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Impact of Knowledge Hiding on Project Success: The Moderating Role of Task Interdependence

Abstract

For maintaining a competitive mindset in a company there are different kinds of tactics used for knowledge sharing in an organization but there is a new concept known as knowledge hiding and we would be discussing how knowledge hiding could be beneficial for an organization. For better understanding and results this study is also supported by questionnaire data. The sample size comprised 123 respondents. The results indicate that knowledge hiding is negatively linked with project success and results further confirm the moderating role of task interdependence between knowledge hiding and project success.

Key Words: Knowledge hiding, Project Success, Task Interdependence

Introduction

The idea of knowledge hiding is quite old in the knowledge management (KM) field. As increasingly gaining popularity this topic i.e., knowledge hiding, among the researchers (Connelly and Zweig 2015), “an intentional attempt by an individual to withhold or conceal knowledge that has been requested by another person”

A project is defined as, “A project is a unique, transient endeavour, undertaken to achieve planned objectives, which could be defined in terms of outputs, outcomes or benefits. A project is usually deemed to be a success if it achieves the objectives according to its acceptance criteria, within an agreed timescale and budget.

Task interdependence is explained by another group member (Thompson, 1967).

process of acquiring, maintaining, and becoming the most important factor in increasing

and maintaining a company's competitive advantage. Sharing knowledge in an organization depends on the type of knowledge that needs to be shared, i.e., silent or explicit. Researchers who share knowledge have different views about the intentions of tacit or intention to share knowledge because people can adjust their intentions in order to share knowledge in silent and explicit knowledge sharing activities to meet different resource needs. A new concept in the management of organizational knowledge is Knowledge hiding. Although the nature of the relationship between members of projects different Knowledge characteristics can affect knowledge hiding. Building on the behaviours of team members in a project, sharing knowledge has several advantages, e.g., B. Good performance review stand awards for sharing knowledge with team members and supporting the company, organizing and developing core networks in companies that do so are part of the

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ability of structural knowledge.

Hiding information does not allow colleagues to generate creative ideas, but there may be some opposite consequences for creativity to crawl knowledge. Draw social sharing in theory, there is a supposition that employees who hide knowledge cause mutual distrust. A cycle where coworkers are reluctant to share knowledge with them. We also offer that this effect depends on creativity itself increases in a climate of performance and increases in an expert climate.

In most organizations, knowledge is set to be one of the most powerful and meaningful competitive advantages. Knowledge management is an important factor for company success as well as for products and services. The social capital created in virtual groups takes up a significant proportion when people share information they focus on the corporation and mutual trust. They tend to share reliable information. In community associations, it is very important when exchanging knowledge to build good relationships between partners in various projects. The exchange of knowledge is very important for organizational training and increasing the huge profits of the associations. Large multinational organizations with high topographic distribution are very independent of the exchange of useful knowledge between employees, teams and departments. Project implementation is closely related to knowledge exchange and for each project, they must also recognize the importance of the project manager for project success. In addition, the power needed for project resources must be delegated to the project manager.

When needed, documentation is always useful for management to review their strategies and guidelines for project success.

Obvious in many cases, employees are not prepared to convey knowledge, even when organizations allow practices that intend to facilitate transfers.

Problem Statement

In the past decades, there has been done no study on the impact of knowledge hiding. The major problem that is faced by the employees due to knowledge hiding in teamwork is that they can't give their desired outputs, and knowledge hiding creates barriers to employee's performance. Knowledge management is an important factor for the project's success because it helps the employees to be more creative. However, a number of viewpoints connected to knowledge management are still not investigated. On one side the examination of success in teamwork is a hazy area, likewise, a moderating role of task interdependence is totally immaculate.

Significance

Project's success by providing more theoretical and practical content to projects and additionally will provide more significant evidence that how project's success and failure are directly related to knowledge hiding or sharing. The study also opens up new facets of knowledge management to be studied more in-depth in the coming time. It will be advantageous for project-based organizations in Pakistan to anticipate the importance of managing knowledge in the projects efficiently and successfully. Every project's main priority is to achieve high performance and this study will give certain insight and administration with regard to enhanced project performance through efficient knowledge management at all levels of the project.

In a project, every sub-jobs and tasks are highly dependent on one another and this aspect needs to be considered while seeing social exchange relationship amongst the employees. This study will expedite the realization of the importance of keeping knowledge intact and how the social calibration is important for a project's performance in regard to task interdependence. This is the era of creativity, advancement in technology, and aggressive competition so this study will profoundly provide important findings to avoid knowledge hiding especially in project-based organizations by knowing its

drawbacks in tasks of every level in the organization. Such effective knowledge management will definitely compound the creativity, uniqueness of the project which consequently will result in project performance and success. This study also sheds light on the aspect that knowledge is very important for project success. Performance of the project is certainly measured by the management of knowledge and task interdependence in the project throughout the project life span. This zone is not being explored yet in Pakistan so this study will surely compound in this area and can open up new doors of arguments about project performance and own competitive advantage. In addition, this research will encourage other researchers to put their attention towards this area of study to explore such intangible assets which create new opportunities for projects and achieve competitive advantage.

