

# Insights into the use of theories in knowledge hiding studies: a systematic review

Talshyn Tokyzhanova

*Department of Business Administration, Tallinn University of Technology, Tallinn, Estonia, and*

Susanne Durst

*Department of Business Administration, Tallinn University of Technology, Tallinn, Estonia and Department of Business and Economics, Reykjavik University, Reykjavik, Iceland*

VINE Journal of  
Information and  
Knowledge  
Management  
Systems

---

Received 20 November 2023  
Revised 27 March 2024  
Accepted 31 May 2024

## Abstract

**Purpose** – The purpose of this systematic literature review (SLR) is to examine the theoretical landscape of knowledge hiding (KH) research, identifies prevailing theories, the different ways KH is understood within these theories and the underlying assumptions that shape these views. Based on this, ideas for further research are derived to advance the theoretical basis of KH studies.

**Design/methodology/approach** – Using a theory-based SLR, the authors analysed 170 scientific papers from Scopus and Web of Science. This involved thematic analysis to categorise theories frequently applied in KH research and a detailed examination to link core assumptions to these theoretical perspectives.

**Findings** – The analysis revealed a reliance on 86 distinct theories, with a notable emphasis on social exchange theory and conservation of resources theory. KH is predominantly conceptualised as a negative, objective, reactive and relational behaviour rooted in social reciprocity and resource conservation. The review uncovers the multifaceted nature of KH, challenging the field to incorporate broader theoretical views that encompass positive aspects, subjective experiences, strategic intentions and non-relational determinants of KH.

**Originality/value** – To the best of the authors' knowledge, this is the first study to systematically map and analyse the theoretical underpinnings of KH research. It offers a unique contribution by categorising the diverse theories applied in KH studies and explicitly linking these theories to their inherent assumptions about KH. This approach provides a comprehensive overview that not only identifies gaps in the current research landscape but also proposes alternative theoretical perspectives for exploring KH, thereby setting a new direction for future studies in this field.

**Keywords** Knowledge hiding, Knowledge management, Theories, Systematic literature review

**Paper type** Research paper

## 1. Introduction

Organisations' effective use of knowledge as a key competitive advantage in dynamic business environments is widely recognised (Mahdi *et al.*, 2019; Grant, 1996). In light of this



---

© Talshyn Tokyzhanova and Susanne Durst. Published by Emerald Publishing Limited. This article is published under the Creative Commons Attribution (CC BY 4.0) licence. Anyone may reproduce, distribute, translate and create derivative works of this article (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this licence may be seen at <http://creativecommons.org/licenses/by/4.0/legalcode>

---

understanding, knowledge hiding (KH) has emerged as a critical area in contemporary management research. Due to its impact on organisational creativity (Feng *et al.*, 2022), performance (Zhang *et al.*, 2022; Moin *et al.*, 2022) and innovation (Chen *et al.*, 2022a), it is increasingly relevant thus attracting the interest of scholars and practitioners alike (Duan *et al.*, 2022; Xiong *et al.*, 2021; Fong *et al.*, 2018).

Despite the field's promising development and the increasing calls for more research to deepen our understanding (Haar *et al.*, 2022; Donate *et al.*, 2022), the rapid expansion of KH studies (Bernatović *et al.*, 2022; He *et al.*, 2021) also harbours a danger. This expansion, without adequate synthesis and consolidation, raises concerns about the quality and coherence of knowledge being generated in this area. To address this, we propose a systematic literature review (SLR) on KH's theoretical underpinnings, acknowledging that theories provide the foundation for most research endeavours, from question formulation to data interpretation (Rocco and Plakhotnik, 2009).

While recognising the valuable contributions of existing SLRs in KH, which have provided insights into KH in specific contexts (Fauzi, 2023; Zutshi *et al.*, 2021; Xiao and Cooke, 2019) and identified key research streams (Anand *et al.*, 2022; Siachou *et al.*, 2021), we note that these studies predominantly focused on cataloguing theories without a deeper analytical synthesis. These studies have identified or constructed gaps in existing KH literature that need to be filled. These works, although valuable for mapping the landscape of KH research, often remain on the surface, focusing on visible aspects and thus, as Alvesson and Sandberg (2013, p. 45) argue, tend to “reproduce rather than challenge the assumptions that underlie existing theories and studies”. According to these authors, this traditional analysis risks neglecting the deeper underlying assumptions that fundamentally shape a field. These dominant assumptions, as Post *et al.* (2020) highlight, influence all stages of research, from the formulation of research questions to the design, analysis and interpretation of findings. Therefore, a systematic review and analysis of the theoretical bases underpinning KH research appear imperative. By doing so, we can uncover the assumptions guiding existing studies, thereby illuminating potential biases and paving the way for new directions in KH research. This refined focus could enhance our understanding of KH and challenge us to reconsider and potentially redefine our theories better to capture the complexities of knowledge dynamics within organisations.

Against this background, this SLR aims to examine the theories used in existing KH research, identify their underlying assumptions and conceptualisations and propose future research avenues that enhance and broaden the theoretical understanding of KH in business and management studies. Thus, we pose the following research questions:

- RQ1. What theories are currently used in research on KH?
- RQ2. How has KH been conceptualised in these theoretical perspectives?
- RQ3. What are the dominant assumptions in KH literature and how have they influenced the field's development?

In response to RQ1, we systematically review KH literature to identify and catalogue the theories in use. To address RQ2, we use content analysis to examine how KH is conceptualised within these theoretical perspectives, identifying the core assumptions that shape these conceptualisations. In answering RQ3, we synthesise the dominant assumptions across KH literature overall.

The paper is organised as follows. Firstly, in Section 2, we provide a short introduction to KH and its possible definition to set the frame of this paper. Then, in Section 3, we present the SLR approach used in this paper. Following that, we present the SLR results (Section 4).

---

After this, we synthesise these findings, which form the basis for proposing future directions for further advancing KH as a field of study (Section 5). Section 6 ends this paper with a conclusion.

## 2. Knowledge hiding a short introduction to the term

To avoid confusion, it is essential that we clearly explain to an interested reader what they mean by their key concepts and constructs (Gourlay, 2006). In the following, we will briefly present our understanding of KH. A detailed discussion of the term is not part of this paper; however, this could be aimed for in future research.

Previously published reviews (Anand *et al.*, 2022; Siachou *et al.*, 2021) suggest that scholars studying KH have reached a consensus on the definition of KH. It seems as if the definition of Connelly *et al.* (2012) has prevailed. These authors defined KH as “an intentional attempt by an individual to withhold or conceal task information, ideas, and know-how that another person has requested” (p. 65). As far as the perception of KH is concerned, it has been argued that it is not necessarily intended to harm a person or an organisation, but it is rather a response to a specific situation (Connelly and Zweig, 2015; Koay and Lim, 2022; Xiong *et al.*, 2021). According to Connelly *et al.* (2012), knowledge hiders may pretend that they do not possess the knowledge that is requested (playing dumb), provide incomplete or incorrect information with the promise of complete information in the future (evasive hiding) or explain failing to provide information or blame another party (rationalised hiding). Existing research also reports that KH is considered as a counter-productive knowledge behaviour in organisations (Shirahada and Zhang, 2022; Afshar-Jalili *et al.*, 2021; Singh, 2019; Serenko, 2019; Rhee and Choi, 2017; Serenko and Bontis, 2016).

This study will follow the definition proposed by Connelly *et al.* (2012).

## 3. Methodology

Following our study purpose, we adopted a SLR method, which facilitates the systematic identification, selection and analysis of relevant literature, ensuring a comprehensive synthesis of existing knowledge in the field (Hiebl, 2023; Williams *et al.*, 2021). The approach chosen followed a set of predetermined procedures as proposed by Tranfield *et al.* (2003) and Kraus *et al.* (2020). We applied Tranfield *et al.* (2003)'s approach to ensure our review was transparent and replicable, enhancing the quality and reliability of our findings (Crossan and Apaydin, 2010). Kraus *et al.*'s methodology complements this by offering a more recent perspective on conducting SLRs in business and management fields, by providing an updated blueprint for executing SLRs. Our review followed a structured three-step procedure:

- (1) planning the review;
- (2) carrying out the review; and
- (3) reporting the review.

The first two steps are detailed in the following subsections. The final step is presented in Section 4.

### 3.1 Planning the review

Initially, we outlined a research plan by listing the research questions, the selected databases, the relevant keywords and the studies' inclusion and exclusion criteria.

To answer our research questions: What theories are currently used in research on KH? And how has the use of theories changed over the years, if at all? The two most widespread databases, Scopus and Web of Science (WoS) were selected to search relevant KH literature.

---

A thorough overview of the WoS and Scopus databases and their content has been produced by [Birkle et al. \(2020\)](#) for WoS and [Thelwall and Sud \(2022\)](#) for Scopus.

The main search string consisted of the keyword “knowledge hiding”. We also used keywords such as “knowledge withholding”, “knowledge hoarding” or “counterproductive knowledge behaviour”, as we wanted our initial sample to be as complete as possible, i.e. the majority of relevant papers should be covered (*Search syntax in KH*).

*Search syntax in KH*

*Search terms*

TITLE-ABS-KEY (“Knowledge Hiding” OR “Hiding Knowledge” OR “Knowledge Hoarding” OR “Knowledge Withholding” OR “counterproductive knowledge behav\*”)

*Source:* Table by authors

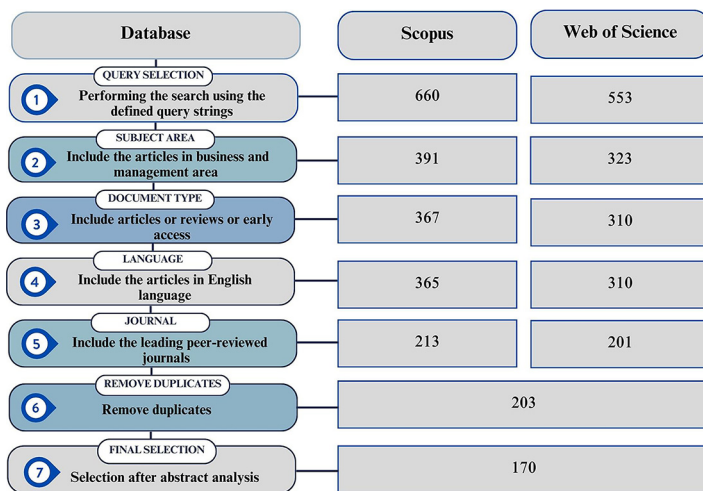
As for the inclusion criteria, we included documents such as articles and early access reviews that were published in English, fell under the business and management categories and were featured in leading peer-reviewed journals, particularly in leading knowledge management (KM) journals. Conversely, we excluded articles published in journals, grey literature such as reports, non-academic research and documents in languages other than English.

