

Do supervisors hiding knowledge regret?

Abstract

The aim of this paper is to investigate how subordinates' Organizational Citizenship Behavior (OCB-S) towards his supervisor mediates the relation between Supervisor's Knowledge Hiding (SKH) behavior and regret that prevails in him after hiding knowledge from his subordinate. The study proposes to collect data from employees working in the shop floor level. Dyadic data from subordinate and his/her supervisor would be collected to understand the impact on OCB-S after SKH. The author hypothesizes a reduction in subordinate's OCB-S after SKH. Also, SKH is hypothesized to result in a feeling of regret for the supervisor. Partial Least Square Structural Equation Modelling will be used for analysis. Prior research has mainly focused on victim centric research. In other words, impact of SKH on subordinate and the organization have been studied. This study emphasizes the impact on victim as well as the actor after knowledge hiding. Moreover, this is probably among the first few studies to introduce regret in the realm of KH in a vertical relation in organization.

Keywords: knowledge hiding, regret, organization citizenship behavior

Introduction

Knowledge stands out as a valuable organizational asset, serving as a cornerstone of its competitive edge (Yao et al., 2020; Nerstad et al., 2018). A growing interest of scholars has been in exploring the various dimensions of knowledge management such as knowledge storing, knowledge hiding (KH) and knowledge sharing (KS), and (Venz and Shoshan, 2022). KS or transfer of knowledge within an organization can serve as a competitive advantage to attain success. However, studies

have revealed that when prompted to share knowledge, half to three quarter of employees consciously withhold this resource from their colleagues (Mubarak et al., 2021). This behavior of being more inclined to conceal knowledge when being requested is known as knowledge hiding (Connelly et al., 2012). Several research studies have illuminated that employees choose to keep information from their colleagues, despite various efforts made by organizations to promote KS, such as suggestion boxes and intra-organizational information bulletin (Connelly & Zweig, 2015). While knowledge hiding may be considered a relatively minor form of misconduct in the workplace, it has detrimental effects on both the individual seeking knowledge and the overall performance of the company. The act of knowledge hiding can have detrimental consequences for both management and organizations, posing a significant risk to both individual and organizational success in fiercely competitive environments (Wang et al. in 2019). It can be attributed to individuals adopting a "defensive" stance in response to adverse workplace conditions, leadership dynamics, or job attributes. These conditions include facing ostracism at workplace, working under a dysfunctional leader, bound by stringent time constraints, facing injustice at workplace , and being involved in task-related conflicts everyday (Zhao et al., 2016; Agarwal et al., 2022; Skerlavaj et al., 2018; Boz Semerci, 2019; Jahanzeb et al., 2021). Further empirical research is required to explore how leadership impacts employees' capacity to hide their knowledge (Gerpott et al. in 2020). KH practices reduce employees' motivation and create an unfriendly work environment (Di Vaio et al., 2021). Akhtar et al. (2022) revealed the adverse impact of a leader's KH behavior resulting in impeding an employee's creativity. For instance, a marketing team in a company that is preparing a crucial presentation for a potential client. A senior marketer, possesses in-depth knowledge about the client's industry and has access to valuable market research data that could significantly enhance the presentation's quality and persuasiveness. However, the senior marketer

chooses to hide this knowledge and doesn't share the insights with her colleagues in the hope of preparing a better presentation as the sole presenter. The subpar presentation prepared by the team will result in longer time to collect data, hence, a low efficiency with poor work performance. Eventually, KH will lead to decreased morale.

Given the disastrous impact of KH in companies, the topic has attracted many researchers (Nguyen et al., 2022; Donate et al., 2022). The impact of horizontal KH, i.e., between two co-workers is often explored in literature (Anand et al., 2023; Arain et al., 2022). However, there is a dearth of studies that discuss vertical KH, where the supervisor hides knowledge from his subordinate (Offergelt & Venz, 2023; Chen et al., 2023). Prior research states the adverse impact an abusive/unethical supervisor may have on his subordinate and distrust (Santos et al., 2023; Legood et al., 2021). These impacts include low levels of life satisfaction, poor organizational citizenship behavior (OCB) and low motivation to work (Kaur & Kang, 2023). Also, prior studies state the impact of KH on self-conscious emotions given the realization that people recognize the transgressions from moral and social norms (Muris et al., 2018; Islam et al., 2022).