Supporting Theory

The theory that can best explain and support our research variables is "Social exchange theory" this theory contains most of the related variables of this study area under its wings in an appropriate manner as it depicts emotional exchanges, behaviour, non-material and material goods and things and how they have an impact on each other.

Social Exchange Theory

QBC 1937 and QDA 1976 are one in the same except QDA 1976 has a few new additions but does not conflict with the previous code of QBC 1937.

Research

Organizations do not "own" "intellectual assets" the force conveys of the organization. the focus of the study is on relationship success may be moderate the said relationship between hiding knowledge and the success of the project.

Research Questions

Q 1: Relationship between "knowledge hiding

", "project success"?

Q 2: Interdependence as a moderator for "knowledge hiding", "project success"?

Objectives

- To determine the "knowledge hiding", "project success".
- To identify if "knowledge hiding", "project success".

LITERATURE REVIEW

Knowledge Hiding

Firstly, behaviour such as knowledge hiding could be explained via the lens of psychological knowledge ownership. It refers to the cognitive-affective state, which refers to when individuals feel that particular thing. This might be felt for tangible intangible stuff including information, knowledge. Basically, this is regarded in terms of as it may engage employees for owning organization (Avey *et al.*, 2009) and may help them understand the subordinate and may involve in fair behaviour like knowledge sharing (Han *et al.*, 2010) nevertheless can work vice versa.

Some employees might hide knowledge in order to protect their and their organization's interests or might hide the knowledge to retaliate against other employees. Managers can really change this attitude of the employees by attempts to increase the trustworthiness of their colleagues, by reminding them about their similarly shared identity or even by high pointing when trustworthiness is signified (the reward given to someone which he was promised previously). It might also be enforced as making sure not to give incentives to employees who batter their coworkers (e.g.: to discourage the salesperson from approaching other coworkers `customers).

Furthermore, managers can ensure less practice of knowledge hiding by giving support for sharing the knowledge and by providing more opportunities for social interactions (Connelly & Kelloway, 2003).

Social exchange theory may also explain various human psychological behaviour

including knowledge sharing (Liu et al., 2012; Lin and Lo, 2015; Serenko and Bontis, 2016). This says that subordinates be prone to share knowledge with their coworkers with the intention to get something valuable in response. Theoretically grounded debates reciprocity has much importance in attitude. Whereas they not only can reciprocate positively but negatively too.

Project Success

Before going towards the relation between knowledge hiding and project success. First, we need to shed light on the project itself. "A project is a time and cost-constrained operation to realize a set of defined deliverables up to quality standards and requirements".

There are certain factors that play a role in a project's success, three top critical factors include being able to communicate at multiple levels, coordinate with all in an organization and effective leadership (Saad et al., 2015). He further said "coordination is a logistics trait which can be trained and acquired completely through experience. Every great project success is the product of worthwhile talent, but it takes a team with many different talents to bring those efforts to fruition. That is why getting the right people doing the right job is essential to a project's success" (Saad et al., 2015).

Knowledge Hiding and Project Success

Opposite of knowledge hiding is knowledge sharing and this mechanism can be defined as "an informal mechanism for sharing, integrating, interpreting and applying to know what, know-how and know-why embedded in individuals will support in the performance of project tasks". For actual accurate execution project sharing, contractor and team on the same project are necessary (Hong, Doll, Revilla & Nahm 2011). Team members who are in the project stay connected with each other before the project completes and social structure is in use for knowledge sharing then stops (Wickramasingh & Widiyaratne, 2012). The success of a project is in regard to budget, schedule and shareholder

demands can be fulfilled by sharing of knowledge among team members and their collaboration (Suppiah & Sandhu, 2010). Knowledge sharing is now considered the main factor in project success. Every project has some source of knowledge like team members or project achievements (Park, Lee 2013).

Performance in a project is quite related to the shared information. A high interdependency is really important when tacit information should be shared as collaboration in the project (Niedergassel, Leker, 2011). When there are strong social networks in the organization it ultimately leads to more results in organizational performance or project success ([Swift & Hwang 2013](#)).

Task

Its level is related to others' efforts. Member group shall interact more to accomplish the task when the interdependence is high (Tesluk, Mathieu, Zaccaro, & Marks, 1997). Group members are considered task interdependent when they exchange knowledge, resources in order to get their desired outcome. (Pinjani, P., Palvia, P.; 2013).

Task Interdependence and Project Success

The importance of task interdependence in impacting team performance and task success arises from the magnitude to modulate the single perception of following members of group behaviour ([Bachrach, Powell, 2006](#)). Members who are task interdependent are reliant on one another to perform the task/ project successfully (Kiggundu, 1983; Wageman, 1995).