### 3.2 Conducting the review

Firstly, we found 553 articles from WoS and 660 from Scopus based on the abstract, title and keywords. In the second step, we narrowed the results to only the business and management research areas. It yielded 323 papers published in the WoS and 391 in Scopus databases. In Step 3, we only included articles published in scholarly journals to focus on research of high quality. As a result, 310 publications were identified in WoS and 367 in Scopus. In Step 4, articles published in languages other than English have been removed, leaving 310 papers from WoS and 365 in Scopus. In Step 5, only articles published in leading peer-reviewed journals were selected for further examination. Thus, the WoS data set was reduced to 201 and Scopus to 213 articles. In Step 6, 211 duplicate articles (i.e. those indexed in both databases) were excluded from consideration, leaving 203 articles. In Step 7, we screened the titles, keywords and abstracts of all remaining papers and excluded those that did not deal with KH despite prior filtering. As a result, after the screening process, the sample consisted of 170 articles. [Figure 1](#) displays the search and selection processes performed on the 10 October 2023.

### 3.3 Methods

We applied several research methods to answer the research questions. Firstly, we identified and examined the theories or theoretical perspectives that underpin KH studies. Our theoretical coding was based solely on the explicit text provided in each article to ensure that our interpretations were as objective as possible. Following the identification of relevant theories we conducted a thematic analysis for theories mentioned in at least two studies, following [Braun and Clarke's \(2006\)](#) guidelines. This approach enabled us to systematically uncover, analyse and document recurring themes within the data, providing insights into how KH is conceptualised across various theoretical frameworks. To ensure rigour and comprehensiveness in our analysis, each article was thoroughly examined for instances of the theoretical application to KH. Codes were generated for segments of text that directly contributed to our understanding of how KH is framed within each theoretical context. These codes were then aggregated into themes, each representing a significant conceptual strand across the data set. This iterative process of coding, theme identification and synthesis culminated in a coherent mapping of the theoretical landscape surrounding KH, shedding



Source: Figure by authors

**Figure 1.** Search and selection processes

light on its dynamic and varied conceptualisation within scholarly research. To address the identification of core assumptions in KH research, we incorporated an analytical approach informed by [Alvesson and Sandberg \(2011\)](#). This involved careful reading and analysis of how authors discuss KH – its antecedents and outcomes – within the theoretical framework they used. These assumptions often appear as undisputed “facts” or “truths” about KH, its impact and its nature within organisational settings. Therefore, this perspective was aimed at uncovering potential biases and blind spots in existing research prompted by uncritical adherence to these assumptions.

The methodological rigour applied in our SLR was maintained through standardised coding sheets and iterative research team discussions to resolve discrepancies. The synthesis of our findings was supported by quantitative data extracted from the articles, summarised and presented in various visual formats such as tables and figures to enhance clarity and facilitate comprehension.

#### 4. Results

Section 4 presents a comprehensive analysis of the theoretical foundations of KH research. We begin in Section 4.1 by detailing the variety of theories applied in the study of KH, identifying 86 distinct theories across 170 articles. Subsequently, in Section 4.2, we identify the four different ways KH is understood within these theoretical perspectives. Finally, in Section 4.3, we undertake an examination of the dominant assumptions underpinning KH research.

##### 4.1 Theories used in knowledge hiding research

We have identified 86 distinct theories used across 170 articles. Social exchange theory (SET) is the most frequently used theory, with 49 articles. This theory serves as a basis for understanding the reciprocal nature of social interactions, possibly explaining why people

may engage in KH to balance social reciprocity. The conservation of resources (COR) theory closely follows, which appears in 38 articles. This theory contributes by framing knowledge as a finite resource that individuals might strive to conserve, manifesting KH tendencies. Social learning theory (SLT) is another theoretical lens used in 13 studies, which offers insights into how KH behaviours may be socially learned and perpetuated within organisational settings. Psychological ownership theory (POT) has been invoked in ten articles, suggesting that a sense of ownership over knowledge can significantly influence an individual's decision to withhold it. Social cognitive theory (SCT), featured in nine articles, explores the cognitive processes that could mediate KH within social contexts. Furthermore, social comparison theory and self-determination theory (SDT), each employed in seven articles, provide avenues for investigating the emotional and motivational aspects underpinning KH. Social information processing (SIP) theory and social identity theory (SIT) are less frequent; they have been used in six and five articles, respectively. These theories examine how social contexts shape knowledge-processing behaviours and how in-group versus out-group dynamics might contribute to KH. [Table 1](#) provides an overview of the theories.

#### 4.2 Conceptualisations of knowledge hiding

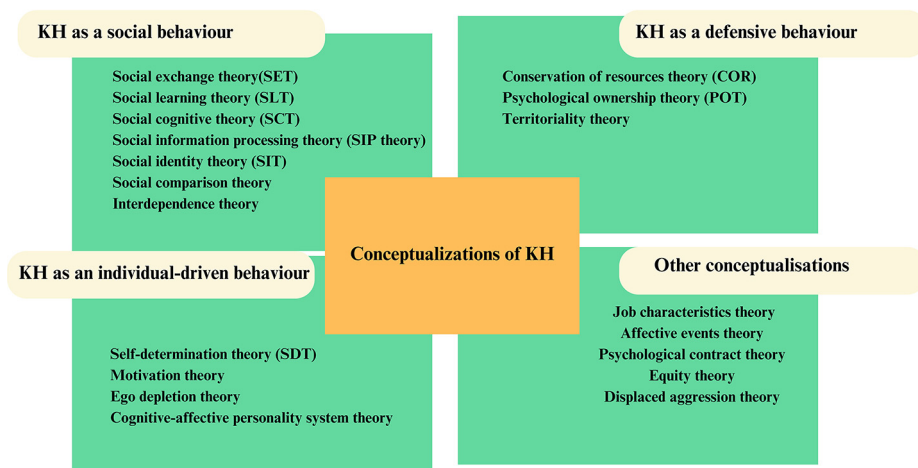
This section presents the findings of our review reflecting the four conceptualisations of KH that emerged from the data. [Figure 2](#) provides an overview of our findings. Next, the articles reviewed are discussed under the four main categories.

**4.2.1 Category 1: knowledge hiding as a social behaviour ( $N = 99$ ).** The majority of articles view KH as social behaviour characterised by a reciprocal interchange where the causes or effects of an action are influenced by or directly involve the behaviour of others (Baum, 2017). This exploration draws heavily on the reciprocity highlighted in SET ([Blau, 1964](#)),

**Table 1.** Frequently used theories in KH research

Theories	Count	Articles (examples)
Social exchange theory	49	<a href="#">Bari et al. (2023b)</a> , <a href="#">Donate et al. (2022)</a> , <a href="#">Haar et al. (2022)</a> , <a href="#">Feng et al. (2022)</a> , <a href="#">Al Hawamdeh (2023)</a> , <a href="#">Chaker et al. (2021)</a> , <a href="#">Lin et al. (2020)</a> , <a href="#">Arain et al. (2020)</a> , <a href="#">Jiang and Xu (2020)</a>
Conservation of resources theory	38	<a href="#">Agarwal et al. (2023)</a> , <a href="#">Khan et al. (2023c)</a> , <a href="#">Zhang et al. (2022)</a> , <a href="#">De Clercq et al. (2022a)</a> , <a href="#">Nguyen et al. (2022)</a> , <a href="#">Chatterjee et al. (2021)</a> , <a href="#">Qin et al. (2023)</a> , <a href="#">Feng and Wang (2019)</a>
Social learning theory	13	<a href="#">Ali et al. (2023)</a> , <a href="#">Arain et al. (2022c)</a> , <a href="#">Koay and Lim (2022)</a> , <a href="#">Offergelt and Venz (2023)</a> , <a href="#">Peng et al. (2019)</a>
Psychological ownership theory	10	<a href="#">Wu et al. (2023)</a> , <a href="#">Guo et al. (2022b)</a> , <a href="#">Duan et al. (2022)</a> , <a href="#">Oubrich et al. (2021)</a> , <a href="#">Singh (2019)</a>
Social cognitive theory	9	<a href="#">Zhao et al. (2023)</a> , <a href="#">Akhtar et al. (2022)</a> , <a href="#">Wang et al. (2022)</a>
Social comparison theory	7	<a href="#">Li et al. (2022)</a> , <a href="#">Pandey et al. (2021)</a> , <a href="#">Peng et al. (2020)</a>
Self-determination theory	6	<a href="#">Shirahada and Zhang (2022)</a> , <a href="#">Peng et al. (2021)</a> , <a href="#">Zhang and Min (2021)</a> , <a href="#">Gagné et al. (2019)</a>
Social information processing theory	6	<a href="#">Usman et al. (2023)</a> , <a href="#">Liao et al. (2023)</a> , <a href="#">Abdelmoteleb et al. (2022)</a>
Social identity theory	5	<a href="#">Pandey et al. (2021)</a> , <a href="#">Strik et al. (2021)</a> , <a href="#">Zhao et al. (2019)</a>

**Source:** Table by authors



Source: Figure by authors

**Figure 2.** Used theories and KH conceptualisations

where relationships among colleagues are built based on interpersonal transactions in the workplace. For instance, positive leader/supervisor behaviour, e.g. leader–member exchange (He *et al.*, 2022; Babič *et al.*, 2019), supervisor support (Kmieciak, 2023), humble leadership (Al Hawamdeh, 2023) and empowering leadership (Lin *et al.*, 2020) motivates followers/supervisees to reciprocate positive behaviour by decreasing their KH until a perceived balance of exchange is reached. Employers who invest more in their employees’ development by offering superior high-performance work systems (Haar *et al.*, 2022), promoting shared goals (Nadeem *et al.*, 2020) and organisational support (Alnaimi and Rjoub, 2021) encourage more positive behaviours and lower KH climate. Interactions with co-workers are also crucial, e.g. team-member exchange (Tan *et al.*, 2022) and perceived co-worker support (Batistič and Poell, 2022) are negatively related to KH. However, individuals may reciprocate not only positive actions but also negative ones. Following the SET, reviewed research suggests that negative leader/supervisor behaviour, such as exploitative leadership (Moin *et al.*, 2022) and abusive supervision (Offergelt and Venz, 2023; Khalid *et al.*, 2020; Pradhan *et al.*, 2020), encourage followers to negatively reciprocate by decreasing their KH behaviour. When employees experience uncivil treatment or bullying, the social exchange process assumes that both parties further exchange in a mutually hostile manner by exhibiting negative behaviour, such as KH (Anand *et al.*, 2023; Venz and Mohr, 2023; Bari *et al.*, 2023a; Chaker *et al.*, 2021; Arshad and Ismail, 2018).