This paper analyzes the relation of SKH with his regret mediated by subordinate's OCB-S. The model is based on the social exchange theory that highlights the way humans behave socially is guided by how information is exchanged between them (Jahanzeb et al, 2019). The presented research study discusses the self-conscious emotions that arise after hiding knowledge from his subordinate. Thus, this study adds to the literature on knowledge hiding. Moreover, studying the impact of a supervisor's KH behavior on self-conscious emotions would be a novel addition to the literature on self-conscious emotions as well as attributional perspective where the victim tends to attribute the hurtful behavior to the wrong doer's internal factors.

The presented study is structured as follows: In Section 2, we delve into the review of literature, while Section 3 presents the theoretical framework and the proposed model. Section 4 outlines the research methodology employed for this study. We discuss the study's implications in Section 5, and Section 6 serves as the conclusion, where we offer future research recommendations in Section 7.

2. Literature review

In the realm of business, knowledge holds a vital strategic advantage for all companies, as it is valuable, infrequent, challenging to duplicate, and impossible to replace (Kumar Jha and Varkkey in 2018). Nevertheless, studies indicate that roughly half to three-quarters of workers deliberately refrain from sharing knowledge when it's asked for (Connelly et al. in 2012, Mubarak et al. in 2021, and Peng in 2013). Certainly, when viewed through an ethical lens, KH is inherently unethical. This is because it entails the utilization of deceptive strategies to advance self-interest, such as safeguarding one's knowledge, at the expense of other parties. Such behavior runs counter to ethical principles like honesty and benevolence (Connelly et al. in 2012).

There exist a plethora of studies discussing the sharing impact of knowledge in an organization (Deng et al., 2023). The concept of KH initially attracted organizational sociologists and anthropologists during the 1960s, as exemplified by Mechanic's work in 1962. More recently, researchers have delved into the phenomenon of knowledge hiding within the organizational context, as evidenced by studies by Cerne et al. (2017), Jha and Varkkey (2018), Skerlavaj et al. (2018). In recent research, scholars have started to investigate the adverse effects of knowledge concealment within organizations. These consequences include reduced psychological safety, diminished individual and team innovation and creativity, increased intentions to leave the organization voluntarily, reciprocal knowledge hiding and strained relationships (Jiang et al.,

2018); (Fong et al. 2018). In the organizational realm, KH has been identified as a hindrance to effective knowledge sharing, causing damage to organizational operations (Gagne, 2009). It can initiate a negative cycle of retaliation (Cerne et al., 2014) leading to impediment of performance of a unit (Steinel et al., 2010) as well as undermining creativity within an organization (Connelly et al., 2012). Eventually this will curtail potential growth (Haas and Park, 2010). As reported by Babcock (2004), Fortune 500 companies have been linked to annual losses of \$31.5 billion due to KH. Adverse impact of supervisor's KH on OCB of the subordinate has been noted by Arain et al. (2020). A negative association between KH behavior and OCB targeted at organization, co-workers and customers has been revealed by Kaur and Kang (2023). Additionally, on an individual level, KH has been shown to foster distrust (Connelly et al., 2012), diminish the creativity of those engaging in KH (Cerne et al., 2014), and isolation of employees from the socialization, thus hindering the network of exchanging ideas (Connelly et al., 2012).

KH is an intentional decision of an individual which may result in regret. Regret can be defined as the gap between the actual result obtained from the chosen course of action and the best possible outcome that could have been achieved from the alternatives that were not chosen. Regret is an integral aspect of life because nearly every decision can appear better in retrospect, and even when selecting the correct option, there may still be a sense of regret over missing the chance to gain insight from alternative choices. Connelly and Zweig (2015) highlighted the significance of acknowledging the knowledge hider's adverse emotional experiences. The thought that people recognize your transgressions after breaching any moral or social norms gives rise to self-conscious emotions (Muris et al., 2018). Moreover, Cialdini et al. (1991) emphasized knowledge hiders to be the best judge of their violation of organizational norms leading to feeling of guilt and

shame. Reiterating the findings of Cialdini et al. (1991), Islam et al. (2022) posited that KH behavior give rise to self-conscious emotions, i.e., shame and guilt.

