

What Lies Beyond Scarcity? Linking Perception of Politics, Workplace Incivility and Conflict to Knowledge Hiding in the IT Industry

Introduction

In the last two decades, the incidences and frequency of various kinds of crises have increased significantly (Malik & Sanders, 2021). In addition to various global crises such as 2008 Global Financial Crises or the COVID 19 Global Health Pandemic, organization level crises because of layoff, merger, restructuring etc have become a routine phenomenon. Layoffs have become one of the common ways organizations respond to economic fluctuations and changes in the market (Lam et al., 2023). Organizations often view layoff as a strategy to survive during organizational crises (Tu et al., 2021). Increased adoption of technological advancements, including automation and artificial intelligence, frequently makes specific roles redundant, further contributing to layoffs. In the recent past, the IT industry in India, once a beacon of growth, has witnessed mass layoffs citing over-expansion during the pandemic (Deka, 2025). Soon after the pandemic, 2022 experienced the beginning of mass layoffs in India, which continued in 2023 and 2024. 2025 also began with major companies such as Meta, Microsoft, Amazon, Salesforce, and Google announcing further downsizing citing restructuring efforts as the reason while continuing to expand roles in artificial intelligence (Bhati, 2025).

Human capital is one of the critical factors which gets impacted during crises such as layoff (Malik et al., 2019). Research suggests that layoffs could have several negative impacts for employees (Tu et al., 2021). Occurrence of involuntary layoffs pose a significant threat to the job security of workers across various career stages and sectors. Past research suggests that layoffs are associated with reduced work resources creating a sense of threat for employees (Harney et al., 2018). During organizational crises such as layoffs, on one hand employee experiences reduced resources and on the other hand there is an increased work requirement where employees are expected to carry out more tasks with lesser resources (Dlouhy & Casper, 2021). In such an environment of crises with high job insecurity and reduced work resources, one of the ways employees protect themselves and maintain their competitive advantage in the system is through knowledge hiding (Aarabi et al., 2013; K"onig et al., 2020).

Knowledge hiding is defined as "an intentional attempt by an individual to withhold or conceal knowledge that has been requested by another person" (Connelly et al., 2012, p. 65). Past studies suggest there are significant detrimental consequences of knowledge hiding (Huo et al., 2016; Jiang et al., 2019; Ellmer & Reichel, 2021). Panopto (2018) reported that in 2018 because of knowledge hiding American organizations lost up to US\$ 47 million in productivity and American employees wasted close to 5.3 hours every week. Such loss in work hours severely impacts organizational creativity leading to compromised work norms and collaboration amongst employees (Kwahk & Park, 2016; Hickland et al., 2020). Considering such severe negative consequences of knowledge hiding, past researchers have called scholars and practitioners to investigate the factors that contribute to knowledge hiding (Connelly et al., 2012, 2019; Serenko & Bontis, 2016; Peng, 2013).

The objective of this study was to study the impact of perception of politics on knowledge hiding and also to examine the mediation of conflict and workplace incivility on the relationship between POP and knowledge hiding. This study contributes to the existing literature on knowledge-hiding in multiple ways. First, current research on knowledge hiding has primarily focused on antecedents such personality traits (Banagou et al.,2021; Pan et al.,2018), territoriality (Singh, 2019) or insecurity (Arias-Perez & Velez-Jaramillo, 2022; Shoss

et al., 2023), interpersonal aspects such as distrust (Xiong et al., 2021) and workplace gossip and bullying (Yao et al., 2020), and organizational aspects such as leadership factors (Men et al., 2020; Zhao et al., 2019), organizational communication patterns (Zhang & Ji, 2023) and organizational climate (Jahanzeb et al., 2021; Kaur & Kang, 2023). There are limited studies which investigate the impact of perception of organizational dynamics such as organizational politics as a contributor to knowledge hiding (Malik et al., 2019). We contribute to the literature by studying the impact of organizational politics on knowledge hiding in the context of organizational crisis. Any crisis generates emotions of despair and helplessness leading to experience of politics and conflicts within the organization. When employees are affected in terms of the changes at work and employment because of organizational crises such as layoff, it is critical to investigate how employee behavior undergoes a change during such situations. Our study offers novel insights by integrating a contextual understanding of how during layoffs the shortage of resources leads to perception of politics which leads to knowledge hiding behaviours.

Second, the current study contributes to the knowledge hiding literature by integrating the mediating variables to understand the underlying mechanism which underlines the relationship between organizational politics and knowledge hiding. While there are few studies examining the relationship between perception of politics and knowledge hiding (Malik et al., 2019; Arain et al., 2022; De Clercq et al., 2022; Wang, 2022), to the best of our knowledge, this is one of the first studies to investigate workplace conflict and incivility as mediating mechanisms that transmit the effects of perception of politics onto knowledge hiding.

Third, the research on knowledge hiding in the past has based the theoretical foundation on theories such as social exchange, social cognition, social capital, social learning, conservation of resources, territoriality, and psychological ownership (He et al., 2021). He et al. (2021) called for future research to integrate other theoretical perspectives into knowledge hiding research. Our study contributed to the literature by offering an alternative theoretical framework that integrates resource scarcity and the frustration-aggression hypothesis. The use of a new framework is critical to understand knowledge hiding behavior in the context of organizational crisis such as layoff. To the best of our knowledge, this is the first study to apply the integration of resource scarcity and frustration-aggression hypothesis to explain the relationships in our study.

Theoretical Background

In this study, we develop arguments based on the role of resources, specifically resource scarcity and the frustration-aggression hypothesis. Scarcity in organizations is a common phenomenon, and managing resource constraints often manifests in organizational downsizing and restructuring (Ramdani et al., 2021). While many organizations experiencing resource scarcity tend to foster innovation (Dolmans et al., 2014), such contextual cues also evoke extreme psychological distress (Koivunen et al., 2024). The behavioral reaction to scarcity is increased competition that is fundamentally linked to the repeated experiences of competing for scarce resources throughout life (Griskevicius et al., 2012). We follow the theoretical arguments of Kramer (1989) and Grossman and Mendoza (2003), who suggest that resource scarcity promotes competition. Scarcity renders people with limited cognitive bandwidth excessively focused on making ends meet, eventually leading to suboptimal decision-making (Mullainathan & Shafir, 2013) and focusing on certain trade-offs against those needs (Shah et al., 2015). This trade-off may induce competition over scarce resources, driving individuals to prioritize their personal welfare at the expense of others selfishly (Roux et al., 2015).

Eventually, this may give rise to unhealthy rivalry. For instance, Yu and Greer (2023) showed that resource scarcity prompted team members to engage into performance-detracting power struggles over scarce resources. This may stem from the feeling that resources within an organization are unequally distributed (Van Laer et al., 2021), resulting in aggression (Kristofferson et al., 2016). The psychological reason for this aggression is frustration (Kruglanski et al., 2023). Despite the efforts, the experience of being unable to live up to one's expectations can lead to mounting frustration (Kets De Vries & Balazs, 1997). Therefore, we apply the frustration-aggression hypothesis in this context, which states that aggression arises as a consequence of goal frustration (Dollard et al., 1939).

Drawing on our resource framework and frustration-aggression hypothesis, we argue that resource scarcity will increase competition orientation. While competition over resources may enhance survival, the unhealthy rivalry and selfish behavior it fosters may lead to heightened frustration due to the perception that resources are not fairly distributed. Such a work environment gives rise to perceptions of workplace politics. More adversely, it could predispose employees to engage in counterproductive power struggles, increasing workplace incivility and conflict. In a knowledge-intensive industry like IT, where knowledge is a critical asset, this may further encourage detrimental behaviors such as knowledge hiding, either as an intentional act to harm co-workers or as a strategy to enhance one's chances of survival in the workplace.

Perception of Organizational Politics and Knowledge hiding

Organizational politics involves specific behaviors aimed at acquiring power and building influence (Pfeffer, 1981). It is defined as “a non-sanctioned behavior, with an underlying, but concealed self-serving intent” (Ferris et al., 2000, p. 90). It is, in itself, a neutral construct (Gandz & Murray, 1980) but better understood through a macro perspective (Kapoutsis et al., 2012) that is embedded into perceptions of reality rather than objective reality (Lewin, 1936). Therefore, to understand the perception of organizational politics (POP), it is important to consider an actor's subjective interpretations or misinterpretations and their intention to engage in self-serving behavior at the expense of others within the organization (Ferris et al., 2017). Thus, POP in an organization may vary; some individuals may see it as political, while others may not (Zibenberg & Pearlman-Avnion, 2020). Ferris et al. (2000) have defined POP as “an individual's subjective evaluation about the extent to which the work environment is characterized by co-workers and supervisors who demonstrate self-serving behavior” (p. 90). POP is related to the self-interested behavior of organizational members who undermine fairness in the organization by politicking to advance their personal goals. Additionally, in-group associations formed for power coalitions and political orientation may maximize their benefits by engaging in politicking behavior, which can also be juxtaposed within the context of POP (Poon, 2003).

Antecedents of POP could be understood from a multi-level perspective. Organizational factors including hierarchy, centralization, formalization, span of control (Ferris & Kacmar, 1992), absence of rules and regulation (Jeong & Kim, 2022), delegation (Agarwal, 2016), job autonomy (Vigoda-Gadot et al., 2003), play a significant role in shaping perceptions of workplace politics. Furthermore, situational factors including scarcity of resources such as limited opportunities for promotion or career advancement (Atinc et al., 2010), favoritism-based decision-making (Daskin, 2013), leader-member exchange and co-worker cooperation (Al Jisr et al., 2020), trust (Poon, 2003) among others, contribute to this perception. Lastly, personal influences such as age and gender (Snipes et al., 2024), locus of control, and machiavellianism (O'Connor & Morrison, 2001) also play a significant role.

All these above factors often cast organizational politics in a pejorative light, portraying it as a self-serving, deceptive, and negative construct (Ferris & Treadway, 2012). Politics and political behavior are often viewed as unfavorable that undermine overall organizational effectiveness (Gandz & Murray, 1980). POP, thus, is often seen as a hindrance that constrains individuals from achieving their personal and professional goals (Landells & Albrecht, 2019). Thereby, POP reduces job satisfaction and increases turnover intentions (Al Jisr et al., 2020). Political actions are competitive and can threaten the interests of others (Porter et al., 1981). When individuals experience high levels of POP, they feel threatened, anxious, uncertain, and confused about which behaviors will be rewarded (Bashir et al., 2024; Cho & Yang, 2018; Harris et al., 2005). So, in order to maintain their self-interest, individuals may tactically engage in deceptive or undesirable behaviors, such as backstabbing, sucking up to others, and pursuing personal goals instead of those that benefit everyone (Hochwarter et al., 2020). Along with these behaviors, individuals may intentionally withhold information or hide knowledge to rationalize their self-serving actions (Arain et al., 2022). POP, therefore, serves as a serious impediment to knowledge-sharing (Evans & Ahmed Qureshi, 2013). Thus, it can be associated with knowledge hiding, as employees are more prone to withhold knowledge when they believe that self-serving organizational decision-making affects their work-related outcomes.