The second conceptualisation in Category 1 assumes that KH is a learnt behaviour from the social environment, drawing from SLT, SCT and SIP theory. According to SLT, the behaviour of individuals within an organisation, including practices around KH, is largely learned through observation of others, particularly those in leadership positions (Bandura, 1977, 1986). For instance, ethical leadership (Xie *et al.*, 2023; Ali *et al.*, 2023; Koay and Lim, 2022; Men *et al.*, 2020) and empowering leadership (Lin *et al.*, 2020) are modelled as exemplary behaviours, promoting a culture of openness and knowledge sharing. Conversely, witnessing knowledge withholding by supervisors (Zulfiqar *et al.*, 2023; Offergelt and Venz, 2023; Arain *et al.*, 2022a, 2020;



Offergelt *et al.*, 2019) or engaging in self-serving leadership (Peng *et al.*, 2019) can signal to employees that KH is an acceptable, or even strategic, behaviour under certain conditions.

Building upon SLT, SCT emphasises the reciprocal relationship and interaction among the environment, personal characteristics and behaviours (Bandura, 1986). Environmental cues, such as a mastery climate (Wang *et al.*, 2022), can positively impact perceived status within an organisation, whereas corporate hypocrisy (Zhao and Liu, 2022) can affect moral identity, both of which can then affect employee KH. Negative workplace behaviours, such as leader KH (Zhao *et al.*, 2023), perception of organisational politics (Arain *et al.*, 2022b) and negative workplace gossip (Khan *et al.*, 2021) initiate moral disengagement by lowering the moral self-standard and increasing KH. SIP theory (Salancik and Pfeffer, 1978) further elucidates the process by which individuals interpret and respond to the social cues in their environment, influencing their KH behaviours. Leaders and those with high levels of power influence employees' perceptions of the workplace. If employees perceive their supervisors to practise self-serving leadership (Peng *et al.*, 2019), treat them unfairly in a team setting (Liao *et al.*, 2023), or withhold knowledge (Abdelmotalieb *et al.*, 2022), they may interpret this as a negative signal and engage in KH behaviours. Conversely, when employees feel valued and appreciated through servant leadership (Usman *et al.*, 2022), supervisor support (Usman *et al.*, 2023) and appropriate HR practices (El-Kassar *et al.*, 2022), they may be less likely to engage in KH behaviours.

The third conceptualisation in Category 1 refers to the impact of the social environment on self-concept. SIT unveils that employees with a strong identification with their team or organisation display a diminished inclination towards KH (Strik *et al.*, 2021; Zhao *et al.*, 2019). In cases where employees disagree with prevailing practices, such as organisational injustice, they may intentionally withhold requested knowledge from their colleagues to assert the distinctiveness of their identity (Jahanzeb *et al.*, 2021). This discourse is further enriched by social comparison (Festinger, 1954) and relative deprivation theories, which suggest that employees' perceptions of their qualifications and relative standing within the organisation can catalyse KH (Wu *et al.*, 2023; Li *et al.*, 2022; Khan *et al.*, 2023a; Yeşiltaş *et al.*, 2023). The differentiation in leader–member relationships, traversing the spectrum from empowering to abusive supervision, shapes interpersonal dynamics and fosters environments ripe for KH as individuals navigate the treacherous waters of “self versus others” comparisons (Weng *et al.*, 2020; Lin *et al.*, 2020; Wang *et al.*, 2021). This differentiation fosters negative “self versus others” comparisons, which results in engaging in acts such as KH.

*4.2.2 Category 2: knowledge hiding as a defensive behaviour (N = 52).* COR theory is the second most frequently used theory, used in 38 articles. This research shows that when employees are subjected to abusive and unethical leadership, they can experience emotional exhaustion (Hao *et al.*, 2022; Wang *et al.*, 2021), psychological unsafety (Agarwal *et al.*, 2022a), a lack of respect (Sarwar *et al.*, 2021), feel insecure about their job (Feng and Wang, 2019) and have relational identification issues and psychological distress (Qin *et al.*, 2023) in the workplace. The COR theory suggests this can trigger self-protective behaviours like KH to conserve resources. Targets who experience social stressors such as negative workplace gossip (Cheng *et al.*, 2023; Khan *et al.*, 2023b; Yao *et al.*, 2020a), workplace ostracism (Bhatti *et al.*, 2023) and bullying (Yao *et al.*, 2020b) may engage in KH to protect their remaining resources. Similarly, KH can also serve as a defence mechanism against emotional resource depletion (De Clercq *et al.*, 2022a) and relational conflicts (Nguyen *et al.*, 2022). Other factors like organisational justice (Khan *et al.*, 2023c), dysfunctional organisational politics (De Clercq *et al.*, 2022b; Kaur and Kang, 2023), excessive time pressure (Zhang *et al.*, 2022; Škerlavaj *et al.*, 2018) and significant work pressures (Sofyan *et al.*, 2023a, 2023b) may also promote KH



---

as a resource conservation behaviour. However, fear of reprisal or task delay may deter KH despite work overload.

POT ( $n = 10$ ) postulates that individuals are possessive towards something they consider their own (Pierce *et al.*, 2001). This sense of ownership is particularly strong when it comes to knowledge. Accordingly, they will proactively establish a protection mechanism to hide that knowledge (Wu and Liu, 2023; Guo *et al.*, 2022a; Duan *et al.*, 2022; Singh, 2019; Abubakar *et al.*, 2019; Huo *et al.*, 2016; Peng and Pierce, 2015; Peng, 2013). However, if employees view the organisation as a target of ownership, they may perceive that the knowledge is common to the organisation. This could weaken the KH behaviours in the organisation (Wu and Liu, 2023). Territoriality theory ( $n = 4$ ) suggests that an individual's psychological ownership of an object can lead them to treat it as their own territory, resulting in a desire to defend and protect it (Brown *et al.*, 2005). From such a viewpoint, KH is a behavioural expression of territoriality that motivates the holder to engage in territorial guarding to maintain their advantageous position (David and Shih, 2023; Gustina and Sitalaksmi, 2023; Chen *et al.*, 2022b; Peng, 2013).

*4.2.3 Category 3: knowledge hiding as an individual-driven behaviour (N = 15).* This category, representing the smaller subset of the literature, focuses on KH as behaviour driven by individual factors. At the core of this exploration is SDT (Deci and Ryan, 1985), which frames KH within the context of unmet psychological needs. SDT suggests that when individuals feel disconnected from their work, dissatisfied with their performance, or deprived of job autonomy, they might resort to KH as a means to navigate these deficits (Shirahada and Zhang, 2022; Peng *et al.*, 2022). Similarly, motivation theory delineates the dual role of motivation in shaping KH. It posits that while financial incentives might inadvertently encourage KH by fostering controlled motivation, intrinsic motivations tied to social aspects of work could deter such behaviour (Zhang and Min, 2021; Gagné *et al.*, 2019; Stenius *et al.*, 2016; Ma *et al.*, 2020).

Complementing the insights from SDT, the theory of planned behaviour provides a basis for understanding KH through the lenses of attitudes, subjective norms and perceived behavioural control. This approach underscores the complexity of KH as influenced by individual attitudes and the normative pressures of the organisational environment, explored across varied settings such as international entrepreneurial firms and R&D teams (Jafari-Sadeghi *et al.*, 2022; Xiong *et al.*, 2021; Shirahada and Zhang, 2022; Chang *et al.*, 2020).

The narrative then shifts to the ego depletion theory, which posits that self-control and willpower draw upon a limited pool of mental resources that can be depleted over time (Baumeister *et al.*, 1998). When individuals face demanding or stressful situations, they consume these resources and their capacity for self-control diminishes. This potentially leads to behaviours they might otherwise resist, such as KH (Yeşiltaş *et al.*, 2023; Khan *et al.*, 2023c). Continuing on the internal state of the individual, the cognitive-affective personality system theory shows how individuals' unique cognitive and emotional patterns interact with specific situations to produce consistent behaviours over time (Mischel and Shoda, 1995). Building upon this perspective, the cognitive pathways that exist between time pressure (Zhang *et al.*, 2022), negative workplace gossip (Yao *et al.*, 2020a), workplace bullying (Yao *et al.*, 2020b) and KH are studied.

*4.2.4 Category 4: other conceptualisations (N = 14).* Job characteristics theory suggests that job complexity and task interdependence can motivate employees to hide knowledge, impacting organisational outcomes (Chatterjee *et al.*, 2021; Qin *et al.*, 2023; Černe *et al.*, 2017; Zhang and Min, 2019). Affective events theory indicates that workplace events trigger emotions that mediate behaviours like KH, where positive events may reduce KH, whereas negative events increase it (Xia *et al.*, 2022; Good *et al.*, 2023; Lin *et al.*, 2023; Peng *et al.*, 2020).

---

Contextual theory highlights how organisational settings and factors such as HR systems and relational climates moderate KH's occurrence and its antecedents (Batistič and Poell, 2022; Banagou *et al.*, 2021). Psychological contract theory posits that breaches in perceived organisational obligations can lead to KH, influenced by individual personality traits and work motivations (Rousseau, 1989; Kmiecik, 2023; Pan *et al.*, 2018). Finally, equity theory explains how imbalances in perceived inputs and outcomes lead to negative emotions and increased KH, with equity sensitivity influencing individual responses to these imbalances (Adams, 1965; Khan *et al.*, 2023b; Jahanzeb *et al.*, 2019).

---

#### 4.3 Identifying dominating assumptions

In this section, we delve into the dominant assumptions underpinning KH research, drawing on an analytical approach informed by Alvesson and Sandberg (2011). This analysis focuses on unveiling the underlying premises that have shaped the trajectory and focus of KH studies. By examining how assumptions linked to various theoretical lenses influence the conceptualisation of KH, we aim to provide a clearer understanding of the foundational beliefs guiding this field. This endeavour not only highlights the implicit “facts” or “truths” accepted within the KH discourse but also sets the stage for exploring how these assumptions affect the development and direction of KH research.

*4.3.1 Knowledge hiding is negative.* One of the most prevailing assumptions in the reviewed papers is that KH is detrimental to individuals and organisations. This perspective is bolstered by a substantial body of research indicating that KH negatively affects individual in-role performance (Akhtar *et al.*, 2022; Garg *et al.*, 2021; Singh, 2019), organisational citizenship behaviour (Burmeister *et al.*, 2019), employee identification (Abdelmotaleb *et al.*, 2022), creativity (Feng *et al.*, 2022; Černe *et al.*, 2017) and innovative behaviour (Chen *et al.*, 2022b; Donate *et al.*, 2022). At the team and firm levels, KH is associated with impeding innovation (Zhang and Min, 2022; Haar *et al.*, 2022) and overall performance (Haar *et al.*, 2022; Zhang and Min, 2019). Thus, conventional wisdom seems to be that managers should actively discourage KH and foster an environment conducive to knowledge sharing (Liao *et al.*, 2023; Nadeem *et al.*, 2020; Zhu *et al.*, 2019).