2.1 Research Gap

The presented literature give rise to the following research gaps. First, the impact of KH on victims seem to be studied often. However, the research on impact of KH on the knowledge hiders seem to be scarcely studied. Second, negative consequences of KH such as low motivation and poor work performance have been studied. However, negative consequences on knowledge hider and his/her self-conscious emotions are unexplored. Third, OCB targeted at individual and organization have often been studied. But in-case of a supervisor-subordinate relationship, OCB targeted at the supervisor (OCB-S) seems more apt. To address these gaps in literature, this study addresses the following research question:

RQ1: How does the supervisor's KH behavior impact OCB-S?

RQ2: How KH behavior of the supervisor impact self-conscious emotions?

3. Theoretical framework

The presented study investigates the impact of KH by the supervisor on superordinate's OCB-S under the influence of regret of the supervisor. Figure 1 shows the proposed model for the study and the following section formulates the hypothesis.

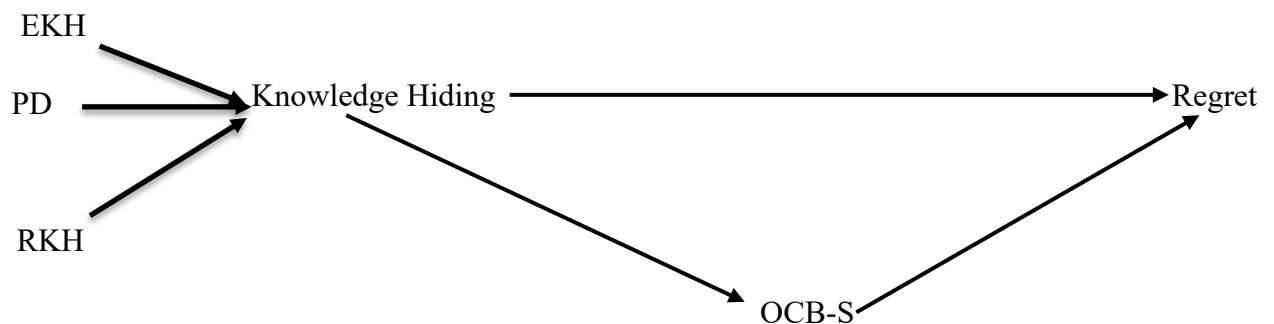


Figure 1: Hypothesized model

3.1 Knowledge Hiding

Knowledge hiding involves a purposeful endeavor by an individual to withhold information that someone else has asked for (Connelly et al., 2012). Connelly et al. (2012) suggested that knowledge concealment can manifest in three ways: 1) evasive KH (EKH): providing inaccurate information or intentionally delaying the release of requested knowledge; 2) playing dumb (PD): pretending not to possess the requested knowledge; and 3) rationalized KH (RKH): offering reasons for not sharing the requested information, citing confidentiality or a lack of authority as justifications. Serenko and Bontis (2016) propose a connection between knowledge hiding within an organization and mutual knowledge hiding, which significantly influences organizational performance. However, in a subordinate-supervisor relationship, reciprocal knowledge hiding may not be possible. This gives rise to OCB-S.

3.2 Regret

Regret and remorse are two emotional feelings that may be used interchangeably. Remorse is termed as “the behavioral expression that the offender demonstrates by expressing empathy and being sorry for engaging in hurtful conduct toward others”. On the other hand, regret is a retrospective feeling indicating a negative assessment of a choice made in the past and it wields significant influence in driving and guiding one's actions (Pieters & Zeelenberg, 2007; Xiao et al., 2019). While one may involuntarily experience other negative emotions, regret is unique as it requires a conscious choice or a decision (Zeelenberg, 2007). Similar emotions of acknowledging one's hurtful behavior may lead to the feeling of guilt and shame. Guilt arises when an individual evaluates their actions as morally and socially unacceptable (Connelly and Torrence, 2018).