Knowledge hiding is a covert form of counter-productive behavior (Connelly & Zweig, 2015), wherein individuals intentionally withhold or conceal knowledge when they are requested for it (Connelly et al., 2012). The three dimensions of knowledge hiding are rationalized hiding, evasive hiding, and playing dumb. In rationalized hiding, an individual justifies why the knowledge asked for has not been shared. Evasive hiding is when someone postpones, hesitates, or shares less information when asked for the knowledge. Lastly, playing dumb means pretending not to have the knowledge requested for (Connelly et al., 2012).

Several researchers have found that POP increases the tendency to knowledge-hiding (Arain et al., 2022; De Clercq, Sofyan, et al., 2022; Malik et al., 2019). In a highly political organization, employees may hide knowledge for several reasons. First, employees may hide knowledge to secure their self-interest in an interpersonally competitive work environment (Wang, 2022). Second, employees may hide knowledge as a defensive behavior (Cui et al., 2016). Lastly, employees may hide knowledge because knowledge helps to maintain social status (Yang & Lee, 2021). Furthermore, the importance of knowledge as a competitive advantage leads to increased knowledge hiding, especially during organizational crises characterized by resource loss or scarcity (Nguyen et al., 2022). This suggests that employees may assume knowledge can help them outsmart others within the organization, particularly during downsizing, which may lead to deliberately undermining knowledge-sharing collaborations (Schmitt et al., 2012). Loss or scarcity may predispose employees to experience existential threats (Cho & Yang, 2018). In most knowledge-intensive industries, knowledge is an asset and an inherent resource essential for creating value by generating new knowledge that can be leveraged for organizational growth. Hence, individuals who create and acquire knowledge through their efforts seek to control it by developing a sense of psychological ownership, which makes them territorial over their knowledge (Peng, 2013). Knowledge gives them power (Ulrike. et al., 2005), and they fear that sharing knowledge could come at the cost of personal loss in a performance-oriented climate (Connelly & Zweig, 2015). Thus, limited or scarce resources trigger political behavior (Etim et al., 2023). Poon (2003) highlighted that “competition for scarce resources results in both real and perceived politicking” (p. 141). This, in turn, may aggravate frustration, prompting individuals to engage in survival strategies such as knowledge hiding. Without such strategic knowledge, individuals may become vulnerable to significant losses, further heightening knowledge hiding as a means of self-protection and

survival. Job insecurity, particularly involuntary turnover, may predispose employees to engage in knowledge-hiding behavior (Serenko & Bontis, 2016). In such a work environment, individuals may hide knowledge to prioritize their personal goals, often ignoring broader organizational goals (Bratianu et al., 2023). Thus, we argue that resource scarcity can intensify political tactics and exacerbate feelings of frustration, leading to knowledge hiding to help maneuver and maintain higher competitive worth. Therefore, we hypothesize that,

H1: Perception of politics positively affects knowledge hiding

Organizational conflict and Knowledge hiding

Organizations are social systems where employees with differing personalities, goals, values, and interests interact (Kuriakose et al., 2019). Human interactions in such settings vary significantly; positive interactions often lead to constructive outcomes, whereas negative interactions give rise to conflict. Furthermore, Pondy (1992) asserts that organizations are arenas for internalizing conflicts, with cooperation rarely occurring. This suggests that conflicts are an inherent aspect of every organization and are experienced almost daily by individuals and groups (Islam, 2022).

Conflict is viewed as a process in which individuals or groups perceive differences or opposition between themselves and others regarding interests, beliefs, or values that matter to them (De Dreu & Beersma, 2005). Deutsch (1969) stated that conflict results from three interrelated processes: i) competitive processes involved in an attempt to win the conflict, ii) processes of misperception and biased perception, and iii) processes of commitment arising out of pressures for cognitive and social consistency. Wang et al. (2019) outlined the process of conflict as follows: the antecedent condition (e.g. policy differences or resource scarcity), affective state (e.g. stress, tension and anxiety), cognitive state (i.e. individuals' perceptions or awareness of conflict situations), and conflict behavior (ranging from passive resistance to overt aggression) (p. 1041). There are three types of conflict (relationship, task, and process). Relationship conflicts denote differences and incompatibilities among group members regarding personal issues that are not task-related. Task conflicts refer to disagreements about how to accomplish a task, and process conflict refers to the incompatibility of views in which the task has been executed (Jehn et al., 2008).

Conflicts can be both beneficial and detrimental, as they take different forms. Cognitive conflict, which focuses on task orientation, enhances strategic decision-making, whereas affective conflict, which centers on personal incompatibilities, tends to generate hostility and distrust (Amason & Sapienza, 1997). A moderate level of conflict can have beneficial outcomes depending on contextual factors (Jehn, 1995; Krueger et al., 2022). For instance, task conflict enhanced team performance with low team expertise disparity (Lee et al., 2022). The strength of group relationships and the nature of the conflict also play a significant role. For example, Jehn & Shah (1993) found that while friend groups experienced more emotional conflict, they significantly outperformed acquaintance groups. Similarly, group members with high group value consensus, where norms favor open discussion, could enhance task conflict, reaping the positive effects of such conflict (Jehn & Mannix, 2001). Additionally, task conflict positively predicted group satisfaction when an agreeable task conflict management style was employed (DeChurch & Marks, 2001).

However, as levels of conflict increase, performance tends to decline (Jehn & Mannix, 2001). Furthermore, conflicts can lead to several dysfunctional outcomes, including reduced cohesion (Amason, 1996; Tekleab et al., 2009), lower team performance (De Dreu & Weingart, 2003), decreased member satisfaction (Lang et al., 2008); reduced innovation, (O'Neill et al., 2013), and increased turnover intentions (Shaukat et al., 2017).

Along these lines, it is important to note that conflict can negatively influence cooperation, which harms interdependent behaviors such as knowledge-sharing. For example, Wang et al. (2019) found that relationship and task conflicts negatively impacted cooperative behaviors like knowledge-sharing by affecting psychological empowerment and trust. Thus, conflicts affect how people work and shape professional activities, increasing employees' tendency to engage in knowledge-hiding behaviors. For instance, Qiao et al. (2023) found that interpersonal conflict was positively related to two dimensions of knowledge hiding: playing dumb and rationalized hiding, and task-related conflict was related to all three dimensions of knowledge hiding. Losada-Otálora et al. (2021) found that interpersonal conflict strategically motivated employees to use knowledge-hiding behaviors such as being evasive or playing dumb to cope with the lack of well-being. Conflicts can also have spillover effects such that a particular type of conflict can lead to another, affecting knowledge hiding. For example, task conflict directly led to knowledge hiding through the mediating role of relationship conflict (Kim & Hang 2024). Although earlier studies have established the link between conflict and knowledge hiding, a few researchers in their study have outlined the mechanism. For instance, Alam et al. (2021) found that conflict led to knowledge hiding through frustration. Again, De Clercq, et al. (2022) found that interpersonal conflict prompted employees to conceal knowledge to express their frustration about unmet needs. Furthermore, their perception of counterparts as rivals increased the tendency of knowledge hiding. In the context of limited resources, where frustration often arises due to unmet needs and increased competition, would conflict lead to more knowledge hiding? In such situations, employees exhibited higher individualistic values to preserve their self-interest, which predicted a higher need to hide knowledge (Boz Semerci, 2019). Furthermore, do resource scarcity and individualistic values prompt knowledge hiding through competition and envy? Peng et al. (2020) found that relationship conflict produced more competition and led to envy, prompting knowledge hiding to sabotage the counterpart. Therefore, we believe that resource scarcity leads to increased competition, resulting in more conflicts driven by heightened frustration, which, in turn, prompts individuals in knowledge-intensive industries to hide knowledge to gain an edge over their competitors. Therefore, we hypothesized,

H2. Conflicts positively affects knowledge hiding

Organizational incivility and knowledge hiding

Workplace incivility is increasingly becoming a significant concern in organizations as they grow more fast-paced, technologically complex, and culturally diverse (Porath, 2016). Incivility is a social interactive event involving two or more parties, including instigators, targets, and observers (Carter, 1998). Andersson and Pearson (1999) have defined workplace incivility as “low-intensity deviant (rude, discourteous) behavior with ambiguous intent to harm the target in violation of workplace norms for mutual respect” (p. 457). Despite its low intensity (Hershcovis, 2011), repeated workplace incivility can emerge into high-intensity serious aggression, such as workplace bullying (Holm et al., 2022; Torkelson et al., 2016). There are three types of workplace incivility: experienced incivility, witnessed incivility, and instigated incivility (Agarwal et al., 2023). Experienced incivility describes the direct target or victim of the incivility. Witnessed incivility describes the people who witness incivility. Lastly, instigated incivility describes the target or initiator of incivility (Greenslade, 2021). The sources of uncivil behaviors include supervisors, co-workers, and customers, of which supervisor-instigated incivility is the most harmful (Schilpzand et al., 2016; Vasconcelos, 2020).

Several organizational pressures that give rise to incivility include organizational change, job insecurity during downsizing, low support from co-workers, high demand and turnaround times, new communication technologies, information overload, poor leadership,

passive leadership, a lack of civility norms, and an incivility climate, all of which put people at risk of experiencing uncivil behavior (Andersson & Pearson, 1999; Han et al., 2022; Pearson et al., 2000; Raza et al., 2023; Taylor et al., 2022; Torkelson et al., 2016).

Specific behaviors associated with workplace incivility include dismissiveness, aggression, condescension, exclusion, rudeness, blaming, accusing, sabotaging, unhelpfulness, micromanagement, disregarding personal boundaries, withholding important information, giving someone the silent treatment, overriding decisions without providing a reason, and treating someone like a child (Appleby, 2010; Blau & Andersson, 2005; Collins & Rogers, 2017; Cortina et al., 2001; Pearson et al., 2000).

Cortina et al. (2022) explained that incivility increases physiological stress, triggering biological responses that drive various behavioral reactions, including reciprocation, retreat, relationship repair, or recruitment of support. Taken together, incivility leading to physiological stress and subsequent behavioral responses can also affect those who witness workplace incivility, resulting in several negative outcomes such as reduced performance, creativity, and team spirit, as well as increased aggressive thoughts (Pearson & Porath, 2013; Porath & Erez, 2009). Furthermore, it lowers job satisfaction, affecting both psychological and physical health, reduces work engagement, and increases turnover intentions (Lim & Cortina, 2005; Rehman et al., 2024; Reio & Ghosh, 2009; Tricahyadinata et al., 2020). Apart from these detrimental effects, workplace incivility impacts work-based relationships, leading to reluctance to engage and experiencing more difficulty in accessing support (Jackson et al., 2024). Targets of workplace incivility often engage in retaliatory behaviors by reducing their work effort, time, and quality (Pearson & Porath, 2005). Building on this, workplace incivility can also be linked to knowledge-hiding behaviors (Wu et al., 2022). But how does it lead to knowledge hiding? Irum et al. (2020) asserted that incivility affects its targets, giving rise to negative emotions and leading them to react to uncivil behavior in retaliation by engaging in knowledge hiding. Employees may feel that a colleague has been unfair and disrespectful to them, prompting them to react by hiding knowledge when asked by that colleague (Lanke, 2018). Furthermore, a reciprocal loop of distrust is created, where employees who hide important work-related information from their colleagues, in turn, receive selfish treatment, as their colleagues also begin hiding knowledge (Černe, 2014). Providing an alternative explanation, Agarwal et al. (2024) showed that co-workers' incivility intensified a negative attitude-withdrawal chain, creating psychological separation and justifying knowledge-hiding intentions. Similarly, Anand et al. (2022) found that workplace incivility increased knowledge hiding through the mediating effects of cynicism. However, ethical leadership helped mitigate these effects.