The task interdependence results from group member communication, affective group member interaction ([Guzzo & Shea, 1992](#)). Greater task interdependence requires greater interaction between group members to carry out the task successfully ([Pearce & Gregersen, 1991](#)). Therefore, in the case of knowledge hiding greater task interdependence, more chances would be project success. It shows task interdependence is negatively related to project

success in the case of knowledge hiding.

H₂ Task interdependence is negatively associated to project success.

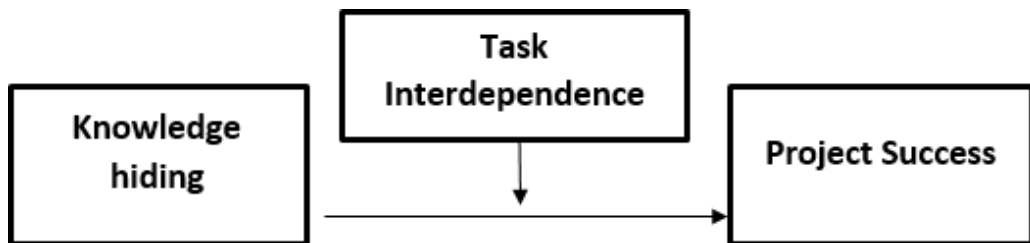
Task Interdependence as a Moderator

This can be explained as the higher the task interdependence more the team goal commitment (knowledge sharing, among members) is linked to team performance and vice versa (Caroline Aube.,2005). Individuals who cooperate with each other are more likely to do

the project better (Ng, K.Y., Van Dyne, L.:2005). Thus, more coordination, sharing of knowledge better the bonding between members and better the output by them for the successful project accomplishment.

Therefore, the higher the task interdependence more the information to be shared for better performance (project success) (Sharma, R., Yetton, P.:2003).

H₃ knowledge



METHODOLOGY

Intro

This technique is to describe findings of knowledge hiding. This methodology chapter deals with the design of research and strategy.

Design

This is a structure of research action research design, that incorporates time horizon, unit of analysis and type of study setting. Which are discussed below.

Study Setting

Questionnaires were used for data collection. Questionnaires were adapted from previous literature. 150 questionnaires were distributed but only 123 were properly filled. The response rate was 82%. Data was collected by Google forms.

Time Horizon

The time period spent on data collection was one month.

Unit

This can be project organization, group, an individual or culture which is of the different based organization like telecom industry (Ufone, jazz) private organizations, health organizations, NGOs of Balochistan Quetta. That is a developing place in Pakistan.

Sample

Population

The population includes public and private sector organizations of the developing city of Quetta Baluchistan.

Sample

This is a composition of the population that represents the whole population. Data is collected through survey questionnaires. 150 Questionnaires were distributed through the convenience sampling technique.

Characteristics of Sample

The following table indicates the characteristics of the sample respondents from whom the data was received

Frequencies

Table 1. Statistics

| Respondents Gender Percentage | Respondents age percentage | RespondentsQualification Percentage | RespondentsExperience Percentage |
|-------------------------------|----------------------------|-------------------------------------|----------------------------------|
| N Valid | 123 | 123 | 123 |
| Missing | 0 | 0 | 0 |

Frequency Table

Male or Female

Table 2

| Fq | % | Valid % | total | Fq |
|-----------|-----|---------|-------|-------|
| Valid men | 52 | 42 | 42.3 | 42.3 |
| women | 71 | 57.7 | 57.7 | 100.0 |
| all | 123 | 100.0 | 100.0 | |

Table 2 Shows the gender configuration of males 57%. in the sample which is 42% whereas the female is

Age

Table 3. Percentage

| | Fq | % | correct | Total |
|---------------|-----|-------|---------|-------|
| Correct 18-25 | 81 | 65 | 65.9 | 65.9 |
| 26-33 | 36 | 29.3 | 29.3 | 95.1 |
| 34-41 | 5 | 4.1 | 4.1 | 99.2 |
| 50 and above | 1 | .8 | .8 | 100 |
| total | 123 | 100.0 | 100.0 | |

Table 3 Shows the age-wise configuration in which 65.9% of respondents had age group of 18-25, 29.3% were of 26-33 years of age, 4.1% in the age group of 34-41 years in the age of 42-49 years is 0%.

Qualification

The next demographic aspect was the configuration of the sample pertaining to respondent's qualification.

Table 4. Respondents' Qualification Percentage

| | Frequency | Percentage | Valid Percentage | Cumulative Percentage |
|--------------|-----------|------------|------------------|-----------------------|
| Valid Matric | 5 | 4.1 | 4.1 | 4.1 |
| Intermediate | 20 | 16.3 | 16.3 | 20.3 |
| Bachelor | 60 | 48.8 | 48.8 | 69.1 |
| MS/MPhil | 28 | 22.8 | 22.8 | 91.9 |
| PhD | 10 | 8.1 | 8.1 | 100.0 |
| Total | 123 | 100.0 | 100.0 | |

Table 4 describes that 4.1% of respondents were matric degree holders, 16.3% were intermediate degree holders, 48.8% of respondents were

holding a bachelor’s degree, 22.8% possesses MS/MPhil degree, and 8.1% with PhD level degree.

