Ethical Leadership and Knowledge Hiding and Sharing Behavior in the Insurance Sector in Sierra Leone

M'balu Alicia Kamara [1]

[1] School of Management, Beijing Normal University, Beijing, China.
Email: aliciakamara119@gmail.com

Abstract

This study examined the impact of ethical leadership on employees' knowledge-hiding and knowledge-sharing behaviors in the insurance sector, psychological safety mediating the relationship with knowledge-hiding behaviors and trust mediating the relationship with knowledge-sharing behaviors. Data were collected from 150 employees of RITCORP Insurance for this purpose. The data were analyzed using structural equation modeling via Smart PLS. The results indicate that ethical leadership adversely impacts knowledge-hiding behaviour while positively affecting knowledge-sharing behaviour among employees at RITCORP. The connection between ethical leadership and knowledge hiding behaviour is modulated by psychological safety; still, the overall effect on knowledge hiding is negative. Similarly, ethical leadership positively affects knowledge-sharing behaviour, with trust serving as a mediator in this interaction. This study makes a significant contribution to the existing literature on leadership and knowledge management. It emphasizes the importance of ethical leadership styles in promoting knowledge sharing and reducing knowledge-hiding behaviors. Therefore, this research adds to the literature on leadership systems.

Keywords: *Ethical leadership, Knowledge hiding, knowledge sharing, psychological safety, trust, structural equation model.*

Introduction

In today's competitive environment, organizations increasingly depend on effective knowledge management to remain innovative and competitive. Knowledge is one of a company's most valuable assets; when properly utilized, it can enhance efficiency, improve decision-making, and foster innovation (Mustika et al., 2022; Sen, 2019; El Massi & Hamri, 2023; Donate & de Pablo, 2015). Despite the recognized importance of knowledge sharing as an organizational function, there is growing awareness of a counterproductive behavior known as knowledge hiding (Anand et al., 2022). Knowledge hiding involves the deliberate withholding or concealment of information by employees from their colleagues, which can severely impact trust, collaboration, and overall organizational performance (Xia et al., 2022; Connelly et al., 2012; Serenko & Bontis, 2016). Given the rising concerns around knowledge hiding, it is critical to analyze the antecedents of this behavior, particularly considering how various leadership styles may either exacerbate or mitigate such tendencies. Ethical leadership (EL) has emerged as a significant topic in organizational behavior, characterized by leaders who model appropriate behaviors through personal actions and interpersonal relationships, inspiring employees to do the same (Muktamar, 2023; AlShehhi et al., 2021; Limpo & Junaidi, 2023; Adawiyah et al., 2022). Ethical leaders embody

qualities such as justice, integrity, honesty, and concern for employee well-being (Pasagi & Hidaya, 2024; Ughulu, 2024). This leadership style is associated with a range of positive outcomes, including higher job satisfaction, increased employee trust, stronger organizational commitment, and reduced instances of counterproductive work behavior (Ng & Feldman, 2015; Mo & Shi, 2017). Given the significant role of leadership in shaping employee behaviors and organizational culture, EL could be instrumental in addressing knowledge-hiding (KH) behaviors. Anser et al., (2021) argue that managers can reduce knowledge hiding among employees and gain a sustainable competitive advantage by fostering ethical conduct and enhancing employees' sense of meaningful work. Studies indicate that trustworthy leaders cultivate a psychologically secure environment where employees feel safe sharing knowledge without fear of exploitation, promoting engagement, creativity, and proactive work behaviors (Carmeli et al., 2010; Albrecht et al., 2023; Cazan, 2023). In such settings, employees are more inclined to engage openly, share knowledge willingly, and refrain from concealing information (Newman et al., 2017). Ethical leaders build trust by demonstrating fairness and transparency in decision-making, which reduces employees' motivation to withhold knowledge. Trust, therefore, serves as a critical mediator between ethical leadership and knowledge-sharing behaviors (Bavik et al., 2018; Wu, 2021; Su et al., 2021). Further research by Mohsin et al. (2021) shows that meaningful work and EL both significantly reduce KH behaviors, with meaningful work acting as a partial mediator. Additionally, these authors demonstrate that a company's ethical culture influences the relationship between ethical leadership and knowledge-hiding behaviors. These findings highlight how ethical leadership can positively impact knowledge sharing and decrease knowledge hiding by promoting meaningful work and fostering an ethical workplace environment. While there is a positive correlation between EL and reduced KH, gaps remain in existing research. Although ethical leadership has been linked to various organizational outcomes, its direct impact on knowledge-hiding behaviors has received less attention. Xie et al. (2023) suggest that ethical leadership can mitigate knowledge hiding by fostering moral identity and reducing employee cynicism, especially in inclusive environments. Although sectors like technology and healthcare have explored knowledge sharing in connection with ethical leadership (Zhao et al., 2019), studies focusing on the insurance industry are scarce, despite the sector's reliance on sharing client information, regulatory guidelines, and compliance knowledge. In addition, Erkutlu and Chafra (2023) found that leader moral disengagement increases knowledge hiding among employees, especially when trust in leaders is low and employees exhibit high Machiavellianism. This underscores the necessity of ethical leadership in building trust and minimizing knowledge-hiding behaviors, particularly in competitive industries like insurance. Gul et al. (2021) further highlight that abusive supervision fosters KH, reinforcing the importance of ethical leadership in cultivating a culture of knowledge sharing in insurance firms. Exploring the relationship between EL and KH in the insurance industry provides a unique context. Effective knowledge sharing (KS) is critical for insurance companies like RITCORP in Sierra Leone to maintain client satisfaction, regulatory compliance, and operational efficiency. KH in this sector can lead to reduced profitability, loss of clients, and operational inefficiencies. Therefore, ethical leadership, by fostering a culture of trust and transparency, may play an essential role in minimizing knowledge concealment. Nevertheless, there is a paucity of empirical studies that explicitly investigate these processes in the insurance industry, particularly in developing nations like Sierra Leone. (Abdullah et al., 2019) highlight how EL impacts knowledge behaviors by mediating factors like relational social capital, which could be instrumental in promoting open communication within relationship-driven sectors like insurance. Goswami and Agrawal (2023) highlight that EL can positively influence KS and creation through mechanisms like psychological capital and shared goals, which serve as mediators and moderators respectively. Such findings emphasize the importance of EL in enhancing knowledge-related

behaviors, suggesting potential strategies for knowledge-sharing practices within sectors like insurance where regulatory and client-focused knowledge is essential. Moreover, most research on knowledge-related behaviors and EL has been conducted in developed countries, where organizational cultures and practices may differ significantly from those in emerging economies. In developing nations, organizational dynamics are often shaped by distinct cultural, economic, and institutional factors, which can influence employee behaviors and leadership practices in ways that are not yet fully understood (Farndale & Sanders, 2017). For example, in high power-distance cultures, open communication may be inhibited, regardless of a leader's ethical stance. This raises the question of whether EL would have the same effect on KH practices in non-Western contexts as it does in Western ones. This study examines the relationship between EL and KH and KS behaviors, with a focus on trust and psychological safety as mediating factors. RITCORP, an insurance firm in Sierra Leone, serves as a case study to address gaps in this area. The study utilizes SEM to analyze the data. The paper is divided into five sections. Subsequent to the introduction, the second section presents a literature review. The third section describes the methodology used in data analysis, followed by the results and discussions in the fourth section. The last section provides the conclusion and implications of the study, along with limitations and suggestions for future research.

