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Knowledge Hiding: The Mediating Role of Job Crafting and the Moderating Effect of Leader's Paradox Mindset

Abstract

This study employs Expectancy Theory (Vroom, 1964) to investigate the relationships among job embeddedness, job crafting, and knowledge hiding behaviors among employees. Data were collected from a diverse range of industries in Taiwan, yielding a total of 487 valid responses. The findings reveal that job embeddedness is positively associated with job crafting. In turn, job crafting is negatively related to knowledge hiding and serves as a mediator in the relationship between job embeddedness and knowledge hiding. Moreover, a leader's paradoxical mindset positively moderates the relationship between job embeddedness and job crafting. Notably, the negative indirect effect of job crafting on knowledge hiding is amplified when leaders exhibit a high level of paradoxical mindset. By applying Expectancy Theory, this study offers a more nuanced understanding of employees' internal psychological processes and external behavioral outcomes in the workplace, thereby extending the theoretical application of Expectancy Theory to new contexts.

Keywords: Expectancy Theory, Job Embeddedness, Job Crafting, Knowledge Hiding, Leader's

Paradox Mindset

1. Introduction

Job embeddedness refers to various factors that connect employees to their work (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001), and it is associated with employee retention due to psychological, social, economic, and other reasons (Aman-Ullah, Aziz, Ibrahim, Mehmood, & Abdullah Abbas, 2022; Nzewi & Audu, 2023). Previous studies have indicated that job embeddedness is essential for employee performance (William Lee, Burch, & Mitchell, 2014). However, most research has adopted frameworks such as Conservation of Resources (COR) theory (Wheeler, Harris, & Sablinski, 2012), the Theory of Planned Behavior, or Social Network Theory (Crossley, Bennett, Jex, & Burnfield, 2007) to explain employees' job embeddedness. Despite this, limited attention has been given to employees' psychological expectations. This reveals a research gap, as employees' expectations significantly influence both their performance and their social exchanges, encompassing internal psychological states and outward behaviors. Without examining these factors, we cannot fully understand job embeddedness in practice.

Job embeddedness reflects the extent of an employee's involvement and connection with their organization. Prior research has explored its associations

with various outcomes, including voluntary turnover (Crossley et al., 2007; Tanova & Holtom, 2008), employee retention (Holtom & Darabi, 2018), social relationships (Ng & Feldman, 2010), and work–family as well as family–work conflict (Ng & Feldman, 2012). However, limited attention has been given to how job embeddedness influences employees’ current work behaviors—particularly through the mediating mechanism of psychological expectations being translated into external actions, such as job crafting. Job crafting is defined as the process by which individuals redefine their work in ways that align with their personal values and perceptions of meaning (Berg, Dutton, & Wrzesniewski, 2008). Consequently, the underlying mechanism by which job embeddedness affects knowledge hiding—the intentional attempt to withhold or conceal knowledge requested by others (Connelly, Zweig, Webster, & Trougakos, 2012)—remains insufficiently understood.

To address this gap in the literature, this study adopts Expectancy Theory (Vroom, 1964), which posits that employees are motivated to act when they believe that effort leads to performance (expectancy), performance leads to outcomes such as rewards or recognition (instrumentality), and these outcomes are personally valuable (valence). Based on this framework, we investigate

employees' internal psychological states and external behaviors by focusing on two key aspects: job embeddedness and leader's paradoxical mindset. The latter, as defined by Zhang, Waldman, Han, & Li (2015), refers to a leader's ability to accept and manage contradictory demands—such as maintaining both authority and empowerment, or balancing distance with closeness. This study further explores how job embeddedness influences knowledge hiding behavior through a mediating psychological mechanism. By applying Expectancy Theory, we aim to construct a robust framework for understanding how employees' expectations and attitudes translate into workplace behaviors.

Accordingly, we address two interrelated research questions: How are employees' behaviors—shaped by their work-related expectations—affected by the mediating role of job crafting in reducing knowledge hiding? How do leader's paradox mindset moderate both the direct relationship between job embeddedness and job crafting, and the mediating role of job crafting?

While Expectancy Theory aims to explain goal-directed behaviors across various contexts, few studies have applied it to understand job crafting within employees' actions and interactions. Furthermore, past research has not examined employees' work attitudes in conjunction with leader's paradox mindset, leaving

the dynamic interplay between employee attitudes and behaviors insufficiently explained.

This study provides a comprehensive analysis of job embeddedness and knowledge hiding through the lens of Expectancy Theory, offering practical insights for managers seeking to understand employee motivation and behavior. Studying employees' psychological expectations is especially valuable, as it sheds light on how work attitudes and behaviors emerge—ultimately influencing both performance and interpersonal dynamics.