Experience

Table 5: Respondents' Experience Percentage

| | Frequency | Percentage | Valid Percentage | Cumulative Percent |
|------------------|-----------|------------|------------------|--------------------|
| Valid 5 and less | 88 | 71.5 | 71.5 | 71.5 |
| 6-13 | 28 | 22.8 | 22.8 | 94.3 |
| 14-21 | 5 | 4.1 | 4.1 | 98.4 |
| 22-29 | 1 | .8 | .8 | 99.2 |
| 30 and above | 1 | .8 | .8 | 100.0 |
| Total | 123 | 100.0 | 100.0 | |

Table 5 shows the experience conformation of the respondents who have 5 or less experience was 71.5%, 22.8% were in the range of 6-13 years, 4.1% were in 14-21 years range, .8% respondents were having work experience range 22-29 years and .8% had work experience of 30 years and above. This shows most of the respondents belong in the range of 5 and fewer years of work experience.

Instrumentation

knowledge hiding and task interdependence. The items of the questionnaire were responded to by using 5 ranges.

Hiding of knowledge

This includes, “he/she works only the hours set out in his/her contract and no more”. “His/her commitment to the company is defined by his/her contract”. “He/she only carries out what is necessary to get the job done”. “His/her loyalty to the company is contract specific”. “During the task, I agreed to help my coworker but never really intended to”. “I offered my coworkers some other information instead of what he/she really wanted”.

Task Interdependence

We measured task interdependence by a 5-item scale developed by Pearce, J.L (1991). The sample item includes, “I work closely with others in doing my work”. “The way I perform my job has

a significant impact on others”.

Project Success

We measured project success on an 8-item scale. This scale was adopted from the sample item is “The outcome of the project is likely to be sustained”. “The project was completed on time”. “The project was completed accordingly to the budget allocated”.

Results

Reliability of Knowledge Hiding

Table 6. Knowledge Hiding

| Reliable Stats | |
|----------------|-------|
| Alpha | Items |
| 0.66 | 07 |

Task Interdependence

Table 7. Task Interdependence

| Reliable Stats | |
|----------------|-------|
| Alpha | Items |
| 0.64 | 05 |

Project Success

Table 8. Project Success

| Reliable Stats | |
|----------------|-------|
| Alpha | Items |
| 0.6801 | 08 |

Descriptive Analysis

Knowledge hiding, task interdependence. “Strongly Disagree”

“Strongly Agree”. concentration. The mean values of knowledge hiding were 2.608. The mean values of task interdependence were 3.766.

Table 9. Stats

| Stats | | | | | |
|----------------------|-----|------|------|--------|----------------|
| N | | Min | Max | Mean | Std. Deviation |
| Knowledge Hiding | 123 | 1.00 | 4.00 | 2.6086 | 0.65970 |
| Task Interdependence | 123 | 1.60 | 5.00 | 3.7675 | 0.52752 |
| Project Success | 123 | 1.00 | 5.00 | 3.7033 | 0.47730 |

Correlation Analysis

Table 10. Correlation

| Variable | 1 | 2 | 3 |
|----------------------|--------|---------|---|
| Knowledge Hiding | 1 | - | - |
| Task Interdependence | 0.26* | 1 | - |
| Project Success | -0.32* | -0.34** | 1 |




There is positive Knowledge Hiding and task interdependence however it was significant (0.26, $p < 0.05$) and their a Negative correlation between knowledge hiding ($r = -0.32$, $p < 0.01$). However, task interdependence is negatively correlated. There is no multicollinearity between variables because all variables are less than 0.7.

Test of Hypothesis

Results showed negative reaction and associated (.25). Associated significance ($\beta = -0.315$, $p < 0.001$). H3 is Task interdependence as a moderator between knowledge hiding.

Baseline

Table 11. Coefficients

| Structure | Coefficient |
|--|-------------|
| Knowledge Hiding  Project Success | -0.25* |
| Task Interdependence  Project Success | -0.31*** |
| KH x TI  Project Success | 0.63** |

* $p < .05$, ** $p < .01$, *** $p < .001$

Hypothesis Summary

- H1 project success is associated negatively with knowledge hiding (Accepted)
- H2 project success is negatively associated with Task interdependence. (Accepted)
- H3 Task interdependence as a moderator between knowledge hiding and project success (Accepted)

Implications

No such literature was present which would talk about the influence of hiding knowledge on the success of the project. success in the presence of task independence as a moderator. At hand, the study has many implications for the organization.

It confirms that knowledge hiding will lead to project failure so it suggests that in project-based organizations managers should encourage to share knowledge. Successful implications of the project consequently allow the organization to get the desired objective of the project.