However, some studies suggest that KH can also have positive implications. For instance, evasive KH can enhance short-term innovation performance as knowledge becomes more valuable and relevant to individual employees (Khoreva and Wechtler, 2020). Similarly, the act of playing dumb, a form of KH, can alleviate psychological strain at the end of the workday, offering immediate stress relief (Venz and Nesher Shoshan, 2022). Moreover, rationalised hiding has been linked to increased feelings of empowerment among employees (Offergelt *et al.*, 2019).

The negative view of KH may arise from a managerial perspective where knowledge is viewed as a key resource that should circulate freely among individuals. These views are deeply rooted in theories such as SET and COR theory. SET suggests that healthy organisational dynamics rely on reciprocal exchanges of knowledge. In this light, KH is seen as a breach of the norm of reciprocity (Guo *et al.*, 2022b; Donate *et al.*, 2022). By hiding knowledge, individuals disrupt the balance of give and take, eroding trust and collaboration and thus is considered detrimental to effective organisational exchange (Chaker *et al.*, 2021; Bari *et al.*, 2020). COR theory contributes to the negative perception of KH by illustrating how efforts to hide knowledge can initiate negative resource spirals, as Hobfoll (2001) outlined. The logic of negative resource spirals suggests that the act of concealing knowledge (a resource) can lead to further losses, such as missed opportunities for career advancement (De Clercq *et al.*, 2022b) and decreased well-being (Agarwal *et al.*, 2022b).

---

4.3.2 *Knowledge hiding is objective.* KH is generally recognised as a behaviour identifiable through specific actions within organisational settings, a view supported by an objectivist epistemology. This perspective treats KH as a phenomenon that can be quantified and observed systematically. Commonly employed theories such as SET, COR theory and SDT suggest that rational, measurable decisions in diverse organisational contexts drive KH.

SET, for instance, offers a structured basis for predicting KH by suggesting that the principles of reciprocity and interpersonal transactions influence individuals' decisions to hide or share knowledge. Similarly, the POT suggests that KH actions are rational responses to the sense of ownership individuals feel over their knowledge, with empirical studies by [Wu and Liu \(2023\)](#) and [Duan et al. \(2022\)](#) supporting that personal ownership leads to protective KH behaviours. SDT adds to this by indicating that KH stems from deliberate decisions when basic psychological needs are unmet ([Shirahada and Zhang, 2022](#); [Peng et al., 2022](#)). These theories frame knowledge as a valuable commodity which can be "acquired, modelled, and expressed most accurately in the most objective and explicit terms possible" ([Cook and Brown, 1999](#), p. 384). In these cases, individuals are seen to exert control over their knowledge, deciding when and with whom to share.

This predominant focus on KH as an objective behaviour is contrasted by a relatively sparse body of empirical research exploring the subjective experiences of individuals involved in KH scenarios. Using a construal lens, [Connelly and Zweig \(2015\)](#) revealed that targets of KH do not always view the behaviour as detrimental or warranting retaliation. [Xiong et al. \(2021\)](#) examined knowledge hidiers' attitudes, subjective norms and perceived behavioural control over KH within the cultural contexts of international R&D teams by using a constructivist approach.

4.3.3 *Knowledge hiding is immediate reactive.* KH is predominantly assumed as a reactive behaviour, frequently informed by social-based and defensive mode-based theories. The reliance on these theories underscores a prevailing assumption within KH research: hiding knowledge is often an immediate, reflexive action triggered in response to various social stimuli or stressors. For example, leader behaviour ([Offergelt and Venz, 2023](#); [Usman et al., 2023](#); [Khalid et al., 2020](#)), peer dynamics ([Cheng et al., 2023](#); [Batistič and Poell, 2022](#)) or organisational culture ([Khan et al., 2023a](#); [El-Kassar et al., 2022](#); [Chatterjee et al., 2021](#)) can trigger individuals to hide knowledge as a protective or retaliatory measure, aiming to safeguard their interests. This interpretation is supported by most studies highlighting how KH serves as a mechanism to counteract detrimental cues, reinforcing the view of KH as predominantly reactive.

A few studies suggest that KH behaviour emerges from a complex interplay of individual traits, motivations and perceptions, challenging the simplistic view of it as a defensive reaction to negative stimuli or a protective mechanism. Drawing on mixed motives and trait-activation theory, [Hernaus and Černe \(2022\)](#) underscore the significance of individual traits like competitiveness and prosocial motivation in KH. [Garg et al. \(2021\)](#), using the theory of reasoned action, demonstrate that performance motivation and territoriality can motivate KH as a strategic pursuit of academic excellence, suggesting that individual ambitions can drive KH beyond social or defensive contexts.

It is also imperative not to confine SET's applicability to understanding only immediate, reactive behaviours within KH research, as the theory's versatility extends to actions taken in anticipation of future outcomes. For instance, using SET, [Issac et al. \(2023\)](#) explore how personal power dynamics, including potential losses and gains, can strategically motivate KH. This approach suggests that individuals engage in KH not solely as a reflexive mechanism to immediate exchanges but as part of a broader strategy to secure future positional advantages within the organisational hierarchy.

---

4.3.4 *Knowledge hiding is mostly relational.* KH is frequently conceived as an informal, relational dynamic that unfolds within the interpersonal spaces of organisational life. At its core, this view acknowledges that the quality of interpersonal relationships and the social climate within the organisation significantly influence the decision to hide or share knowledge. For instance, studies have shown that positive leader–member exchanges and supervisor support significantly decrease KH behaviours by fostering a culture of reciprocity and trust within the organisation (He *et al.*, 2022; Babič *et al.*, 2019; Kmiecik, 2023). Conversely, negative leadership behaviours, such as exploitative or abusive supervision, have been found to encourage KH as employees reciprocate negatively to such treatment (Moin *et al.*, 2022; Offergelt and Venz, 2023; Khalid *et al.*, 2020; Pradhan *et al.*, 2020).

Although not many studies have expanded the investigation of KH beyond relational dynamics, those that do highlight the significant role of non-relational factors. For instance, Arias-Pérez and Vélez-Jaramillo (2022) use transaction cost theory to illustrate how technological turbulence and awareness of AI and robotics influence KH, proposing that the costs associated with transactions in knowledge exchanges are affected by technological advancements. Zhang and Ji (2023) draw on the appraisal theory of empathy to connect increased information and communication technology use with a rise in KH, suggesting that digital communication's lack of empathetic exchanges fosters an environment conducive to KH.

Xia *et al.* (2022) use both affective events theory and emotion appraisal theory to explore how politeness in knowledge requests impacts KH, implying that emotional reactions to events in the workplace can influence KH behaviours. Ma *et al.* (2020), through the lens of motivation theory, investigate different corporate social media usage patterns and their effects on KH, highlighting how intrinsic and extrinsic motivations shape individuals' knowledge behaviours. The effectiveness of reward systems on KH is analysed by Zhang and Min (2021) and Stenius *et al.* (2016) using SDT, indicating that the type of rewards (financial vs non-financial) can fulfil or thwart employees' intrinsic motivations to share or hide knowledge. El-Kassar *et al.* (2022) apply SIP theory to understand the impact of HR practices on KH, suggesting that individuals adapt their knowledge-sharing behaviours based on the social cues and information available in their work environment.

## 5. Discussion and future research directions

Our review of the theories used in KH research (RQ1) demonstrates a predominant reliance on theories such as SET and COR, contrasted by the less frequent application of SDT and POT. Furthermore, our investigation into how KH has been conceptualised across these theories (RQ2) underscores the varied interpretations of KH – from a defensive mechanism triggered by resource conservation needs to a learned behaviour influenced by social interactions and individual perceptions. However, we should note that KH is mostly seen as a response to imbalances in social reciprocity or as a defensive mechanism to conserve personal resources, underpinning the bulk of the research in this field. Building on the insights from the first two research questions, our analysis then delves into the core assumptions underpinning KH research, as identified in RQ3. This exploration highlights the prevailing view of KH as negative, objective, reactive and relational. By acknowledging the underlying assumptions, we pave the way for exploring and expanding upon future research directions, offering new perspectives on KH within organisations. Table 2 presents key areas for further exploration in KH research, presenting potential research questions and suggesting relevant theories for each area.

The primary conceptualisation of KH as a negative phenomenon has been instrumental in understanding its detrimental effects. Although the adverse effects on performance,

**Table 2.** Areas for further exploration in KH research

Research focus	Potential research questions	Potential theories
Expanding understanding of KH's effects	<ol style="list-style-type: none"> <li>1. Under what conditions does KH contribute to individual or organisational innovation?</li> <li>2. In what ways does KH serve as a coping mechanism for employees, potentially leading to improved well-being or stress reduction?</li> <li>3. In what scenarios does KH contribute to building an individual's reputation or perceived expertise within an organisation?</li> <li>4. Can KH facilitate the protection of sensitive or proprietary information, enhancing organisational security and intellectual property protection?</li> <li>5. What role does KH play in managing interpersonal dynamics and conflicts within teams?</li> </ol>	<p>Expectancy theory, impression management theory, information gap theory, boundary spanning theory, intellectual capital theory</p>
Exploring subjective experiences of KH	<ol style="list-style-type: none"> <li>1. How do personal values and beliefs influence an individual's decision to hide knowledge?</li> <li>2. In what ways does the perception of KH vary among different cultures or organisational contexts?</li> <li>3. How do individuals rationalise or justify KH to themselves, and what subjective processes are involved in these rationalisations?</li> <li>4. Can the subjective value or perceived uniqueness of the knowledge influence the decision to hide it?</li> </ol>	<p>Construal level theory, narrative identity theory, self-categorisation theory, action identification theory</p>
Investigating strategic aspects of KH	<ol style="list-style-type: none"> <li>1. How do individuals use KH as a strategy for career advancement or protecting intellectual assets?</li> <li>2. What are the long-term outcomes of strategic KH for both the individual and the organisation?</li> <li>3. How do individuals assess the risks and benefits of KH in strategic decision-making processes?</li> </ol>	<p>Game theory, prospect theory, competence motivation theory, expectancy theory</p>
Understanding non-relational influences on KH	<ol style="list-style-type: none"> <li>1. How do technological advancements and digital work environments influence employees' propensity to engage in KH?</li> <li>2. Can physical workspace design contribute to the occurrence of KH among employees?</li> <li>3. To what extent do external pressures, such as market competition or regulatory changes, drive KH behaviours in organisations?</li> <li>4. Are there industry-specific determinants that significantly influence the prevalence of KH practices?</li> </ol>	<p>Socio-technical systems theory, cultural schema theory, contingency theory, institutional theory</p>

**Source:** Table by authors

innovation, and organisational climate are well-documented, emerging evidence suggests potential positive aspects, such as stress relief and short-term innovation boosts. Empirical studies focusing on the positive aspects and strategic use of KH can provide a counter-narrative to the dominant view of KH as detrimental, thereby enriching the discourse with a more balanced understanding of its role within organisations. Research questions could delve into the conditions under which KH fosters innovation, both at individual and organisational levels, and investigate KH as a mechanism for employee stress relief and well-being enhancement. In addition, understanding the role of KH in building personal reputation and expertise, as well as its contribution to safeguarding sensitive information, could provide insights into its strategic use.

