

The studies discuss that exploitative leaders are primarily challenging the career growth of their subordinators by submitting them boring tasks and tasks which are not demanded and unwanted by them which may let the subordinators assess such behavior of the leader as direct attack towards them and threat to their identity which fosters the opportunity for the followers to continue with knowledge hiding behavior and use it as the self-defensive strategy that might finally weakens their performance outcomes for the tasks, and harm their intentions for staying in the organization. Maintaining the contribution to the previous studies and researches, it has been proposed that knowledge hiding behaviors reduce ones thriving, task performances and innovative attitudes (Bogilovic et al., 2017; Sˇ kerlavaj et al., 2018; Xiao and Cooke, 2019). Consistent with Bogilovic et al. (2017), it is believed that any worker in organization who intently lessen the exchange of information by just showing as if they do not know what the other person is asking and requesting for (playing dumb) will have direct influence on lessening the other person insights, flow of information, and weaken their capacity to come up with new ideas for solving the problems which ensure the reduction in the innovative work behavior of the employee. Hence, it is hypothesized that:

H3: *Knowledge hiding behavior positively mediates the relationship between exploitative leadership and innovative work behavior.*

Underpinning Theory

Furthermore, the study used the cognitive theory of stress appraisal and coping (Lazarus, 1991) to support our hypotheses. Based on the theory of cognitive theory of stress and appraisal (Lazarus, 1991), individual first appraises the stressors and then cognitively improves its coping strategies and responses to deal with stressful situations and event at workplace. In addition, this stress appraisal and coping varies from individual to individual due to their own characters. Hence, in relation to this theory, we ponder that exploitative leadership being stressful for the employees is appraised as a stressor, individual evaluates it and contribute it in knowledge hiding behavior which further impacts the other outcomes

such as innovative work behavior and creativity; this influences of exploitative leadership and knowledge hiding will be more pronounced for individuals with low negative affectivity.

METHODOLOGY

This particular study adopted quantitative research design with deductive approach that examined the effect of exploitative leadership on innovative work behavior in presence of the knowledge hiding behavior as the mediator, Moreover, the study also considered examining the influence of exploitive leadership on knowledge hiding behavior. the study indicated its comprehensive theoretical description and data collection through the use of adapted questionnaires that was obtained from 450 various respondents working in INGO sectors in Kabul, Afghanistan.

Sampling procedure is one of the most essential segments of research methodology De Bonet, 1997). Through sampling procedure for a study, the researcher choses, the total (population) and the sample size of the study (Bodnar, Namiesnik, & Konieczka, 2013). For the current study, the researcher discusses the target population and sample size of the study chosen with the reference of Uma Sekeran. Particularly, for the current study, the targeted population of the study will be INGOs that are working in Kabul, Afghanistan. For example, respondents will come from International Committee of the Red Cross (ICRC), Sweddish Committee for Afganistan (SCA), Save the Children, Movement for Protection organization and Core Skill Focus organization.

Also, the collected data were first moved to the Microsoft excel program for data coding, tabulations. Furthermore, the same data were moved to the statistical package for social sciences (SPSS) version 25.0. This process facilitated the researcher to understand which tests are essential to be utilized. Mainly, for the current study the researcher tested for frequencies. Percent, means and standard deviation for the demographic part of the study. Moreover, the researcher tested inferential statistics for instance person's correlations and simple linear regression. This study also tested the correlations between all variables. Finally, the study tested the mediation analysis to explore the proper results and roles between the variables.

RESULTS

Table 1: Demographics of the Respondents

Gender Characteristics of the respondents			
	Frequency	*Percent*	*Valid Percent*
Male	313	69.6	69.6
Females	137	30.4	30.4
Age			
25 - 30	146	32.4	32.4
31 - 35	185	41.1	41.1
36 - 40	73	16.2	16.2
41 - Above	46	10.2	10.2
Educational Level of the respondents			
Bachelor	1258	28.4	28.4
MBA	164	36.4	36.4
MS	97	21.6	21.6
PhD Research Scholar	41	9.1	9.1
PhD	20	4.4	4.4
Experience Level of the respondents			
0 - 5	105	23.3	23.3
6- 10y	108	24	24
11 - 15y	151	33.6	33.6
16 - Above	86	19.1	19.1
Departments of the respondents			
HR Department	73	16.2	16.2
Finance Department	119	26.4	26.4
IT Department	158	35.1	35.1
Production Department	100	22.2	22.2
Total	**450**		