Limitations, Future Directions

We had a limited amount of data available to us, considering the time constraint. Future researchers can improve the model by using other mediators like self-creativity, involvement. Moreover, the factors triggering knowledge hiding behaviour can be examined and identified further by researchers in future which will give a broader picture of the study. Furthermore, the sample size can be increased by considering a diverse group of employees in project-based organizations all around Pakistan that would give better and more accurate results. Due to Covid-19, we could not collect data by approaching respondents one on oneso that can be improved in future.

Discussion

The very first hypothesis in success has been accepted which means that for project success, knowledge hiding will not be a

good option. Project-based organizations have to have a very corporative and helping environment where continuously knowledge is shared among the employees. Organizations have to support subordinates to share information (Yang, Chen and Wang2012). In projects, employees workin closely related teams and for better performance sharing of knowledge is very essential, having good relations with subordinates is important for project success (Park and Lee, 2013). Knowledge is considered an important factor in an organization to grow and maintain a competitive advantage. Managers shall provide such an environment where knowledge sharing is promoted and employees would get better social interaction opportunities ([Connelly & Kelloway, 2003](#)). Knowledge hiding will decrease creativity in the organization.

The second hypothesis was concerned with the association of task interdependence with project success. More tasks are interrelated more project success will be negatively associated keeping in view the presence of knowledge hiding. Tasks dependence results from team member interactions ([Guzzo & Shea,1992](#)). There are three basic factors that play an important role in project success i.e. good communication in the overall organization, coordination among different levels in an organization and thirdly a strong leadership in the organization (Saadé et al.,2015). For the actual and accurate execution of performance for project success, there must be sharing of knowledge which represents greater interdependence of task, so team members have to interact more often (Hong, Doll, Revilla & Nahm, 2011). A high interdependency is important when tacit knowledge is involved in project related tasks (Niedergassel, Leker,2011). The third hypothesis states “task interdependence as a moderator between knowledge hiding and project success” and our results show this is a moderator between these two. The negative sign in the table shows that the higher the task interdependence more will be the goal commitment, and this is linked to team performance and vice versa ([Caroline Aube, 2005](#)). Employees who coordinated with one another are more likely to do their tasks better (Ng, KY., Van Dyne, L.,2005). Task interdependent projects require knowledge to be shared more rather than knowledge to hide knowledge from one another in the organization

Conclude

To find accurate results, we distributed 150 questionnaires and got only 123 responses for analysis. According to the results, H1, H2, and H3 are accepted.

In project-based organizations, knowledge hiding will lead to project failure in the presence of moderating role of task interdependence. So, it suggests that managers should focus to create a corporative environment, where employees should share knowledge, in order to get the desired results and to have a successful outcome.

Sometimes it is also important to make the employees realize how essential it is and to ensure a healthy corporate environment in the organization in order to attain and sustain

success. Future research can be done to identify the factors triggering knowledge hiding behaviour and variables can be added like self-creativity, involvement etc.

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IMPACT OF AUTHENTIC LEADERSHIP, ORGANIZATIONAL CULTURE ON EMPLOYEE'S JOB SATISFACTION

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ABSTRACT

This study aimed to investigate the link between flexible-oriented culture and job satisfaction. It analyzed the data collected by 571 individuals who work for a private organization. The study focused on the factors that influence the commitment of employees in the service sector in Bangladesh. Some of these include team orientation, transformational leadership, and stability. The study also identified various factors that can influence a service sector employee's commitment. These findings will help business managers in their efforts to improve the effectiveness of their organizations.

KEYWORDS: Organization, study, various, satisfaction, influence

INTRODUCTION

In today's dynamic work environment, authentic leadership is very important. It can help boost employee satisfaction and the effectiveness of the organization. According to Walumbwa and colleagues, authentic leadership involves developing a positive mental and ethical climate that encourages self-awareness and transparency. The process of authentic leadership involves cultivating a positive psychological climate and an organization's culture. This can be achieved through the sharing of key values and assumptions among employees. The desire to be satisfied

comes from the relationship between work-related behaviors and one's job satisfaction. According to Locke, job satisfaction is the feeling of being able to fulfill one's job values.

Today's companies operate in a competitive environment, which is characterized by the financial crisis. To remain competitive, organizations must adapt to the changes brought about by the crisis and remain focused on developing and managing a unique culture. The creation of a unique culture can be done by the founder or the management team. It can also be developed over time as an organization faces various challenges.

In this environment, employees are more inclined to work in companies that have a flexible culture. This is because it can improve their job satisfaction and provide them with a competitive advantage during the economic crisis. Although this concept can be beneficial for companies that have a traditional culture, it can be challenging for them to adopt a flexible approach. This article aims to help organizations identify the leadership style that can help them develop a flexible culture. The study also identified a positive effect of a flexible culture on follower positive outcomes. This type of leadership style has been linked to higher follower positive outcomes. It can also be beneficial for the development of authentic leaders. The article aims to explore the relationship between authentic leadership and organizational culture. It also explores the role of authentic leadership in helping individuals develop their job satisfaction.

