Impact of Leadership Behaviour on Knowledge Management Mediating Role of Organizational Culture: A Case Study of SMEs in Faisalabad

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Abstract

This study is examining the correlation between leadership Behaviour and knowledge management practices. Therefore, in the context of small and medium-sized enterprises (SMEs) operating in Faisalabad, the aim is to influence transformational and transactional leadership Behaviour in knowledge management and reduce the impact of organizational culture on this relationship. The reason for choosing SMEs is, one of the primary qualities of SMEs is that administration structure is little and decision making is integrated at the manager level. Secondly, individual SMEs often have a similar organizational culture in a specific context. So, cultures are more reflective in SMEs; that's why culture is taking as a moderator to check the influence of

corporate culture on leadership Behaviour on knowledge management. The brain drain of highly knowledgeable employees is a central problem for SMEs. It's the main dilemma face by Pakistan because knowledgeable employees move towards a foreign country for their better opportunity. Management/leadership and organizational culture are the most acute issues to control KM in SMEs. This study analyzes the connection between leadership Behaviour and knowledge management and collaboration of corporate culture. In this study, the sampling unit is the small and medium enterprises in Faisalabad and approaches approximately 600 managers from a different business organization. For this, four assumptions are proposed for testing. CFA technique is applied to each construct using AMOS (version 21), which is an extension of SPSS. The factor loading, t value, and significant level of each variable presented that provide a measurement of convergent validity. The EFA is used to refine and reveal the appropriate factor structures to make the ideal dimensionality, unwavering quality, and legitimacy of these scales. After it, multiple regression analysis is utilized to test the suggested hypotheses regarding the relationship between leadership-Behaviour, organizational-culture, and knowledge-management.

Keywords: Knowledge Management; Leadership behaviour; Organizational culture.

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1. Introduction

In the present era, the growing number of organizations have adopted knowledge management to enhance their unique core competencies to chase a competitive gain (Bhatt, 2001). Now the business used knowledge management techniques to increase the production of their process as well as they are trying to increase the efficiency and excellence of their services for a customer to gain a sustainable advantage. An organization achieves innovative solutions and products for their consumers with the help of knowledge-management and maintains a position in the marketplace. However, knowledge-management works as a facilitator to explain the act of knowledge in an organization within the research community.

1.1. Leadership Behaviour' and Knowledge Management Practices

Various already examines on the relationship amongst transformational and transactional leadership Behaviour, work fulfillment, work execution, and Organizational culture (Crawford,2005); (Y. J. Lam,2002); (Ogbonna & Harris,2000); (Vera & Crossan,2004); (Xenikou & Simosi,2006). Ongoing research directed by Politis (2002) and Crawford (2005), which saw by transformational and transactional leadership Behaviour' is identified with knowledge-creating and knowledge management are the most relevant study to build up the proposed hypothesis.

Politis (2001) establishes that leadership styles TF and TR are positively interrelated to the dimension of knowledge achievement characteristics. The aspects of attributed charismatic management often have a high-quality relationship with the understanding acquisition of expertise workers. Specifically, charismatic leaders are principals who furnished the creative energy of understanding and sharing and maintained KM in practices.

According to transactional-leadership and knowledge-management, Crawford (2005) furthermore suggested critical connections among knowledge management and contingent rewards and negative relation with management-by-exception. These findings indicated that transformational and transactional leadership practices positively contribute to knowledge management practices, so the first couple of research hypotheses develop from this relationship.

H1: TF Behaviour is significantly associated with the KM practices in an Organization.

H2: TR Behaviour is significantly associated with the KM practices in an Organization.