Literature
Ethical Leadership
Over the past two decades, ethical leadership has gained importance as it fosters positive organizational outcomes and behaviors (Brown & Treviño, 2006; Ko et al., 2018). According to Brown, Treviño and Harrison (2005), ethical leadership involves demonstrating normatively appropriate behavior through one's actions and interactions, encouraging followers to adopt similar behaviors through communication, reinforcement, and decision-making. Ethical leaders are characterized by honesty, integrity, and fairness and are committed to making ethical decisions while showing genuine concern for their employees' welfare (Ughulu, 2024; Yanksari, 2024; Ng & Feldman, 2015). Research has shown that ethical leadership positively influences employee attitudes and behaviors, including organizational commitment, job satisfaction, and trust in leadership (Rabie & Malek, 2020; Brown & Treviño, 2006; Mayer et al., 1995). Ethical leaders not only foster open communication and create an inclusive work environment, but they also serve as role models for others to emulate. By building trust with their subordinates, they are less likely to act in exploitative or manipulative ways (Mo & Shi, 2017). Establishing trust between managers and employees strengthens their relationship and encourages employees to engage in constructive behaviors, such as openly sharing knowledge with one another (Bavik et al., 2018). While the concept of EL has been widely studied in relation to various positive organizational outcomes, recent research has begun exploring its link to negative employee behaviors, such as knowledge hiding (Men et al., 2020). EL can influence whether employees choose to withhold or share valuable information within organizations. Anser et al. (2021) further highlight this connection by demonstrating a negative association between EL and KH behaviors among service employees, both directly and indirectly, through meaningful work. Their findings also suggest that the direct relationship between EL and KH depends on harmonious work passion, indicating that managers can reduce KH behaviors by exhibiting ethical behaviors and fostering a sense of meaningful work. This intersection between EL and KH behaviors is particularly relevant for organizations that rely heavily on knowledge management to gain a competitive edge. In such contexts, EL becomes crucial for creating an environment in which employees feel trusted, valued, and motivated to share knowledge freely.

Knowledge Sharing Practice
Knowledge sharing is recognized as a key organizational process involving the voluntary exchange of knowledge, skills, and expertise to collectively enhance productivity, innovation, and

problem-solving (Goswami & Agrawal, 2023). It involves both explicit knowledge (easily codified and shared) and tacit knowledge (personal, context-specific insights that are harder to articulate) (Orange, 2023; Nonaka & Takeuchi, 1995). KS is crucial for fostering collaboration, driving innovation, and improving organizational efficiency. When employees willingly share their expertise, the organization benefits from enhanced problem-solving, decision-making, and continuous learning, which contribute to overall growth and development (Cabrera & Cabrera, 2005; Collins & Smith, 2006). Research highlights the impact of organizational culture, leadership style, and interpersonal trust on knowledge-sharing behaviors (Wang & Noe, 2010; Faraj & Sproull, 2000). Ethical leadership, which emphasizes fairness, integrity, and open communication, has been shown to promote knowledge-sharing practices by fostering supportive and trust-filled environment (Mo & Shi, 2017; Yanksari, 2024; Lee et al., 2015). Leaders who demonstrate ethical behavior encourage employees to share information without fear of exploitation or negative consequences, leading to increased collaboration and knowledge flow across the organization (Ng & Feldman, 2015; Kalling, 2003). Barriers to knowledge sharing include lack of trust, competitive organizational environments, and fear of losing individual power or advantage (Connelly et al., 2012; Boer et al., 2011). To mitigate these barriers, organizations must cultivate a culture that values knowledge exchange and provides systems that facilitate it, such as shared databases, social networks, and incentives for collaboration (Xia & Yang, 2020; Su et al., 2021; Moussa, 2023). EL has been found to play a significant role in overcoming these barriers and promoting KS, as trust has been shown to positively impact KS behaviors within organizations (Mutahar et al., 2022; Lee & Lu, 2020).

Knowledge Hiding Practices
The deliberate attempt by individuals to withhold or conceal knowledge that has been requested by another person is known as "KH" a relatively recent notion in the literature on organizational behavior (Xia et al., 2022; Connelly et al., 2012). KH and knowledge hoarding are two different concepts; the former involves a deliberate refusal to share information, while the latter refers to an individual's long-term retention of knowledge without intention to share. According to (Connelly et al., 2012; Jin et al., 2023), there are three types of knowledge hiding: playing dumb, which involves employee pretending not to know the requested information; evasive hiding, which involves employees giving misleading information or feigning ignorance; rationalized hiding, which involves employees providing justifications for withholding knowledge. Within organizations, KH harms trust, collaboration and creativity, stifling innovation and organizational growth (Donate et al., 2022). Employee knowledge hiding impairs interpersonal connections and reduces team cooperation effectiveness, ultimately lowering overall organizational performance (Serenko & Bontis, 2016). The literature indicates that a variety of factors, including competitive organizational environments, fear of exploitation, or a lack of psychological safety, can lead to KH (Connelly et al., 2012). Given that KS is essential to organizational learning and innovation, understanding how to reduce KH is critical. Research shows that an organization's leadership style significantly influences whether knowledge concealment behaviors increase or decrease (Men et al., 2020). Specifically, EL has been identified as a potential mitigating factor for KH.

Ethical *Leadership and Knowledge Hiding*
The relationship between EL and KH has begun to attract significant scholarly attention. Ethical leaders foster a psychologically safe workplace where employees feel comfortable sharing their knowledge without fear of exploitation or negative outcomes due to the leaders' openness and fair behavior (Newman et al., 2017). In environments where employees trust their leaders, they are less likely to engage in knowledge concealment and more inclined to share information freely (Bavik et al., 2018). By modeling desired behaviors, ethical leaders discourage actions that counteract organizational goals, such as knowledge hiding, while promoting honesty and integrity. Numerous empirical studies have confirmed this correlation. Men et al. (2020) found that EL significantly reduces KH activities within organizations. The study demonstrated that ethical leaders build trust, and when employees feel more trusted, they are less inclined to

withhold information. Similarly, Connelly et al. (2012) noted that EL fosters a sense of reciprocity among employees, who then view KS as a moral obligation. These findings align with the broader literature on EL, highlighting the role of leaders in establishing ethical norms and influencing employee behaviors (Brown & Treviño, 2006). While an expanding body of research supports the connection between EL and reduced KH, various mediating and moderating factors have been identified in this relationship. A key mediator is the level of trust between employees and their leaders (Bavik et al., 2018). When employees have trust in their supervisors, they are more likely to feel secure in sharing information; however, KH behaviors are more likely to occur in the absence of trust, even with EL. Sarwar et al. (2020) found that EL and ethical culture has positively impact on employee's well-being, work engagement, and financial performance, underscoring the importance of EL in promoting a supportive workplace. In addition to trust, Yadi et al. (2022) emphasized moral identity as a mechanism through which EL influences KH behavior. Their findings indicate that EL negatively correlates with KH, both directly and through moral identity mechanism. Specifically, moral identity negatively associates with KH and positively correlates with EL. This suggests that ethical leaders who uphold high standards of integrity and morality serve as role models, encouraging employees to develop their moral identity and to share information rather than conceal it. By fostering moral identity, EL may effectively reduce KH in organizations. Based on this, I proposed the following hypothesis:

H1. There is a significant negative influence of ethical leadership on knowledge hiding (K

Ethical Leadership and Knowledge Sharing

Ethical leadership has a profound influence on fostering KS behaviors within organizations. Ethical leaders promote values such as fairness, transparency, integrity, and respect, which contribute to an organizational climate conducive to knowledge sharing (Brown & Treviño, 2006). By creating an environment where employees feel psychologically safe, EL reduces fear of exploitation, judgement, or negative consequences, encouraging open communication and collaboration (Ng & Feldman, 2015; Xia & Yang, 2020). Research suggests that EL build trust among employees, a key factor in promoting knowledge sharing. When employees trust their leaders, they are more likely to share both explicit and tacit knowledge without hesitation, knowing that their contributions will be valued and reciprocated (Bavik et al., 2018; Su et al., 2021). Ethical leaders also model KS behaviors, motivating employees to emulate these practices, which in turn enhances collective learning and organizational innovation (Anser et al., 2021; Mutahar et al., 2022). Additionally, EL mitigate KS barriers such competitive environments and the fear of losing personal advantages. By fostering a culture of collaboration rather than competition, ethical leaders ensure that knowledge sharing becomes a collective responsibility rather than an individual risk (Connelly et al., 2012; Moussa, 2023). Leaders who emphasize ethical principles also facilitate the development of systems that support knowledge sharing, such as shared databases, social networks, and reward systems (Lee & Lu, 2020). As a result, the following hypothesis is presented.