Compared to a one-time event, employees who faced repeated experiences where their assistance was turned down may exhibit higher knowledge hiding as a means of retaliation (Anand et al., 2020). Using a diary study over a ten-workday period, Venz & Mohr (2023) found that workplace incivility at the between-person level predicted all three types of knowledge hiding, with individuals who had repeated experiences engaged more in knowledge hiding.

Although the mechanism linking incivility and knowledge hiding is known, does scarcity of resources and frustration play a role? Khan et al. (2021) asserted that resource scarcity promotes a competitive orientation, which hinders positive behavior. The scarcity of resources can compel employees to engage in inappropriate or discourteous behavior (Roux et al., 2015), as scarcity also fosters aggression (Kassab et al., 2021). Therefore, when an individual's job is at stake, perceived frustration or aggression stemming from deprivation is likely to increase the tendency to engage in uncivil behavior. This, in turn, may lead to knowledge hiding. In knowledge-intensive industries, workplace incivility can trigger

knowledge hiding as a deliberate strategy to sabotage others. Individuals may attempt to enhance their chances of professional survival by consciously avoiding or rejecting requests for knowledge transfers. Based on these arguments, we hypothesized,

H3. Incivility positively affects knowledge hiding

Organizational conflict and organizational incivility as mediators

POP is an important contextual variable (Zahid et al., 2022). The relationship between POP and work outcomes is ambiguous (Miller et al., 2008). Therefore, including important mediating variables in an antecedent-outcome relationship is critical for theory-building (Baron & Kenny, 1986). This study examines the under-researched mediating effects of workplace incivility and conflict in the light of the relationship between POP and knowledge hiding.

Building on the theory of scarcity and frustration-aggression hypothesis, we posit that scarcity of resources increases competition (Grossman & Mendoza, 2003), which, in turn, leads to more frustration (Biraglia et al., 2021). In such situations, employees may fail to thrive and demonstrate the latitude to engage in political behavior to acquire resources and secure their self-interests.

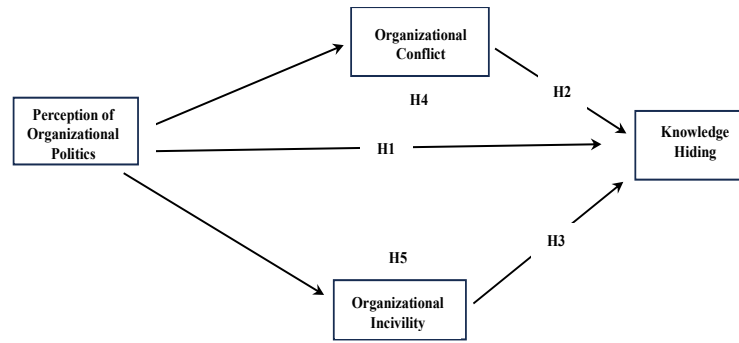
Individuals who quickly respond to such situations by engaging in self-serving strategies tend to benefit in successfully advancing their personal goals within the organization. Engaging in political activity, therefore, appears to be a likely response to resource scarcity (Welsh & Slusher, 1986). While this helps to selfishly secure one's own or their in-group's welfare, out-group members who are unsuccessful in achieving their goals may perceive these political actions as nefarious and respond as uncivil, rude, or directly confrontational.

POP can, thus, be linked to both workplace conflict (Prince et al., 2024; Ullah et al., 2019) and workplace incivility (Ogunbamila, 2013). If someone is unexpectedly promoted, others may react by withholding congratulations or engaging in a range of conflicting behaviors to question the reasons behind the promotion, especially during challenging times such as layoffs. These two responses manifest differently; the former exemplifies workplace incivility, while the latter characterizes workplace conflict. Subsequently, to rationalize their perceived or actual loss, individuals may hide critical knowledge as a survival strategy or as a means to threaten their opponent's survival. Based on this, we argue that POP will lead to either workplace incivility or conflict, which, in turn, leads to knowledge hiding. Moreover, the debilitating effects of hiding critical knowledge in knowledge-intensive industries can result in significant losses. For example, this behavior could lead to losing an important client or a vital project. Therefore, we hypothesized,

H4. The direct relationship between POP and knowledge hiding will be mediated by organizational conflict, such that POP increases organizational conflict, which in turn leads to knowledge hiding

H5. The direct relationship between POP and knowledge hiding will be mediated by organizational incivility, such that POP increases organizational incivility, which in turn leads to knowledge hiding

Figure 1: Hypothesized parallel mediation model



Method

Sample

We collected data from employees working in Information Technology (IT) and Information Technology-Enabled Services (ITES) companies. Being a knowledge intensive sector, IT & ITES companies offer untapped possibilities to analyse knowledge hiding behaviour from fresh perspective (Dutta et al., 2024). Knowledge hiding, as a counter productive work behaviour, has gained significant traction among knowledge workers (Connelly et al., 2012). This behaviour adversely affects high-trust work environment and effective knowledge sharing culture, ultimately hitting bottom-line in terms of lost productivity (Jiang, 2019). Considering the far-reaching effect of knowledge hiding, we choose employees of IT & ITES companies for data collection.

We conducted a time lagged study, by implementing a three-wave design, to test the proposed model. The study was carried out over a period of 2 months, with 1 months' time lag. We opted for 1 month time lag to reduce common method bias and maintain the psychological effect of the predictor on the criterion (Podsakoff et al., 2003; Griep et al., 2021). Griep et al. (2021) suggested that a short time lag increases the effect, while a long-time lag decreases it.

The participants were recruited through the personal networks of all three authors. Upon agreeing to participate, they were provided with a link to access the survey. They were first requested to review an information document that included a brief overview of the study's objectives, their informed consent, and an assurance of anonymity.

To enhance data quality, two trap questions were inserted—one at the beginning and one towards the end, following the recommendation of (Liu & Wronski, 2018). Responses in which participants failed one or both trap questions were rejected. Ultimately, only 304 responses were retained for testing the proposed model. Of the participating employees, the final sample consisted of 210 male employees (69.07 per cent) and 91 female employees (29.93 per cent), while 3 respondents chose not to disclose their gender. Majority of respondents held a bachelor's degree, followed by those with a master's degree.

Procedure

We sent the link of online questionnaires, incorporating two trap items in each questionnaire for quality check, to participants at three points in time. At Time 1, we sent the questionnaire to 672 participants to measure control variables and perception of organizational politics (POP). Post data screening, we obtained 534 quality responses with 79.46% response rate. We assigned codes to identify successful participants. At Time 2, we administered the questionnaire, to all marked participants who had successfully completed Time 1 survey, to assess organizational conflict and organizational incivility. With 431 quality responses, we

recorded 80.71% response rate. Once again, we assigned codes to track consistent participants. At Time 3, we provided the questionnaire to all eligible coded participants who completed T1 and T2 surveys to evaluate organizational conflict and knowledge hiding. Finally, after data cleaning, we obtained 304 quality responses with 70.53% response rate.

Measures

Perception of politics: Perception of politics was captured using 4-items on a 5-point Likert scale developed by Hochwarter et al. (2003). A sample item of the scale is “There is a lot of self-serving behaviour going on.”

Knowledge hiding: Knowledge hiding was measured using 12-items on a 5-point Likert scale developed by Connelly et al. (2012). This scale comprises items of all three dimensions of KH. A sample item of the scale is “I say that I am not very knowledgeable about the topic.”

Workplace conflict: Workplace conflict was captured using 9-items on a 5-point Likert scale developed by Jehn and Mannix (2001). The scale comprises items of all three types of conflict. A sample item of the scale is “How much relationship tension was there in your team?”

Workplace incivility: Workplace incivility was analyzed using 7-items on a 6-point Likert Scale developed by Cortina et al. (2001). A sample item of the scale is “Did your supervisor or co-worker make demeaning or derogatory remarks about you?”

Control variables: We controlled participants’ age, gender, education, and organizational tenure to reduce their influence on knowledge hiding (Peng, 2013; Pan et al., 2018; Zhang et al., 2023).

Common method bias: Varied scale anchors were used as a remedial technique to reduce common method variance (CMV) associated with common scale formats and anchors (Podsakoff et al., 2003).

Convergent validity

The convergent and discriminant validity of all variables were assessed using Confirmatory Factor Analysis (CFA). Table 1 presents the results of the convergent validity analysis. The Cronbach's alpha values for POP (0.88), organizational incivility (0.83), organizational conflict (0.89), and knowledge hiding (0.83), all exceeded the recommended threshold of 0.70 indicating good internal consistency. Similarly, the composite reliability (CR) values for POP (0.88), organizational incivility (0.85), organizational conflict (0.88), and knowledge hiding (0.87) are all above the threshold of 0.70 (Hair et al., 2019).

Furthermore, the average variance extracted (AVE) values for POP and organizational conflict are equal to or greater than 0.50, as recommended by Fornell and Larcker (1981). To ensure the AVE value met the 0.50 threshold, we removed one item OI2 (0.38) for organizational incivility, as well as four items for knowledge hiding: KH1 (0.12), KH2 (0.39), KH3 (0.12), and KH4 (0.42), due to low factor loadings (Samuels, 2017). After these removals, the AVE value for organizational incivility increased to 0.52, while the AVE value for knowledge hiding reached 0.50.

Convergent Validity

Table 1

Discriminant Validity

Constructs and Items	Standardized Loadings	Cronbach Alpha	Composite Reliability	AVE
Perception of organizational Politics		.88	0.88	0.65
POP1	.696			
POP2	.790			
POP3	.904			
POP4	.830			
Organizational Incivility		.83	.85	0.52
OI1	.791			
OI3	.792			
OI4	.661			
OI5	.721			
OI6	.664			
OI7	.724			
Organizational Conflict		.89	.88	0.50
OC1	.618			
OC2	.733			
OC3	.742			
OC4	.632			
OC5	.638			
OC6	.658			
OC7	.765			
OC8	.710			
OC9	.660			
Knowledge Hiding		.83	0.87	0.50
KH5	.671			
KH6	.582			
KH7	.556			
KH8	.635			
KH9	.599			
KH10	.793			
KH11	.822			
KH12	.786			

We assessed discriminant validity using the heterotrait-monotrait (HTMT) ratio of correlation method. Table 2 reports HTMT values below the recommended threshold of 0.85 (Henseler et al., 2015) indicating that discriminant validity is established.

Table 2

	POP	OI	OC	KH
POP				
OI	0.45			
OC	0.54	0.63		
KH	0.31	0.33	0.34	

Note: POP: Perception of organizational politics; OI: Organizational incivility; OC: Organizational conflict; KH: Knowledge hiding

Measurement Model and SEM Model Fit

Table 3 demonstrates the statistical results of Confirmatory Factor Analysis (CFA). CFA evaluates the model fit by determining the strength of relationship between items and variables through the indices, comparative fit index (CFI), goodness of fit index (GFI), Tucker-Lewis index (TLI), root mean square error of approximation (RMSEA).

Structural Equation Modeling (SEM) was tested in AMOS 22, and the results indicated a good fit with the data (CMIN/DF = 1.74, CFI = 0.94, GFI = 0.93, TLI = 0.93, RMSEA = 0.04 (Hooper et al., 2008).