1.2. The Moderating Effects of Organizational Culture

Howell & Avolio (1993) argue that influential(leaders) in an Organization that is supportive of revolution perform higher levels of performance and achieve the organizational goals with the innovative solution. Transformational leaders do perform well in creative environments. Similarly, Ogbonna and Harris (2000) study gives some investigational evidence on the joined impact of Organizational-culture and administration on Organizational performance. They argued that encouraging and participative-leadership is ultimately related to the presentation via-the advanced and competitive cultures, where task leaning-leadership has an indirect negative result on presentation. In light of these contentions, this review hypothesizes that the commitment of leader's practices' on knowledge management practice is dependent upon the sort of Organizational culture. This assumption has promoted the third and fourth assumptions.

H3: Organizational-culture moderates the correlation among transformational-leadership and knowledge-management.

H4: Organizational-culture moderates the correlation among transactional-leadership and knowledge-management.

2. Literature Review

Data means raw facts belong to the past, present, future. When data is in organized form is known as information is used to making a decision. Knowledge is based on individuals and groups, which can be analyzed by an activity (Blackler,1995). The knowledge is embedded in organizations or individuals and is mostly shaped by the context of both or the situation. This means knowledge has several shapes and kinds, based on the assumption literature exploration provided researcher with several distinctions that ultimately help carriers in decision-making (Khan,2017).

Knowledge management is a profoundly social course of action that obtain to record social and shared influences Thomas et al. (2001); that's why, a practical K-M framework is unique that incorporate the information society, where individuals can participate in the improvement, usage, and management of knowledge. An individual or groups convert their knowledge through collective interaction and shared understanding between organizational members.

Leadership is inspiring acting to complete their task through work hard. Leaders define clear goals to their personnel and encouraging them to monitor the leaders to accomplish the organizational goal (Dessler, 2001). Leadership depends on numerous features that contain motivation, communication, and leadership styles (Ribiere & Sitar, 2003). Socially intelligent leaders are enthusiastic, turn thought into action, like the challenges to meet new and different people, Love to make connections and break the ice, excellent communicator, and sense the feelings of others (Shahid, 2017). The leader is an individual who gives inspiration or enthusiasm to followers. Such leadership occurs everywhere in the organization. Leadership-Behaviour is working as a demonstration for everyone in an organization, and it is not restricted only to those holding nominated positions (Northouse, 2015).

The significant gap exists in the literature review of the association among leadership and knowledge-management that found to the absence of consideration regarding the effect of organizational culture on leadership (Chang & Lee, 2007); (Ogbonna & Harris, 2000); (Ribiere & Sitar, 2003). Leadership manner is not isolated for a more extensive situational setting in which leadership happens (Northouse, 2012); if the culture is helpful for leaders, leadership is not

based on shared values. Culture plays an important role to found what leaders do and how they do it (Fairholm,1994).

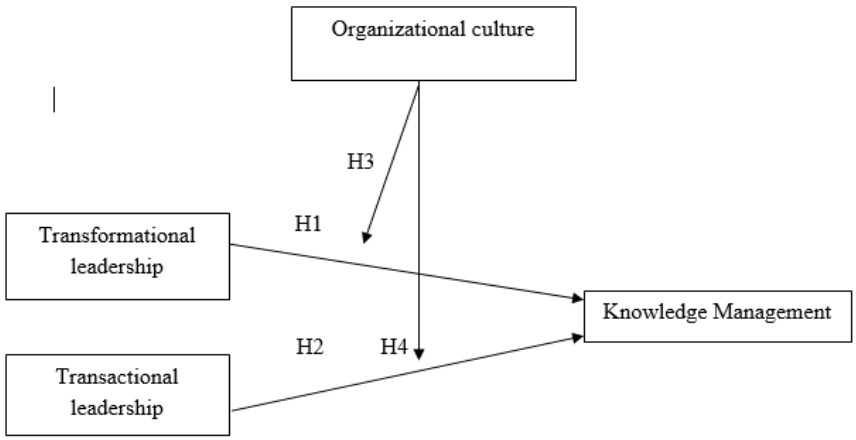
3. Methodology

In this study, personalized questionnaires are used to gather information based on the structure of change, leadership Behaviour, and organizational culture. In the design of K-M tasks, 17 surveys item was established by Irma Becerra-Fernandez (2001) to permit members to demonstrate how individually the K-M tools are applied in an organization. Rating scale rating from "Never" expressed as "1" to "always" is considered "5".