The characterisation of KH as an objective behaviour, readily observable and quantifiable, has directed much of the empirical research in the field. Shifting the focus towards understanding KH as a subjective behaviour introduces a complementary perspective. This shift in perspective calls for a deeper exploration into the individualised reasons behind KH, moving beyond mere quantification to understanding the lived experiences, personal motivations and the emotional and cognitive underpinnings that lead individuals to hide knowledge. Future research could explore the subjective experiences that lead individuals to engage in KH, focusing on the personal motivations and emotional states that drive these actions. By exploring the subjective nature of KH, scholars can uncover the complex psychological processes involved, such as the role of emotions and trust, and how individuals' perception of the uniqueness or value of knowledge influences their decision to hide it. This approach allows for a richer, more comprehensive exploration of KH, highlighting the diversity of individual experiences and the various factors that influence this behaviour.

Similarly, the conventional understanding often frames KH as a reactive behaviour primarily influenced by immediate external stimuli or organisational dynamics. This viewpoint may limit our grasp of KH's strategic dimensions, where individuals deliberately use KH for personal career advancement or to protect intellectual assets. Recognising KH as a strategic behaviour necessitates exploring the long-term impacts of such actions on both the individual and the organisation. Future inquiries could investigate the decision-making processes behind strategic KH, examining how individuals weigh the potential risks and benefits. This exploration would shed light on KH as a calculated, strategic choice rather than merely an impulsive reaction, offering new insights into its implications for personal growth and organisational outcomes.

Finally, although KH is often seen through the lens of relational dynamics within organisations, expanding the focus to include non-relational determinants can provide a more comprehensive understanding of why and how KH occurs. This broader perspective acknowledges that factors such as technological advances, workspace design and external pressures like market competition and regulatory changes can significantly influence KH behaviours. By exploring these non-relational aspects, research would illuminate the varied and complex environments in which KH takes place, offering insights into the multifaceted nature of this phenomenon. This shift could lead to more targeted strategies for managing KH, taking into account a wider array of influences beyond interpersonal relationships.

## **6. Conclusion**

In this review, we have systematically analysed the theories underpinning KH research, delving into the range of theoretical perspectives used (*RQ1*) and how KH has been conceptualised within these theories (*RQ2*). This foundational analysis extends into addressing the core assumptions identified through *RQ3*, uncovering prevalent perceptions



---

of KH as predominantly negative, objective, reactive and relational. By revisiting these assumptions, we open up avenues for future research to explore the positive, subjective, strategic and non-relational dimensions of KH, enriching both the academic and practical understanding of this complex phenomenon.

Scholars exploring KH are urged to extend beyond traditional views that predominantly focus on its negative impacts. Future research should also explore KH's potential positive outcomes, its strategic dimensions for career advancement or protection of intellectual assets, as well as the subjective experiences that drive individuals to engage in KH. In addition, considering non-relational determinants such as technological advances and external pressures could provide a fuller understanding of KH's multifaceted nature. Embracing a broader array of theories, including those less frequently applied, such as construal level theory and expectancy theory, could enrich the discourse and highlight the complex interplay between individual motivations and organisational dynamics in KH.

Practitioners, such as managers or entrepreneurs, are encouraged to develop and execute KM strategies that consider KH's complexities. These strategies include recognising legitimate reasons for KH while promoting an organisational culture that supports knowledge-sharing. By finding a balance between promoting knowledge sharing and respecting individual autonomy and privacy, organisations can reduce KH's detrimental impacts and capitalise on its potential advantages. In addition, embracing a broader understanding of the factors influencing KH can guide the development of targeted interventions that address specific drivers of KH within different organisational contexts.

This review acknowledges its limitations, including the scope of the literature search and the types of publications considered. Future studies could broaden this scope to capture a wider array of insights on KH. As the field progresses, it is essential to continue challenging and refining our understanding of KH, ensuring that both theoretical explorations and practical applications evolve to address the dynamic nature of KM in organisations.

## References

- Abdelmotaleb, M., Mouri, N. and Saha, S.K. (2022), "Leader knowledge hiding and employee organizational identification in the Egyptian service industry", *Journal of Knowledge Management*, Vol. 26 No. 6, pp. 1458-1475, doi: [10.1108/JKM-09-2020-0722](https://doi.org/10.1108/JKM-09-2020-0722).
- Abubakar, A.M., Behraves, E., Rezapourghdam, H. and Yildiz, S.B. (2019), "Applying artificial intelligence technique to predict knowledge hiding behavior", *International Journal of Information Management*, Vol. 49, pp. 45-57, doi: [10.1016/j.ijinfomgt.2019.02.006](https://doi.org/10.1016/j.ijinfomgt.2019.02.006).
- Adams, J.S. (1965), "Inequity in social exchange", *Advances in Experimental Social Psychology*, Vol. 2 Elsevier, Cheltenham, pp. 267-299.
- Afshar-Jalili, Y., Cooper-Thomas, H.D. and Fatholahian, M. (2021), "Identifying and modeling the antecedents of counterproductive knowledge behavior: a three-study analysis", *Journal of Knowledge Management*, Vol. 25 No. 5, pp. 1362-1386.
- Agarwal, U.A., Avey, J. and Wu, K. (2022a), "How and when abusive supervision influences knowledge hiding behavior: evidence from India", *Journal of Knowledge Management*, Vol. 26 No. 1, pp. 209-231, doi: [10.1108/JKM-10-2020-0789](https://doi.org/10.1108/JKM-10-2020-0789).
- Agarwal, U.A., Gupta, M. and Cooke, F.L. (2022b), "Knowledge hide and seek: role of ethical leadership, self-enhancement and job-involvement", *Journal of Business Research*, Vol. 141, pp. 770-781, doi: [10.1016/j.jbusres.2021.11.074](https://doi.org/10.1016/j.jbusres.2021.11.074).
- Agarwal, U.A., Kumar Singh, S. and Cooke, F.L. (2023), "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, doi: [10.1111/1467-8551.12759](https://doi.org/10.1111/1467-8551.12759).



- 
- Akhtar, M.W., Karatepe, O.M., Syed, F. and Husnain, M. (2022), "Leader knowledge hiding, feedback avoidance and hotel employee outcomes: a moderated mediation model", *International Journal of Contemporary Hospitality Management*, Vol. 34 No. 2, pp. 578-600, doi: [10.1108/IJCHM-04-2021-0545](https://doi.org/10.1108/IJCHM-04-2021-0545).
- Al Hawamdeh, N. (2023), "Does humble leadership mitigate employees' knowledge-hiding behaviour? The mediating role of employees' self-efficacy and trust in their leader", *Journal of Knowledge Management*, Vol. 27 No. 6, pp. 1702-1719, doi: [10.1108/JKM-05-2022-0353](https://doi.org/10.1108/JKM-05-2022-0353).
- Ali, M., Usman, M., Khan, M.A.S., Shafique, I. and Mughal, F. (2023), "'Articulating cognizance about what to hide what not': insights into why and when ethical leadership regulates employee knowledge-hiding behaviors", *Journal of Business Ethics*, Vol. 190 No. 4, doi: [10.1007/s10551-023-05426-9](https://doi.org/10.1007/s10551-023-05426-9).
- Alnaimi, A.M.M. and Rjoub, H. (2021), "Perceived organizational support, psychological entitlement, and extra-role behavior: the mediating role of knowledge hiding behavior", *Journal of Management and Organization*, Vol. 27 No. 3, pp. 507-522, doi: [10.1017/jmo.2019.1](https://doi.org/10.1017/jmo.2019.1).
- Alvesson, M. and Sandberg, J. (2011), "Generating research questions through problematization", *Academy of Management Review*, Vol. 36 No. 2, pp. 247-271, doi: [10.5465/amr.2009.0188](https://doi.org/10.5465/amr.2009.0188).
- Alvesson, M. and Sandberg, J. (2013), "Has management studies lost its way? Ideas for more imaginative and innovative research", *Journal of Management Studies*, Vol. 50 No. 1, pp. 128-152, doi: [10.1111/j.1467-6486.2012.01070.x](https://doi.org/10.1111/j.1467-6486.2012.01070.x).
- Anand, A., Offergelt, F. and Anand, P. (2022), "Knowledge hiding—a systematic review and research agenda", *Journal of Knowledge Management*, Vol. 26 No. 6, pp. 1438-1457.
- Anand, A., Agarwal, U.A. and Offergelt, F. (2023), "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, doi: [10.1108/IJM-04-2021-0248](https://doi.org/10.1108/IJM-04-2021-0248).
- Arain, G.A., Bhatti, Z.A., Ashraf, N. and Fang, Y.-H. (2020), "Top-down knowledge hiding in organizations: an empirical study of the consequences of supervisor knowledge hiding among local and foreign workers in the Middle East", *Journal of Business Ethics*, Vol. 164 No. 3, pp. 611-625, doi: [10.1007/s10551-018-4056-2](https://doi.org/10.1007/s10551-018-4056-2).
- Arain, G.A., Bhatti, Z.A., Hameed, I., Khan, A.K. and Rudolph, C.W. (2022a), "A meta-analysis of the nomological network of knowledge hiding in organizations", *Personnel Psychology*, doi: [10.1111/peps.12562](https://doi.org/10.1111/peps.12562).
- Arain, G.A., Hameed, I., Khan, A.K., Nicolau, J.L. and Dhir, A. (2022b), "How and when does leader knowledge hiding trickle down the organisational hierarchy in the tourism context? A team-level analysis", *Tourism Management*, Vol. 91, doi: [10.1016/j.tourman.2021.104486](https://doi.org/10.1016/j.tourman.2021.104486).
- Arain, G.A., Hameed, I., Khan, A.K., Strologo, A.D. and Dhir, A. (2022c), "How and when do employees hide knowledge from co-workers?" *Journal of Knowledge Management*, Vol. 26 No. 7, pp. 1789-1806, doi: [10.1108/JKM-03-2021-0185](https://doi.org/10.1108/JKM-03-2021-0185).
- Arias-Pérez, J. and Vélez-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, doi: [10.1108/JKM-01-2021-0058](https://doi.org/10.1108/JKM-01-2021-0058).
- Arshad, R. and Ismail, I.R. (2018), "Workplace incivility and knowledge hiding behavior: does personality matter?" *Journal of Organizational Effectiveness: People and Performance*, Vol. 5 No. 3, pp. 278-288, doi: [10.1108/JOEPP-06-2018-0041](https://doi.org/10.1108/JOEPP-06-2018-0041).
- Babič, K., Černe, M., Connelly, C.E., Dysvik, A. and Škerlavaj, M. (2019), "Are we in this together? Knowledge hiding in teams, collective prosocial motivation and leader-member exchange", *Journal of Knowledge Management*, Vol. 23 No. 8, pp. 1502-1522, doi: [10.1108/JKM-12-2018-0734](https://doi.org/10.1108/JKM-12-2018-0734).
- Banagou, M., Batistič, 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, doi: [10.1108/JKM-11-2019-0613](https://doi.org/10.1108/JKM-11-2019-0613).