Conversely, when people experience shame, they tend to attribute blame to themselves rather than their actions (Spector & Fox, 2010).

KH is an intentional decision of an individual which may result in regret. Hongbo et al. (2020) found perceived supervisor's remorse to reduce the damaging effects of abusive supervision on employees' behavior. Islam et al. (2022) posit guilt and shame as the consequence of knowledge hiding that eventually turn into OCB. On similar line Burmeister et al. (2019) reiterated guilt and shame to be a result of KH. A strong correlation between guilt and shame has been proven by Zeelenberg and Pieters (2007). Stroebe et al. (2014) noted the relationship between guilt and regret. We argue that when a supervisor hides knowledge, a feeling of regret prevails and a direct impact on self-conscious emotions are experienced by the supervisor.

H1a: Evasive KH by supervisor directly impact self-regret.

H1b: Playing Dumb KH by supervisor directly impact self-regret.

H1c: Rational KH by supervisor directly impact self-regret.

3.3 Mediating role of Organizational citizenship behavior

Organ (1988, p.4) defines OCB as a "behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in aggregate promotes the effective functioning of the organization". OCB has been explored well with respect to an individual (Kaur and Kang, 2023; Islam et al., 2022) and an organization (Shang et al., 2021; Ford et al., 2015). However, OCB with respect to a supervisor (OCB-S) seems more apt when investigating the relationship between a supervisor and a supervisee. Introduced by Masterson et al. (2000), OCB-S comprises the engagement of supervisee in tasks that go beyond the regular job responsibilities. According to the Social Exchange Theory, the behavior of the subordinate is influenced by that of the supervisor (Blau, 1964). A negative behavior of the supervisor leader is reciprocated negatively

by the subordinate whereas for a positive leader/supervisor behavior is positively reciprocated (Yu & Duffy, 2021). Arain et al. (2020) posited that knowledge hiding among supervisor's leads to distrust among subordinates and hence a reduction in OCB-S. Yu and Duffy (2021) state that when employees perceive that an abusive supervisor's actions are driven by deliberate intention to inflict harm, OCB-S decreases. On the other hand, when abusive supervision is perceived as beneficial by the subordinate, OCB-S increases. Abusive supervision has a negative association with employees thriving, thus reducing OCB (Lu et al., 2023; Khan et al., 2022).

Apart from the impact of supervisor's behavior on subordinates', the conduct of subordinates also impacts the supervisor (Lefkowitz, 2000). Neienaber et al. (2015) emphasized on the crucial impact of subordinates' trust has on managers. Existence of a strong and positive relationship between subordinates' work behaviors and their supervisor has been noted by Hasan et al. (2012). We argue that a supervisor's KH behavior results in low motivation to work as KH instills distrust in the subordinate towards the supervisor, which eventually turns into lower OCB-S. Also, KH result in a feeling of regret in the supervisor. Thus, we hypothesize the following relationship:

H2: OCB-S mediates the relation between KH by the supervisor and regret.

4. Data collection and Method

The presented study aims to investigate the moderating effect of supervisor's regret on the negative relation between KH by the supervisor and OCB-S. The sample will consist of manufacturing industry employees as KH is seen as a prominent phenomenon among employees of the manufacturing industry (Jeena & Swain, 2021). Manufacturing industry was chosen as it is labor intensive. It involves processes that involve processes which require knowledge sharing. An employee can learn by experience and by co-workers. Knowledge hiding in such an industry where KH can result in reduced work performance. Convenience sampling will be used to collect dyadic

data from supervisor-supervisee. Hard copies would be distributed which comprising two different type of research question, i.e., one for supervisee and another for his/her supervisor. The questionnaires would be prepared in Hindi language with a special attention to avoid any offensive questions based on caste, religion or politics. It will be translated and back translated to English language (Brislin, 1971). Also, to ensure minimum bias within responses, data collection will sprawl over three different phases. Survey 1 would be conducted to collect demographic information, and supervisor's KH behavior, survey 2 will capture employees' response of KH by the supervisor and difference supervisor's regret would create on him/her and the third survey will be designed to rate the supervisor's KH behavior towards his/her supervisee.