H2. Ethical leadership has a significant positive influence on knowledge Sharing

Mediating Mechanisms: Trust and Psychological Safety

It is commonly acknowledged that trust plays a crucial mediating role between leadership and a range of employee behaviors, such as sharing and withholding knowledge. According to (Mayer et al.,1995; Bhatti et al., 2021), trust is the capacity of one person to be open and vulnerable to another on the grounds that one believes the other to be honorable, capable, and moral. Because they constantly show concern for the welfare of their employees and uphold the values of justice and fairness, ethical leaders are viewed as reliable (Ng & Feldman, 2015). As trust establishes between leaders and employees, the likelihood of knowledge-hiding behaviors decreases. Bavik et al. (2018) and Mutahar et al. (2022) both show that trust significantly enhances knowledge sharing, reinforcing open communication in organization. Koay and Lim (2022) established moral disengagement as an additional mediating factor between knowledge concealment and ethical leadership, as well as trust. According to their findings, morally upright leaders mitigate their staff

members' propensity to morally disengage, which reduce the possibility of knowledge-hiding activities. Additionally, their research presented that organizational commitment acts as a moderator in the association between KH and ethical leadership, suggesting that higher organizational commitment is associated with a strong negative relationship. Moreover, Psychological safety is another crucial mediator. According to (Edmondson, 1999), Psychological safety is the collective perception that there is no danger involved in taking interpersonal risks on the team and that members can freely express their thoughts and share their knowledge without fear of repercussions. By fostering work environments where staff members feel appreciated, respected shielded from reprisals, ethical leaders promote psychological safety (Carmeli et al., 2010). In psychologically safe environments, employees are less likely to engage in knowledge hiding behaviors as they do not fear being exploited or punished for sharing information (Newman et al., 2017). In light of this, I advance the following hypothesis. The mediating roles of trust and psychological safety were analyzed following Baron and Kenny's (1986) mediation framework, as adapted by Hayes (2018). Trust was hypothesized to mediate the relationship between ethical leadership and knowledge hiding, while psychological safety was posited to enhance knowledge sharing by providing a protective environment against negative repercussions (Newman et al., 2017).

H3. Ethical leadership does not significantly influence psychological safety
H4. Ethical leadership has a positive relationship with trust
H5. Psychological safety negatively reduces knowledge hiding
H6. Trust has a significant positive influence on knowledge sharing
H7. Psychological safety has a significant negative influence on Knowledge hiding
H8. Trust mediates the relationship between ethical leadership and knowledge sharing

The Insurance Sectors Context and Developing Economies
While the relationship between EL and KH has been explored across various sectors, specific research on this topic within the insurance industry-especially developing countries like Sierra Leone-remains limited. The insurance industry depends heavily on the effective sharing of knowledge, particularly in relation to changes in regulations, client data, and market trends. In such a context, knowledge concealment can lead to inefficiencies, loss of clients, and reduced profitability. Thus, ethical leadership is vital, yet often undervalued, in mitigating knowledge-hiding behaviors in this sector. Additionally, most studies on EL and KH behaviors have focused on developed regions. Gul et al. (2021) highlight challenges specific to insurance industry, noting that KH behaviors may be driven by factors such as abusive supervision. These findings underscore the unique dynamics of leadership in the insurance sector, particularly in developing countries where cultural, institutional, and economic factors can influence the relationship between EL and KH in ways that remain largely unexamined. For instance, institutional limitation, resource scarcity, and cultural traits like high-power distance in developing economies can limit the impact of EL on reducing KH behaviors (Farndale & Sanders, 2017). This research gap calls for further investigation into these dynamics in developing economies, such as Sierra Leone.

Methodology
Research Design
This study investigates the relationship between KH behaviors in corporate contexts and EL using a mixed-methods approach that integrates both quantitative and qualitative techniques. This design facilitates a deeper understanding of the dynamics at play and allows for the nuanced interpretation of both human perceptions and numerical data (Creswell & Poth, 2018; Bryman, 2016). A flowchart illustrating the research design is provided in Figure 1. For the purpose of ensuring that the staff of RITCORP are adequately represented, the sample size of the study is established through the utilisation of a stratified random sampling approach. The overall number of employees at RITCORP is 318, and participants were chosen from among the staff members who were available. Using the formula developed by Taro Yamane in 1967.

$$Sample\ size = \frac{\dfrac{z^2 \times p\,(1-p)}{e^2}}{1 + \left(\dfrac{z^2 \times p\,(1-p)}{e^2 N}\right)}$$

Where n is the sample size, N = total population, e = Margin of error, z = z-score, p=estimated proportion.
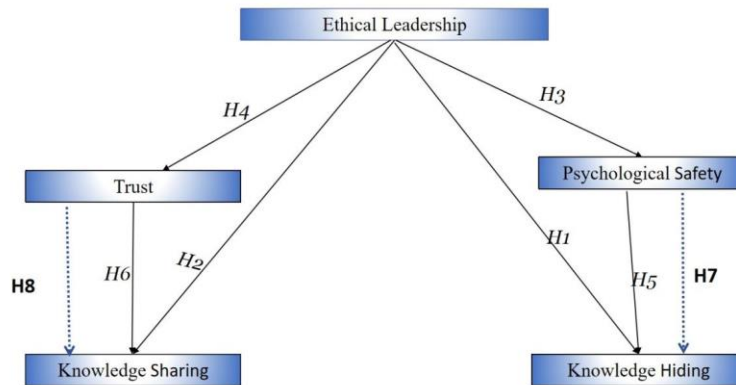

Figure 1: Research Model: Ethical Leadership and Knowledge Dynamics

Sample and Data Collection/Information Gathering
In order to reduce common techniques bias, a multi-source data collection strategy was implemented, as advised by Podsakoff et al. (2003). The sample consisted of employees and supervisors from RITCORP, an insurance company where knowledge management is critical. Surveys were distributed to 150 employee-supervisor dyads, ensuring diverse representation across various departments within the company. The survey instrument was developed based on established measures from the literature. EL was assessed using a 10-item scale from (Brown, et al., 2005). Knowledge-hiding behaviors were measured using Connelly et al.'s (2012) KH scale. Psychological safety was evaluated with Edmondson's (1999) psychological safety scale, and trust was measured following Mayer et al. (1995). To ensure reliability and validity, a pilot test with 50 participants was conducted, and Cronbach's alpha tests were performed to assess internal consistency (DeVellis, 2016).

Data Analysis
For hypothesis testing, PLS-SEM was employed due to its capability to manage complex relationships between latent constructs (Hair et al., 2017; Henseler et al., 2015). This method is particularly suited for examining mediation effects, with trust and psychological safety tested as mediators in the relationship between EL and KH and sharing behaviors Saeed et al. (2022). The bootstrapping method with 5,000 samples was utilized to assess the significance of path coefficients of the variables. Bootstrapping is a statistical technique employed to estimate the distribution of a sample statistic, such as a mean or regression coefficient, by resampling with replacement from the original dataset. It also aids in evaluating the reliability of sample estimates by generating numerous simulated samples in a regression analysis. The PLS-SEM is used because of its capacity to manage complex models with numerous variables, indicators, limited sample sizes, and interactions, especially in exploratory research situations. PLS-SEM is advantageous as this research seeks to forecast critical outcomes, whereas Covariance-Based SEM (CB-SEM)

depends on stringent assumptions concerning normality and data distribution, and generally necessitates higher sample numbers to obtain reliable results. The study also did not utilize Generalized Structured Component Analysis (GSCA), as GSCA emphasizes the estimate of components above latent variables, which can facilitate interpretation in specific circumstances.

Tackling Common Method Bias
Common method bias was addressed through both procedural and statistical remedies (Podsakoff et al., 2003). Surveys were administered at different times for employees and supervisors to decrease same-source bias. Harman's single-factor test was used to analyze whether a single factor explained the majority of variance in the data, and the results indicated no significant bias. Additionally, the marker variable technique was applied to address residual common method variance (Podsakoff et al., 2003).