Table 3

Construct	CMIN/DF	CFI	GFI	TLI	RMSEA
POP	0.06	1.00	1.00	1.00	.00
OI	2.65	0.98	0.98	0.97	.07
OC	2.04	0.98	0.96	0.97	.05
KH	2.73	0.97	0.96	0.95	.07
SEM Model	1.74	0.94	0.93	0.93	.04

Note: POP: Perception of organizational politics; OI: Organizational incivility; OC: Organizational conflict; KH: Knowledge hiding

Results

Direct and Mediation Effect

Table 4 reports the direct effects of POP on KH ($\beta = .24, p = .00$), OC on KH ($\beta = .35, p = .00$), and OI on KH ($\beta = .34, p = .00$). Hypotheses H1, H2, and H3 are supported. We controlled for the effects of age, gender, education, and organizational tenure on knowledge hiding. The results indicate that none of the control variables had a significant impact on knowledge hiding (age: $\beta = 0.006, p = .94$; gender: $\beta = -0.08, p = .28$; experience: $\beta = 0.05, p = .13$; education: $\beta = 0.04, p = .42$).

Direct effect

Table 4

Path	β Value	Hypothesis
POP $\rightarrow$ KH	.24***	H1 supported
OC $\rightarrow$ KH	.35***	H2 Supported
OI $\rightarrow$ KH	.34***	H3 Supported

Note: Note: *** $p < 0.001$; ** $p < 0.01$; POP: Perception of organizational politics; OI: Organizational incivility; OC: Organizational conflict; KH: Knowledge hiding.

Bootstrapping method was used to test the hypothesized parallel mediation model in AMOS 22. Table 5 presents statistics on the mediating role of organizational incivility and organizational conflict in the relationship between the perception of organizational politics and knowledge hiding. The results show a significant indirect effect of POP on KH through OC ($\beta = .15, p = .00$), supporting Hypothesis 4. Additionally, there is a significant indirect effect of POP on KH through OI ($\beta = .11, p = .01$), supporting Hypothesis 5. Moreover, the direct effect of POP on KH, in the presence of OC and OI, is not significant ($\beta = .11, p = .08$). Therefore, OC and OI fully mediate the relationship between POP and KH.

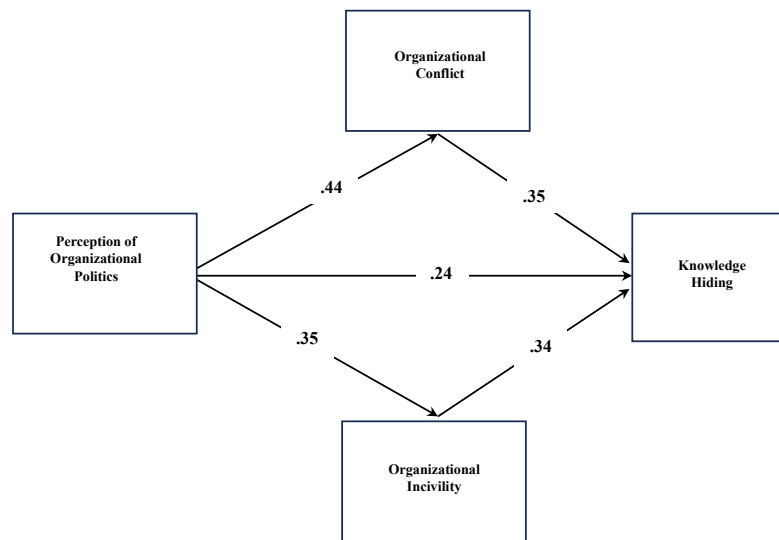
Mediation effect

Table 5

Path	Total effect	Direct effect		Path	Indirect effect	Confidence Interval	
	β	β	Sig		β	Lower bound	Upper bound
POP $\rightarrow$ KH	0.37***	.11	.08	POP $\rightarrow$ OC $\rightarrow$ KH	.15***	.04	.28
				POP $\rightarrow$ OI $\rightarrow$ KH	.11**	.02	.20

Note: *** $p < 0.001$; ** $p < 0.01$; POP: Perception of organizational politics; OI: Organizational incivility; OC: Organizational conflict; KH: Knowledge hiding.

Figure 2: SEM Result



Discussion

This study investigated the pernicious effect of POP on knowledge hiding. It also explored two mediational routes (i.e., workplace incivility and conflict) and their impact on knowledge hiding.

We found a positive relationship between our focal constructs in the study (i.e., POP and knowledge hiding). Although the relationship between POP and knowledge hiding is logical, as evident in the extant literature (Arain et al., 2022; Cui et al., 2016; De Clercq et al., 2022; Malik et al., 2019), POP remains an abstract construct, and difficult to study (Khan & Sheikh, 2019). Therefore, varied theoretical frameworks have been used to explain the relationship between POP and knowledge hiding. We reinforce this argument and offer an alternative theoretical framework that integrates resource scarcity and the frustration-aggression hypothesis. De Clercq et al. (2022) highlighted that employees are more likely to engage in knowledge hiding when they feel frustrated with favoritism-based decision-making. Extending this argument, we build our rationale on the prevailing macro-level discourse surrounding AI-led disruption and job displacement (Tabrizi & Pahlavan, 2023). We posit that job displacement would contribute to resource scarcity by reducing traditional job roles, intensifying career uncertainties, and limiting job opportunities. This scarcity, in turn, may trigger competition and evoke frustration over limited resources. The fear of replacement increases self-interested behavior, thereby leading to higher levels of political organizational behavior (POP). In most knowledge-based industries, where knowledge is power and provides a competitive advantage (Cress et al., 2005), self-interested behavior may manifest as knowledge hiding to safeguard one's indispensability within the organization.

The second objective of the study was to examine the mediational routes (i.e., workplace incivility and conflict) that transmit the effects of POP onto knowledge hiding. The findings suggest that workplace incivility and conflict fully mediate the relationship between POP and knowledge hiding. For our mediational paths, we argue that resource scarcity

increases competitive and selfish behavior, thereby intensifying POP. Previous research also highlights that scarcity is linked to POP. Although investing in self-interested behavior increases the likelihood of gaining desirable outcomes and safeguarding one's employment, it also fosters unhealthy rivalry. Employees who struggle to navigate the political terrain may express frustration over the unfair distribution of resources. Drawing on frustration-aggression theory, goal frustration evokes anger, which predisposes employees to engage in incivility or conflict. In an attempt to get even, these employees engage in retaliatory mechanisms such as hiding crucial knowledge to sabotage their opponents or enhance their own chances of survival.

Theoretical implications

First, rapid technological growth is generating uncertainties about job security, as many IT professionals fear it may lead to job displacement (Roy, 2024). One of our novel contributions is capturing contextual relevance by studying the specific milieu of the IT industry. Additionally, our contribution highlights the macro-micro linkages that explain how IT professionals, increasingly exposed to scarcity-related cues evident in frequent announcements of layoffs, downsizing, and restructuring may react behaviourally, linking this to knowledge hiding. This aligns with previous research showing that organizational crises exacerbate knowledge hiding (Nguyen et al., 2022). Considering that IT industries are also characterized by a performance-oriented climate and a heavy reliance on data sharing, knowledge hiding may seem like a way for employees to safeguard themselves against personal loss, albeit at the expense of the organization (Connelly & Zweig, 2015; Schmitt et al., 2012).

Second, we extend the contributions to our mediation model by advancing the understanding of the underlying mechanisms between knowledge hiding and its antecedents. Although there is some limited research linking POP with conflict (Ul Haq, 2011) workplace incivility (Ogunbamila, 2013), the scarcity of studies examining these relationships warrants further investigation. To the best of our knowledge, this is the first study that examines workplace conflict and incivility as mediating mechanisms that transmit the effects of POP onto knowledge hiding. In our findings, workplace incivility and conflict emerged as key factors explaining the relationship between POP and knowledge hiding.

We posited that scarcity cues lead to fears of job displacement. Such scarcity may trigger existential anxiety (Alkhalifah et al., 2024; Cho & Yang, 2018). To mitigate this anxiety, employees in such environments may experience intense competition as they seek to protect their self-interest, ultimately fostering heightened perceptions of POP. This self-serving behavior would, in turn, intensify workplace conflict and incivility, evoking frustration over the unequal distribution of resources and further exacerbating employees' inclination toward performance-detracting struggles (Yu & Greer, 2023). In most knowledge-intensive industries, where knowledge sharing is crucial, these performance-detracting struggles would manifest as knowledge hiding. Furthermore, our contribution extends to conceptualizing that, unlike most studies that suggest workplace incivility leads to conflict (Johnson & Indvik, 2001; Trudel & Reio, 2011; Zahid & Nauman, 2024), we argue that the likelihood of engaging in incivility or conflict would be independent of each other, potentially depending on an individual's resource repertoire or political skill, rather than one causing the other. This distinction justifies our parallel mediation model.

Third, our contribution also lies in our theoretical framework. Most studies that have built their theoretical foundation on a resource perspective have utilized the Conservation of Resources (COR) theory (Hobfoll, 1989) or the Job Demands-Resources (JD-R) model (Demerouti et al., 2001) (Agarwal et al., 2022, 2024; Malik et al., 2019; Nguyen et al., 2022).

Additionally, drawing from a relational perspective, the Social Exchange Theory (SET; Blau, 1964) has been utilized (Pradhan et al., 2020). To the best of our knowledge, this is the first study to apply the frustration-aggression hypothesis to explain the relationships in our model.

Practical Implications

This study contributes to practice in several ways. The study revealed that perception of politics could lead to knowledge-hiding behaviour; thus, organizations especially during crises such as layoff need to put in extra effort to ensure fairness in order to minimize politics at the workplace. For instance, during layoffs and other cost cutting initiatives when an organization experiences resource crunch, managers may need to be sensitive to allocating scarce resources in such a way that employees experience distributive justice in order to manage the perception of politics. Managers need to be mindful to create a climate where everyone in the system is equally impacted by the resource crunch and there is no partial or biased behaviour. Also, the study shows that conflict and workplace incivility mediate the relationship between perception of politics and knowledge hiding. Therefore, organizations can consider training and mentoring for managers with conflict management strategies to equip employees to deal with employee behaviour during crises.

Conclusion

With increasing number of organizations experiencing organizational crises because of layoff and other forms of restructuring, the psychological threat of losing job is high among employees. In order to sustain in such uncertain environment employees' resort to various survival tactics such as knowledge hiding. Hence, there is a need to identify various factors that promote knowledge hiding in organizations. Drawing on resource scarcity framework and frustration-aggression hypothesis, the study presents evidence for the mediating role of conflict and organizational incivility on the relationship between perceived organizational politics and knowledge hiding. Our study provides an important contribution by explaining the comprehensive mechanism leading to knowledge hiding in the context of organizational crises.