Table 1 shows that, among total of 450 respondents 313 respondents were males making the percentage of 69.6% and 137 respondents were females who are making the percentage of 30.4%. Also, the respondents varied in ages and among these 450 respondents 146 making 32.4% aged from 25 to 30, 185 making percentage of 41.1% aged 31 to 35 years, 73 respondents making 16.2% aged 36 to 40 and 46 making percentage of 10.2 aged 41 and above. In addition, education level of the respondents also varied as 125 respondents making the percentage of 28.4% were bachelors, 164 respondents making the percentage of 36.4% are MBA, 97 respondents making the percentage of 21.6% are MS holders, 41 respondents making the percentage of 9.1% are PhD Scholars, and 20 respondents making the percentage of 4.4% are PhD Doctors. Respondents also varied in experiences as 105 making the percentage 23.3% had experience from 0 to 5years, 108 respondents making the percentage of 24% had experience from 6 to 10 years, 151 respondents making the percentage of 33.6% had experience from 11 to 15 years and 86 respondents making the percentage of 19.1% had

experience from 16 years or above. Consequently, the respondents were from different departments such as 73 respondents making the percentage of 16.2% were from Human Resources Department, 119 respondents making the percentage of 26.4% were Finance Department, 158 respondents making the percentage of 35.1% were from information Technology department, and 100 respondents making the percentage of 22.2% were from production department.

Table 2: Correlations

Exploitative Leadership	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	450		
Knowledge Hiding Behavior	Pearson Correlation	.275**	1	
	Sig. (2-tailed)	.000		
	N	450	450	
Innovative Work Behavior	Pearson Correlation	.428**	.525**	1
	Sig. (2-tailed)	.000	.000	
	N	450	450	450

**. Correlation is significant at the 0.01 level (2-tailed).

In table 2 correlation analysis is explained, the table here tells that the correlation value for Exploitive leadership is .274, knowledge hiding behavior is .428 and the correlation for innovative work behavior is .525. the p value is as.000 which shows the significance of the model and indicates there is positive relationship between the independent variables (Exploitative leadership and Knowledge hiding behavior) and dependent variable (Innovative Work Behavior).

Regression Analysis

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.602[a]	.362	.360	.40713

a. Predictors: (Constant), Knowledge Hiding behavior, Exploitative Leadership

The model summary table of the regression analysis is reporting the R^2 that states about the degree of the variable caused by independent variable to the dependable variable. Hence, the above table shows the R^2 value as .362 which indicated that 36% of the change in innovative work behavior is caused by the independent variables (Knowledge hiding behavior and exploitative leadership).

Table 4: Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.131	2	21.065	127.085	.000[b]
	Residual	74.094	447	.166		
	Total	116.225	449			

a. Dependent Variable: Innovative Work Behavior
b. Predictors: (Constant), Knowledge Hiding Behavior, Exploitative Leadership

Table 4 of the analysis part is indicating the Anova table which has its reported results. Hence, the table above contains some of the table such as Sum of Squares known as (SS), MS, and F. however, the value which is important here to be reported for the interpretation is the value if Sig. Here, the aim of Anova is to investigate the effect of exploitative leadership and Knowledge hiding behavior and innovative work behavior in international non-governmental organizations. 450 respondents responded about how Exploitative leadership and Knowledge hiding Behavior can influence Innovative work behavior. Table 4 , therefore, states that the F-ratio is 127.085. The Anova test also mentions that the average degree of variation among groups is higher than the average degree within the groups while the sig result is equal to .000.

Table 5: Coefficients

| Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.750	.320		-2.345	.019
	Exploitative Leadership	.338	.043	.307	7.813	.000
	Knowledge Hiding Behavior	.808	.072	.440	11.215	.000

a. Dependent Variable: Innovative Work Behavior

In table 5 it is indicated that the Beta value for exploitative leadership is .307 which states that 1% change of the exploitative leadership will have significant change is 37% on innovative work behavior. Also, the Beta value for knowledge hiding behavior is .440 which indicates that 1% change in the knowledge hiding behavior will cause 44% change in innovative work behavior of the employees working in the selected international non-governmental organizations.

Table 6: Mediation Analysis

Model Summary	R	R-sq	F	P	df1	df2
	.2748	.0755	36.60	0,000	1.0	448.0
Knowledge Hiding Behavior						
Variables	*B*	*SE*	*T*	*P*	*LLCI*	*ULCI*
Constant	3.80	.1085	34.10	0,000	3.583	4.010
Exploitative Leadership	.164	.027	6.050	0,000	.111	.218
Innovative Work Behavior						
Variables	B	SE	T	P	LLCI	ULCI
Constant	-.750	.320	-2.345	.010	-1.378	-.121
Knowledge Hiding Behavior	.808	.072	11.21	0,000	.666	.950
Exploitative Leadership (Direct Effect)	.338	.043	7.813	0,000	.253	.423
Exploitative Leadership (Total Effect)	.471	.047	10.021	0,000	.378	.563
			Effect	SE	LLCI	ULCI
Mediator Effect			.133	.026	0,.084	.187

Table 6 here indicates the regression analysis which reports the results for the mediating role of knowledge hiding behavior between exploitative leadership and innovative work behavior of the employees working in International Non-governmental organizations. Hence, the analysis here used the Bootstrap method as it gives more reliable results than the method used by Baron and Kenny (1986) and the Sobel test (Gürbüz, 2019; Hayes, 2018). Furthermore, Model 4 was chosen, and 5000 resampling option was chosen being helped by the method of Bootstrapping. Meanwhile, to know the effect of mediating analysis which was executed with Bootstrap. CI (level of confidence) values at 95% which explains that the level of confidence and its interval must not be Zero (0) to support our study hypothesis. The table 6 reports that there is significant relationship between exploitative leadership and innovative work behavior as its value is (b=0.333; p=0.000). Hence, we propose that H1 of the proposed study was accepted. In H2, there is mentioned that there is significant relationship between exploitative leadership and knowledge hiding behavior. Consequently, when H2 was examined, exploitative leadership influences 16% knowledge hiding behavior so we state the H2 was significant and accepted.