Table 1: Demographic Characteristics of Respondents

Variable	Item	Frequency	Percentage
Gender	**Male**	85	57%
	Female	65	43 %
	Total	150	100%
Age	**Under 25**	20	13%
	25-34	32	21%
	35-44	50	33%
	45-54	30	20%
	55-64	16	11%
	65 and above	3	2%
	Total	150	100%
Educational Level	**High School**	2	1%
	Bachelor's Degree	82	55%
	Master's Degree	54	36%
	Doctorate and above	12	8%
	Total	150	100%
Years of Experience	**Less than one year**	6	4%
	1-3	27	18%
	4-6	40	26%
	7-10	37	25%
	10 and above	40	27%
	Total	150	100%
Department	**Human Resource**	31	21%
	Finance	32	21%
	Marketing	42	28%
	Operations	32	21%
	Legal	13	9%
	Total	150	100%
Job Position	**Entry Level**	23	15%
	Mid-Level	35	23%
	Senior Level	58	39%
	Executive	31	21%
	Other	3	2%
	Total	150	100%

Table 1 present the demographic characteristics of the 150 respondents that could influence knowledge-sharing behaviors, psychological safety, and perceptions of ethical leadership within RITCORP. Notably, the sample is diverse in terms of gender, age, educational level, years of experience, department, and job position, which allows for a nuanced examination of potential correlation between these variables and employee conduct. The result shows that majority of participants (57%) were male, which may indicate a gendered perspective in knowledge-sharing and leadership dynamics. Prior research has highlighted that gender can influence communication styles and collaborative tendencies in organizational settings. Reigstad (2023)

discusses how gendered communication styles, influenced by social roles and workplace expectations, may may shape collaboration and knowledge-sharing behaviors. (Andreeva & Zappa, 2023) further found that men and women differ in knowledge-hiding behaviors, with men more likely to use "rationalized hiding," while women engage in "evasive hiding" or playing dumb," influenced by social role expectations. Age is another important demographic factor. The largest group of participants falls within the 35-44 age range (33%), followed by 45-54 (20%). These mid-career age groups might be likely to engage in knowledge-sharing behaviors, as they typically hold more established roles with valuable experience to share. In contrast, younger employees (13% under 25) may display different knowledge-sharing behaviors due to limited experience or perceived power distance between them and their supervisors. On the other hand, older employees (11% in the 55-64 range and 2% above 65) may approach knowledge-sharing with a mentorship mindset, aiming to pass down knowledge before retirement. Educational level could also shape how employees engage with knowledge-sharing and psychological safety. Most participants hold at least a bachelor's degree (55%), with a significant portion holding a master's degree (36%) and a smaller percentage with doctorate degrees (8%). Those with advanced degrees may feel a stronger sense of responsibility to share knowledge or may have more confidence in their knowledge-sharing practices due to their educational background. This could correlate with a higher engagement in ethical leadership and knowledge-sharing behaviors, as these employees may possess a more nuanced understanding of the value of shared knowledge within an organization. Years of experience also plays a crucial role. Participants with 10 and above years of experience form the majority (27%), suggesting a significant portion of the sample comprises employees who are likely familiar with RITCORP's operations and culture. This familiarity could positively correlate with psychological safety and inclination to share knowledge, as employees with several years of tenure might have established trusted relationships within the organization. Meanwhile, those with fewer years of experience may rely more heavily on supervisors for guidance, potentially impacting their comfort level with sharing or withholding knowledge.As shown in table 1, the department representation further enriches the findings, as each department may have unique knowledge-sharing practices and approaches to psychological safety. For example, the Marketing department, which has the largest representation (28%), often relies on collaborative, creative processes that necessitate open knowledge-sharing. In contrast, departments like Finance and Operations may have stricter protocols, which could influence how knowledge is shared or withheld within those settings. Finally, the distribution of job positions, ranging from entry-level to executive roles, underscores the variety in professional experience within the sample. This diversity is important, as prior studies suggest that employees in higher positions might feel empowered to share knowledge, while those in entry-level roles may feel less comfortable contributing due to perceived power dynamics (Ye et al., 2022).

Results and Discussion
To analyze the data, the researcher employed the SEM technique, using Smart PLS software to implement the partial least squares (PLS) method, as outlined by Hair et al. (2017) and consistent with the research of Palmatier et al. (2007) and Sheng et al. (2018). SEM was chosen due to the complexity of the model, which includes both dependent and mediating variables; this approach enables the simultaneous analysis of these variables within the model. Additionally, Structural Equation Modeling (SEM) facilitates the incorporation of measurement errors within the residual error component.

Assessment of Measurement Model
Researchers must ensure the reliability and validity of constructs before conducting data analysis in any research (Moschis, 2024). Accordingly, this study also tests the reliability and validity of

the data prior to presenting a comprehensive analysis of the result, as shown in table 2. Table 1 indicates that all constructs satisfy the necessary criteria for reliability and validity. The recognised minimum for factor loadings is 0.70, deemed sufficient for variable reliability (Hair et al., 2019); in this study, all items exhibit substantial loadings on their respective constructs, ranging from 0.704 to 0.948. Cronbach's Alpha values surpass the 0.70 benchmark for internal consistency (Nunnally, 1994), varying from 0.912 to 0.975. The Composite reliability values exceed the 0.70 threshold, signifying strong reliability (Hair et al., 2019), with scores ranging from 0.935 to 0.980. The Average Variance Extracted (AVE) for each construct above the 0.50 barrier, signifying sufficient convergent validity (Fornell & Larcker, 1981), with values between 0.706 and 0.889.

Table 2: Reliability and Validity of Constructs (ETHL, KNOWH, KNOWS, PSY and TRUST)

Construct	Factor Loadings	Cronbach's A	CR	AVE
ETHICAL LEADERSHIP		0.916	0.935	0.706
ETHL1	0.911			
ETHL2	0.914			
ETHL3	0.896			
ETHL4	0.751			
ETHL5	0.813			
ETHL6	0.735			
KNOWLEDGE HIDING		0.912	0.939	0.713
KNOWH1	0.930			
KNOWH2	0.831			
KNOWH3	0.893			
KNOWH4	0.922			
KNOWH5	0.908			
KNOWH6	0.704			
KNOWLEDGE SHARING		0.975	0.980	0.889
KNOWS1	0.928			
KNOWS2	0.937			
KNOWS3	0.949			
KNOWS4	0.972			
KNOWS5	0.962			
KNOWS6	0.908			
PSYCHOLOGICAL EFFECT		0.951	0.952	0.804
PSY1	0.903			
PSY2	0.930			
PSY3	0.917			
PSY4	0.801			
PSY5	0.903			
PSY6	0.921			
TRUST		0.965	0.966	0.852
TRUST1	0.883			
TRUST2	0.933			
TRUST3	0.922			
TRUST4	0.955			
TRUST5	0.948			
TRUST6	0.896			

Source: Researcher's computation in SMART PLS, 2024

Table 3 presents the SEM coefficient estimates for the study hypotheses. First, the researcher examines the direct relationships between the variables. H1 posits that ethical leadership system (ETHL) has a negative effect on knowledge hiding. The results support this hypothesis, indicating that ETHL has a negative effect on knowledge hiding with a path coefficient (β) of -0.129, a T statistics of 3.135 and a P value of 0.002. Hypothesis H2 posits that ETHL has a positive impact on knowledge sharing. This is supported, with a path coefficient (β) of 0.109, a T statistic of 41.808, and a P value of 0.000. Hypothesis H3 posits that Ethical Leadership (ETHL) positively

impacts psychological effects. The path coefficient (β) is 0.024, with a T statistic of 36.202 and a P value of 0.000, indicating strong support for this hypothesis. Hypothesis H4 suggests that ETHL positively influence trust (TRUST), with a path coefficient (β) of 0.021, a T statistic of 41.808, and a P value of 0.000. Hypothesis H5 asserts that psychological effect (PSY) negatively impact knowledge hiding with a path coefficient (β) of -0.138, T statistic of 2.373 and a P value of 0.000. Finally, hypothesis H6 posits that trust has a positive significant effect on knowledge sharing, with a path coefficient (β) of 0.111 with a T statistic of 3.898 and a P value of 0.000

Table 3: Hypothesis testing results

Hypothesis	β	T statistics	P values	Decision
ETHL -> KNOWH	-0.129	3.135	0.002	Supported
ETHL -> KNOWS	0.109	4.579	0	Supported
ETHL -> PSY	0.024	36.202	0	Supported
ETHL -> TRUST	0.021	41.808	0	Supported
PSY -> KNOWH	-0.138	2.373	0.018	Supported
TRUST -> KNOWS	0.111	3.898	0	Supported

Source: Researcher's computation in SMART PLS, 2024

The researcher also adopted smart PLS to analyze the mediation effects, which illustrate the indirect relationships between the variables. Hypothesis H7 posits that Psychology (PSY) mediates the relationship between ETHL and KNOWH. The path coefficient (β) is -0.065, with a T statistic of 8.133 and a P value of 0.000, indicating significant support for this mediation effect. Hypothesis H8 suggests that TRUST mediates the relationship between ETHL and KNOWS. This hypothesis is supported by a path coefficient of 0.037, a T statistic of 20.992, and a P value of 0.000.