Reference

- Agarwal, S., Pandey, R., Kumar, S., Marc Lim, W., Agarwal, P. K. and Malik, A. (2023) 'Workplace incivility: A retrospective review and future research agenda', *Safety Science*, Vol. 158, November, p. 105990. Available at: <https://doi.org/10.1016/j.ssci.2022.105990>
- Agarwal, U. A. (2016) 'Examining perceived organizational politics among Indian managers: Engagement as mediator and locus of control as moderator', *International Journal of Organizational Analysis*, Vol. 24 No. 3, pp. 415–437. Available at: <https://doi.org/10.1108/IJOA-07-2014-0786>
- Agarwal, U. A., Avey, J. and Wu, K. (2022) 'How and when abusive supervision influences knowledge hiding behavior: evidence from India', *Journal of Knowledge Management*, Vol. 26 No. 1, pp. 209–231. Available at: <https://doi.org/10.1108/JKM-10-2020-0789>
- Agarwal, U. A., Singh, S. K. and Cooke, F. L. (2024) 'Does Co-worker Incivility Increase Perceived Knowledge Hiding? The Mediating Role of Work Engagement and Turnover Intentions and the Moderating Role of Cynicism', *British Journal of Management*, Vol. 35 No. 3, pp. 1281–1295. Available at: <https://doi.org/10.1111/1467-8551.12759>
- Al Jisr, S. A., Beydoun, A. R. and Mostapha, N. (2020) 'A model of perceptions of politics: antecedents and outcomes', *Journal of Management Development*, Vol. 39 No. 9–10, pp. 1013–1028. Available at: <https://doi.org/10.1108/JMD-12-2019-0503>
- Alam, T., Ullah, Z., Aldhaen, F. S., Al Dhaen, E., Ahmad, N. and Scholz, M. (2021) 'Towards explaining knowledge hiding through relationship conflict, frustration, and irritability: The case of public sector teaching hospitals', *Sustainability (Switzerland)*, Vol. 13 No. 22. Available at: <https://doi.org/10.3390/su132212598>
- Alkhalifah, J. M., Bedaiwi, A. M., Shaikh, N., Seddiq, W. and Meo, S. A. (2024) 'Existential anxiety about artificial intelligence (AI)- is it the end of humanity era or a new chapter in the human revolution: questionnaire-based observational study', *Frontiers in Psychiatry*, Vol. 15, April, pp. 1–13. Available at: <https://doi.org/10.3389/fpsyt.2024.1368122>
- Amason, A. C. (1996) 'Distinguishing the effects of functional and dysfunctional conflict on strategic decision making: Resolving a paradox for top management teams', *Academy of Management Journal*, Vol. 39 No. 1, pp. 123–148. Available at: <https://doi.org/10.2307/256633>
- Amason, A. C. and Sapienza, H. J. (1997) 'The effects of top management team size and interaction norms on cognitive and affective conflict', *Journal of Management*, Vol. 23 No. 4, pp. 495–516. Available at: <https://doi.org/10.1177/014920639702300401>
- Anand, A., Agarwal, U. A. and Offergelt, F. (2022) 'Why should I let them know? Effects of workplace incivility and cynicism on employee knowledge hiding behavior under the control of ethical leadership', *International Journal of Manpower*, Vol. 44 No. 2, pp. 247–266. Available at: <https://doi.org/10.1108/IJM-04-2021-0248>
- Anand, A., Centobelli, P. and Cerchione, R. (2020) 'Why should I share knowledge with others? A review-based framework on events leading to knowledge hiding', *Journal of Organizational Change Management*, Vol. 33 No. 2, pp. 379–399. Available at: <https://doi.org/10.1108/JOCM-06-2019-0174>

- Andersson, L. M. and Pearson, C. M. (1999) 'Tit for tat? the spiraling effect of incivility in the workplace', *Academy of Management Review*, Vol. 24 No. 3, pp. 452–471. Available at: <https://doi.org/10.5465/AMR.1999.2202131>
- Appleby, C. (2010) 'The Cost of Bad Behavior: How Incivility is Damaging Your Business and What to Do about It', *Journal of Organizational Change Management*, Vol. 23 No. 2, pp. 197–202.
- Arias-Perez, J. and Velez-Jaramillo, J. (2022) 'Understanding knowledge hiding under technological turbulence caused by artificial intelligence and robotics', *Journal of Knowledge Management*, Vol. 26 No.6, pp. 1476-1491. Available at: <https://doi.org/10.1108/JKM-01-2021-0058>
- Arain, G. A., Hameed, I., Khan, A. K., Strologo, A. Dello and Dhir, A. (2022) 'How and when do employees hide knowledge from co-workers?', *Journal of Knowledge Management*, Vol. 26 No. 7, pp. 1789–1806. Available at: <https://doi.org/10.1108/JKM-03-2021-0185>
- Atinc, G., Darrat, M., Fuller, B. and Parker, B. W. (2010) 'Perceptions of organizational politics: A meta-analysis of theoretical antecedents', *Journal of Managerial Issues*, Vol. 22 No. 4, pp. 494–513. Available at: <https://doi.org/10.2307/25822527>
- Banagou, M., Batistic, S., Do, H. and Poell, R. F. (2021) 'Relational climates moderate the effect of openness to experience on knowledge hiding: a two-country multi-level study', *Journal of Knowledge Management*, Vol. 25 No.11, pp. 60-87. Available at: <https://doi.org/10.1108/JKM-11-2019-0613>
- Baron, R. and Kenny, D. A. (1986) 'The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations', *Journal of Personality and Social Psychology*, Vol. 51 No. 6, pp. 1173–1182. Available at: <https://doi.org/10.3390/su13084349>
- Bashir, H., Fanchen, M. and Bari, M. W. (2024) 'Deceptive Knowledge Hiding in Organizations: Psychological Distress as an Underlying Mechanism', *SAGE Open*, Vol. 14 No. 2, pp. 1–19. Available at: <https://doi.org/10.1177/21582440241251996>
- Bhati, D. (2025) 'Tech Layoffs 2025: Meta, Microsoft, Salesforce continue job cuts amid restructuring efforts', *India Today*. Available at: <https://www.indiatoday.in/technology/news/story/tech-layoffs-2025-meta-microsoft-salesforce-continue-job-cuts-amid-restructuring-efforts-2675812-2025-02-06>
- Biraglia, A., Usrey, B. and Ulqinaku, A. (2021) 'The downside of scarcity: Scarcity appeals can trigger consumer anger and brand switching intentions', *Psychology and Marketing*, Vol. 38 No. 8, pp. 1314–1322. Available at: <https://doi.org/10.1002/mar.21489>
- Blau, G. and Andersson, L. (2005) 'Testing a measure of instigated workplace incivility', *Journal of Occupational and Organizational Psychology*, Vol. 78 No. 4, pp. 595–614. Available at: <https://doi.org/10.1348/096317905X26822>
- Boz Semerci, A. (2019) 'Examination of knowledge hiding with conflict, competition and personal values', *International Journal of Conflict Management*, Vol. 30 No. 1, pp. 111–131. Available at: <https://doi.org/10.1108/IJCM-03-2018-0044> [Accessed 2019].

Bratianu, C., Mocanu, R., Stanescu, D. F. and Bejinaru, R. (2023) 'The Impact of Knowledge Hiding on Entrepreneurial Orientation: The Mediating Role of Factual Autonomy', *Sustainability (Switzerland)*, Vol. 15 No. 17, pp. 1–21. Available at: <https://doi.org/10.3390/su151713057> [Accessed 2023].

Carter, S. L. (1998) *Civility: Manners, morals, and the etiquette of democracy*, New York: Basic Book.

Černe, M. (2014) 'What goes around comes around: Knowledge hiding, perceived motivational climate, and creativity', *The Academy of Management Journal*, Vol. 57 No. 1, pp. 172–192.

Cho, H. T. and Yang, J. S. (2018) 'How perceptions of organizational politics influence self-determined motivation: The mediating role of work mood', *Asia Pacific Management Review*, Vol. 23 No. 1, pp. 60–69. Available at: <https://doi.org/10.1016/j.apmr.2017.05.003>

Connelly, C. E. and Zweig, D. (2015) 'How perpetrators and targets construe knowledge hiding in organizations', *European Journal of Work and Organizational Psychology*, Vol. 24 No. 3, pp. 479–489. Available at: <https://doi.org/10.1080/1359432X.2014.931325>

Connelly, C. E., Zweig, D., Webster, J. and Trougakos, J. P. (2012) 'Knowledge hiding in organizations', *Journal of Organizational Behavior*, Vol. 88, November, pp. 64–88. Available at: <https://doi.org/10.1002/job>

Cortina, L. M., Magley, V. J., Williams, J. H. and Langhout, R. D. (2001) 'Incivility in the workplace: incidence and impact', *Journal of Occupational Health Psychology*, Vol. 6 No. 1, pp. 64–80. Available at: <https://doi.org/10.1037/1076-8998.6.1.64>

Cortina, L. M., Sandy Hershcovis, M. and Clancy, K. B. H. (2022) 'The Embodiment of Insult: A Theory of Biobehavioral Response to Workplace Incivility', *Journal of Management*, Vol. 48 No. 3, pp. 738–763. Available at: <https://doi.org/10.1177/0149206321989798>

Cress, U., Barquero, B., Buder, J. and Hesse, F. (2005) 'Social Dilemma in Knowledge Communication via Shared Databases', in Bromme, R., Hesse, F. W. and Spada, H. (eds.) *Barriers and Biases in Computer-Mediated Knowledge Communication*, Springer, pp. 143–167.

Cui, Y., Park, H.-H. and Paik, Y. (2016) 'Individual and Organizational Antecedents of Knowledge Hiding Behavior', *The Korean Academic Association of Business Administration*, Vol. 29 No. 8, pp. 1215–1239. Available at: <https://doi.org/10.18032/kaaba.2016.29.8.1215>

De Clercq, D., Fatima, T. and Jahanzeb, S. (2022) 'The link between interpersonal conflict and knowledge hiding: mediated by relatedness need frustration, moderated by narcissistic rivalry', *International Journal of Conflict Management*, Vol. 33 No. 3, pp. 494–518. Available at: <https://doi.org/10.1108/IJCMA-05-2021-0072>

De Clercq, D., Sofyan, Y., Shang, Y. and Espinal Romani, L. (2022) 'Perceived organizational politics, knowledge hiding and diminished promotability: how do harmony motives matter?', *Journal of Knowledge Management*, Vol. 26 No. 7, pp. 1826–1848. Available at: <https://doi.org/10.1108/JKM-03-2021-0231>

De Dreu, C. K. W. and Beersma, B. (2005) 'Conflict in organizations: Beyond effectiveness and performance', *European Journal of Work and Organizational Psychology*, Vol. 14 No. 2,

pp. 1De Dreu, C. K. W. and Weingart, L. R. (2003) 'Task versus relationship conflict, team performance, and team member satisfaction: A meta-analysis', *Journal of Applied Psychology*, Vol. 88 No. 4, pp. 741–749. Available at: <https://doi.org/10.1037/0021-9010.88.4.741>

DeChurch, L. A. and Marks, M. A. (2001) 'Maximizing the benefits of task conflict: The role of conflict management', *International Journal of Conflict Management*, Vol. 12 No. 1, pp. 4–22. Available at: <https://doi.org/10.1108/eb022847>

Deka, M. (2025) 'Which sectors roles are most affected during layoffs?', *Indian Express*. Available at <https://indianexpress.com/article/education/rising-layoffs-causes-sectors-affected-how-to-move-forward-9759564/>

Deutsch, M. (1969) 'Conflicts: Productive and Destructive', *Journal of Social Issues*, Vol. 25 No. 1, pp. 7–42. Available at: <https://doi.org/10.1111/j.1540-4560.1969.tb02576.x>

Dlouhy, K. and Casper, A. (2021) 'Downsizing and surviving employees' engagement and strain: The role of job resources and job demands', *Human Resource Management*, Vol. 60 No. 3, pp. 435–454. Available at: <https://doi.org/10.1002/hrm.22032>

Dollard, J., Doob, L. W., Miller, N. E., Mowrer, O. H. and Sean, R. R. (1939) *Frustration and Aggression*, Yale University Press.