For example, Google Inc.'s human resource strategies include continuous experimentation and innovation to create a working environment that is both comfortable and stimulating for its engineers. These practices aim to enhance effectiveness and job satisfaction by providing autonomy, meaningful tasks, and supportive working conditions. Such factors promote job involvement, spark creativity, and enable employees to freely express ideas, fostering deeper engagement and contributions to organizational success (Tran, 2017).

Expectancy Theory posits that an individual's motivation depends on the perceived strength and desirability of the outcome. Thus, individuals are more likely to pursue goals that are both anticipated and personally meaningful, making

conscious choices based on perceived value. These behavioral decisions, along with psychological processes such as perception, belief formation, and attitude development, are systematically interrelated.

Our study finds that three key expectancies—regarding performance (job embeddedness), capability use (job crafting), and recognition (knowledge hiding)—are critical in predicting and managing workplace behavior. Although Expectancy Theory has been criticized for being overly idealistic, it remains useful for explaining how self-motivated individuals respond to proper incentives and how their motivation contributes to individual and organizational growth. Our research not only addresses these theoretical concerns but also identifies a key intervention mechanism by examining the mediating role of job crafting between job embeddedness and knowledge hiding.

In summary, this study examines the relationships among job embeddedness, job crafting, and knowledge hiding. We anticipate the following contributions. First, we respond to calls for integrating more variables to understand employee behaviors rooted in job embeddedness (Zhang, Fried, & Griffeth, 2012), as these are closely related to performance, job satisfaction, and employees' psychological

states—helping managers assess the appropriateness of job design and work processes.

Second, we apply Expectancy Theory to reveal the underlying mechanism connecting job embeddedness and knowledge hiding, clarifying how employees' attitudes influence organizational development and offering insights for optimizing work arrangements.

Third, our study differs from prior research on Expectancy Theory, which has largely focused on work effectiveness, job satisfaction, and motivation (Chian & Jang, 2008; Huang & Hsu, 2008). We incorporate the role of employees' expectations regarding workplace recognition of their abilities, thus broadening the theory's applicability.

Finally, by exploring the mediating role of leader's paradox mindset, our study deepens the understanding of job embeddedness, particularly in light of the novel and sometimes contradictory nature of paradoxical leadership (Batoool, Raziq, & Sarwar, 2023).

2. Theoretical background and hypotheses

In recent decades, job embeddedness has been used to predict employees'

voluntary turnover and retention (Reitz & Anderson, 2011; Zhang et al., 2012), as well as its effects on work-to-family and family-to-work conflict (Ng & Feldman, 2012), and social and human capital development (Ng & Feldman, 2012). Although research has also examined how job embeddedness influences employees to change their job design or processes, such as through innovative behaviors (Ng & Feldman, 2012), there has been little research exploring job embeddedness from the perspective of employees' adjustment to their work, duties, and social relationships with the aim of aligning their work with personal needs and interests, thereby creating a more attractive and meaningful work experience.

When individuals are deeply involved in a particular role, that role becomes an important part of their identity. Consequently, it becomes difficult for them to disengage from these roles (Latack, Kinicki, & Prussia, 1995). This concept is particularly critical in the working environment, as individuals with deep emotional involvement in their work tend to continuously embody their job roles (Feldman, 1994; Carter & Cook, 1995). Moreover, while involving in their job roles, employees might expect to gain more empowerment and recognition, for they are enhanced by job satisfaction and sense of belongings.

Vroom's Expectancy Theory states that "choices made by a person among alternative courses of action are lawfully related to psychological events occurring

contemporaneously with the behavior,” and asserts that “the intensity of work effort depends on the perception that an individual's effort will result in a desired outcome” (Vroom, 1964). Expectancy Theory predicts that if individuals believe their effort will lead to good performance (expectancy), and that this performance will result in positive outcomes such as rewards, recognition, or satisfaction (instrumentality), and if these outcomes are perceived as highly valuable (valence), they will be motivated to exert effort. Expectancy Theory offers a universal framework to assess, interpret, and evaluate employees’ actions such as learning, decision-making, attitude formation, motivation, etc. Nevertheless, the concept of Expectancy Theory has not been fully understood (Chiang & Jang, 2008; Baumann & Bonner, 2017).

2.1. Job embeddedness and job crafting

Expectancy Theory suggests that an individual (the chooser of behavior) faces a set of action options and appraises each behavior based on three traits: valence, instrumentality, and expectancy. Vroom (1964) considered the three traits equally important, and the evaluation sequences are not always invariable. Mitchell (1974) indicated that since individuals can only choose from their own available actions, these decisions are essentially classified as internal selections.