In terms of the dimensions of leadership-styles, this study uses a Multifactor-Leadership Questionnaire (MLQ-5X) maintained by (Bass & Avolio, 1997a). The survey consists of 36 items that identify ways of leading and transforming effective leadership that measure the ve-point Likert rating system ranging from "Not at all" rated as "0" to "always" rated as "4". The scale used in the ML-Form-5X is consistent and effective with (Antonakis, Avolio, & Sivasubramaniam, 2003); (Avolio et al. 1999), (Lowe, Kroeck, & Sivasubramaniam, 1996).

Lastly, Denison's Organization-Cultural Survey (DOCS), modified by Fey and Denison (2003), was chosen to compute organizational-culture. This 36 questionnaire enquired from personnel to define the critical features of an organization using a five point Likert-rating-scale ranging from "strongly disagree" to "1" to "strongly agree" called "5".

Figure 1 Conceptual model



3.1. Data Collection

Multivariate statistics are utilized to investigate the data produced from the survey. The descriptive data analysis is analyzed by using the SPSS (adaptation 21.00) program to achieve the data and to close if data fulfill the primary hypothesis that is mandatory to computing multivariate-techniques. This study included a review of the respondent profiles and data screening.

As this model is a covariance based model in which the simultaneous effect of all variables must be studied so AMOS is used. Measurement scale use in the questionnaire is to explain the significance of the respective model construct and is measured by reliability and validity. The 'Cronbach's-alpha' is utilized to measure the scale reliability, which shows the consistency of responses across each item within the scale. However, "Inter total correlation" is used to measure the degree to which a specific item belongs to its size.

Through factor analysis, the validity of the measurement scale is calculated; For this two consecutive techniques are used: (1) CFA; and (2) EFA. The primary function of CFA is to affirm whether the gathered information fits the hypothetical hypothesis of (TF)transformational and transactional-leadership Behaviour, organizational-culture, and K-M practices or not. The EFA is used to improve and reveal the suitable factor structures to make the ideal dimensionality, reliability, and legality of these scales rely upon the assets of the

investigation Thompson. Later on, multiple regression analysis is utilized to test the proposed theories concerning the relationship between authority practices, hierarchical culture, and KM. It is a predominant explanatory apparatus used to characterize which specific independent variables predict the difference of dependent variables selected by the research (Hair et al. 2006). Also, moderated-regression-analyses are performing to test the directing impact of authoritative-culture on the relationship between leadership-Behaviour and knowledge-management practices.

3.2. Assessing measurement models

Exploratory-factor-analysis and confirmatory-factor-analysis of scale consistency are utilized to evaluate the legitimacy of scale. CFA only focuses on the association among factors and their measured variables within the theorized structure (Byrne, 2001).

Table 1 **Reliability of constructs**

Construct's Measurement scale	Cronbach Alpha
Transformational leadership TLS(20 items)	.928
Transactional Leadership TRS(16 items)	.809
Organizational culture OC(36 items)	.970
Knowledge Management KM(17 items)	.886
Sample size	196

Table 1 represents the Cronbach's alpha of four scales: TLS 20 items, TRS 16 items, OC 36 questions, and KM 17 items. All scales value ranged from .809 to .970, representing durable internal consistency with the sample.

Confirmatory-Factor-Analysis is using to check the suitability of measurements. CFA technique confirms theoretically about measures *(Hair et al. 2006).*

Therefore, CFA is used when latent-variable-structure is recognized (Byrne, 2001). Thompson (2004) also enlighten that CFA is more suitable because CFA theory is directly tested by this analysis and degree of model fit, also evaluating in diverse ways.