4.1 Measures

The present study uses 12 item scale developed by Connely et al. (2012) to measure knowledge hiding. Each category of knowledge hiding has been measured using 4 items, i.e. there exist 4 items each for rationalized hiding, evasive hiding, playing dumb. An example of questions present in the scale are as follows. *“My supervisor agrees with me but never really intends to provide me with the requested information. My supervisor says that he/she does not know, even though he/she does. My supervisor explains that the information is confidential and only available to authorized people”*.

For measuring regret, scale proposed by Schwartz et al. (2002) will be used. This is a 5 item scale which includes questions such as, *Whenever I make a choice, I'm curious about what would have happened if I had chosen differently. If I make a choice and it turns out well, I still feel like something of a failure if I find out that another choice would have turned out”*.

OCB-S will be measured using scale provided by Williams and Anderson (1991). This is a 7 item scale which includes questions such as, “*He/she voluntarily helps me when I have a heavy workload*”.

4.2 PLS SEM

Partial Least Square Structural Equation Modeling (PLS SEM) would be used to test the hypothesized research. Relationships between latent variables are a prominent focus in the existing literature (Sharma et al., 2023; Khan and Ponce, 2021). Two prevalent methods for establishing these relationships are covariance-based structural equation modeling (SEM) and the partial least squares (PLS) approach.

SEM is proficient at elucidating the covariance among chosen constructs. However, it carries the drawback of necessitating a homogeneous population for analysis, as highlighted by El Maalmi et al. in 2022. In contrast, PLS does not impose such a restriction, as noted by Wu et al. in 2012. PLS operates with minimal assumptions about the statistical distribution of the data to be tested, striving to maximize the explained variation. It places a particular emphasis on providing causal explanations, setting it apart from SEM, which primarily describes a theoretical model without offering inferences for observed variables, as elucidated by Su and Yang in 2010 and Lauria and Duchessi in 2007.

As a result, PLS-SEM was employed in this study to assess the significance of path relationships. A two-step analysis would be followed that would involve evaluating the measurement model in the first step. This step would ensure factorial validity of the model. The second step comprises testing the structural model to assess the hypothesized relationship.

4.2.1 Assessing the outer Measurement Model

The outer loadings for variables forming a construct show their contribution to the formation of respective constructs which are calculated using PLS SEM. These values will then be compared with 0.7 as it is the acceptable value (Reyna-Castillo et al., 2022). The evaluation of the correlation between the constructs is performed using a measure known as construct reliability. In this assessment, various reliability measures, including Cronbach's alpha (λ), Dijkstra Henseler's (ρ_A), and composite reliability (ρ_C), were utilized to gauge the internal consistency and reliability of the model. These measures help ensure the robustness of the relationships between the constructs under consideration. These measures for rationalized hiding, evasive hiding, playing dumb would be checked for my study. Convergent validity, which assesses the degree to which indicators of a particular construct converge or measure the same underlying concept, is examined through the utilization Average Variance Extracted (AVE) and item loadings. AVE values >0.5 and item loadings > 0.7 will indicate convergently valid results.

To demonstrate the distinction between different constructs, we assess discriminant validity, a crucial aspect of construct validity. Discriminant validity will be evaluated using multiple methods, including the Fornell-Larcker (FL) criterion, the Heterotrait-Monotrait (HTMT) matrix, and cross-loadings (Hossain et al., 2022).

According to the FL criterion, discriminant validity is confirmed when the FL values surpass a threshold of 0.708 (Hair et al., 2019). This threshold will be considered acceptable as it explains approximately 50% of the variation in the data, as suggested by Hair et al. (2019). However, it's worth noting that some argue that FL may not be the most robust measure for detecting discriminant validity.

To further examine discriminant validity, we will also utilize the HTMT ratio. Hair et al. (2019) recommended a threshold value of below 0.85 for HTMT to establish discriminant validity.