Organizational Culture

An organization's culture refers to the set of values, assumptions, and norms that are shared by members of the organization. This concept has been associated with employee retention and job satisfaction. The study used the competing values model developed by Quinn and Rohrbaugh in 1983. It shows that the culture of an organization is influenced by two dimensions: internal and

external orientation. ³ The first dimension represents the organization's point of view. The focus can be directed toward the internal or external issues facing the company. The second dimension focuses on the organization's flexibility, its tendency toward decentralization, and its order. This combination of the two dimensions creates four culture orientations. The flexibility dimension is very relevant to the discussion about the effects of culture on the well-being of employees. In fact, implementing effective culture-building programs can help create a flexible and resilient workforce. The study shows that a culture that is flexible can be characterized by an open mind and willingness to try new ideas.

The cultures that are characterized by openness, spontaneity, and creativity are those that are geared toward achieving growth and innovation. According to Schein (1985), an organization's culture can be a reason for the development of authentic leadership. It provides a set of expectations that employees can follow. ² The concept of authentic leadership is a process that draws from the positive psychological capacities of individuals and the well-developed organizational context. This process can help build self-regulatory and self-awareness. An authentic leader exhibits a combination of positive emotions, trust, optimism, and hope. This person's self-control and integrity are also linked to his or her moral and ethical orientation. ⁴ Four key components of authentic leadership are identified as self-awareness, balanced processing, relational transparency, and internalized moral perspective.

¹ Studies have shown that authentic leadership is positively associated with a variety of organizational outcomes, such as job satisfaction and performance. The researchers also found that the presence of authentic leadership is linked to employees' commitment and organizational citizenship. The concept of authentic leadership was conceptualized by Luthans and Avolio in

2003. Their model highlighted the importance of the various elements of an organization's culture and its positive psychological capacities as the basis for developing authentic leaders. Although the concept of authentic leadership has been widely acknowledged, the role of culture in developing this type of leader is still unclear. Through honest and transparent interactions with employees, authentic leaders can stimulate creativity and innovation. In highly innovative organizations, it is believed that authentic leaders are more likely to foster innovative behavior on their followers. This behavior can be shared among employees. The presence of authentic leaders can also help foster a supportive and positive work environment.

Job Satisfaction

The concept of job satisfaction comes from the relationship between work-related behaviors and one's personal satisfaction. According to Locke, job satisfaction is defined as the feeling of being able to fulfill one's personal job values. Various studies have been performed in an attempt to analyze the link between different types of culture and job satisfaction. For instance, Lund (2003) found a positive relationship between job satisfaction and the types of cultures within an organization.

In another study, Silverthorne and colleagues found that job satisfaction increases when an organization's culture is supportive, then it is innovative, and then it is bureaucratic. Despite the numerous studies that have been conducted on the link between job satisfaction and culture, the exact relationship between these two factors is still unclear. However, the researchers believe that certain cultural factors can predict job satisfaction.

Faysal Bank, a private bank, has been identified as an example of an organization that has a strong organizational culture and authentic leadership. This bank aims to provide a great customer

experience. Several studies have investigated the link between job satisfaction and authentic leadership. This study serves as a stimulus for further research on the link between leadership and employee satisfaction.

PROBLEM STATEMENT

The performance and behavior of the leader can affect the job satisfaction of the employees. Authentic leaders can develop and inspire their teams and individuals. They can also help the organization create a positive environment that encourages continuous improvement.

RESEARCH OBJECTIVES

The objectives of this research are three folds:-

- Find the impact of authentic leadership on the job satisfaction of the employee.
- To investigate which type of organizational culture is effective for the employees.
- To examine the moderating role of organizational culture in the relationship between authentic leadership and employee job satisfaction.

RESEARCH QUESTIONS

This research intends to answer the following questions

- How authentic leadership has a great influence on employee performance?
- What are the measures through which authentic leadership is identified?
- What type of organizational culture is needed for the effective performance of the employee?

LITERATURE REVIEW

An authentic leader is very important for any project or organization. In Pakistan, the role of authentic leadership has not been studied at large. This research aims to present a short-term picture of the various factors that influence the effectiveness of this function.

A review of the literature has highlighted the various components of authentic leadership that are commonly cited in academic and research studies. These include self-regulation, balanced processing, and self-awareness.

Self-Awareness

Self-awareness refers to the ability to identify and trust in oneself, and to understand the various facets of one's personality. It also includes the role of contradictory self-aspects in influencing one's thoughts and actions.

According to Gardner & Avolio, self-awareness is a process that leaders can use to improve their personal and professional capabilities. It is linked to the process of self-reflection, which helps them achieve clarity on their core values.

Balanced processing is a process that can help a leader make better decisions and develop effective strategies. Self-regulation is a process that enables authentic leaders to align their values with their actions and intentions. A balanced processing model refers to the process of self-evaluation that's carried out through an internal reflection or external evaluation. Authentic leaders do not distort, misrepresent, or ignore the information that they collect while they're going through this process.