Most employees possess intelligence, professional knowledge, technical skills, and time management abilities; however, if they lack motivation, they are unable to make progress in the workplace. Lee-Ross (1995) proposed the concept of internal work motivation, which refers to intrinsic motivation—the more employees devote themselves, the more motivated they become. Employees tend to adopt methods that suit their individual needs in order to gain motivation, which in turn leads them to dedicate themselves more fully and enjoy their jobs.

Therefore, factors such as job responsibilities, recognition from others (e.g., supervisors, colleagues, or customers), work-related challenges, a sense of achievement, and opportunities for promotion are also critical to employees. These factors help them develop a sense of self-fulfillment and self-esteem, which motivates them to engage in job crafting to meet their expectations at work.

Demerouti (2001) proposed that job embeddedness reflects the different tasks and characteristics of work, while job crafting involves reforming work content and redesigning organizational structures to increase job satisfaction and performance. These two concepts are closely associated. Bakker (2004) also proposed that when employees perceive a match between their skills and their work, and when the work environment provides the support and resources they need, this enhances their sense

of achievement and challenges in their work.

This experience motivates employees to devote more effort and time to completing their tasks (expectancy), thereby improving both job performance and satisfaction. Consequently, employees with a high level of job embeddedness are more willing to engage in job crafting to meet organizational requirements (instrumentality) and gain positive psychological and behavioral benefits from it (valence).

Expectancy Theory explains that the valence brought by job crafting refers to an individual's expectation of the internal or external value generated by job crafting. This reflects that job crafting is regarded as beneficial and personally valuable, involving the evaluation of the advantages employees perceive in engaging in job crafting. When employees perceive a positive relationship between job crafting and desirable outcomes, they are more willing to engage in job crafting. Expectancy Theory illustrates the mechanism explicitly: as employees hold high expectations toward their goals, these expectations are derived from self-efficacy beliefs, which in turn drive motivation and enhance both performance and supportive behaviors (Lee, 2019). Based on the statements above, the following hypothesis is proposed:

H1. Job embeddedness is positively related to job crafting.

2.2. Job crafting and knowledge hiding

Workers enable to rebuild working relationships through job crafting to regain their authority. Employees can adapt their work to meet their expectations by changing tasks, relationships, and cognition (Ghitulescu, 2006). Tims, Bakker, & Derks (2013) explored how job crafting influences employees' demands, work resources, and happiness. Accordingly, job crafting is regarded as a means to improve employees' work experience and satisfaction while reducing knowledge-hiding behaviors.

Employees yearn to enhance performance, enjoy partnerships, establish a dominant position, or pursue various tasks and social goals (De Dreu, Nijstad, & van Knippenberg, 2008). They tend to acquire information and perform tasks within their area of expertise (Hollingshead, 2001; Wittenbaum, Stasser, & Merry, 1996) in order to improve their working conditions, thereby increasing their work involvement and satisfaction, which aligns with the perspective of Expectancy Theory. Moreover, if employees believe they are good at something, they often assume they are more competent than others (Kruger, 1999), which motivates them to share their professional knowledge with others to demonstrate their abilities. In our study, we regard recognition as the desired outcome (valence) for employees. Based on the

statements above, the following hypothesis is proposed:

H2: Job crafting is negatively related to knowledge hiding.

2.3. The mediation role of job crafting

Johari & Yahya (2016) indicated that workers can align their demands and values with job characteristics, integrating them into their work. This alignment enables job characteristics to influence workers more actively. Moreover, workers can meet their own demands by modifying their work, such as enhancing job variety, responsibilities, and challenges, to improve satisfaction and embeddedness.

Wrzesniewski & Dutton (2001) proposed that job crafting allows employees to change how they interact with others at work, including building new relationships, redefining current ones, or adjusting the nature of existing relationships.

Therefore, we assume that the level of individuals' embeddedness in their organizations motivates employees to adapt themselves to fit job characteristics and enhance job crafting. Job crafting, in turn, encourages employees to adjust how they interact with colleagues, improving work effectiveness, fostering knowledge-sharing behaviors, and reducing knowledge-hiding behaviors.

As employees focus on issues related to their own work, those with high job embeddedness are more likely to clearly express how to perform better. Communication among participants provides these employees with an opportunity to demonstrate useful techniques to their supervisors and colleagues, which decreases knowledge hiding behaviors. Therefore, when executives aim to improve existing procedures, the participation of highly embedded employees helps clarify these changes, increasing their expectation that effort will lead to performance (expectancy). If these performance improvements are perceived as valuable outcomes (valence), job crafting by highly embedded employees will naturally increase, and the reduction in knowledge hiding behaviors serves as an influence on outcomes (instrumentality). Based on the statements above, the following hypothesis is proposed:

H3. Job crafting mediates the relationship between job embeddedness and knowledge hiding.