Meanwhile, in H3, there is significant relationship between knowledge hiding behavior and innovative work behavior so the results indicate that Knowledge hiding behavior has an influence of 80% on innovative work behavior. Therefore, it results as our H3 of the research is accepted. Finally, the significant relationships between our independent variables have led us examine the mediating role of knowledge hiding behavior between exploitative leadership and innovative work behavior. The analysis indicates that mediating effect of knowledge hiding as (b=.133, 95% BCA CI (.026, .084). therefore, we conclude that H4 of the research is accepted supporting that knowledge hiding behavior mediates the relationship between exploitative leadership and innovative work behavior.

R^2= .0755
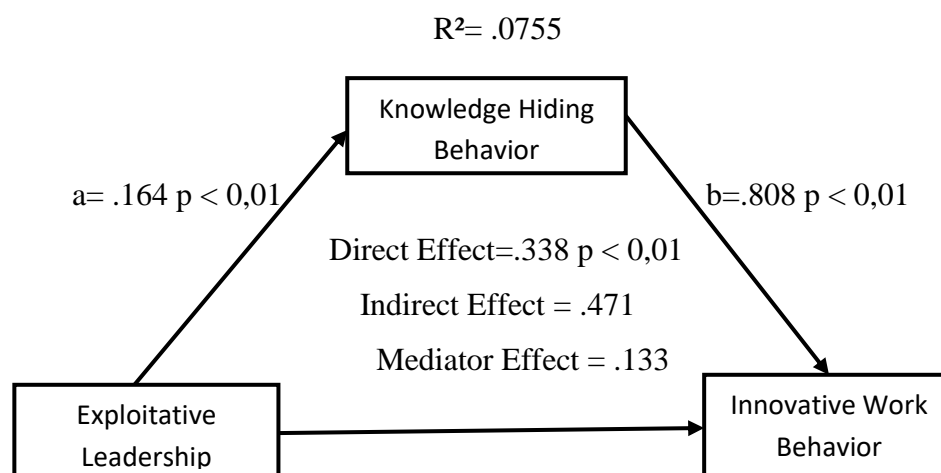
CONCLUSION

This particular study was performed at examining the influence of exploitative leadership on innovative work behavior with the mediating role of knowledge hiding behavior so to achieve the aim of the study, we analyzed the data which was collected form the sample of 450 employees currently working in international non-governmental organizations in kabul by using SPSS 25.0. As a result, both the statistical analysis and the previous literature have suggested the significant relationship between exploitative leadership and innovative work behavior. Furthermore, our results have also recommended the positive relationship between exploitative leadership and innovative work behavior along with the mediating role of knowledge hiding behavior between exploitative leadership and innovative work behavior. Hence, international non-governmental organizations should be aware of lessening the practice of exploitative leadership to improve the innovative work behavior and lessen knowledge hiding behavior of the employees which will foster the productivity of organizations.

Implication

Our research work here discussed and makes different contribution such as theoretical contribution, managerial contribution and practical contribution. The model of our study here discussed how employees use their innovative work behavior in their workplace in relation to the practice of Exploitative leadership which is mediated by knowledge hiding behavior that results from the practice of exploitative leadership. In addition, the findings and model of the study are discussed and aligned with the theory of stress Appraising & Coping (Lazarus, 1991). Some other studies taken by (Guo et al, 2020) and (Majeed et al, 2020) have also discussed this through the lens of Stress Appraising and Coping theory. Therefore, the studies have contributed about employee's innovative work behavior in response to the practice and use of exploitative leadership in their workplace.

The study specifically also contributed to the management of the international non-governmental organization to avoid and lessen the practice of exploitative leadership in their workplace as this has an ultimate influence on knowledge hiding behavior and knowledge hiding behavior of the employees who are working in International Non-governmental organizations.

Limitations and Future Directions

Every of the research has some limitations so our study has also had some of the limitations as the time which was more spend on the collection of the data from the selected sample size

as the context was changing and the working modalities have changed for lots of organizations due to various reasons and internal management. However, the study will recommend some of the predictors such as ethical leadership to be investigated by the future researchers in association with innovative work behavior and creativity. The future researchers can also use some of the moderators such as organizational politics between exploitative leadership and knowledge hiding behavior. At last, future researcher can also change the sector from international non-governmental organizations to either telecommunication or private education sectors operating in Kabul, Afghanistan.

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