- 
- Bandura, A. (1977), "Self-efficacy: toward a unifying theory of behavioral change", *Psychological Review*, Vol. 84 No. 2, p. 191.
- Bandura, A. (1986), *Social Foundations of Thought and Action*, Englewood Cliffs, NJ, Vol. 1986 no, pp. 23-28.
- Bari, M.W., Ghaffar, M. and Ahmad, B. (2020), "Knowledge-hiding behaviors and employees' silence: mediating role of psychological contract breach", *Journal of Knowledge Management*, Vol. 24 No. 9, pp. 2171-2194, doi: [10.1108/JKM-02-2020-0149](https://doi.org/10.1108/JKM-02-2020-0149).
- Bari, M.W., Khan, Q. and Waqas, A. (2023a), "Person related workplace bullying and knowledge hiding behaviors: relational psychological contract breach as an underlying mechanism", *Journal of Knowledge Management*, Vol. 27 No. 5, pp. 1299-1318, doi: [10.1108/JKM-10-2021-0766](https://doi.org/10.1108/JKM-10-2021-0766).
- Bari, M.W., Shahzadi, I. and Sheikh, M.F. (2023b), "Management strategies to mitigate knowledge hiding behaviours: symmetric and asymmetric analyses", *Knowledge Management Research and Practice*, Vol. 22 No. 2, doi: [10.1080/14778238.2023.2178344](https://doi.org/10.1080/14778238.2023.2178344).
- Batistič, S. and Poell, R.F. (2022), "Do HR systems and relational climates affect knowledge hiding? An experiment and two-source multi-level study", *Journal of Business Research*, Vol. 147, pp. 82-96, doi: [10.1016/j.jbusres.2022.04.016](https://doi.org/10.1016/j.jbusres.2022.04.016).
- Baumeister, R.F., Bratslavsky, E., Muraven, M. and Tice, D.M. (1998), "Ego depletion: is the active self a limited resource?" *Journal of Personality and Social Psychology*, Vol. 74 No. 5, pp. 1252-1265, doi: [10.1037/0022-3514.74.5.1252](https://doi.org/10.1037/0022-3514.74.5.1252).
- Bernatović, I., Slavec Gomezel, A. and Černe, M. (2022), "Mapping the knowledge-hiding field and its future prospects: a bibliometric co-citation, co-word, and coupling analysis", *Knowledge Management Research and Practice*, Vol. 20 No. 3, pp. 394-409, doi: [10.1080/14778238.2021.1945963](https://doi.org/10.1080/14778238.2021.1945963).
- Bhatti, S.H., Hussain, M., Santoro, G. and Culasso, F. (2023), "The impact of organizational ostracism on knowledge hiding: analysing the sequential mediating role of efficacy needs and psychological distress", *Journal of Knowledge Management*, Vol. 27 No. 2, pp. 485-505, doi: [10.1108/JKM-03-2021-0223](https://doi.org/10.1108/JKM-03-2021-0223).
- Birkle, C., Pendlebury, D.A., Schnell, J. and Adams, J. (2020), "Web of science as a data source for research on scientific and scholarly activity", *Quantitative Science Studies*, Vol. 1 No. 1, pp. 363-376.
- Blau, P.M. (1964), *Exchange and Power in Social Life*, John Wiley, New York, NY.
- Braun, V. and Clarke, V. (2006), "Using thematic analysis in psychology", *Qualitative Research in Psychology*, Vol. 3 No. 2, pp. 77-101, doi: [10.1191/1478088706qp063oa](https://doi.org/10.1191/1478088706qp063oa).
- Brown, G., Lawrence, T.B. and Robinson, S.L. (2005), "Territoriality in organizations", *Academy of Management Review*, Vol. 30 No. 3, pp. 577-594, doi: [10.5465/amr.2005.17293710](https://doi.org/10.5465/amr.2005.17293710).
- Burmeister, A., Fasbender, U. and Gerpott, F.H. (2019), "Consequences of knowledge hiding: the differential compensatory effects of guilt and shame", *Journal of Occupational and Organizational Psychology*, Vol. 92 No. 2, pp. 281-304, doi: [10.1111/joop.12249](https://doi.org/10.1111/joop.12249).
- Černe, M., Hernaus, T., Dysvik, A. and Škerlavaj, M. (2017), "The role of multilevel synergistic interplay among team mastery climate, knowledge hiding, and job characteristics in stimulating innovative work behavior", *Human Resource Management Journal*, Vol. 27 No. 2, pp. 281-299, doi: [10.1111/1748-8583.12132](https://doi.org/10.1111/1748-8583.12132).
- Chaker, N.N., Nowlin, E.L., Walker, D. and Anaza, N.A. (2021), "Defending the frontier: examining the impact of internal salesperson evasive knowledge hiding on perceptions of external customer outcomes", *European Journal of Marketing*, Vol. 55 No. 3, pp. 671-699, doi: [10.1108/EJM-02-2019-0174](https://doi.org/10.1108/EJM-02-2019-0174).
- Chang, V., Baudier, P., Zhang, H., Xu, Q., Zhang, J. and Arami, M. (2020), "How blockchain can impact financial services – the overview, challenges and recommendations from expert interviewees", *Technological Forecasting and Social Change*, Vol. 158, doi: [10.1016/j.techfore.2020.120166](https://doi.org/10.1016/j.techfore.2020.120166).

- 
- Chatterjee, S., Chaudhuri, R., Thrassou, A. and Vrontis, D. (2021), "Antecedents and consequences of knowledge hiding: the moderating role of knowledge hiders and knowledge seekers in organizations", *Journal of Business Research*, Vol. 128, pp. 303-313, doi: [10.1016/j.jbusres.2021.02.033](https://doi.org/10.1016/j.jbusres.2021.02.033).
- Cheng, B., Peng, Y., Shaalan, A. and Tourky, M. (2023), "The hidden costs of negative workplace gossip: its effect on targets' behaviors, the mediating role of Guanxi closeness, and the moderating effect of need for affiliation", *Journal of Business Ethics*, Vol. 182 No. 1, pp. 287-302, doi: [10.1007/s10551-021-04994-y](https://doi.org/10.1007/s10551-021-04994-y).
- Chen, L., Luo, X., Zhou, F. and Zhang, T. (2022b), "Knowledge hiding and hider's innovative behavior in Chinese organizations: the mediating role of silence behavior and the moderating role of Zhongyong thinking", *Management and Organization Review*, Vol. 18 No. 3, pp. 491-518, doi: [10.1017/mor.2021.76](https://doi.org/10.1017/mor.2021.76).
- Chen, Y., Luo, H., Chen, J. and Guo, Y. (2022a), "Building data-driven dynamic capabilities to arrest knowledge hiding: a knowledge management perspective", *Journal of Business Research*, Vol. 139, pp. 1138-1154, doi: [10.1016/j.jbusres.2021.10.050](https://doi.org/10.1016/j.jbusres.2021.10.050).
- 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, doi: [10.1080/1359432X.2014.931325](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. 33 No. 1, pp. 64-88, doi: [10.1002/job.737](https://doi.org/10.1002/job.737).
- Cook, S.D.N. and Brown, J.S. (1999), "Bridging epistemologies: the generative dance between organizational knowledge and organizational knowing", *Organization Science*, Vol. 10 No. 4, pp. 381-400, doi: [10.1287/orsc.10.4.381](https://doi.org/10.1287/orsc.10.4.381).
- Crossan, M.M. and Apaydin, M. (2010), "A multi-dimensional framework of organizational innovation: a systematic review of the literature", *Journal of Management Studies*, Vol. 47 No. 6, pp. 1154-1191, doi: [10.1111/j.1467-6486.2009.00880.x](https://doi.org/10.1111/j.1467-6486.2009.00880.x).
- David, T. and Shih, H.-A. (2023), "Evolutionary motives in employees' knowledge behavior when being envied at work", *Journal of Knowledge Management*, Vol. 28 No. 3, doi: [10.1108/JKM-12-2022-1004](https://doi.org/10.1108/JKM-12-2022-1004).
- De Clercq, D., Fatima, T. and Jahanzeb, S. (2022a), "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, doi: [10.1108/IJCM-05-2021-0072](https://doi.org/10.1108/IJCM-05-2021-0072).
- De Clercq, D., Sofyan, Y., Shang, Y. and Espinal Romani, L. (2022b), "Perceived organizational politics, knowledge hiding and diminished promotability: how do harmony motives matter?" *Journal of Knowledge Management*, Vol. 26 No. 7, pp. 1826-1848, doi: [10.1108/JKM-03-2021-0231](https://doi.org/10.1108/JKM-03-2021-0231).
- Deci, E.L. and Ryan, R.M. (1985), "The general causality orientations scale: self-determination in personality", *Journal of Research in Personality*, Vol. 19 No. 2, pp. 109-134.
- Donate, M.J., González-Mohino, M., Paolo Appio, F. and Bernhard, F. (2022), "Dealing with knowledge hiding to improve innovation capabilities in the hotel industry: the unconventional role of knowledge-oriented leadership", *Journal of Business Research*, Vol. 144, pp. 572-586, doi: [10.1016/j.jbusres.2022.02.001](https://doi.org/10.1016/j.jbusres.2022.02.001).
- Duan, Y., Yang, M., Huang, L., Chin, T., Fiano, F., de Nuccio, E. and Zhou, L. (2022), "Unveiling the impacts of explicit vs. tacit knowledge hiding on innovation quality: the moderating role of knowledge flow within a firm", *Journal of Business Research*, Vol. 139, pp. 1489-1500, doi: [10.1016/j.jbusres.2021.10.068](https://doi.org/10.1016/j.jbusres.2021.10.068).
- El-Kassar, A.-N., Dagher, G.K., Lythreatis, S. and Azakir, M. (2022), "Antecedents and consequences of knowledge hiding: the roles of HR practices, organizational support for creativity, creativity,