Dolmans, S. A. M., van Burg, E., Reymen, I. M. M. J. and Romme, A. G. L. (2014) 'Dynamics of Resource Slack and Constraints: Resource Positions in Action', *Organization Studies*, Vol. 35 No. 4, pp. 511–549. Available at: <https://doi.org/10.1177/0170840613517598>

Dutta, S., Thomas, A., Shiva, A., Papa, A. and Cuomo, M. T. (2024) 'The hustle behind knowledge: role of workplace ostracism and knowledge hiding towards quiet quitting in knowledge-intensive organisations', *Journal of Knowledge Management*, Vol. 28 No. 10, pp. 2911–2939. Available at: <https://doi.org/10.1108/jkm-01-2024-0035>

Ellmer, M. and Reichel, A. (2021) 'Mind the channel! An affordance perspective on how digital voice channels encourage or discourage employee voice', *Human Resource Management Journal*, Vol. 31 No. 1, pp. 259–276.

Etim, U. O., Brownson, C. D. and Akpaetor, U. A. (2023) 'Organizational Politics: Scarcity of Resources, Employee's Personality & Employee's Diversity', *Global Journal of Human Resource Management*, Vol. 11 No. 3, pp. 27–41. Available at: <https://doi.org/10.37745/gjhrm.2013/vol11n32741>

Evans, N. and Ahmed Qureshi, A. M. (2013) 'Organisational politics: The impact on trust, information and knowledge management and organisational performance', 7th European Conference on Information Management and Evaluation, ECIME 2013, pp. 34–40.

Ferris, G. R. and Treadway, D. C. (2012) 'Politics in organizations: History, construct specification, and research directions', in G. R. F. and D. C. Treadway (eds.), *Politics in Organizations: Theory and Research Considerations*, Routledge/Taylor & Francis, pp. 3–26.

Ferris, G. R., Harrell-Cook, G. and Dulebohn, J. H. (2000) 'Organizational politics: The nature of the relationship between politics perceptions and political behavior', in *Research in the Sociology of Organizations*, pp. 89–130. Available at: [https://doi.org/10.1016/S0733-558X\(00\)17004-1](https://doi.org/10.1016/S0733-558X(00)17004-1)

- Ferris, G. R. and Kacmar, K. M. (1992) 'Perceptions of Organizational Politics', *Journal of Management*, Vol. 18 No. 1, pp. 93–116. Available at: <https://doi.org/10.1177/014920639201800107>
- Fornell, C. and Larcker, D. F. (1981) 'Evaluating structural equation models with unobservable variables and measurement error', *Journal of Marketing Research*, Vol. 18 No. 1, pp. 39–50. Available at: <https://doi.org/10.2307/3151312>
- Gandz, J. and Murray, V. V. (1980) 'The Experience of Workplace Politics', *Academy of Management Journal*, Vol. 23 No. 2, pp. 237–251. Available at: <https://doi.org/10.5465/255429>
- Griep, Y., Germeys, L. and Kraak, J. M. (2021) 'Unpacking the Relationship Between Organizational Citizenship Behavior and Counterproductive Work Behavior: Moral Licensing and Temporal Focus', *Group & Organization Management*, Vol. 46 No. 5, pp. 819–856. Available at: <https://doi.org/10.1177/1059601121995366>
- Grossman, H. I. and Mendoza, J. (2003) 'Scarcity and appropriative competition', *European Journal of Political Economy*, Vol. 19 No. 4, pp. 747–758. Available at: [https://doi.org/10.1016/S0176-2680\(03\)00033-8](https://doi.org/10.1016/S0176-2680(03)00033-8)
- Han, S., Harold, C. M., Oh, I. S., Kim, J. K. and Agolli, A. (2022) 'A meta-analysis integrating 20 years of workplace incivility research: Antecedents, consequences, and boundary conditions', *Journal of Organizational Behavior*, Vol. 43 No. 3, pp. 497–523. Available at: <https://doi.org/10.1002/job.2568>
- Harney, B., Fu, N. and Freeney, Y. (2018) 'Balancing tensions: buffering the impact of organisational restructuring and downsizing on employee well-being', *Human Resource Management Journal*, Vol. 28 No. 2, pp. 235–254. Available at: <https://doi.org/10.1111/1748-8583.12175>
- Harris, K. J., Matrecia, J. and Boonthanom, R. (2005) 'Perceptions of Organizational Politics and Cooperation as Moderators of the Relationship Between Job Strains and Intent to Turnover', *Journal of Managerial Issues*, Vol. 17 No. 1, pp. 26–42.
- He, P., Jiang, C., Xu, Z. and Shen, C. (2021) 'Knowledge hiding: current research status and future research directions', *Frontiers in Psychology*, Vol. 12. Available at: <https://doi.org/10.3389/fpsyg.2021.748237>
- Henseler, J., Ringle, C. M. and Sarstedt, M. (2015) 'A new criterion for assessing discriminant validity in variance-based structural equation modeling', *Journal of the Academy of Marketing Science*, Vol. 43, pp. 115–135. Available at: <https://doi.org/10.1007/s11747-014-0403-8>
- Hershcovis, M. (2011) 'Incivility, social undermining, bullying...oh my!: A call to reconcile constructs within workplace aggression research', *Journal of Organizational Behavior*, Vol. 32 No. 1, pp. 499–519. Available at: <https://doi.org/10.1002/job.689>
- Hickland, E., Cullinane, N., Dobbins, T., Dundon, T. and Donaghey, J. (2020) 'Employer silencing in a context of voice regulations: Case studies of non-compliance', *Human Resource Management Journal*, Vol. 30 No. 4, pp. 537–552.
- Hochwarter, W. A., Kacmar, C., Perrewé, P. L. and Johnson, D. (2003) 'Perceived organizational support as a mediator of the relationship between politics perceptions and work

outcomes', *Journal of Vocational Behavior*, Vol. 63 No. 3, pp. 438–456. Available at: [https://doi.org/10.1016/S0001-8791\(02\)00048-9](https://doi.org/10.1016/S0001-8791(02)00048-9)

Hochwarter, W. A., Rosen, C. C., Jordan, S. L., Ferris, G. R., Ejaz, A. and Maher, L. P. (2020) 'Perceptions of Organizational Politics Research: Past, Present, and Future', *Journal of Management*, Vol. 46 No. 6, pp. 879–907. Available at: <https://doi.org/10.1177/0149206319898506>

Holm, K., Torkelson, E. and Bäckström, M. (2022) 'Workplace incivility as a risk factor for workplace bullying and psychological well-being: a longitudinal study of targets and bystanders in a sample of Swedish engineers', *BMC Psychology*, Vol. 10 No. 1, pp. 1–14. Available at: <https://doi.org/10.1186/s40359-022-00996-1>

Hooper, D., Coughlan, J. and Mullen, M. R. (2008) 'Structural equation modelling: Guidelines for determining model fit', *Electronic Journal of Business Research Methods*, Vol. 6 No. 1, pp. 53–60.

Huo, W. W., Cai, Z. Y., Luo, J. L., Men, C. H. and Jia, R. Q. (2016) 'Antecedents and intervention mechanisms: A multilevel study of R&D team's knowledge hiding behavior', *Journal of Knowledge Management*, Vol. 20 No. 5, pp. 880–897. Available at: <https://doi.org/10.1108/JKM-11-2015-0451>

Irum, A., Ghosh, K. and Pandey, A. (2020) 'Workplace incivility and knowledge hiding: a research agenda', *Benchmarking*, Vol. 27 No. 3, pp. 958–980. Available at: <https://doi.org/10.1108/BIJ-05-2019-0213>

Islam, R. (2022) 'Managing Conflict in Organizations', in Farazmand, A. (ed.) *Global Encyclopedia of Public Administration, Public Policy, and Governance*, Springer, Cham. Available at: https://doi.org/10.1007/978-3-030-66252-3_2512

Jackson, D., Usher, K. and Cleary, M. (2024) 'Workplace incivility: Insidious, pervasive and harmful', *International Journal of Mental Health Nursing*, Vol. 33 No. 3, pp. 483–486. Available at: <https://doi.org/10.1111/inm.13315>

Jahanzeb, S., De Clercq, D. and Fatima, T. (2021) 'Organizational injustice and knowledge hiding: the roles of organizational dis-identification and benevolence', *Management Decision*, Vol. 59 No. 2, pp. 446–462.

Jehn, K. A. (1995) 'A Multimethod Examination of the Benefits and Detriments of Intragroup Conflict', *Administrative Science Quarterly*, Vol. 40 No. 2, pp. 256. Available at: <https://doi.org/10.2307/2393638>

Jehn, K. A., Greer, L., Levine, S. and Szulanski, G. (2008) 'The effects of conflict types, dimensions, and emergent states on group outcomes', *Group Decision and Negotiation*, Vol. 17 No. 6, pp. 465–495. Available at: <https://doi.org/10.1007/s10726-008-9107-0>

Jeremy Schneider, B. and Shah, J. C. A. (2024) 'Navigating the generative AI disruption in software', McKinsey & Company. Available at: <https://www.mckinsey.com/industries/technology-media-and-telecommunications/our-insights/navigating-the-generative-ai-disruption-in-software#/>