Table 4: Results of Mediation Analysis

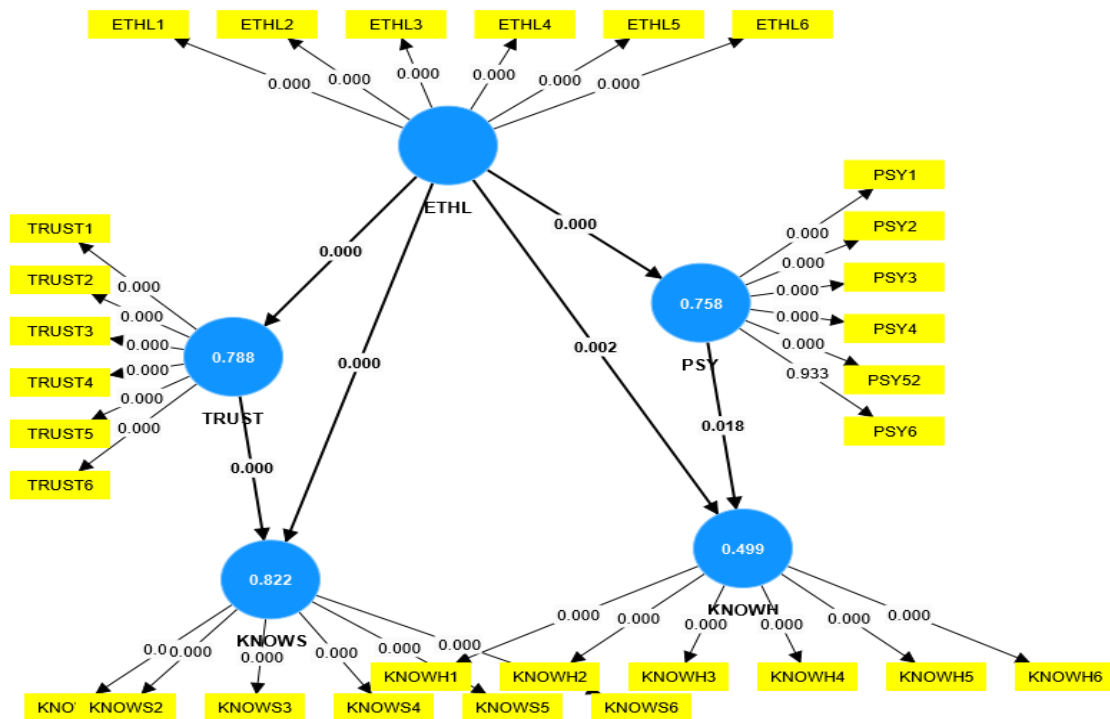|	β	T statistics	P values	Decision
ETHL -> PSY -> KNOWH	-0.065	8.133	0.000	Supported
ETHL -> TRUST -> KNOWS	0.037	20.992	0.000	Supported

Figure 2: Presentation of results

Discussions
The findings of this study reinforce the developing body of literature highlighting the significant role of EL in shaping organizational behaviors, particularly regarding Knowledge hiding (KH) and knowledge sharing (KS). The inverse relationship between EL and knowledge hiding (β = -0.129) indicate that leaders who prioritize ethics can cultivate a culture where employees are less inclined to conceal knowledge. This study aligns with recent research indicating that EL fosters transparency and open communication, decreasing knowledge hiding (Irum et al., 2020; Abdullah et al., 2019; Wu et al., 2022). For example, Shahid et al., (2023) found that employees tend to hide knowledge when they experience incivility at work, which triggers distrust and limits open communication. The role of ethical leadership in discouraging knowledge hiding may arise from its effect on establishing a moral climate that discourages selfish behavior in favor of organizational welfare (Kim & Park, 2020). This effect has been demonstrated in organizations like Johnson & Johnson (J&J), where a commitment to EL during crises-such as the well-known Tylenol case-fostered a high level of transparency and trust among employees and the public. The EL shown by Johnson & Johnson exemplifies how prioritizing transparency and consumer safety can build trust and set a high standard for corporate ethics, aligning with research on ethical leadership's role in creating a trust-based organizational culture (Harvard Business Review, 1982; Harvard Professional, 2024). Similarly, EL was found to positively impact knowledge sharing (β = 0.109). This effect underscores the importance of ethical leaders who foster trust and openness, key factors in promoting knowledge exchange among employees. Previous research supports these findings, indicating that ethical leadership stimulate a culture of inclusivity and mutual respect that encourages information sharing (Hasnat Bhatti et al., 2021; Brown & Treviño, 2006). Ethical leaders likely decrease employees' fear of exploitation by fostering a supportive environment, encouraging individuals to actively share their knowledge with colleagues (Gagné et al., 2019). Microsoft under Satya Nadella's leadership provides a pertinent example of this, where a cultural shift towards empathy and inclusivity increased collaboration and knowledge sharing across the organization. Prakash et al. (2021) analyze Nadella's authentic leadership style, highlighting his strategies that not only increased Microsoft's profitability but also fostered a positive organizational culture. Furthermore, the study's results confirm the impact of ethical leadership on both psychological safety (PSY) (β = 0.024) and trust (TRUST) (β = 0.021). The positive relationship between ethical leadership and psychological safety aligns with findings by Edmondson and Lei (2014) and (Bano et al., 2024), which suggest that ethical leadership allows employees to feel secure in expressing themselves without fear of reprisal. Such an environment fosters innovative thinking and collaboration, which are often impeded by fears of competitive pressures (Newman et al., 2017). For example, Google has emphasized psychological safety as a cornerstone of organizational culture, enabling employees to communicate openly and share knowledge without fear of judgement. This focus on psychological safety has proven essential to fostering innovation and teamwork within Google, encouraging individuals to speak up, take risks, and collaborate more effectively (LeaderFactor, 2023). Ethical leadership also cultivate trust, as it aligns with principles of fairness, integrity, and respect, which build stronger interpersonal relationships in the workplace (Le & Nguyen 2023; Le & Lei, 2018). The roles of psychological safety as a mediator is significant in understanding the relationship between ethical leadership and knowledge behaviors. Specifically, psychological safety negatively mediates knowledge hiding (β = -0.065), implying that employees who feel psychologically safe under ethical leadership are less likely to withhold knowledge. This observation is in line with prior research, which found that inclusive leadership is positively related to psychological safety, which in turn engenders employee involvement in creative work' (Carmeli et al., 2010). Additionally, creating a collaborative environment has been shown to reduce the organizational basis for knowledge hiding, which can hinder creativity and performance (Xiong et al., 2021). Trust's role as a mediator in the relationship between ethical leadership and knowledge sharing (β = 0.037) emphasizes trust as a critical mechanism that encourages employees to engage in knowledge-sharing practices. Trust mitigates the perceived risk of sharing knowledge, as employees feel confident that their contributions will be valued and

reciprocated (Mutahar et al., 2022; Dirks & Ferrin, 2001). These findings contribute to the literature by identifying trust as a crucial enabler of collaborative behaviors in organizations (Legood et al., 2020; Aslam et al., 2024). This study highlights the importance of ethical leadership in promoting knowledge-sharing behaviors and minimizing KH, primarily through the mediating factors of psychological safety and trust. This practice observed at Johnson & Johnson, Microsoft, and Google illustrate how EL fosters an environment that reduces KH and encourages open collaboration. This suggests that organizations aiming to foster a collaborative culture should prioritize the development of ethical leadership to create an environment of trust and psychological safety.

Conclusion

Leadership is a critical factor in the success of any organization, and EL plays a significant role in facilitating knowledge sharing while minimizing knowledge hiding, thereby fostering an effective organizational environment. The findings of this study indicate that ethical leadership directly reduces KH and positively influences knowledge sharing. Trust was examined as a mediating variable between ethical leadership and knowledge sharing, with the results demonstrating that ethical leadership positively and significantly impacts trust, which, in turn, positively and significantly affects knowledge sharing. In contrast, the psychological effect was explored as a mediating variable between ethical leadership and KH. The findings suggest that while ethical leadership positively influences psychological effect, the overall impact on knowledge hiding is negative. this highlights the crucial role of leadership in the success and functioning of organizations.

Recommendations

Based on the study's findings, the researcher recommends the implementation of training programs centered on ethical decision-making and leadership practices within the insurance sector to enhance leaders' comprehension of transparency and integrity, thereby cultivating an environment conducive to knowledge sharing among staff. The study also recommends the establishment of clear ethical guidelines that establish clear behaviors concerning knowledge sharing and the mitigation of knowledge hiding, thereby cultivating an environment in which employees feel secure in expressing their ideas and concerns without fear of adverse repercussions. The study also offers significant insights into how institutional managers might mitigate employees' knowledge-hiding practices and promote knowledge sharing. It is recommended that managers take measures to reduce the likelihood of employees concealing information by setting an example of honesty, integrity, and generosity in all of their everyday activities. This will allow them to exert influence over their subordinates through their behaviour and actions. The current study indicates that senior managers should promote good behaviors or actions to motivate their subordinates to emulate such conduct, thereby fostering trust-based relationships among colleagues, enhancing cooperation, and ensuring the psychological safety of their subordinates by addressing their concerns and offering solutions.