This process involves making one's goals and values transparent to the followers. It can also help one develop a consistent and balanced approach to leadership.

The concept of self-regulation is based on the idea that the regulatory system is driven by internal factors, not external forces. This concept is distinct from the concepts of impression management and self-monitoring. Instead of communicating with distorted communications, self-regulation involves establishing a set of internal standards.

Being able to self-regulate is a vital component of authentic leadership, as it allows leaders to align their values with their actions and intentions. This can help them manage their personal and organizational conflicts. Leaders who are authentic model the norms of authenticity by maintaining a consistent and authentic behavior. They can also reveal their true selves through transparency. Being able to reveal one's true self through transparency allows leaders to maintain a level of trust and intimacy with their followers. This can help them develop effective teamwork and cooperation.

Further, relational transparency is a component of authentic leadership, as it allows one to hold oneself accountable to the scrutiny and feedback that comes their way. According to Avolio & Luthans, authentic leadership should start at the top and spread to the next generation of leaders. They believe that this process should be rooted in the culture of the organization. A job satisfaction rating is a measure of how satisfied an individual is with his or her job. It can be expressed through various factors such as the working conditions, the reward system, and the other people who work with him or her. According to theorists, job satisfaction is a positive emotion that can help improve one's mental and physical health. It can also be measured through the job experience evaluation. This concept describes an individual's emotional reactions and attitudes towards their job. Some people have viewed it as a two-dimensional construct, while others have viewed it as a single

dimension. Some people have viewed this concept as a two-dimensional construct, while others have viewed it as a single dimension. They can also see it as a bi-dimensional construct that consists of the satisfaction and dissatisfaction dimensions. A debate has emerged regarding the concept of job satisfaction. Some argue that it is a global concept and that it is composed of various facets of an individual's job satisfaction.

The debate has also focused on the factors that influence an individual's job satisfaction. For instance, if an employee enjoys working at their job, they are more likely to be satisfied with their work environment. The concept of organizational commitment has also been conceptualized as a way for employees to feel valued and connected to an organization. This concept is also linked to the employee's involvement in the company's operations. The concept of organizational commitment is also linked to the employee's involvement in the company's operations. It can also be seen as a way for employees to feel valued and connected to an organization. The concept of team commitment is also linked to the employee's involvement in the company's operations. It can be seen as a positive feeling toward an organization depending on the employee's experience with the company.

Working in a team can also be seen as a positive experience for an individual, as it can help them develop their skills and contribute to the goals of the organization. The concept of **team commitment** is defined as the strength of the **team members' involvement and their identification with** the organization. It can also be seen as a positive feeling toward an organization based on the employees' experience. In a similar scenario, a person who works in a team will feel valued and supported by their teammates, and they will want to remain in the organization to contribute to its goals.

RELEVANT THEORY

The Neo-Human Relational Theory is a popular theory related to authentic leadership. It states that employees are satisfied with their work and are willing to work for the organization's goals. This theory also assumes that employees can effectively reach the organization's goals if the culture is supportive. The concept of authentic leadership is at its early stages and can be derived from the psychology philosophy and the literature. According to this model, when people accept themselves for who they are, then they become authentic. An expert stated that people with authentic leadership characteristics are more likely to be open-minded and have a positive outlook on life. They are also more likely to have close relationships with their subordinates.

2 An authentic leader is someone who is self-aware, humble, and always seeking improvement. He or she is also committed to the welfare of the employees and the organization's social values. According to the psychologist, this type of leader can also foster a level of openness with others. An organization's culture can be categorized into three broad categories: innovation orientation, support orientation, and personal confidence. The latter two are characterized by the willingness of the employees to try new ideas and develop their creativity.

Being able to provide an environment that's conducive to employee empowerment is very important for a flourishing and productive organization. This can help minimize the stress levels of workers and make the work environment more pleasant. Job satisfaction is a pleasant state of mind that comes from the perception that one's job is satisfying. It can be triggered by various factors such as the work environment and the company's performance. A high level of job satisfaction can be achieved by attracting and keeping the best and most competent individuals. Studies have shown that being authentic leaders can help boost job satisfaction. These studies

noted that the presence of authentic leaders can influence employees' performance. In 2012, two psychologists identified the importance of an organization's culture and authentic leadership as factors that can boost job satisfaction.

CONCEPTUAL FRAMEWORK

Hypothesis

H1: Job satisfaction is positively related to authentic leadership.

H2: Authentic leadership has a positive impact on the job satisfaction of employees.

H3: Organization culture moderates the relationship between authentic leadership and employee job satisfaction.

THEORY

There are various theories about authentic leadership but the Neo-Human Relational Theory is very relevant to the context of the employee's job satisfaction and the authentic leadership characteristics of the individual. This theory states that employees should be motivated by the organization's goals and values. The concept of authentic leadership emerged from the work of Kermis (2003). After reviewing the literature, the model suggested that individuals should develop stable self-esteem if they accept their weaknesses and strengths. According to Kermis, people with authentic leadership characteristics are more likely to be open-minded and free from defensive biases. They also tend to have close relationships with their co-workers.