Additionally, we will assess cross-loadings, which involve evaluating whether the indicators of each construct exhibit stronger loadings on their respective construct compared to other constructs (Ifinedo and Olsen, 2015). This analysis reinforces the establishment of discriminant validity.

4.2.2 Assessing the structural model

Variance Inflation Factor (VIF) values are employed to scrutinize the inner structural model for signs of high correlation among variables. The VIF values are shown in VIF values > 5 can indicate certain variables may be highly correlated with others in the model.

In the structural model's hypothesis testing, we employ a bias-corrected and accelerated (BCa) bootstrap method with 10,000 sub-samples. The outcomes of these tests, including p-values, t-values, and β values will be displayed. We will maintain a 95% confidence level with a significance level (alpha) of 0.05. Significant relationships are indicated by p-values less than 0.05 and t-values greater than 1.96. Information about the coefficient of determination, R^2 will be provided. It quantifies the portion of variability in the dependent variables explained by the independent variables.

5. Anticipated Implications

Many studies have observed that coworkers may exhibit reciprocal behaviors in response to certain actions, including those of an individual referred to as KH (Anand et al., 2023). However, this pattern may not hold true in the context of a supervisor-supervisee relationship. It is evident that being hurt by a supervisor's KH behavior is a natural reaction. Nevertheless, in such a relationship, the subordinate is unable to express his/her feeling towards the supervisor. In such a scenario, the subordinate resorts to OCB-S. Thus, in alignment of the existing research on OCB, we expect to reveal that when supervisors exhibit negative and unethical behavior, such as abusive supervision, it can serve as a catalyst for supervisees to curtail their OCB activities. This reduction in OCB can

be seen as an attempt to restore a sense of equilibrium in their negative social interactions with their supervisor (Mackey et al., 2017).

In essence, our findings serve as a reminder to supervisors that concealing knowledge could have unintended consequences, potentially leading to heightened distrust among their subordinates. This heightened distrust, in turn, can diminish the willingness of subordinates to engage in Organizational Citizenship Behavior specific to their supervisor (OCB-S). Previous research on OCB has indicated that a supervisor's effectiveness often hinges on their ability to motivate their subordinates to demonstrate OCB-S. For example, consider a scenario within a corporate environment where a manager opts to withhold crucial information and expertise from her team members. She believes that by doing so, she can gain a competitive edge and maintain control over her team's work. Consequently, her team feels left out, undervalued, unappreciated and eventually start doubting her intentions. So, team members become less inclined to go the extra mile at work, such as assisting colleagues with tasks beyond their job descriptions. Their motivation to contribute beyond their basic job requirements wanes due to uncertainty regarding their supervisor's intentions, and they are no longer as dedicated to supporting her objectives. This vividly demonstrates how a manager's choice to withhold knowledge can backfire. Rather than achieving a competitive edge, the manager has compromised the trust and enthusiasm of her team, ultimately diminishing their OCB. This underscores the significance of managers fostering trust and motivation among their team members to promote OCB and, consequently, attain success in their leadership roles. Previous research underscores the "trickle-down" effect in supervisory conduct, where unethical actions by managers can lead subordinates to engage in similar behavior. This may apply to knowledge hiding (SKH) as well. To counteract this, supervisors should serve as ethical role models, promoting knowledge sharing. HR managers should establish open

communication channels and fair HR policies to build trust between supervisors and subordinates, encouraging knowledge sharing.

To combat SKH, it's crucial for top management to address the factors motivating supervisors to engage in such behavior, including fear of losing power, face, or being exploited, as well as issues like lacking psychological safety and dealing with an unpredictable work culture and rules. This can be accomplished through human resource planning strategies that promote both psychological safety and job security, encouraging employees, managers, to take shared ownership of processes for creating and sharing knowledge within their organizations.

6. Conclusion

This study aims to answer two significant research questions in KH literature. First, it tries to establish a relationship between supervisor and subordinate's OCB-S of shop floor workers. Second, it investigates the moderating influence of regret on this relationship. Specifically, the study explores whether a supervisor's expression of regret positively influences the OCB-S of supervisees, especially when their OCB-S has diminished due to the supervisor's knowledge hiding behavior.