Limitations and Future Research Directions

Despite the merits of this work, this research possesses many shortcomings that warrant attention. Initially, data obtained by random sampling methods via online surveys may present certain statistical issues. Future research should employ better sampling techniques, such as snowball sampling or purposive sampling, to yield more generalizable and accurate results. Secondly, all items were gathered simultaneously and employed the same Likert-type scale, potentially resulting in common method bias (CMB) in this research. While procedural and statistical remedies, such as time-lagged surveys, Harmans's single-factor test, and the marker variable techniques, were applied to mitigate CMB, some residuals bias may still exist. This residual bias could subtly influence the results due to potential overlaps in the perceptions or tendencies among respondents. Recognizing this as a limitation highlights the need for continued exploration into advanced techniques to further minimize potential bias in future research.

Moreover, subsequent research should examine the insurance sector in Sierra Leone to attain a more profound comprehension of the subject and ascertain whether these findings are applicable across all insurance companies in the country.

References

Bavik, Y. L., Tang, P. M., Shao, R., & Lam, L. W. (2018). Ethical leadership and employee knowledge sharing: Exploring dual-mediation paths. The Leadership Quarterly, 29(2), 322-332. https://doi.org/10.1016/j.leaqua.2017.05.006

Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. The Leadership Quarterly, 17(6), 595-616. https://doi.org/10.1016/j.leaqua.2006.10.004

Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. Organizational Behavior and Human Decision Processes, 97(2), 117-134. https://doi.org/10.1016/j.obhdp.2005.03.002

Connelly, C. E., Zweig, D., Webster, J., & Trougakos, J. P. (2012). Knowledge hiding in organizations. Journal of Organizational Behavior, 33(1), 64-88. https://doi.org/10.1002/job.737

Nonaka, I. and Takeuchi, H. (1995) The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation. Oxford University Press, New York.

Donate, M. J., & de Pablo, J. D. S. (2015). The role of knowledge-oriented leadership in knowledge management practices and innovation. Journal of Business Research, 68(2), 360-370. https://doi.org/10.1016/j.jbusres.2014.06.022

Ng, T. W. H., & Feldman, D. C. (2015). Ethical leadership: Meta-analytic evidence of criterion-related and incremental validity. Journal of Applied Psychology, 100(3), 948–965. https://doi.org/10.1037/a0038246

Mo, S., & Shi, J. (2017). Linking ethical leadership to employees' organizational citizenship behavior: Testing the multilevel mediation role of organizational concern. Journal of Business Ethics, 141(1), 151–162. https://doi.org/10.1007/s10551-015-2734-x

Carmeli, A., Reiter-Palmon, R., & Ziv, E. (2010). Inclusive Leadership and Employee Involvement in Creative Tasks in the Workplace: The Mediating Role of Psychological Safety. Creativity Research Journal, 22(3), 250–260. https://doi.org/10.1080/10400419.2010.504654

Newman, A., Donohue, R., & Eva, N. (2017). Psychological safety: A systematic review of the literature. Human Resource Management Review, 27(3), 521-535. https://doi.org/10.1016/j.hrmr.2017.01.001

Mohsin, M., Zhu, Q., Wang, X., Naseem, S., & Nazam, M. (2021). The empirical investigation between ethical leadership and knowledge-hiding behavior in financial service sector: A moderated-mediated model. Frontiers in Psychology, 12, 798631. https://doi.org/10.3389/fpsyg.2021.798631

Zhao, H., & Xia, Q. (2019). Nurses' negative affective states, moral disengagement, and knowledge hiding: The moderating role of ethical leadership. Journal of Nursing Management, 27(2), 357–370. https://doi.org/10.1111/jonm.12675

Gul, R. F., Dunnan, L., Jamil, K., Awan, F. H., Ali, B., Qaiser, A., & Aobin, Q. (2021). Abusive supervision and its impact on knowledge hiding behavior among sales force. Frontiers in Psychology, 12, 800778. https://doi.org/10.3389/fpsyg.2021.800778

Farndale, E., & Sanders, K. (2017). Conceptualizing HRM system strength through a cross-cultural lens: A comparison of the USA and India. International Journal of Human Resource Management, 28(1), 105-132. https://doi.org/10.1080/09585192.2016.1239124

Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. Academy of Management Review, 20(3), 709-734. https://doi.org/10.5465/amr.1995.9508080335

Chenghao Men & Patrick S. W. Fong & Weiwei Huo & Jing Zhong & Ruiqian Jia & Jinlian Luo, 2020. "Ethical Leadership and Knowledge Hiding: A Moderated Mediation Model of Psychological Safety and Mastery Climate," Journal of Business Ethics, Springer, vol. 166(3), pages 461-472. https://DOI.org/10.1007/s10551-018-4027-7

Anser, M. K., Ali, M., Usman, M., Rana, M. L. T., & Yousaf, Z. (2021). Ethical leadership and knowledge hiding: an intervening and interactional analysis. The Service Industries Journal, 41 (5–6), 307–329. https://doi.org/10.1080/02642069.2020.1739657

Cabrera, E.F. and Cabrera, A. (2005) Fostering Knowledge Sharing through People Management Practices. The International Journal of Human Resource Management, 16, 720-735. https://doi.org/10.1080/09585190500083020

Collins, C., and Smith, K. G. (2006). Knowledge exchange and combination: the role of human resource practices in the performance of high-technology firms. Acad. Manag. J. 49, 544–560. https://doi.org/10.5465/amj.2006.21794671

Wang, S., & Noe, R. A. (2010). Knowledge sharing: A review and directions for future research. Human Resource Management Review, 20(2), 115-131. https://doi.org/10.1016/j.hrmr.2009.10.001

Faraj, S., and Sproull, L. (2000). Coordinating expertise in software development teams. Manag. Sci. 46, 1554–1568. https://doi.org/10.1287/mnsc.46.12.1554.12072

Lee, S., Yoo, Y., and Yun, S. (2015). Sharing my knowledge? An interactional perspective. J. Manag. Psychol. 8, 986–1002. https://doi.org/10.1108/JMP-11-2013-0355

Kalling, T. (2003). Knowledge management and the occasional links with performance. J. Knowl. Manag. 7, 67–81. https://doi.org/10.1108/13673270310485631

Boer, Niels-Ingvar & Berends, Hans & van Baalen, Peter, 2011. "Relational models for knowledge sharing behavior," European Management Journal, Elsevier, vol. 29(2), pages 85-97, April. https://doi.org/10.1016/j.emj.2010.10.009

Xia Z and Yang F (2020) Ethical Leadership and Knowledge Sharing: The Impacts of Prosocial Motivation and Two Facets of Conscientiousness. Front. Psychol. 11:581236. https://doi.org/10.3389/fpsyg.2020.581236

Su, X., Lin, W., Wu, J., Zheng, Q., Chen, X., & Jiang, X. (2021). Ethical leadership and knowledge sharing: the effects of positive reciprocity and moral efficacy. Sage Open, 11(2). https://doi.org/10.1177/21582440211021823

Moussa, A. (2023). Committed to Ethics: How Ethical Leadership and Ethical Climate Foster Knowledge Sharing in Private Higher Education Institutions. Journal of Educational Studies and Multidisciplinary Approaches, 3(2). https://doi.org/10.51383/jesma.2023.73

Lee, H. I., & Lu, H. (2020). Promoting knowledge sharing with effective leadership - a case study from socio-organisational perspective. Knowledge Management Research & Practice, 20(4), 528-541. https://doi.org/10.1080/14778238.2020.1833689

Mutahar, Y., Farea, M. M., Abdulrab, M., Al-Mamary, Y. H., Alfalah, A. A., & Grada, M. (2022). The contribution of trust to academic knowledge sharing among academics in the Malaysian research institutions. Cogent Business & Management, 9(1). https://doi.org/10.1080/23311975.2022.2038762

Sarwar, H., Ishaq, M. I., Amin, A., & Ahmed, R. (2020). Ethical leadership, work engagement, employees' well-being, and performance: a cross-cultural comparison. Journal of Sustainable Tourism, 28(12), 2008–2026. https://doi.org/10.1080/09669582.2020.1788039

Yadi, E., Rahmat, A., & Abdillah, M. R. (2022). Ethical leadership and knowledge hiding behavior: Mechanism moral identity. Journal Manajemen, 26 (2), 240-258. https://doi.org/10.24912/jm.v26i2.858

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

Edmondson, A. C. (1999). Psychological safety and learning behavior in work teams. Administrative Science Quarterly, 44(2), 350-383. https://doi.org/10.2307/2666999

Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. Journal of Personality and Social Psychology, 51(6), 1173-1182. https://doi.org/10.1037/0022-3514.51.6.1173

Hayes, A. F. (2018). Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach (Methodology in the Social Sciences) (2nd ed.). New York, NY: The Guilford Press.