Table 2 **Factorability of data**

Constructs	KMO	Bartlett's test Approx chi square	Df	Sig.
TF: Transformational leadership	.947	1791.096	190	.000
TR: Transactional leadership	.854	781.837	120	.000
OC: Organizational culture	.928	7036.034	630	.000
KM: Knowledge management	.892	1245.286	136	.000

3.3. Relationship Identification

The finding has shown that the TF-factors (CH and IC) forecast and describe 34.3 %, 36.2%, and 27.5 % of the difference of IN, SO, and EX individually these adjusted R^2 values are significant at the .05 level (Joish, Cady, & Shaw, 2000). Moreover, the t-value shows the CH is a major forecaster of both socialization (SO) and externalization (EX). On the other hand, individualized consideration (IC) has no vital forecasting power with KM factors. They are therefore representing that the independent variable individualized consideration should remove and no need to be measured for additional analysis of the moderating effect of OC on Transformational-leadership and knowledge-management.

The results encouraged that TF behaviour has a strong affiliation with KM and its construct. The TF construct, Charisma attribute, and individualized consideration (IC) both elements have

statistically substantial calculating power over the variance of three K-M factors; however, the predicting level significant at the .05 degree. So it is decided that Transformational-Leadership(TF) is related to K-M, and therefore hypotheses H1 is supported.

Table 3 Regression model of the relationship among TF and KM

Criterion	Constant (t statics)	Predictor Unstandardized(Srd.eror) /Standardized B (t statics)	Model Summary				
		TF	R	R^2	Adj. R^2	F	Durbin-waston
KM	1.265 (8.048)	.662(.065)/ .589(10.141)	.589[a]	.346	.343	102.840	1.101

TF: Transformational leadership KM: Knowledge Management

Regression model of the relationship among TF and KM construct

Criterion	Constant (t statics)	Predictor Unstandardized(Srd.eror)/ Standardized B (t statics)		Model Summary				
		CH	IC	R	R^2	Adj. R^2	F	Durbinwaston
IN	1.196 (6.467)	.391(.124)/ .314(3.146)	.993(121)/ .818(8.196)	.591[a]	.350	.343	51.905	1.112
SO	1.409 (8.013)	.380(.118)/ .316(3.212)	.979(.115)/ .836(8.499)	.607[a]	.369	.362	56.361	1.593
EX	1.706 (8.048)	.240(.143)/ .177(1.685)	.501(.139)/ .378(3.610	.532[a]	.283	.275	38.071	1.638

a. Predictors: (Constant), IC, CH b. Dependent Variable: IN, SO, EX

Table 4 Regression model of the relationship among TR and KM

Criterion	Constant (tstatics)	Predictor Unstandardized(Srd.eror)/ Standardized B (t statics)	Model Summary				
		TR	R	R^2	Adj. R^2	F	Durbinwaston
KM	3.602 (14.023)	.292(.093)/ .220(3.146)	.220[a]	.049	.044	9.898	1.767

TR: Transactional leadership KM: Knowledge Management

Table 5 Regression model of the relationship among TR and KM construct

Criterion	Constant (tstatics)	Predictor Unstandardized(Srd.eror)/ Standardized B (t statics)		Model Summary				
		CR	MBEA	R	R^2	Adj. R^2	F	Durbinwaston
IN	3.720 (13.314)	.168(.096)/ .129(1.741)	-.064(.088)/ -.52(-.727)	.486[a]	.237	.221	14.794	1.918
SO	3.636 (13.027)	.170(.096)/ .136(1.767)	-.083(.087)/ -.070(-.953)	.426[a]	.182	.165	10.613	1.988
EX	2.744 (8.297)	.384(.114)/ .037(4.625)	-.048(.092)/ -.057(.742)	.319[a]	.102	.083	5.421	1.399