AUTHENTIC LEADERSHIP

Being an authentic leader is defined as someone who values the welfare of his or her employees and adheres to the principles of social values. This individual also has a high degree of trust and loyalty toward the organization.

ORGANIZATIONAL CULTURE

An organization's culture is characterized by the flexibility of its approach to innovation and creativity. It is based on the idea of being open to new ideas and developing effective ways to achieve growth. Being able to provide an environment that's conducive to employee empowerment can help minimize the effects of stress on the working environment.

EMPLOYEE JOB SATISFACTION

The pleasant state of mind that comes from the perception that one's job is satisfying comes from the relationship between one's job and the company's goals and values. According to a 2003 study, high employee satisfaction can be attributed to the following factors: being paid well, being able to fulfill one's basic needs, and the environment.

Extracted variables

1. Independent variables: Authentic leadership
2. Dependent variable: Employee job satisfaction
3. Moderator variable: Organizational culture

1 The relationship between authentic leadership and employee job satisfaction is dependent on the culture of the organization. Being able to maintain a stable and positive environment can boost

employee job satisfaction. The ¹ relationship between authentic leadership and job satisfaction is also dependent on the culture of the organization. If the organization's culture is good, then job satisfaction can increase.

RESEARCH METHODOLOGY

DATA COLLECTION

The study will collect primary and secondary data using a Likert scale questionnaire. The data collected will be analyzed using archival records and literature.

SAMPLE SIZE DETERMINATION

The study's population is composed of the employees of Faysal banks in Rawalpindi.

SAMPLE SELECTION

The study will involve 360 individuals from the population. Faysal bank employees are selected from the bank's branches in Rawalpindi.

RESEARCH INSTRUMENT

The study will also involve senior managers and team members of Faysal bank projects. The questionnaire will be used to collect data on job satisfaction and authentic leadership.

RESULTS

The study focused on the issue of common method bias. Through a single factor test, it was revealed that the first factor, which accounts for 35% of the total variable variance, does not indicate a serious issue. It was also found that the size of the company was related to job

satisfaction. The study also suggested that flexibility-oriented organizations are more likely to have authentic leaders.

The study also found that the culture of flexible-oriented organizations and people who believe in authentic leadership was linked to higher job satisfaction. The study also revealed that the culture of flexible-oriented organizations and people who believe in authentic leadership was linked to higher job satisfaction.

The findings support the fourth hypothesis, which suggests that the role of authentic leadership can contribute to the development of flexible-oriented cultures. Kenny and Baron identified four conditions that can be used to establish a mediator. The study also supported the idea that being able to maintain a positive and stable environment can boost job satisfaction. It also found a positive correlation between the two conditions. The study also conducted a Sobel test to analyze the significance of the role of authentic leadership in boosting job satisfaction.

CONCLUSION AND DISCUSSION

The study also focused on the role of flexibility orientation in boosting job satisfaction. It revealed that the authenticity of the leadership can influence the culture of an organization. It was also theorized that authentic leadership can help employees feel satisfied within an organization by flowing through the followers.

The study also found that people who believe in authentic leadership are more satisfied than those who weren't. This suggests that promoting a flexible culture can improve job satisfaction. The findings of the study support this hypothesis. They also support the idea that authentic leadership can improve job satisfaction in flexible-oriented organizations. The study revealed that employees

of large companies were more satisfied with their jobs than those of SMEs. This suggests that authentic leadership can help boost job satisfaction.

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Global Management Sciences Review

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Review

Reviewer 1: Nouman, MUHAMMAD

Reviewer Affiliation FATA, Management Scineces

Manuscript ID: GMSR-2021-0003

Manuscript Type: Original Article

Keywords: Organization*, study*, various*, satisfaction*, influence*

Date Submitted: *blinded*

Manuscript Title: IMPACT OF AUTHENTIC LEADERSHIP, ORGANIZATIONAL CULTURE ON EMPLOYEE’S JOB SATISFACTION

Date Assigned: 21-Jul-2021

Date Review Returned: 11-Aug-2021

M-Score for this manuscript: 3.25

| Questionnaire | Yes | No | Not applicable |
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| Does the Abstract (Summary) clearly and accurately describe the content of the article? | | ✓ | |
| Is the problem significant and concisely stated? | ✓ | | |
| Are the methods described comprehensively? | ✓ | | |
| Are the interpretations and conclusions justified by the results? | ✓ | | |
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Global Management Sciences Review

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Review**Reviewer 1: Haider, Maqsood**

Reviewer Affiliation: FATA, Management Sciences

Manuscript ID: GMSR-2021-0003

Manuscript Type: Original Article

Keywords: Organization*, study*, various*, satisfaction*, influence*

Date Submitted: *blinded*

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Date Assigned: 21-Jul-2021

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