These findings suggest that managers should serve as ethical role models for their subordinates by demonstrating knowledge sharing behavior instead of KH behavior. The latter can have detrimental effects, including increased distrust among employees and reduced Organizational Citizenship Behavior specific to the supervisor (OCB-S). Therefore, fostering a culture of knowledge sharing can lead to more positive outcomes within the organization.

7. Future directions and limitations of study

This study focuses on manufacturing industry employees, thus limiting it to one industry. Future research could focus on different sectors of employment. The presented study explores the self-conscious emotions, i.e., regret of the knowledge hider. Future work can emphasize the feeling of regret of the subordinate given a reduced OCB-S. Moreover, this study does not consider a particular leadership style. Future research can explore the impact of different leadership styles of supervisor, such as abusive leadership, humble leadership, on the subordinate. At last, context taken is India which would limit the generalizability of study to other contexts.

References

- Akhtar, M. W., Karatepe, O. M., Syed, F., & Husnain, M. (2022). Leader knowledge hiding, feedback avoidance and hotel employee outcomes: a moderated mediation model. *International Journal of Contemporary Hospitality Management*, 34(2), 578-600.
- Anand, A., Dalmasso, A., Hungund, S., Centobelli, P., Cerchione, R., & Dumazert, J. P. (2023). Abusive Supervision Effects on Employee Knowledge Hiding Behavior in Academia. *Journal of the Knowledge Economy*, 1-27.
- Arain, G. A., Bhatti, Z. A., Ashraf, N., & Fang, Y. H. (2020). Top-down knowledge hiding in organizations: an empirical study of the consequences of supervisor knowledge hiding among local and foreign workers in the Middle East. *Journal of Business Ethics*, 164, 611-625.
- Arain, G. A., Hameed, I., Khan, A. K., Strologo, A. D., & Dhir, A. (2022). How and when do employees hide knowledge from co-workers?. *Journal of Knowledge Management*, 26(7), 1789-1806.
- Burmeister, A., Fasbender, U., & Gerpott, F. H. (2019). Consequences of knowledge hiding: The differential compensatory effects of guilt and shame. *Journal of occupational and organizational psychology*, 92(2), 281-304.
- Chen, S., Liu, W., Zhu, Y., & Shu, P. (2023). Sharing or hiding? The influence of supervisor bottom-line mentality on employee knowledge behaviors. *Journal of Knowledge Management*, 27(7), 1830-1851.
- Cialdini, R.B., Kallgren, C.A. and Reno, R.R. (1991). A focus theory of normative conduct: a theoretical refinement and reevaluation of the role of norms in human behavior. *Advances in Experimental Social Psychology*, 24(6), 201-234.

- Connelly, C.E. and Zweig, D. (2015). How perpetrators and targets construe knowledge hiding in organizations. *European Journal of Work and Organizational Psychology*, 24(3), 479-489.
- Deng, H., Duan, S. X., & Wibowo, S. (2023). Digital technology driven knowledge sharing for job performance. *Journal of Knowledge Management*, 27(2), 404-425.
- Di Vaio, A., Hasan, S., Palladino, R., Profita, F., & Mejri, I. (2021). Understanding knowledge hiding in business organizations: a bibliometric analysis of research trends, 1988–2020. *Journal of Business Research*, 134, 560-573.
- Donate, M. J., González-Mohíno, M., Appio, F. P., & 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.
- Ford, D., Myrden, S. E., & Jones, T. D. (2015). Understanding “disengagement from knowledge sharing”: Engagement theory versus adaptive cost theory. *Journal of Knowledge Management*, 19(3), 476-496.
- Hongbo, L., Waqas, M., Tariq, H., Nana Abena, A. A., Akwasi, O. C., & Ashraf, S. F. (2020). I will hurt you for this, when and how subordinates take revenge from abusive supervisors: a perspective of displaced revenge. *Frontiers in Psychology*, 11, 503153.
- Islam, T., Chaudhary, A., & Aziz, M. F. (2022). I regret to hide knowledge: a coping strategy model. *Global Knowledge, Memory and Communication*, 71(4/5), 230-252.
- Jahanzeb, S., Fatima, T., Bouckennooghe, D., & Bashir, F. (2019). The knowledge hiding link: a moderated mediation model of how abusive supervision affects employee creativity. *European Journal of Work and Organizational Psychology*, 28(6), 810-819.