- 
- innovative work behavior, and task performance”, *Journal of Business Research*, Vol. 140, pp. 1-10, doi: [10.1016/j.jbusres.2021.11.079](https://doi.org/10.1016/j.jbusres.2021.11.079).
- Fauzi, M.A. (2023), “Knowledge hiding behavior in higher education institutions: a scientometric analysis and systematic literature review approach”, *Journal of Knowledge Management*, Vol. 27 No. 2, pp. 302-327.
- Feng, J. and Wang, C. (2019), “Does abusive supervision always promote employees to hide knowledge? From both reactance and COR perspectives”, *Journal of Knowledge Management*, Vol. 23 No. 7, pp. 1455-1474, doi: [10.1108/JKM-12-2018-0737](https://doi.org/10.1108/JKM-12-2018-0737).
- Feng, Y., Ayub, A., Fatima, T., Irfan, S. and Sarmad, M. (2022), “I cannot be creative due to my exploitative leader! A moderated mediation interplay of leader–member exchange quality and knowledge hiding”, *Journal of Organizational Change Management*, Vol. 35 No. 3, pp. 558-579, doi: [10.1108/JOCM-04-2021-0127](https://doi.org/10.1108/JOCM-04-2021-0127).
- Festinger, L. (1954), “A theory of social comparison processes”, *Human Relations*, Vol. 7 No. 2, pp. 117-140, doi: [10.1177/001872675400700202](https://doi.org/10.1177/001872675400700202).
- Fong, P.S.W., Men, C., Luo, J. and Jia, R. (2018), “Knowledge hiding and team creativity: the contingent role of task interdependence”, *Management Decision*, Vol. 56 No. 2, pp. 329-343, doi: [10.1108/MD-11-2016-0778](https://doi.org/10.1108/MD-11-2016-0778).
- Gagné, M., Tian, A.W., Soo, C., Zhang, B., Ho, K.S.B. and Hosszu, K. (2019), “Different motivations for knowledge sharing and hiding: the role of motivating work design”, *Journal of Organizational Behavior*, Vol. 40 No. 7, pp. 783-799, doi: [10.1002/job.2364](https://doi.org/10.1002/job.2364).
- Garg, N., Talukdar, A., Ganguly, A. and Kumar, C. (2021), “Knowledge hiding in academia: an empirical study of Indian higher education students”, *Journal of Knowledge Management*, Vol. 25 No. 9, pp. 2196-2219, doi: [10.1108/JKM-10-2020-0783](https://doi.org/10.1108/JKM-10-2020-0783).
- Good, J.R.L., Halinski, M. and Boekhorst, J.A. (2023), “Organizational social activities and knowledge management behaviors: an affective events perspective”, *Human Resource Management*, Vol. 62 No. 4, pp. 413-427, doi: [10.1002/hrm.22109](https://doi.org/10.1002/hrm.22109).
- Gourlay, S. (2006), “Towards conceptual clarity for ‘tacit knowledge’: a review of empirical studies”, *Knowledge Management Research and Practice*, Vol. 4 No. 1, pp. 60-69, doi: [10.1057/palgrave.kmrp.8500082](https://doi.org/10.1057/palgrave.kmrp.8500082).
- Grant, R.M. (1996), “Toward a knowledge-based theory of the firm”, *Strategic Management Journal*, Vol. 17, pp. 109-122, doi: [10.1002/smj.4250171110](https://doi.org/10.1002/smj.4250171110).
- Guo, M., Brown, G. and Zhang, L. (2022a), “My knowledge: the negative impact of territorial feelings on employee’s own innovation through knowledge hiding”, *Journal of Organizational Behavior*, Vol. 43 No. 5, pp. 801-817, doi: [10.1002/job.2599](https://doi.org/10.1002/job.2599).
- Guo, L., Cheng, K., Luo, J. and Zhao, H. (2022b), “Trapped in a loss spiral: how and when work alienation relates to knowledge hiding”, *The International Journal of Human Resource Management*, Vol. 33 No. 20, pp. 4004-4033, doi: [10.1080/09585192.2021.1937672](https://doi.org/10.1080/09585192.2021.1937672).
- Gustina, A. and Sitalaksmi, S. (2023), “The effect of psychological ownership on knowledge hiding in the banking industry: the role of affective and continuance commitment”, *International Journal of Knowledge Management Studies*, Vol. 14 No. 3, pp. 237-254, doi: [10.1504/IJKMS.2023.132038](https://doi.org/10.1504/IJKMS.2023.132038).
- Haar, J., O’Kane, C. and Cunningham, J.A. (2022), “Firm-level antecedents and consequences of knowledge hiding climate”, *Journal of Business Research*, Vol. 141, pp. 410-421, doi: [10.1016/j.jbusres.2021.11.034](https://doi.org/10.1016/j.jbusres.2021.11.034).
- Hao, Q., Wei, K. and Zhang, B. (2022), “How to attenuate the effects of abusive supervision on knowledge hiding: the neutralizing roles of coworker support and individual characteristics”, *Journal of Knowledge Management*, Vol. 26 No. 7, pp. 1807-1825, doi: [10.1108/JKM-02-2021-0167](https://doi.org/10.1108/JKM-02-2021-0167).
- He, P., Jiang, C., Xu, Z. and Shen, C. (2021), “Knowledge hiding: current research status and future research directions”, *In Psychology*, Vol. 12, p. 748237.

- He, P., Sun, R., Zhao, H., Zheng, L. and Shen, C. (2022), "Linking work-related and non-work-related supervisor-subordinate relationships to knowledge hiding: a psychological safety lens", *Asian Business and Management*, Vol. 21 No. 4, pp. 525-546, doi: [10.1057/s41291-020-00137-9](https://doi.org/10.1057/s41291-020-00137-9).
- Hernaus, T. and Černe, M. (2022), "Trait and/or situation for evasive knowledge hiding? Multiple versus mixed-motives perspective of trait competitiveness and prosocial motivation in low- and high-trust work relationships", *European Journal of Work and Organizational Psychology*, Vol. 31 No. 6, pp. 854-868, doi: [10.1080/1359432X.2022.2077197](https://doi.org/10.1080/1359432X.2022.2077197).
- Hiebl, M.R.W. (2023), "Sample selection in systematic literature reviews of management research", *Organizational Research Methods*, Vol. 26 No. 2, pp. 229-261, doi: [10.1177/1094428120986851](https://doi.org/10.1177/1094428120986851).
- Hobfoll, S.E. (2001), "The influence of culture, community, and the nested-self in the stress process: advancing conservation of resources theory", *Applied Psychology*, Vol. 50 No. 3, pp. 337-421, doi: [10.1111/1464-0597.00062](https://doi.org/10.1111/1464-0597.00062).
- Huo, W., Cai, Z., Luo, J., Men, C. and Jia, R. (2016), "Antecedents and intervention mechanisms: a multi-level study of R&D team's knowledge hiding behavior", *Journal of Knowledge Management*, Vol. 20 No. 5, pp. 880-897, doi: [10.1108/JKM-11-2015-0451](https://doi.org/10.1108/JKM-11-2015-0451).
- Issac, A.C., Bednall, T., Baral, R., Magliocca, P. and Dhir, A. (2023), "The effects of expert power and referent power on knowledge sharing and knowledge hiding", *Journal of Knowledge Management*, Vol. 27 No. 2, pp. 383-403, doi: [10.1108/JKM-10-2021-0750](https://doi.org/10.1108/JKM-10-2021-0750).
- Jafari-Sadeghi, V., Amoozad Mahdiraji, H., Devalle, A. and Pellicelli, A.C. (2022), "Somebody is hiding something: disentangling interpersonal level drivers and consequences of knowledge hiding in international entrepreneurial firms", *Journal of Business Research*, Vol. 139, pp. 383-396, doi: [10.1016/j.jbusres.2021.09.068](https://doi.org/10.1016/j.jbusres.2021.09.068).
- 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, doi: [10.1108/MD-05-2019-0581](https://doi.org/10.1108/MD-05-2019-0581).
- Jahanzeb, S., Fatima, T., Bouckennooghe, D. and Bashir, F. (2019), "The knowledge hiding link: a moderated mediation model of how abusive supervision affects employee creativity", *European Journal of Work and Organizational Psychology*, Vol. 28 No. 6, pp. 810-819, doi: [10.1080/1359432X.2019.1659245](https://doi.org/10.1080/1359432X.2019.1659245).
- Jiang, G. and Xu, Y. (2020), "Tacit knowledge sharing in IT R&D teams: nonlinear evolutionary theoretical perspective", *Information and Management B.V.*, Vol. 57 No. 4, doi: [10.1016/j.im.2019.103211](https://doi.org/10.1016/j.im.2019.103211).
- 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, doi: [10.1108/PR-08-2020-0607](https://doi.org/10.1108/PR-08-2020-0607).
- Khalid, M., Gulzar, A. and Karim Khan, A. (2020), "When and how the psychologically entitled employees hide more knowledge?" *International Journal of Hospitality Management*, Vol. 89, doi: [10.1016/j.ijhm.2019.102413](https://doi.org/10.1016/j.ijhm.2019.102413).
- Khan, A.G., Li, Y., Akram, Z. and Akram, U. (2021), "Does bad gossiping trigger for targets to hide knowledge in morally disengaged? New multi-level insights of team relational conflict", *Journal of Knowledge Management*, Vol. 26 No. 9, pp. 2370-2394.
- Khan, A.G., Li, Y., Akram, Z. and Akram, U. (2023b), "Why and how targets' negative workplace gossip exhort knowledge hiding? Shedding light on organizational justice", *Journal of Knowledge Management*, Vol. 27 No. 5, pp. 1458-1482, doi: [10.1108/JKM-12-2020-0930](https://doi.org/10.1108/JKM-12-2020-0930).
- Khan, M.A., Kumar, J., Shoukat, M.H. and Selem, K.M. (2023a), "Does injustice perception threaten organizational performance in the healthcare setting? A sequential mediation examination", *International Journal of Conflict Management*, doi: [10.1108/IJCM-05-2023-0100](https://doi.org/10.1108/IJCM-05-2023-0100).
- Khan, J., Saeed, I., Fayaz, M., Zada, M. and Jan, D. (2023c), "Perceived overqualification? Examining its nexus with cyberloafing and knowledge hiding behaviour: harmonious passion as a