2.4. The moderator role of leader's paradox mindset

In this study, we propose that leader's paradox mindset moderates the relationship between job embeddedness and job crafting. A paradox mindset refers to leader's ability to balance competing demands, such as stability and change, or autonomy and

control (Yin, 2022). They leverage tension to enhance role performance and innovation, and these actions can continuously meet subordinates' needs (Zhang et al., 2015).

Paradoxical leadership has been shown to be associated with many positive outcomes, such as subordinates' self-efficacy, psychological safety, and vocal and proactive behaviors (Feng, Liu, Xu, & Li, 2022; Xue, Li, Liang, & Li, 2020). Therefore, leader's paradox mindset can moderate the relationship between job embeddedness and job crafting. It can help employees clearly understand the potential benefits of job crafting, motivating them to strive for the outcomes they anticipate. Research indicates that while employees learn to embrace contradictions which they often view them as obstacles to be eliminated. By developing appropriate strategies and attitudes, they can achieve their goals more effectively.

Leader's paradox mindset benefits employees' developmental behaviors by encouraging and tolerating mistakes, thereby helping employees explore their potential. A leader who leverages a paradox mindset can balance effective but contradictory information, create a supportive organizational context, and encourage employees to take risks and tolerate mistakes. This approach enhances the positive

effect of job embeddedness on job crafting. Based on the statements above, the following hypothesis is proposed:

H4. Leader's paradox mindset will positively moderate the relationship between job embeddedness and job crafting.

2.5. An integrated moderated-mediation model

According to the statements above, H1 proposes job embeddedness has a direct effect on job crafting. H2 argues job crafting has direct effect on knowledge hiding. H3 points job crafting is a mediator. H4 indicates the moderator role of leader's paradox mindset. Based on these hypotheses, there is a moderated-mediation model (Muller, Judd, & Yzerbyt, 2005) existing. Namely, the indirect effect of job embeddedness and knowledge hiding will depend on the conditional situation of leader's paradox mindset level.

Employees attempt to choose actions which can assist them fulfill their expectactoin (Vroom, 1964). As employees perceive a higher level of job embeddedness, they are more likely to engage in job crafting behaviors. Through job crafting, employees seek opportunities and resources to foster knowledge sharing, cooperation, and learning mechanisms, thereby reducing knowledge-hiding behaviors

so that while employees adjust their own behaviors, they are motivated to integrate expentancy, instrumentality, and valence.

Meanwhile, when leaders possess a paradox mindset, they tend to recognize and appreciate the diversity and conflicts among employees. This helps them create an open and trusting workplace that encourages job crafting activities and motivates employees to participate more actively in knowledge sharing.

H5. Leader's paradox mindset will moderate the indirect effect between job embeddedness and knowledge hiding in such a way that the indirect effect through job crafting will be stronger under a high level of leader's paradox mindset.

Figure 1 shows the hypotheses and model of this study.

--Insert Figure 1 about here--

3. Methods

3.1. Sample and data collection

The analysis was conducted at the individual level using email or in person, based on corporations listed by the Financial Supervisory Commission in Taiwan. To minimize common method variance and ensure the survey's validity, data collection

was divided into two stages between April and May 2024. After collecting responses during a two-week period, we proceeded to the second stage. The four variables in the study were collected across different stages: job embeddedness and the leader's paradox mindset were measured in the first stage, while job crafting and knowledge hiding were measured in the second stage.

In total, 826 questionnaires were collected during the first stage, and 587 were collected during the second stage. After removing incomplete or invalid responses, the final effective sample consisted of 487 participants. The overall average response rate was 57.99%, with 57.7% of respondents being male and 42.3% female. The average age of respondents was 35.95 years, and their average tenure within their units was 6.55 years. Regarding education levels, 60.8% of respondents held a university degree, followed by 32.1% who held a master's or doctoral degree. In terms of marital status, 57.5% of respondents were married, while 42.5% were unmarried or had other statuses. The average firm size was 5690.77.

3.2. Measurements

For the purpose of enhancing reliability and validity, the questionnaire was professionally developed and adapted from widely cited literature. The four items for the variables in the questionnaire were measured using a 7-point Likert scale, where 1

indicated “strongly inconsistent” and 7 indicated “strongly consistent.” Before distributing the questionnaire, we invited organizational behavior (OB) scholars to verify its content and consulted a language expert to perform a back-translation.

3.2.1. Job embeddedness

We adopted the items proposed by Crossley et al. (2007) to measure employees’ job embeddedness, focusing on three driving factors. The scores were aggregated and averaged for analysis. The Cronbach’s α was 0.72, indicating acceptable reliability and internal consistency.