- Jiang, Z. (2019) 'Why Withholding Information at Work Won't Give You an Advantage', *Harvard Business Review*, 14 November. Available at: <https://hbr.org/2019/11/why-withholding-information-at-work-wont-give-you-an-advantage>
- Jiang, Z., Hu, X., Wang, Z. and Jiang, X. (2019) 'Knowledge hiding as a barrier to thriving: The mediating role of psychological safety and the moderating role of organizational cynicism', *Journal of Organizational Behavior*, Vol. 40 No. 7, pp. 800–818. Available at: <https://doi.org/10.1002/job.2358>
- Johnson, P. R. and Indvik, J. (2001) 'Slings and arrows of rudeness: incivility in the workplace', *Journal of Management Development*, Vol. 20 No. 8, pp. 705–713.
- König, A., Graf-Vlachy, L., Bundy, J. and Little, L. M. (2020) 'A blessing and a curse: How CEOs' trait empathy affects their management of organizational crises', *The Academy of Management Review*, Vol. 45 No. 1, pp. 130–153. Available at: <https://doi.org/10.5465/amr.2017.0387>
- Kaur, N. and Kang, L.S. (2023) 'Perception of organizational politics, knowledge hiding and organizational citizenship behavior: the moderating effect of political skill', *Personnel Review*, Vol. 52 No. 3, pp. 649–670.
- Kapoutsis, I., Papalexandris, A., Thanos, I. C. and Nikolopoulos, A. G. (2012) 'The role of political tactics on the organizational context-career success relationship', *International Journal of Human Resource Management*, Vol. 23 No. 9, pp. 1908–1929. Available at: <https://doi.org/10.1080/09585192.2011.610345> [
- Kassab, Y., Isemann, S. D., Halbeisen, G. and Walther, E. (2021) 'How relative deprivation increases aggressive behavior: Exploring the moderating roles of resource scarcity, deprivation intensity, and sanctions in a game task', *Aggressive Behavior*, Vol. 47 No. 2, pp. 215–225. Available at: <https://doi.org/10.1002/ab.21940>
- Kets De Vries, M. F. R. and Balazs, K. (1997) 'The downside of downsizing', *Human Relations*, Vol. 50 No. 1, pp. 11–50. Available at: <https://doi.org/10.1177/001872679705000102>
- Khan, M. A. and Sheikh, I. (2019) 'The Perceptions of Organizational Politics and its Impact on Job Satisfaction Among Public Sector University Faculty', *Journal of Positive School Psychology*, Vol. 2022 No. 8, pp. 10680–10696. Available at: <http://journalppw.com>
- Khan, M. S., Elahi, N. S. and Abid, G. (2021) 'Workplace incivility and job satisfaction: Mediation of subjective well-being and moderation of forgiveness climate in health care sector', *European Journal of Investigation in Health, Psychology and Education*, Vol. 11 No. 4, pp. 1107–1119. Available at: <https://doi.org/10.3390/ejihpe11040082>
- Koivunen, N., Viitala, R. and Ekman, K. (2024) 'How Managers Experience Downsizing: Navigating among Professional, Loyal, Empathic, and Critical Positions', *Journal of Change Management*, Vol. 24 No. 4, pp. 301–324. Available at: <https://doi.org/10.1080/14697017.2024.2426804>
- Kramer, R. (1989) 'When the going gets tough: the effects of resource scarcity on group conflict and cooperation', *Advances in Group Processes: Theory and Research*, Vol. 7, pp. 1–42.

- Kristofferson, K., McFerran, B., Morales, A. C. and Dahl, D. W. (2016) 'The Dark Side of Scarcity Promotions: How Exposure to Limited-Quantity Promotions Can Induce Aggression', *Journal of Consumer Research*, Vol. 43 No. 5, pp. 683–706. Available at: <https://doi.org/10.1093/jcr/ucw056>
- Kruglanski, A. W., Ellenberg, M., Szumowska, E., Molinario, E., Speckhard, A., Leander, N. P., Pierro, A., Di Cicco, G. and Bushman, B. J. (2023) 'Frustration–aggression hypothesis reconsidered: The role of significance quest', *Aggressive Behavior*, Vol. 49 No. 5, pp. 445–468. Available at: <https://doi.org/10.1002/ab.22092>
- Kwahk, K.-Y. and Park, D.-H. (2016) 'The effects of network sharing on knowledge-sharing activities and job performance in enterprise social media environments', *Computers in Human Behavior*, Vol. 55, pp. 826–839. Available at: <https://doi.org/10.1016/j.chb.2015.09.044>
- Lam, W., Chen, Z., Wu, W. and Lee, C. (2023) 'Transmitting affective job insecurity (AJI) within teams: layoff effects of AJI convergence on intrateam power struggles and team outcomes', *Journal of Organizational Behavior*, Vol. 44 No. 7, pp. 1078–1093. Available at: <https://doi.org/10.1002/job.2726>
- Lanke, P. (2018) 'Knowledge hiding: impact of interpersonal behavior and expertise', *Human Resource Management International Digest*, Vol. 26 No. 2, pp. 30–32. Available at: <https://doi.org/10.1108/HRMID-01-2018-0010>
- Lee, E. K. (Elise), Chung, W. and Hong, W. (2022) 'Task conflict and team performance: roles of expertise disparity and functional background diversity', *International Journal of Conflict Management*, Vol. 33 No. 4, pp. 668–683. Available at: <https://doi.org/10.1108/IJCMA-08-2021-0130>
- Lim, S. and Cortina, L. M. (2005) 'Interpersonal mistreatment in the workplace: The interface and impact of general incivility and sexual harassment', *Journal of Applied Psychology*, Vol. 90 No. 3, pp. 483–496. Available at: <https://doi.org/10.1037/0021-9010.90.3.483>
- Liu, M. and Wronski, L. (2018) 'Trap questions in online surveys: Results from three web survey experiments', *International Journal of Market Research*, Vol. 60 No. 1, pp. 32–49. Available at: <https://doi.org/10.1177/1470785317744856>
- Malik, A. and Sanders, K. (2021) 'Managing human resources during a global crisis: a multilevel perspective', *British Journal of Management*, Vol. 32 No. 4, pp. e1–e19. Available at: <https://doi.org/10.1111/1467-8551.12484>
- Malik, O. F., Shahzad, A., Raziq, M. M., Khan, M. M., Yusaf, S. and Khan, A. (2019) 'Perceptions of organizational politics, knowledge hiding, and employee creativity: The moderating role of professional commitment', *Personality and Individual Differences*, Vol. 142, pp. 232–237. Available at: <https://doi.org/10.1016/j.paid.2018.05.005>
- Malik, A., Sinha, P., Pereira, V. and Rowley, C. (2019) 'Implementing global-local strategies in a post GFC era: creating an ambidextrous context through strategic choice and HRM', *Journal of Business Research*, Vol. 103, pp. 557–569
- Men, C., Fong, P.S.W., Huo, W., Zhong, J., Jia, R. and Luo, J. (2020) 'Ethical leadership and knowledge hiding: a moderated mediation model of psychological safety and mastery climate', *Journal of Business Ethics*, Vol. 166 No. 22, pp. 461–472

Miller, B. K., Rutherford, M. A. and Kolodinsky, R. W. (2008) 'Perceptions of organizational politics: A meta-analysis of outcomes', *Journal of Business and Psychology*, Vol. 22 No. 3, pp. 209–222. Available at: <https://doi.org/10.1007/s10869-008-9061-5>

Miller, N. E. (1941) 'The frustration-aggression hypothesis', *Psychological Review*, Vol. 48 No. 4, pp. 337–342. Available at: <https://doi.org/10.1037/h0055861>

Mullainathan, S. and Shafir, E. (2013) *Scarcity: Why having too little means so much*, Macmillan

Nguyen, T. M., Malik, A. and Budhwar, P. (2022) 'Knowledge hiding in organizational crisis: The moderating role of leadership', *Journal of Business Research*, Vol. 139, pp. 161–172. Available at: <https://doi.org/10.1016/j.jbusres.2021.09.026>

O'Connor, W. E. and Morrison, T. G. (2001) 'A comparison of situational and dispositional predictors of perceptions of organizational politics', *Journal of Psychology: Interdisciplinary and Applied*, Vol. 135 No. 3, pp. 301–312. Available at: <https://doi.org/10.1080/00223980109603700>

O'Neill, T. A., Allen, N. J. and Hastings, S. E. (2013) 'Examining the "Pros" and "Cons" of Team Conflict: A Team-Level Meta-Analysis of Task, Relationship, and Process Conflict', *Human Performance*, Vol. 26 No. 3, pp. 236–260. Available at: <https://doi.org/10.1080/08959285.2013.795573>

Pan, W., Zhang, Q., Teo, T.S. and Lim, V.K. (2018) 'The dark triad and knowledge hiding', *International Journal of Information Management*, Vol. 42, pp. 36–48. Available at: <https://doi.org/10.1016/j.ijinfomgt.2018.05.008>

Pearson, C. M., Andersson, L. M. and Porath, C. L. (2000) 'Assessing and attacking workplace incivility', *Organizational Dynamics*, Vol. 29 No. 2, pp. 123–137. Available at: [https://doi.org/10.1016/s0090-2616\(00\)00019-x](https://doi.org/10.1016/s0090-2616(00)00019-x)

Pearson, C. M. and Porath, C. L. (2005) 'On the nature, consequences and remedies of workplace incivility: No time for “nice”? Think again', *Academy of Management Executive*, Vol. 19 No. 1, pp. 7–18. Available at: <https://doi.org/10.5465/ame.2005.15841946>

Pearson, C. and Porath, C. (2013) 'The Price of Incivility', *Harvard Business Review*. Available at: <https://hbr.org/2013/01/the-price-of-incivility>

Peng, H. (2013) 'Why and when do people hide knowledge?', *Journal of Knowledge Management*, Vol. 17 No. 3, pp. 398–415. Available at: <https://doi.org/10.1108/JKM-12-2012-0380>

Peng, H., Bell, C. and Li, Y. (2020) 'How and when intragroup relationship conflict leads to knowledge hiding: the roles of envy and trait competitiveness', *International Journal of Conflict Management*, Vol. 32 No. 3, pp. 383–406. Available at: <https://doi.org/10.1108/IJCMA-03-2020-0041>

Pfeffer, J. (1981) *Power in Organizations*, Pitman.

Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y. and Podsakoff, N. P. (2003) 'Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended

Remedies', *Journal of Applied Psychology*, Vol. 88 No. 5, pp. 879–903. Available at: <https://doi.org/10.1037/0021-9010.88.5.879>

Pondy, L. R. (1992) 'Presented at the 1986 Academy of Management meetings', *Journal of Organizational Change Management*, Vol. 13 No. 3, pp. 267–261.

Poon, J. M. L. (2003) 'Situational antecedents and outcomes of organizational politics perceptions', *Journal of Managerial Psychology*, Vol. 18 No. 1–2, pp. 138–155. Available at: <https://doi.org/10.1108/02683940310465036>

Porath, C. (2016) 'The Hidden Toll of Workplace', *McKinsey Quarterly*, December. Available at: <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-hidden-toll-of-workplace-incivility>

Porath, C. L. and Erez, A. (2009) 'Overlooked but not untouched: How rudeness reduces onlookers' performance on routine and creative tasks', *Organizational Behavior and Human Decision Processes*, Vol. 109 No. 1, pp. 29–44. Available at: <https://doi.org/10.1016/j.obhdp.2009.01.003>

Porter, L. W., Allen, R. W. and Angle, H. L. (1981) 'The Politics of Upward Influence in Organizations', in Cumming, L. L. and Staw, B. M. (eds.) *Research in Organizational Behavior*, 3rd edn. JAI, pp. 109–149.