Creswell, J.W. and Poth, C.N. (2018) Qualitative Inquiry and Research Design Choosing among Five Approaches. 4th Edition, SAGE Publications, Inc., Thousand Oaks.

Irum, A., Ghosh, K. and Pandey, A. (2020), "Workplace incivility and knowledge hiding: a research agenda", Benchmarking: An International Journal, Vol. 27 No. 3, pp. 958-980. https://doi.org/10.1108/BIJ-05-2019-0213

Abdullah MI, Dechun H, Ali M and Usman M (2019) Ethical Leadership and Knowledge Hiding: A Moderated Mediation Model of Relational Social Capital, and Instrumental Thinking. Front. Psychol. 10:2403. https://doi.org/10.3389/fpsyg.2019.02403

Wu Q, Saqib S, Sun J, Xiao Y, Ma W. Incivility and Knowledge Hiding in Academia: Mediating Role of Interpersonal Distrust and Rumination. Front Psychol. 2022 Jan 3; 12:769282. doi: 10.3389/fpsyg.2021.769282. PMID: 35046871; PMCID: PMC8763357. https://doi.org/10.3389/fpsyg.2021.769282

Shahid, H., Chaudhry, S. A., Abbas, F., Ghulam Hassan, S., & Aslam, S. (2023). Do Morality-Based Individual Differences and Relational Climates Matter? Ethical Leadership and Knowledge Hiding: A Multilevel Framework. Sage Open, 13(4). https://doi.org/10.1177/21582440231215569

Kim, E.-J. and Park, S. (2020), "Transformational leadership, knowledge sharing, organizational climate and learning: an empirical study", Leadership & Organization Development Journal, Vol. 41 No. 6, pp. 761-775. https://doi.org/10.1108/LODJ-12-2018-0455

Hasnat Bhatti, M., Qiu, J., Akram, U., Bhatti, M. H., & Akram, Z. (2021). Morality impels employees to act: examining how ethical leaders urge employees towards knowledge sharing. Knowledge Management Research & Practice, 21(3), 577–593. https://doi.org/10.1080/14778238.2021.2004949

Gagné, M., Tian, A. W., Soo, C., Zhang, B., Ho, K. S. B., & Hosszu, K. (2019). Different motivations for knowledge sharing and hiding: The role of motivating work design. Journal of Organizational Behavior, 40(7), 783-799. https://doi.org/10.1002/job.2364

Edmondson, A. C., & Lei, Z. (2014). Psychological safety: The history, renaissance, and future of an interpersonal construct. Annual Review of Organizational Psychology and Organizational Behavior, 1, 23-43. https://doi.org/10.1146/annurev-orgpsych-031413-091305

Bano, S., Ji Zu, L., & Imran, M. (2024). Relationship Between Ethical Leadership and Job Performance in Non-Profit Organizations of Pakistan: Mediating Role of Psychological Safety. Public Integrity, 1–22. https://doi.org/10.1080/10999922.2024.2391129

Le, P.B. and Nguyen, D.T.N. (2023), "Stimulating knowledge-sharing behaviors through ethical leadership and employee trust in leadership: the moderating role of distributive justice", Journal of Knowledge Management, Vol. 27 No. 3, pp. 820-841. https://doi.org/10.1108/JKM-06-2021-0462

Phong Ba Le & Hui Lei (2018): Fostering knowledge sharing behaviours through ethical leadership practice: the mediating roles of disclosure-based trust and reliance-based trust in leadership, Knowledge Management Research & Practice, https://DOI.org/10.1080/14778238.2018.1445426

Xiong C., Chang V., Scuotto V., Shi Y., Paoloni N. (2021). The social-psychological approach in understanding knowledge hiding within international R&D teams: An inductive analysis. Journal of Business Research - Turk, 128, 799–811. https://doi.org/10.1016/j.jbusres.2019.04.009

Mutahar, Y., Farea, M. M., Abdulrab, M., Al-Mamary, Y. H., Alfalah, A. A., & Grada, M. (2022). The contribution of trust to academic knowledge sharing among academics in the Malaysian research institutions. Cogent Business & Management, 9(1). https://doi.org/10.1080/23311975.2022.20387626

Kurt T. Dirks & Donald L. Ferrin, 2001. "The Role of Trust in Organizational Settings," Organization Science, INFORMS, vol. 12(4), pages 450-467, August. https://DOI.org/10.1287/orsc.12.4.450.10640

Legood, A., van der Werff, L., Lee, A., & Den Hartog, D. (2020). A meta-analysis of the role of trust in the leadership-performance relationship. European Journal of Work and Organizational Psychology, 30(1), 1–22. https://doi.org/10.1080/1359432X.2020.1819241

Aslam, E., Ashraf, M.S., Iqbal, A. and Shabbir, M.S. (2024), "Leadership and employee behaviour: the mediating and moderating role of cognitive trust and organizational culture", Journal of Islamic Accounting and Business Research, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/JIABR-10-2023-0361

Serenko, A., & Bontis, N. (2016). Understanding counterproductive knowledge behavior: Antecedents and consequences of intra-organizational knowledge hiding. Journal of Knowledge Management, 20(6), 1199-1224. https://doi.org/10.1108/JKM-05-2016-0203

Bryman, A. (2016). Social research methods (5th ed.). Oxford University Press.

Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. Journal of Applied Psychology, 88(5), 879-903. https://doi.org/10.1037/0021-9010.88.5.879

DeVellis, R. F. (2016). Scale development: Theory and applications (4th ed.). Thousand Oaks, CA: SAGE Publications.

Hair Jr, J. F., Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: updated guidelines on which method to use. International Journal of Multivariate Data Analysis, 1(2), 107-123. https://doi.org/10.1504/IJMDA.2017.087624

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. Journal of the Academy of Marketing Science, 43(1), 115-135. https://doi.org/10.1007/s11747-014-0403-8

Palmatier, R. W., Dant, R. P., & Grewal, D. (2007). A comparative longitudinal analysis of theoretical perspectives of interorganizational relationship performance. Journal of Marketing, 71(4), 172–194. https://doi.org/10.1509/jmkg.71.4.172

Sheng, J., La, P., Su, J., Ren, J., Ma, J., Shi, Y., ... & Wang, J. (2018). In situ SEM analysis for deformation mechanism of micro/nanostructured 304 stainless steel with high strength and good plasticity. Modern Physics Letters B, 32(17), 1850182. http://dx.doi.org/10.1142/S0217984918501828

Moschis GP. Research Settings and Procedures. In: Moschis GP, editor. Academic Research in Business and the Social Sciences: A Guidebook for Early Career Researchers [Internet]. Cham: Springer Nature Switzerland; 2024. p. 121–39. Available from: https://doi.org/10.1007/978-3-031-56548-9_7

Nunnally J. Psychometric theory. (No Title). 1994;

Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. Journal of Marketing Research, 18(1), 39–50. https://doi.org/10.2307/3151312

Bhatti, S.H., Kiyani, S.K., Dust, S.B. and Zakariya, R. (2021), "The impact of ethical leadership on project success: the mediating role of trust and knowledge sharing", International Journal of Managing Projects in Business, Vol. 14 No. 4, pp. 982-998. https://doi.org/10.1108/IJMPB-05-2020-0159

Anand, A., Offergelt, F. and Anand, P. (2022), "Knowledge hiding – a systematic review and research agenda", Journal of Knowledge Management, Vol. 26 No. 6, pp. 1438-1457. https://doi.org/10.1108/JKM-04-2021-0336