3.2.2. Job crafting

We adopted the items proposed by Sora, Caballer, & García-Buades (2018) to measure the level of employees’ job crafting. The scores were aggregated and averaged for analysis. The Cronbach’s α was 0.90, indicating high reliability and internal consistency.

3.2.3. Knowledge hiding

We adopted the items proposed by Connelly et al. (2012) to measure employees' knowledge-hiding behaviors. The scores were aggregated and averaged for analysis. The Cronbach's α was 0.96, indicating excellent reliability and internal consistency.

3.2.4. Leader's paradox mindset

We adopted the items proposed by Miron-Spektor, Ingram, & Keller (2018) to measure leader's paradox mindset. The scores were aggregated and averaged for analysis. The Cronbach's α was 0.94, indicating excellent reliability and internal consistency.

3.2.5. *Control variables*

To minimize spurious results and avoid factors that might affect the research, we included employee age, employee unit tenure, employee gender, employee marital status, firm size, and industry type as control variables. To address skewness, we applied the natural logarithm transformation to employee age, unit tenure, and firm size.

4. Data analysis

We used SPSS to conduct hierarchical regression analysis to test the hypotheses. AMOS was employed to analyze the data and apply four models for Confirmatory Factor Analysis (CFA). We tested several models: a one-factor model combining all items; a two-factor model with items from job embeddedness and leader's paradox mindset as one factor, and job crafting and knowledge hiding as the other; two three-factor models, one with items from job embeddedness and leader's paradox mindset as one factor, and job crafting and knowledge hiding as respective factors, and another with job crafting and knowledge hiding as one factor, and job embeddedness and leader's paradox mindset as another. Lastly, we tested the four-factor model corresponding to the main variables. To avoid multicollinearity issues, the Variance Inflation Factor (VIF) for all variables was ensured to be below 10 (Hair, Black, Andersen, Tatham, & Black, 1998).

4.1. Result

The full model results of the CFA are shown in Table 1. The χ^2/df ratio is 5.4, with CFI = .80, TLI = .80, IFI = .80 (Schumacker & Lomax, 1996), and RMSEA = .95 (< .10) (Browne & Cudeck, 1992), indicating an acceptable model fit. Additionally, when compared to the one-factor and three-factor models, the four-factor model proves to be the most reliable. Composite reliability (CR) ranges

from .79 to .93, and average variance extracted (AVE) ranges from .36 to .53, indicating that the variables demonstrate convergent validity (Hair et al., 1998). Furthermore, the square root of the AVE for all constructs (ranging from .60 to .73) is higher than the correlations between the constructs (ranging from .002 to .66), confirming that the constructs possess discriminant validity (Fornell & Larcker, 1981). The variance inflation factors (VIFs) range from 1.05 to 2.21, indicating no multicollinearity issues in the study (Hair et al., 1998).

--Insert Table 1 about here--

4.2. Correlation analyses and hypotheses testing

The correlation analyses show that job embeddedness is positively related to job crafting ($r = .32, p < .001$) and negatively related to knowledge hiding ($r = -.09, p < .01$). Job crafting is also negatively correlated with knowledge hiding ($r = -.16, p < .001$) and positively correlated with leader's paradox mindset ($r = .30, p < .001$). The correlation analysis results provide a preliminary basis for further analysis, as shown in Table 2.

--Insert Table 2 about here--

Tables 3 shows the results of the hypotheses tests. Model 2 reveals that job embeddedness has a positive effect on job crafting ($\beta = .245, p < .001$), so Hypothesis 1 is supported. Hypothesis 2 proposes that job crafting is negatively related to knowledge hiding, so Model 5 ($\beta = -.162, p < .001$) supports the hypothesis, indicating that job crafting can mitigate employees' reluctance to share their knowledge. Hypothesis 3 proposes that job crafting plays a mediating role between job embeddedness and knowledge hiding. Model 6 ($\beta = -.099, p < .05$) presents that job embeddedness has a negative effect on knowledge hiding, and Model 7 shows that when we added job crafting to the regression analysis of the relationship between job embeddedness and knowledge hiding, the negative effect decreased (from $\beta = -.099, p < .05$ to $\beta = -.27$, not significant), so Hypothesis 3 is supported. Model 3 shows that leader's paradox mindset has a positive moderating effect on the positive correlation between job embeddedness and job crafting ($\beta = .097, p < .05$), indicating that as leader's paradox mindset increases, the positive association between job embeddedness and job crafting also increases. Hypothesis 4 is supported. We adopted the method suggested by Cohen & Cohen (1983) to draw Figure 2, using the mean plus/minus one standard deviation to present the moderating effect of leader's paradox mindset. As shown in Figure 2, under a high level of leader's paradox

mindset, the positive correlation between job embeddedness and job crafting is stronger.