a. Predictors: (Constant), CR, MBEA b. Dependent Variable: IN, SO, EX

Regression model of the relationship among TR and KM construct

Criterion	Constant (t statics)	Predictor Unstandardized(Srd.eror)/ Standardized B (t statics)		Model Summary				
		MBEP	LF	R	R^2	Adj. R^2	F	Durbinwaston
IN	3.720 (13.314)	-.136(.103)/ -.116(-.318)	.468(.075)/ .518(6.215)	.486[a]	.237	.221	14.794	.918
SO	3.636 (13.027)	.169(.103)/ .150(1.639)	.032(.075)/ .036(.387)	.426[a]	.182	.165	10.613	.988
EX	2.744 (8.297)	.226(.089)/ -.053(-.542)	.226(.089)/ .229(.2538)	.319[a]	.102	.083	5.421	1.399

a. Predictors: (Constant), MBEP, LF b. Dependent Variable: IN, SO, EX

Table 6 Multiple regression analysis of Transformational leadership and knowledge management with moderating effect of organizational

Independent	Step 1		Step 2					
	TF		TF* HI		TF*AD		TF*MI	
	Beta	T	Beta	T	Beta	T	Beta	T
TF	.656	8.111	.125	5.404	.399	5.285	.412	5.348
Interaction Effect								
TF*HI			.345	.533				
TF*AD					-.50	-0.72o		
TF*MI							.026	.329
Equation								
Change in R^2				.002		.003		.001
R^2		.0163		.166		.168		.174
Change in F				0.285		.522		.106
F		8.44		16.178		15.310		15.064

In Table 6, there is no significant increase in R^2 when the interaction terms (TF x AD, TF x MI, and TF x HI) are presented, Therefore representing that no dimensions of organizational-culture are found to moderate the effect of transformational-leadership Behaviour on knowledge-management practices within an organization. Therefore, the H3 hypothesis is not supported.

Table 7 Multiple regression analysis of Transactional leadership and knowledge management with moderating effect of organizational cultural

Independent	Step 1		Step 2					
	TR		TR* HI		TR*AD		TR*MI	
	Beta	T	Beta	T	Beta	t	Beta	T
TR	.300	3.838	.270	3.487	.272	3.488	.262	3.380
Interaction Effect								
TR*HI			-.146	-1.903				
TR*AD					-.136	-1.634		
TR*MI							-.173	-2.221
Equation								
Change in R^2			.022		.016		.028	
R^2	.088		.110		.103		.116	
Change in F			3.625		2.640		4.890	
F	14.715		9.295		8.755		9.986	

The above Table demonstrate the moderate-regression of transactional-leadership(TA) on knowledge-management(K-M), the association terms of the

order (HI), and mission (MI) culture are critical, shown by the considerable increment in the R^2-values when communication terms are incorporated. Be that as it may, AD (flexibility) does not show the relationship between TA and KM. Consequently, hypothesis 4 is moderately supported.

Table 8 Regression model of the relationship among TF and OC construct

Criterion	Constant (t statics)	Predictor Unstandardized(Srd.eror)/ Standardized B (t statics)		Model				
		CH	IC	R	R^2	Adj. R^2	F	Durbin waston
HI	2.446 (15.302)	.746(.107)/ .725(6.945)	.259(.1057)/ .258(2.471)	.537[a]	.288	.281	39.044	1.389
AD	2.426 (18.702)	.506(.087)/ .636(5.8)	.186(.085)/ .240(2.189)	.463[a]	.214	.206	26.269	1.648
HI	2.636 (13.670)	.878(.130)/ .738(6.769)	.462(.126)/ .398(3.655)	.474[a]	.225	.217	27.974	1.585

Table 9 Regression model of the relationship among TR and KM construct

Criterion	Constant (t statics)	Predictor Unstandardized(Srd.eror)/ Standardized B (t statics)		Model				
		CR	MBEA	R	R^2	Adj. R^2	F	Durbin-Waston
HI	1.891 (8.573)	.396(.076)/ .370(5.204)	.290(.069)/ .287(4.198)	.550[a]	.303	.288	20.727	1.365
ADP	2.010 (11.287)	.238(.061)/ .287(3.872)	.235(.056)/ .300(4.211)	.488[a]	.238	.222	14.946	1.555
MIS	1.732 (6.664)	.458(.090)/ .369(5.105)	.284(.081)/ .242(3.484)	.525[a]	.276	.261	18.188	1.608