Mustika, H., Eliyana, A., Agustina, T. S., & Anwar, A. (2022). Testing the Determining Factors of Knowledge Sharing Behavior. Sage Open, 12(1). https://doi.org/10.1177/21582440221078012

Sen, Y. (2019). Knowledge as a Valuable Asset of Organizations: Taxonomy, Management and Implications. In: Machado, C., Davim, J. (eds) Management Science. Management and Industrial Engineering. Springer, Cham. https://doi.org/10.1007/978-3-030-13229-32

EL MASSI, K., & HAMRI, H. M. (2023). The impact of knowledge management on organizational performance. International Journal of Accounting, Finance, Auditing, Management and Economics, 4(6-1), 437-450. https://doi.org/10.5281/zenodo.10429644

Xia, Q.; Yan, S.; Li, H.; Duan, K.; Zhang, Y. A Bibliometric Analysis of Knowledge-Hiding Research. Behav. Sci. 2022, 12, 122. https://doi.org/10.3390/bs12050122

Jin, X., Jin, S., & Qing, C. (2023). Expanding the dimensions of knowledge hiding: Testing a moderated mediation model and analyzing the mediating role of psychological distress using PLS-SEM. Frontiers in Psychology, 14, 1279964. https://doi.org/10.3389/fpsyg.2023.1279964

Pasagi, Y., & Hidayat, M. (2024). Ethical Leadership and Employee Performance: A Systematic Literature Review of HRM Perspectives. Management Studies and Business Journal (PRODUCTIVITY), 1(7), 1045-1057. Doi: https://doi.org/10.62207

Muktamar B, A. (2023). The role of ethical leadership in organizational culture. Jurnal Mantik, 7(1), 77-85. https://doi.org/10.35335/mantik.v7i1.3635

AlShehhi, H., Alshurideh, M., Kurdi, B. A., & Salloum, S. A. (2021). The impact of ethical leadership on employees' performance: A systematic review. In A. E. Hassanien, A. Slowik, V. Snášel, H. El-Deeb, & F. M. Tolba (Eds.), Proceedings of the International Conference on Advanced Intelligent Systems and Informatics 2020 (pp. 315-324). Springer. https://doi.org/10.1007/978-3-030-58669-0_38

Ughulu, John. (2024). Ethical Leadership in Modern Organizations: Navigating Complexity and Promoting Integrity. International Journal of Economics Business and Management Research. 8. 52-62. Doi: https://doi.org/10.51505/IJEBMR.2024.8505

Adawiyah, W., Baliartati, B., & Rafi, A. (2022). The impact of ethical leadership on employee performance: the mediating role of employee engagement and organizational citizenship behavior (ocb).. https://doi.org/10.4108/eai.3-8-2021.2315128

Cazan, Ana-Maria. (2023). Psychological safety at workplace during changing times. Trends and research implications. Psihologia Resurselor Umane. 21. 85-88. https://doi.org/10.24837/pru.v21i2.550

Albrecht SL, Furlong S and Leiter MP (2023) The psychological conditions for employee engagement in organizational change: Test of a change engagement model. Front. Psychol. 14:1071924. https://doi.org/10.3389/fpsyg.2023.1071924

LeaderFactor. (2023). Google and psychological safety. Retrieved from https://www.leaderfactor.com/learn/google-and-psychological-safety

Harvard Professional. (2024). What is ethical leadership and why is it important? Retrieved from https://professional.dce.harvard.edu/blog/what-is-ethical-leadership-and-why-is-it-important/

Harvard Business Review. (1982). Johnson & Johnson: The Tylenol crisis.

Prakash, D., Bisla, M., & Rastogi, S. (2021). Understanding authentic leadership style: The Satya Nadella Microsoft approach. Open Journal of Leadership, 10, 95-109. https://doi.org/10.4236/ojl.2021.102007

Xie, Y., Xia, Q., Song, J., Hu, S., & Liu, X. (2023). How ethical leadership influences knowledge hiding? A sequential mediation model. The Service Industries Journal, 44(3–4), 265–287. https://doi.org/10.1080/02642069.2023.2245356

Erkutlu, H. and Chafra, J. (2023), "Leader moral disengagement and follower knowledge hiding. A moderated mediation model of follower Machiavellianism and trust in the leader", Journal of Economic and Administrative Sciences, Vol. 39 No. 2, pp. 452-469. https://doi.org/10.1108/JEAS-05-202

Limpo, L., & Junaidi, J. (2023). Influence of empowering and ethical leadership on employees' job satisfaction, performance and organization commitment. Humanities and Social Sciences Letters, 11(1), 22–36. https://doi.org/10.18488/73.v11i1.3241

Goswami, A.K. and Agrawal, R.K. (2023), "It's a knowledge centric world! Does ethical leadership promote knowledge sharing and knowledge creation? Psychological capital as mediator and shared goals as moderator", Journal of Knowledge Management, Vol. 27 No. 3, pp. 584-612. https://doi.org/10.1108/JKM-09-2021-0669

Ye, P., Liu, L., & Tan, J. (2022). Influence of leadership empowering behavior on employee innovation behavior: The moderating effect of personal development support. Frontiers in Psychology, 13, Article 1022377. https://doi.org/10.3389/fpsyg.2022.1022377

Reigstad, A. (2023). Gender differences in communication styles and their influence on workplace communication and the practice of public relations in the United States. https://doi.org/10.13140/RG.2.2.30156.28803

Andreeva, T., & Zappa, P. (2023). Whose lips are sealed? Gender differences in knowledge hiding at work. Journal of Occupational and Organizational Psychology, 96, 828–855. https://doi.org/10.1111/joop.12444

Wu, W. L. (2021). How ethical leadership promotes knowledge sharing: A social identity approach. Frontiers in psychology, 12, 727903. https://doi.org/10.3389/fpsyg.2021.727903

Su, X., Lin, W., Wu, J., Zheng, Q., Chen, X., & Jiang, X. (2021). Ethical leadership and knowledge sharing: The effects of positive reciprocity and moral efficacy. SAGE Open, 11(2), 21582440211021823. https://doi.org/10.1177/21582440211021823

Ko, C., Ma, J., Bartnik, R., Haney, M. H., & Kang, M. (2018). Ethical Leadership: An Integrative Review and Future Research Agenda. Ethics & Behavior, 28(2), 104–132. https://doi.org/10.1080/10508422.2017.1318069

Yanksari, R. (2024). The Impact of Ethical Leadership and Knowledge Sharing on Employee Creativity: An Investigation of Saudi Companies. Ibn Khaldoun Journal for Studies and Research, 4, https://doi.org/10.56989/benkj.v4i5.860

Rabie, Osaid & Malek, Marlin. (2020). Ethical Leadership and Employee Ethical Behavior: A Moderated Mediation Mechanisms. SEISENSE Journal of Management. 3. 73-88. https://doi.org/73-88. 10.33215/sjom.v3i2.321

Oranga, Josephine. (2023). Tacit Knowledge Transfer and Sharing: Characteristics and Benefits of Tacit & Explicit Knowledge. Journal of Accounting Research, Utility Finance and Digital Assets. 2. 736-740. https://doi.org/10.54443/jaruda.v2i2.103

Donate, M., González-Mohíno, M., Appio, F., & Bernhard, F. (2022). Dealing with knowledge hiding to improve innovation capabilities in the hotel industry: The unconventional role of knowledge-oriented leadership. Journal of Business Research, 144, 572-586. https://doi.org/10.1016/j.jbusres.2022.02.001

Conway, J. M., & Lance, C. E. (2010). What reviewers should look for in methodologically rigorous research. Journal of Business and Psychology, 25(3), 5-10.

Jordan, P. J., & Troth, A. C. (2020). Common method bias in applied settings: The dilemma of researching in organizations. Australian Journal of Management, 45(1), 3-14. https://doi.org/10.1177/0312896219871976

Saeed, I., Khan, J., Zada, M., Zada, S., Vega-Muñoz, A., & Contreras-Barraza, N. (2022). Linking ethical leadership to followers' knowledge sharing: mediating role of psychological ownership and moderating role of professional commitment. Frontiers in Psychology, 13, 841590. https://doi.org/10.3389/fpsyg.2022.841590

Hair, J.F., Risher, J.J., Sarstedt, M. and Ringle, C.M. (2019), "When to use and how to report the results of PLS-SEM", European Business Review, Vol. 31 No. 1, pp. 2-24. https://doi.org/10.1108/EBR-11-2018-0203

Published by