--Insert Tables 3 about here--

--Insert Figure 2 about here--

We conducted PROCESS to test the conditional indirect effect. As shown in Table 4, the indirect effect of job crafting on knowledge hiding is $\beta = -.0873$ under a high level of environmental dynamism (+1 SD, 95% bootstrapped CI=[-.1718, -.0186]); the indirect effect is $\beta = -.0446$ under a low level of environmental dynamism (-1 SD, 95% bootstrapped CI=[-.1055, -.0043]). As a result, Hypothesis 5 is supported.

--Insert Tables 4 about here--

5. Discussion

This study used job embeddedness, job crafting, knowledge hiding, and leader's paradox mindset to examine the relationships among them. Furthermore, we adopted job crafting as a mediator to investigate its mediating effect between job embeddedness and knowledge hiding, and included leader's paradox mindset as a moderator to explore whether a moderating effect exists between job embeddedness and job crafting.

5.1. Implications

5.1.1. Theoretical implications

We consider the concept of valence in Expectancy Theory to be an application of instrumentality. As the hypotheses suggest, when involved in work, employees highly value the expectation that performance will lead to positive outcomes, such as rewards, recognition, and satisfaction from job crafting. As a consequence, employees may selectively change job procedures and reduce knowledge hiding behavior to display their achievements.

This study incorporates employees' job embeddedness, job crafting, and knowledge to support Expectancy Theory. It also examines the leader's paradoxical mindset as a supportive factor. However, the existing literature on how a leader's paradoxical mindset influences employees' internal psychological processes and external behaviors is still limited. Specifically, more in-depth exploration is needed to understand how paradoxical leadership affects work procedures, job design, and corporate governance.

Reducing knowledge-hiding behavior is vital to organizational growth. This study examines the issue of employee knowledge hiding from the perspective of job embeddedness. Accordingly, we adopt Expectancy Theory and view knowledge hiding as the result of employees' behavioral choices. Employees gain motivation that

aligns with their personal needs; thus, when they are embedded in their work, they are more likely to engage actively in job crafting.

Additionally, we refer to employees' sense of responsibility, recognition from supervisors, colleagues, and others, work-related challenges, sense of achievement, and self-esteem as factors influencing valence. Chiang & Jang (2008) revealed that employees' belief in their own competence affects their performance, attitudes, and behaviors. Therefore, we apply Expectancy Theory to elaborate on how job embeddedness is related to job crafting and knowledge hiding, and to evaluate the mediating role of job crafting in explaining why it ultimately relates to knowledge hiding.

By examining knowledge hiding, we also contribute to Self-Determination Theory (SDT) (Deci & Ryan, 2013), which posits that individuals possess basic psychological needs—autonomy, competence, and relatedness—and emphasizes the role of intrinsic motivation which emphasizes individuals' talents and psychological needs to explain workplace behavior. When employees are more motivated to engage in their work, they are more likely to take ownership of their conditions and overcome the challenges they face, thereby enhancing job crafting. Moreover, when employees are eager to build connections with others and to be understood and recognized, they

are less likely to engage in knowledge hiding behaviors. Thus, both Expectancy Theory and SDT offer valuable perspectives for explaining how employees' internal perceptions are transferred into external behaviors.

Expectancy Theory suggests that individual differences may exist in how people evaluate valence, expectancy, and instrumentality (Vroom, 1964). Demaree, DeDonno, Burns, & Everhart (2008) pointed out that the determinacy of outcomes and the maximum potential rewards vary from person to person. For instance, employees with different preferences for innovation might adopt different task expectancies. Likewise, employees who value social interactions highly may be influenced by whether reducing knowledge-hiding behavior would enhance team relationships. Given this, more contextual conditions should be considered when applying Expectancy Theory.

5.1.2. Practical implications

Knowledge hiding refers to employees possessing certain skills and knowledge but being unwilling to share or intentionally concealing the knowledge. Such behaviors might stem from personal interests, the desire to maintain control, or concerns about losing competitive advantages. Knowledge-hiding behaviors can limit organizations' ability to learn and innovate, leading to resource waste and adverse

effects on organizational performance. This study suggests that organizations can enhance employees' job embeddedness and job crafting to reduce knowledge-hiding behaviors, with leader's paradox mindset serving as an important positive moderator in this relationship.