Pradhan, S., Srivastava, A. and Mishra, D. K. (2020) 'Abusive supervision and knowledge hiding: the mediating role of psychological contract violation and supervisor directed aggression', *Journal of Knowledge Management*, Vol. 24 No. 2, pp. 216–234. Available at: <https://doi.org/10.1108/JKM-05-2019-0248>

Prince, R., Vihari, N. S., Udayakumar, G. and Rao, M. K. (2024) 'The effect of interpersonal conflict on employee behaviors: the role of perception of politics and competence uncertainty', *International Journal of Conflict Management*, Vol. 35 No. 4, pp. 796–815. Available at: <https://doi.org/10.1108/IJCMA-06-2023-0113>

Panopto. (2018) 'Panopto workplace knowledge and productivity report'. Available at: <https://www.panopto.com/resource/valuing-workplace-knowledge/>

Qiao, X., Mahmood, F., Ahmad, B., Bashir, M. and Bari, M. W. (2023) 'Workplace conflicts and knowledge hiding: Mediating role of relational psychological contract breach', *Heliyon*, Vol. 9 No. 7, e17683. Available at: <https://doi.org/10.1016/j.heliyon.2023.e17683>

Ramdani, B., Guermat, C. and Mellahi, K. (2021) 'The effect of downsizing on innovation outputs: The role of resource slack and constraints', *Australian Journal of Management*, Vol. 46 No. 2, pp. 346–365. Available at: <https://doi.org/10.1177/0312896220970609>

Raza, M. A., Imran, M., Rosak-Szyrocka, J., Vasa, L. and Hadi, N. U. (2023) 'Organizational Change and Workplace Incivility: Mediated by Stress, Moderated by Emotional Exhaustion', *International Journal of Environmental Research and Public Health*, Vol. 20 No. 3. Available at: <https://doi.org/10.3390/ijerph20032008>

Rehman, N., Azhar, A. and Javaid, M. U. (2024) 'Navigating workplace incivility: Exploring turnover intention with resilience and affective commitment as shields in Pakistan and

Malaysia', *Tourism and Hospitality Research*, Vol. 0 No. 0, pp. 1–17. Available at: <https://doi.org/10.1177/14673584241286067>

Reio, T. and Ghosh, R. (2009) 'Antecedents and Outcomes of Workplace Incivility: Implications for Human Resource Development Research and Practice', *Computational Complexity*, Vol. 2 No. 3, pp. 237–264. Available at: <https://doi.org/10.1002/hrdq>

Roux, C., Goldsmith, K. and Bonezzi, A. (2015) 'On the psychology of scarcity: When reminders of resource scarcity promote selfish (and generous) behavior', *Journal of Consumer Research*, Vol. 42 No. 4, pp. 615–631. Available at: <https://doi.org/10.1093/jcr/ucv048>

Roy, A. (2024, September 8) 'A vast majority of young professionals fear AI disruption: survey', *Economic Times*. Available at: <https://economictimes.indiatimes.com/tech/artificial-intelligence/a-vast-majority-of-young-professionals-fear-ai-disruption-survey/articleshow/113153076.cms?from=mdr>

Samuels, P. (2017) 'Advice on exploratory factor analysis'. Available at: <https://www.open-access.bcu.ac.uk/6076/>

Schilpzand, P., De Pater, I. E. and Erez, A. (2016) 'Workplace incivility: A review of the literature and agenda for future research', *Journal of Organizational Behavior*, Vol. 37, pp. S57–S88. Available at: <https://doi.org/10.1002/job.1976>

Schmitt, A., Borzillo, S. and Probst, G. (2012) 'Don't let knowledge walk away: Knowledge retention during employee downsizing', *Management Learning*, Vol. 43 No. 1, pp. 53–74. Available at: <https://doi.org/10.1177/1350507611411630>

Shoss, M. K., Su, S., Schlotzhauer, A. E. and Carusone, N. (2023) 'Working hard or hardly working? An examination of job preservation responses to job insecurity', *Journal of Management*, Vol. 49 No. 7, pp. 2387–2414. Available at: <https://doi.org/10.1177/01492063221107877>

Seetahramiah, S. (2024, June) 'AI Takes Center Stage: Upending The Digital Status Quo For Businesses', *Forbes*. Available at: <https://www.forbes.com/councils/forbesbusinesscouncil/2024/01/29/ai-takes-center-stage-upending-the-digital-status-quo-for-businesses/> [Accessed 2024].

Serenko, A. and Bontis, N. (2016) 'Understanding counterproductive knowledge behavior: antecedents and consequences of intra-organizational knowledge hiding', *Journal of Knowledge Management*, Vol. 20 No. 6, pp. 1199–1224. Available at: <https://doi.org/10.1108/JKM-05-2016-0203>

Shah, A. K., Shafir, E. and Mullainathan, S. (2015) 'Scarcity Frames Value', *Psychological Science*, Vol. 26 No. 4, pp. 402–412. Available at: <https://doi.org/10.1177/0956797614563958>

Shaukat, R., Yousaf, A. and Sanders, K. (2017) 'Examining the linkages between relationship conflict, performance and turnover intentions: role of job burnout as a mediator', *International Journal of Conflict Management*, Vol. 28 No. 1, pp. 4–23.

Singh, S. K. (2019) 'Territoriality, task performance, and workplace deviance: empirical evidence on role of knowledge hiding', *Journal of Business Research*, Vol. 97, pp. 10–19. Available at: <https://doi.org/10.1016/j.jbusres.2018.12.034>

Tabrizi, B. and Pahlavan, B. (2023, June) 'Companies That Replace People with AI Will Get Left Behind', Harvard Business Review. Available at: <https://hbr.org/2023/06/companies-that-replace-people-with-ai-will-get-left-behind>

Tekleab, A. G., Quigley, N. R. and Tesluk, P. E. (2009) 'A Longitudinal Study of Team Conflict, Conflict Management, Cohesion, and Team Effectiveness', *Group and Organization Management*, Vol. 34 No. 2, pp. 1–36.

Torkelson, E., Holm, K., Bäckström, M. and Schad, E. (2016) 'Factors contributing to the perpetration of workplace incivility: the importance of organizational aspects and experiencing incivility from others', *Work and Stress*, Vol. 30 No. 2, pp. 115–131. Available at: <https://doi.org/10.1080/02678373.2016.1175524>

Tricahyadinata, I., Hendryadi, Suryani, Zainurossalamia ZA, S. and Riadi, S. S. (2020) 'Workplace incivility, work engagement, and turnover intentions: Multi-group analysis', *Cogent Psychology*, Vol. 7 No. 1. Available at: <https://doi.org/10.1080/23311908.2020.1743627>

Trudel, J. and Reio, T. (2011) 'Managing Workplace Incivility: The Role of Conflict Management Styles—Antecedent or Antidote?', *Human Resource Development Quarterly*, Vol. 22 No. 4, pp. 395–423. Available at: <https://doi.org/10.1002/hrdq>

Tu, Y., Li, D. and Wang, H. J. (2021) 'COVID-19-induced layoff, survivors' COVID-19-related stress and performance in hospitality industry: the moderating role of social support', *International Journal of Hospitality Management*, Vol. 95, 102912. Available at: <https://doi.org/10.1016/j.ijhm.2021.102912>

Ul Haq, I. (2011) 'The Impact of Interpersonal Conflict on Job Outcomes: Mediating Role of Perception of Organizational Politics', *Procedia - Social and Behavioral Sciences*, Vol. 25, pp. 287–310. Available at: <https://doi.org/10.1016/j.sbspro.2011.10.549>

Ullah, S., Hasnain, S. A., Khalid, A., & Aslam, A. (2019). Effects of Perception of Organizational Politics on Employee's Well-Being: The Mediating Role of Trust and Interpersonal Conflicts. *European Online Journal of Natural and Social Sciences*, 8(1), 1–14. Available at: http://european-science.com/eojnss_proc/article/view/5637

Van Laer, K., Verbruggen, M., & Janssens, M. (2021). Understanding and addressing unequal career opportunities in the 'new career' era: an analysis of the role of structural career boundaries and organizational career management. *International Journal of Human Resource Management*, 32(16), 3547–3567. Available at: <https://doi.org/10.1080/09585192.2019.1660700>

Vasconcelos, A. F. (2020). Workplace incivility: a literature review. *International Journal of Workplace Health Management*, 13(5), 513–542. Available at: <https://doi.org/10.1108/IJWHM-11-2019-0137>

Venz, L., & Mohr, M. (2023). The social dynamics of knowledge hiding: a diary study on the roles of incivility, entitlement, and self-control. *European Journal of Work and Organizational Psychology*, 32(1), 47–59. Available at: <https://doi.org/10.1080/1359432X.2022.2089562>

Vigoda-Gadot, E., Vinarski-Peretz, H., & Ben-Zion, E. (2003). Politics and image in the organizational landscape: An empirical examination among public sector employees. *Journal*

of Managerial Psychology, 18(7–8), 764–787. Available at: <https://doi.org/10.1108/02683940310511872>

Wang, W. T., Wang, Y. S., & Chang, W. T. (2019). Investigating the effects of psychological empowerment and interpersonal conflicts on employees' knowledge sharing intentions. *Journal of Knowledge Management*, 23(6), 1039–1076. Available at: <https://doi.org/10.1108/JKM-07-2018-0423>

Wang, Y. F. (2022). Impact of Interpersonal Competition on Knowledge Hiding Behavior Among the Employees: Mediating Role of Moral Disengagement and Work Overload. *Frontiers in Psychology*, 13(April), 1–14. Available at: <https://doi.org/10.3389/fpsyg.2022.881220>

Welsh, M. A., & Slusher, E. A. (1986). Organizational Design as a Context for Political Activity. *Administrative Science Quarterly*, 31(3), 389–402.

Wu, Q., Saqib, S., Sun, J., Xiao, Y., & Ma, W. (2022). Incivility and Knowledge Hiding in Academia: Mediating Role of Interpersonal Distrust and Rumination. *Frontiers in Psychology*, 12(January). Available at: <https://doi.org/10.3389/fpsyg.2021.769282>

Yang, Q., & Lee, Y. C. (2021). Why do people hide knowledge in the online knowledge community? An integrated framework of protection motivation, self-determination, and social exchange beliefs. *Sustainability (Switzerland)*, 13(17). Available at: <https://doi.org/10.3390/su13179885>

Yao, Z., Zhang, X., Luo, J. & Huang, H. (2020) ‘Offense is the best defense: The impact of workplace bullying on knowledge hiding’, *Journal of Knowledge Management*, 24(3), pp. 675–695. Available at: <https://doi.org/10.1108/JKM-03-2021-0185>.

Yu, S. & Greer, L. L. (2023) ‘The role of resources in the success or failure of diverse teams: Resource scarcity activates negative performance-detracting resource dynamics in social category diverse teams’, *Organization Science*, 34(1), pp. 24–50. Available at: <https://doi.org/10.1287/orsc.2021.1560>.

Zahid, A. & Nauman, S. (2024) ‘Does workplace incivility spur deviant behaviors: Roles of interpersonal conflict and organizational climate’, *Personnel Review*, 53(1), pp. 247–265. Available at: <https://doi.org/10.1108/PR-01-2022-0058>.

Zahid, F., Butt, A. N. & Khan, A. K. (2022) ‘Political skill and self-serving counterproductive work behaviors: Moderating role of perceptions of organizational politics’, *Journal of Management and Organization*, 28(5), pp. 993–1010. Available at: <https://doi.org/10.1017/jmo.2019.66>.

Zhang, Z. & Ji, X. (2022) ‘A virtual net lock me in: How and when information and communication technology use intensity lead to knowledge hiding’, *Journal of Business Ethics*, 187(3), pp. 1–16.

Zhang, Y., Rong, S., Dunlop, E., Jiang, R., Zhang, Z. & Tang, J. Q. (2023) ‘Modeling the influence of individual differences on knowledge hiding’, *Journal of Knowledge Management*, 27(6), pp. 1637–1659. Available at: <https://doi.org/10.1108/JKM-11-2021-0840>.

Zhao, H., Liu, W., Li, J. & Yu, X. (2019) 'Leader–member exchange, organizational identification, and knowledge hiding: The moderating role of relative leader–member exchange', *Journal of Organizational Behavior*, 40(7), pp. 834–848.

Zibenberg, A. & Pearlman-Avnion, S. (2020) 'Perceptions of organizational politics among students in an academic environment', *Journal of Psychological and Educational Research*, 28(2), pp. 166–1