- Jena, L. K., & Swain, D. (2021). How knowledge-hiding behavior among manufacturing professionals influences functional interdependence and turnover intention. *Frontiers in Psychology, 12*, 723938.
- Kaur, N., & Kang, L. S. (2023). Perception of organizational politics, knowledge hiding and organizational citizenship behavior: the moderating effect of political skill. *Personnel Review, 52*(3), 649-670.
- Khan, S., Kiazad, K., Sendjaya, S., & Cooper, B. (2022). A multilevel model of abusive supervision climate. *Personnel Review, 51*(9), 2347-2370. relations, 76(9), 1441-1473.
- Lefkowitz, J. (2000). The role of interpersonal affective regard in supervisory performance ratings: A literature review and proposed causal model. *Journal of occupational and Organizational Psychology, 73*(1), 67-85.
- Legood, A., van der Werff, L., Lee, A., & Den Hartog, D. (2021). A meta-analysis of the role of trust in the leadership-performance relationship. *European Journal of Work and Organizational Psychology, 30*(1), 1-22.
- Lu, S., Wang, L., Ni, D., Shapiro, D. L., & Zheng, X. (2023). Mitigating the harms of abusive supervision on employee thriving: The buffering effects of employees' social-network centrality. *Human Relations, 76*(9), 1441-1473.
- Muris, P., Meesters, C. and van Asseldonk, M. (2018). Shame on me! Self-conscious emotions and big five personality traits and their relations to anxiety disorders symptoms in young, non-clinical adolescents. *Child Psychiatry and Human Development, 49*(2), 268-278.
- Nguyen, T. M., Malik, A., & Budhwar, P. (2022). Knowledge hiding in organizational crisis: The moderating role of leadership. *Journal of Business Research, 139*, 161-172.

- Offergelt, F., & Venz, L. (2023). The joint effects of supervisor knowledge hiding, abusive supervision, and employee political skill on employee knowledge hiding behaviors. *Journal of Knowledge Management*, 27(5), 1209-1227.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington books/DC heath and com.
- Santos, C., Coelho, A., Filipe, A., & Marques, A. M. A. (2023). The dark side of leadership: abusive supervision and its effects on Employee's behavior and well-being. *Journal of Strategy and Management*.
- Schwartz, B., Ward, A., Monterosso, J., Lyubomirsky, S., White, K., & Lehman, D. R. (2002). Maximizing versus satisficing: Happiness is a matter of choice. *Journal of Personality and Social Psychology*, 83, 1178-1 197.
- Shang, C., Li, D., & Weng, Q. (2021). Do you lose by doing more? How organizational citizenship behavior directed to the organization relates to career development. *International Journal of Selection and Assessment*, 29(3-4), 483-494.
- Stroebe, M., Stroebe, W., Van De Schoot, R., Schut, H., Abakoumkin, G., & Li, J. (2014). Guilt in bereavement: The role of self-blame and regret in coping with loss. *PLoS One*, 9(5), e96606.
- Venz, L. and Shoshan, H.N. (2022). Be smart, play dumb? A transactional perspective on day-specific knowledge hiding, interpersonal conflict, and psychological strain. *Human Relations*, 75(1), 113-138.
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17, 601–617

- Xiao, M., & Cooke, F. L. (2019). Why and when knowledge hiding in the workplace is harmful: a review of the literature and directions for future research in the Chinese context. *Asia Pacific Journal of Human Resources*, 57(4), 470-502.
- Yu, L., & Duffy, M. K. (2021). The whiplash effect: The (moderating) role of attributed motives in emotional and behavioral reactions to abusive supervision. *Journal of Applied Psychology*, 106(5), 754.
- Zeelenberg, M., & Pieters, R. (2007). A Theory of Regret Regulation 1.0. *Journal of Consumer Psychology*, 17(1), 3–18.