In management practice, businesses can focus on creating a working environment that makes employees feel embedded at the core of the organization. Moreover, businesses can grant employees more autonomy, opportunities, and decision-making participation, and provide diverse work tasks and opportunities to achieve their goals. This sense of embeddedness can motivate employees to engage more actively in their jobs.

Businesses should encourage employees to adjust their approach to work and roles according to job requirements and variations. They can also offer training and development opportunities to help employees acquire the necessary knowledge and skills to adapt to a dynamic working environment. Furthermore, through job crafting, employees to cope with challenges and enhance performance more effectively.

Businesses should cultivate leaders' capability to address contradictory and conflicting issues while seeking balance and solutions with inspiration and creativity. Leader's paradox mindset enables them to resolve conflicts and difficulties at work effectively. If businesses build a trusting and supportive culture that allows employees

to express their knowledge freely and ensures their opinions are respected and considered, employees are more likely to share their knowledge actively. This is because they will feel a sense of growth, being valued, and greater opportunities for development.

5.2. Limitation

There are some limitations to this study, along with future suggestions for improvement. While we examined several variables to mitigate the common method variance (CMV) issue, testing different variables from two distinct stages might still raise concerns about the causal relationships among these variables. Therefore, future research should gather samples from diverse sources to further address this concern (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Additionally, longitudinal study designs are recommended to eliminate CMV and causality issues more effectively. Moreover, this study used samples from industries in Taiwan. Future research should collect samples from other countries to enhance the generalizability of the findings or to compare our results with studies conducted in different cultural and geographical contexts.

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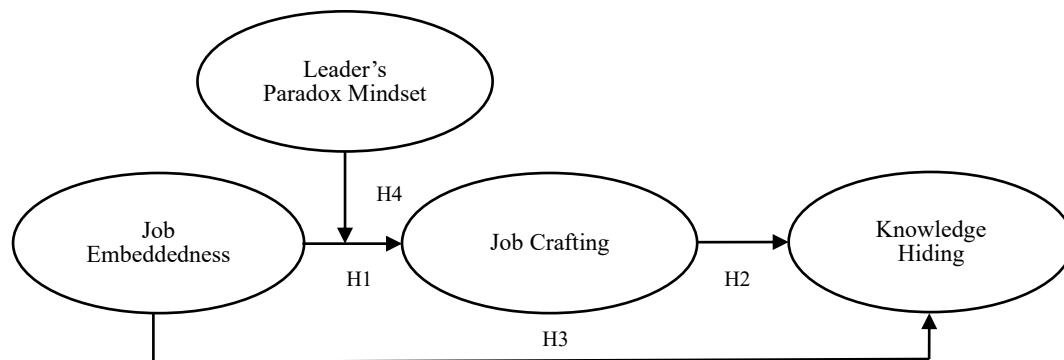


Figure 1. The research model.