Criterion	Constant (t statics)	Predictor Unstandardized(Srd.eror)/ Standardized B (t statics)		Model				
		MBEP	LF	R	R^2	Adj. R^2	F	Durbin-Waston
HI	1.891 (8.573)	.016(.082)/ .160(.149)	.002(.059)/ .003(.038)	.550[a]	.303	.288	20.727	1.365
ADP	2.010 (11.287)	.045(.066)/ .061(.688)	-.026(.048)/ -.045(.546)	.488[a]	.238	.222	14.946	1.555
MIS	1.732 (6.664)	.079(.096)/ .070(.820)	.078(.070)/ .090(1.113)	.525[a]	.276	.261	18.188	1.608

To inspect how TR connect to OC when regression analyses are executed. The outcomes of the OC regression-analyses are present in Table. These outcomes

exposed that TR (CR, MBEA, MBEP, and LF) described and projected 28.8 %, 22.2%, and18.188 % of the variance of HI, AD, and MI culture. All adjusted-R^2 are significant at the 0.05 level. Furthermore, the assessment of t values and p-value explain that TR is a significant predictor of organizational culture

4. Empirical Results

This study stresses the interaction of various factors to search how leadership-Behaviour connect to knowledge-management in multiple types of organizational culture. Within an organization, it is noted that transformational(TF) and transactional(TR)-leadership behaviour has close relation with knowledge management. It is also presented that transactional-leadership appears less effective as compared to transformational leadership behaviour, although later also does not have any significant impact on the knowledge-management.

The first and foremost objective of existing research is to examine the dominant impression of leadership-Behaviour on knowledge-management inside the organization. The present study strongly supports this proposal at both the construct & factor levels.

The regression analysis explains the relationship between these variables. The strong R2 of charismatic leadership (Transformational leadership) explains 36.2 % and 27.5 % of the variance with knowledge-socialization and knowledge-exchange practices correspondingly. These studies recommend that CH Behaviour contribute to the formation of organizational-knowledge and a decision-making attitude that encourages the stream of knowledge within an organization. So, CH leadership plays a significant part in implementing ideas and dynamism for Knowledge-sharing. This work has strongly shown that transactional leadership behaviour is part and parcel for the commitment of an organization. Thus it is collectively approved that transactional leadership behaviour is essential for the advancement and development of knowledge-management practices within an organization. The conclusion of this observation helps to promote this relationship among transactional-leadership and knowledge-management, therefore approved the research hypothesis H2.

Regression-analysis explained that TR-Behaviour are considerably linked to KM. The R2-value connected with this association proposes that transactional-

leadership estimated an amount of variance of 4.9 % in KM practices. Moreover, the outcomes of regression analysis show that the involvement of CR (Contingent-reward) leadership on all measurements of KM-practices is less than the result of charisma-attributed behaviour. In SMEs, the leaders are the owners who supervise each part of their tasks and business. An executive mindset is commonly integrated, and the final control power in the owner's hands.

Moreover, SMEs have benefited over large scale enterprises in detail of their structures in applying KM. The TR leader takes benefit from this situation and set good examples with their Behaviour that are desirable for implementing and sharing knowledge. CR leaders make it clear that for each individual's tasks, expectations, and responsibilities. The reward is given to fulfill the requirement by using fair means. While such quality of stress on goal setting is not actively found in transformational-leadership. Also, SMEs have privilege over large enterprises in terms of their structures in executing knowledge-management. SMEs have a flexible and straightforward structure, which will smooth the differences that characterize organizational breakthroughs as the conducive performance of a direct approach is easy to obtain with minimal difficulty. For SMEs, such situations raise managers who have a well-deserved opportunity to become role models and set an excellent example by looking at expected values and expected Behaviour through a building, disseminating, and using knowledge. Other exciting research from this analysis centers around the relationship between management Behaviours and the range of knowledge management practices. It is suggested that by keeping in view all the aspects of effective leadership, it is necessary to choose transactional behaviour such as management-by-exception; however, this study did not find that to be the case.