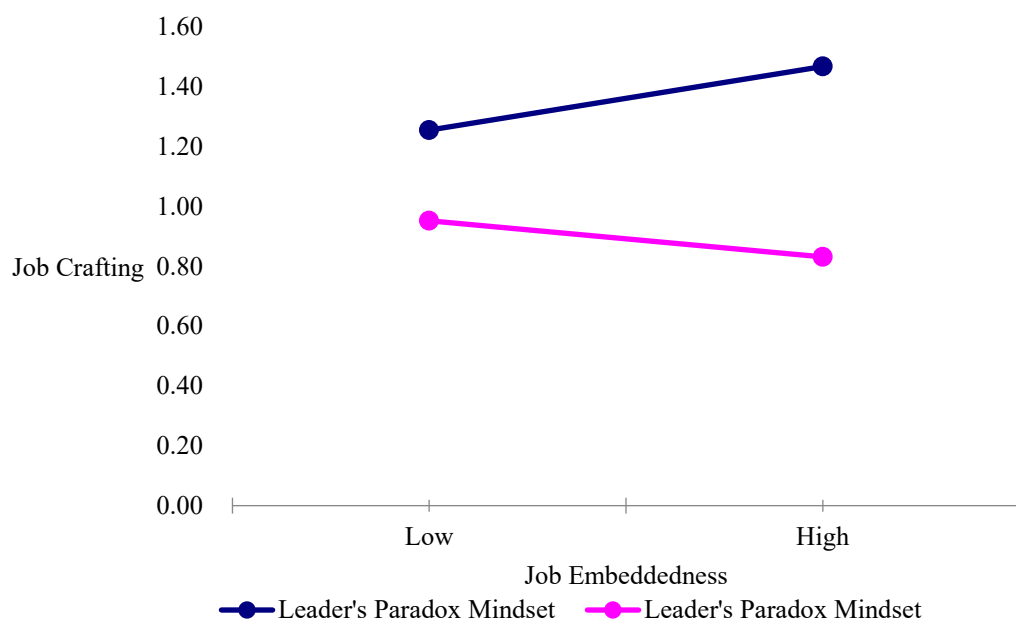


Table 1 Result of CFA

Model	χ^2	df	χ^2/df	$\Delta\chi^2$	Δdf	CFI	TLI	IFI	RMSEA
One factors	11097.588	740	15	7128.765	9.593	.228	.303	.340	.170
Two factors	7644.318	739	10.344	3675.495	4.937	.559	.534	.560	.139
Three factors (1)	5359.171	737	7.272	1390.348	1.865	.705	.688	.706	.114
Three factors (2)	6273.831	737	8.513	2305.008	3.106	.646	.626	.647	.124
Four factor	3968.823	734	5.407			.793	.780	.794	.095

Note: 1. The variance value of comparing four factors model represents in $\Delta\chi^2$ and Δdf .

2. The three factors (1) model uses job embeddedness and leader's paradox mindset as single factor and combines job crafting and knowledge hiding as two factors respectively.
3. The three factors (2) model uses job crafting and knowledge hiding as single factor and combines job embeddedness and leader's paradox mindset as two factors respectively.

Table 2 Means, standard deviations, and correlations among variables

Variables	Mean	S.D.	1	2	3	4	5	6	7	8	9
1. Job embeddedness	3.037	.648	(.72)								
2. Job crafting	4.837	.941	.323***	(.90)							
3. Knowledge hiding	2.350	1.156	-.090**	-.155***	(.96)						
4. Leader's paradox mindset	3.902	1.168	.264***	.296***	-.051	(.94)					
5. Employee age ^a	1.547	.107	.180***	.118**	.014	.008					
6. Employee unit tenure ^a	.612	.453	.289***	.083	.004	-.092*	.658***				
7. Employee gender ^b	.587	.493	-.019	.013	-.130**	-.021	-.162***	-.106*			
8. Employee martial state ^b	.423	.495	.212***	.113**	-.010	-.006	.554***	.417***	-.050		
9. Firm size ^a	2.382	1.069	-.017	-.025	-.006	-.027	-.004	-.011	-.146***	.002	
10. Industry type ^b	.725	.447	.038	.066	.032	.042	-.026	-.062	.091*	-.068	-.220***

Note: n= 487

^aLogarithm

^bCoded as a dummy variable. For Employee gender, female=1, and male=0; For Employee martial state, married=1, and unmarried and others=0; For Industry tpye, finance, service, and others=1, and manufacturing=0

^cNumbers in the diagonal are the value of Cronbach's alpha.

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

Table 3 regression result for testing the direct and moderating effects

Variable	Job crafting			Knowledge hiding			
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7
Control							
Employee age ^a	.084	.142*	.127*	.014	.025	.001	.021
Employee unit tenure ^a	.005	-.058	-.042	-.011	-.011	.016	.007
Employee gender ^b	.027	.038	.036	-.130**	-.126**	-.131**	-.126**
Employee marital state ^b	.073	.013	.012	-.012	.002	.007	.009
Firm size ^a	-.005	.001**	.013	-.015	-.016	-.015	-.015
Industry type ^b	.074	.046	.046	.049	.062	.058	.065
Moderator/Control							
Leader's paradox mindset		.240***	.249***		-.018	-.041	-.005
Independent							
Job embeddedness		.245***	.244***			-.099*	-.062
Mediator							
Job crafting					-.162** *		-.148**
Interaction							
Job embeddedness × Leader's paradox mindset			.097*				
R ²	.025	.167	.176	.018	.046	.031	.049
ΔR ²		.142	.009		.028	.013	.018
F	2.008	11.941***	11.283***	1.505	2.890**	1.909	2.739**
ΔF		40.740***	5.183*		6.936** *	3.083*	9.123**

Note: n= 487

^aLogarithm^bCoded as a dummy variable. For Employee gender, female=1, and male=0; For Employee marital state, married=1, and unmarried and others=0; For Industry type, finance, service, and others=1, and manufacturing=0^cNumbers in the diagonal are the value of Cronbach's alpha.

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

Table 4 Regression results for testing the conditional indirect effects

Independent variable	Mediator	Moderator	Dependent variable	Indirect effect (S.E.)	95% bootstrapped CI
Job embeddedness	Job crafting	Leaders' paradox mindse (+1SD)	Knowledge hiding	-.0873	[-.1718, -.0186]
		Leaders' paradox mindse (-1SD)		-.0446	[-.1055, -.0043]

Note: n= 487. Bootstrapping n =5000 repetitions.

Index of moderated mediation: CI: [-.0466, -.0001](95% bootstrapped)