Thus, the third and fourth theories suggested that organizational-culture regulates the impact of leadership-Behaviour and leadership-Behaviours in terms of knowledge-management-practices, respectively. The results of the present study, however, did not support hypothesis H3 regarding the effect of organizational-culture on relationships concerning transformational-leadership and knowledge-management. Yet, it is established that at the lower levels of management and mission-culture, strong leadership relationships related to knowledge-management will be analyzed; therefore, hypothesis H4 is valuable and accepted. Specifically, the results of the regression analysis showed that the moderating role of organizational culture in the relationship between transformational-leadership and knowledge-management did not have any

degree of statistical significance. These results imply that, regardless of organizational-culture (hierarchy, adaptability or mission), the effect of transformational-leadership on knowledge-management-practices seems to be entirely consistent. Therefore, transformational-leaders can create or alter the culture to keep knowledge-management instead of having a direct impact on knowledge-management-practices. Findings present that in an isolated culture context, follower's perception regarding leadership charisma is based on a comparison of the employee's behaviour with these types of leadership.

The conclusion of current research also depicted that the association among transformational(TF) and transactional(TR)-leadership and knowledge-management practices is presided by organizational-culture. In particular, the results of the systematic regression-analysis showed a surprising increase in the number of leadership changes in knowledge management changes, from 8.7 percent to 10.8 percent after the hierarchy and 11.5 percent after the mission. The simulation effect overlaps with the culture of adaptation because it did not result in significant variability in variance. Also, negative beta-values indicate that higher scores in organizational-culture are associated with a lower contribution of adaptive leadership to information management events and a release from adaptive culture. These results provide convincing evidence to support the moderating role of organizational culture in the organization between Transactional-leadership and knowledge-management. As a result, assumption H4 is supported.

5. Conclusion

5.1. Implications for Managerial Practices

The research describes various essential significances for organizations.

- Leaders with TR-Behaviour will work inside the present culture and monitor current norms and values followed by the organizations. In this sense, TR Behaviours support existing KM practices.
- TF Behaviours readjust the culture with the new visions, when desirable.
- The results of this research show that charisma and contingent rewards are the furthermost real leadership Behaviours for KM practices.

- These results recommend that leaders use appropriate techniques of understanding, levels of motivation, and Behaviours considered to be essential for an organization. Those leaders who focus on KM practices must dedicate time and attention to knowledge actions and issues, and it can be done with the help of day to day Behaviours that convey the proper message, something that is essential in real sense.

5.2. Limitations

A constraint of research is it's observational (cross-sectional) in nature: leadership and organizational culture, and its impact of knowledge-management-practices, possibly maybe some kind of time gap. Prolonged treatment of data might create other perceptions of the impact of leadership-Behaviour and organizational-culture. This research is not able to observe manager communication with subordinates.

5.3. Future Directions

The result of this study has a necessary implication on knowledge management and so must be looked over. In this respect,

- This study described the relations of organizational-culture on the relationship between leadership and knowledge management. Other moderating variables, such as organizational structure, strategies, and further background features, might lessen this conclusion.
- The forthcoming study must prolong the considerate of leadership-Behaviours as an ancestor to KM practices by concerning these moderating variables. An independent analysis of the framework also minimizes the likely bias from a sole cause.
- This research is, moreover, not able to analyze the manager's interaction with subordinates in real sense. It is suggesting that using observational data to increase survey methods of transformational(TF) and transactional(TR)-leadership. Such approaches help to boost up the understanding of sophisticated practices of leadership in various situations. While Spector (2006) has discussed that it is inappropriate to accept that the usage of sole technique spontaneously presents organized prejudice, it is suggested that forthcoming study collects measures of variables from diverse data to reduce the effects of any favoritism.

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