- 
- moderator”, *Journal of Knowledge Management*, Vol. 27 No. 2, pp. 460-484, doi: [10.1108/JKM-09-2021-0700](https://doi.org/10.1108/JKM-09-2021-0700).
- Khoreva, V. and Wechtler, H. (2020), “Exploring the consequences of knowledge hiding: an agency theory perspective”, *Journal of Managerial Psychology*, Vol. 35 No. 2, pp. 71-84, doi: [10.1108/JMP-11-2018-0514](https://doi.org/10.1108/JMP-11-2018-0514).
- Kmieciak, R. (2023), “Knowledge-withholding behaviours among IT specialists: the roles of job insecurity, work overload and supervisor support”, *Journal of Management and Organization*, Vol. 29 No. 2, pp. 383-399, doi: [10.1017/jmo.2021.18](https://doi.org/10.1017/jmo.2021.18).
- Koay, K.Y. and Lim, P.K. (2022), “Ethical leadership and knowledge hiding: testing the mediating and moderating mechanisms”, *Journal of Knowledge Management*, Vol. 26 No. 3, pp. 574-591, doi: [10.1108/JKM-02-2021-0091](https://doi.org/10.1108/JKM-02-2021-0091).
- Kraus, S., Breier, M. and Dasí-Rodríguez, S. (2020), “The art of crafting a systematic literature review in entrepreneurship research”, *International Entrepreneurship and Management Journal*, Vol. 16 No. 3, pp. 1023-1042, doi: [10.1007/s11365-020-00635-4](https://doi.org/10.1007/s11365-020-00635-4).
- Li, C.S., Liao, H. and Han, Y. (2022), “I despise but also envy you: a dyadic investigation of perceived overqualification, perceived relative qualification, and knowledge hiding”, *Personnel Psychology*, Vol. 75 No. 1, pp. 91-118, doi: [10.1111/peps.12444](https://doi.org/10.1111/peps.12444).
- Liao, G., Li, M., Li, Y. and Yin, J. (2023), “How does knowledge hiding play a role in the relationship between leader–member exchange differentiation and employee creativity? A cross-level model”, *Journal of Knowledge Management*, Vol. 28 No. 1, doi: [10.1108/JKM-01-2023-0046](https://doi.org/10.1108/JKM-01-2023-0046).
- Lin, M., Li, Y. and Miao, L. (2023), “The impact of knowledge hiding on targets’ knowledge sharing with perpetrators”, *Tourism Management*, Vol. 98, doi: [10.1016/j.tourman.2023.104775](https://doi.org/10.1016/j.tourman.2023.104775).
- Lin, M., Zhang, X., Ng, B.C.S. and Zhong, L. (2020), “To empower or not to empower? Multilevel effects of empowering leadership on knowledge hiding”, *International Journal of Hospitality Management*, Vol. 89, doi: [10.1016/j.ijhm.2020.102540](https://doi.org/10.1016/j.ijhm.2020.102540).
- Mahdi, O.R., Nassar, I.A. and Almsafir, M.K. (2019), “Knowledge management processes and sustainable competitive advantage: an empirical examination in private universities”, *Journal of Business Research*, Vol. 94, pp. 320-334.
- Ma, L., Zhang, X. and Ding, X. (2020), “Enterprise social media usage and knowledge hiding: a motivation theory perspective”, *Journal of Knowledge Management*, Vol. 24 No. 9, pp. 2149-2169, doi: [10.1108/JKM-03-2020-0234](https://doi.org/10.1108/JKM-03-2020-0234).
- 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. 3, pp. 461-472, doi: [10.1007/s10551-018-4027-7](https://doi.org/10.1007/s10551-018-4027-7).
- Mischel, W. and Shoda, Y. (1995), “A cognitive-affective system theory of personality: reconceptualizing situations, dispositions, dynamics, and invariance in personality structure”, *Psychological Review*, Vol. 102 No. 2, p. 246.
- Moin, M.F., Omar, M.K., Ali, A., Rasheed, M.I. and Abdelmotaleb, M. (2022), “A moderated mediation model of knowledge hiding”, *The Service Industries Journal*, Vol. 44 Nos 5/6, doi: [10.1080/02642069.2022.2112180](https://doi.org/10.1080/02642069.2022.2112180).
- Nadeem, M.A., Liu, Z., Ghani, U., Younis, A. and Xu, Y. (2020), “Impact of shared goals on knowledge hiding behavior: the moderating role of trust”, *Management Decision*, Vol. 59 No. 6, pp. 1312-1332, doi: [10.1108/MD-09-2019-1197](https://doi.org/10.1108/MD-09-2019-1197).
- 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, doi: [10.1016/j.jbusres.2021.09.026](https://doi.org/10.1016/j.jbusres.2021.09.026).
- Offergelt, F. and Venz, L. (2023), “The joint effects of supervisor knowledge hiding, abusive supervision, and employee political skill on employee knowledge hiding behaviors”, *Journal of Knowledge Management*, Vol. 27 No. 5, pp. 1209-1227, doi: [10.1108/JKM-08-2021-0655](https://doi.org/10.1108/JKM-08-2021-0655).



- 
- Offergelt, F., Spörrle, M., Moser, K. and Shaw, J.D. (2019), "Leader-signaled knowledge hiding: effects on employees' job attitudes and empowerment", *Journal of Organizational Behavior*, Vol. 40 No. 7, pp. 819-833, doi: [10.1002/job.2343](https://doi.org/10.1002/job.2343).
- Oubrich, M., Hakmaoui, A., Benhayoun, L., Solberg Söilen, K. and Abdulkader, B. (2021), "Impacts of leadership style, organizational design and HRM practices on knowledge hiding: the indirect roles of organizational justice and competitive work environment", *Journal of Business Research*, Vol. 137, pp. 488-499, doi: [10.1016/j.jbusres.2021.08.045](https://doi.org/10.1016/j.jbusres.2021.08.045).
- Pan, W., Zhang, Q., Teo, T.S.H. and Lim, V.K.G. (2018), "The dark triad and knowledge hiding", *International Journal of Information Management*, Vol. 42, pp. 36-48, doi: [10.1016/j.ijinfomgt.2018.05.008](https://doi.org/10.1016/j.ijinfomgt.2018.05.008).
- Pandey, J., Gupta, M., Behl, A., Pereira, V., Budhwar, P., Varma, A., Hassan, Y. and Kukreja, P. (2021), "Technology-enabled knowledge management for community healthcare workers: the effects of knowledge sharing and knowledge hiding", *Journal of Business Research*, Vol. 135, pp. 787-799, doi: [10.1016/j.jbusres.2021.07.001](https://doi.org/10.1016/j.jbusres.2021.07.001).
- Peng, H. (2013), "Why and when do people hide knowledge?" *Journal of Knowledge Management*, Vol. 17 No. 3, pp. 398-415, doi: [10.1108/JKM-12-2012-0380](https://doi.org/10.1108/JKM-12-2012-0380).
- Peng, H. and Pierce, J. (2015), "Job- and organization-based psychological ownership: relationship and outcomes", *Journal of Managerial Psychology*, Vol. 30 No. 2, pp. 151-168, doi: [10.1108/JMP-07-2012-0201](https://doi.org/10.1108/JMP-07-2012-0201).
- 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, doi: [10.1108/IJCM-03-2020-0041](https://doi.org/10.1108/IJCM-03-2020-0041).
- Peng, H., Bell, C. and Li, Y. (2021), "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.
- Peng, J., Wang, Z. and Chen, X. (2019), "Does self-serving leadership hinder team creativity? A moderated dual-path model", *Journal of Business Ethics Netherlands*, Vol. 159 No. 2, pp. 419-433, doi: [10.1007/s10551-018-3799-0](https://doi.org/10.1007/s10551-018-3799-0).
- Peng, Q., Zhong, X., Liu, S., Zhou, H. and Ke, N. (2022), "Job autonomy and knowledge hiding: the moderating roles of leader reward omission and person-supervisor fit", *Personnel Review*, Vol. 51 No. 9, pp. 2371-2387, doi: [10.1108/PR-03-2020-0133](https://doi.org/10.1108/PR-03-2020-0133).
- Pierce, J.L., Kostova, T. and Dirks, K.T. (2001), "Toward a theory of psychological ownership in organizations", *The Academy of Management Review*, Vol. 26 No. 2, p. 298, doi: [10.2307/259124](https://doi.org/10.2307/259124).
- Post, C., Sarala, R., Gatrell, C. and Prescott, J.E. (2020), "Advancing theory with review articles", *Journal of Management Studies*, Vol. 57 No. 2, pp. 351-376, doi: [10.1111/joms.12549](https://doi.org/10.1111/joms.12549).
- 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, doi: [10.1108/JKM-05-2019-0248](https://doi.org/10.1108/JKM-05-2019-0248).
- Qin, Y., Xie, Y. and Cooke, F.L. (2023), "Unethical leadership and employee knowledge-hiding behavior in the Chinese context: a moderated dual-pathway model", *Asian Business and Management*, Vol. 22 No. 2, pp. 740-764, doi: [10.1057/s41291-021-00154-2](https://doi.org/10.1057/s41291-021-00154-2).
- Rhee, Y.W. and Choi, J.N. (2017), "Knowledge management behavior and individual creativity: goal orientations as antecedents and in-group social status as moderating contingency", *Journal of Organizational Behavior*, Vol. 38 No. 6, pp. 813-832, doi: [10.1002/job.2168](https://doi.org/10.1002/job.2168).
- Rocco, T.S. and Plakhotnik, M.S. (2009), "Literature reviews, conceptual frameworks, and theoretical frameworks: terms, functions, and distinctions", *Human Resource Development Review*, Vol. 8 No. 1, pp. 120-130, doi: [10.1177/1534484309332617](https://doi.org/10.1177/1534484309332617).



- 
- Rousseau, D.M. (1989), "Psychological and implied contracts in organizations", *Employee Responsibilities and Rights Journal*, Vol. 2 No. 2, pp. 121-139.
- Salancik, G.R. and Pfeffer, J. (1978), "A social information processing approach to job attitudes and task design", *Administrative Science Quarterly, JSTOR*, Vol. 23 No. 2, pp. 224-253.
- Sarwar, A., Muhammad, L. and Sigala, M. (2021), "Unraveling the complex nexus of punitive supervision and deviant work behaviors: findings and implications from hospitality employees in Pakistan", *International Journal of Contemporary Hospitality Management*, Vol. 33 No. 5, pp. 1437-1460, doi: [10.1108/IJCHM-08-2020-0808](https://doi.org/10.1108/IJCHM-08-2020-0808).
- Serenko, A. (2019), "Knowledge sabotage as an extreme form of counterproductive knowledge behavior: conceptualization, typology, and empirical demonstration", *Journal of Knowledge Management*, Vol. 23 No. 7, pp. 1260-1288.
- 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, doi: [10.1108/JKM-05-2016-0203](https://doi.org/10.1108/JKM-05-2016-0203).
- Shirahada, K. and Zhang, Y. (2022), "Counterproductive knowledge behavior in volunteer work: perspectives from the theory of planned behavior and well-being theory", *Journal of Knowledge Management*, Vol. 26 No. 11, pp. 22-41, doi: [10.1108/JKM-08-2021-0612](https://doi.org/10.1108/JKM-08-2021-0612).
- Siachou, E., Trichina, E., Papisolomou, I. and Sakka, G. (2021), "Why do employees hide their knowledge and what are the consequences? A systematic literature review", *Journal of Business Research*, Vol. 135, pp. 195-213.
- 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, doi: [10.1016/j.jbusres.2018.12.034](https://doi.org/10.1016/j.jbusres.2018.12.034).
- Škerlavaj, M., Connelly, C.E., Cerne, M. and Dysvik, A. (2018), "Tell me if you can: time pressure, prosocial motivation, perspective taking, and knowledge hiding", *Journal of Knowledge Management*, Vol. 22 No. 7, pp. 1489-1509, doi: [10.1108/JKM-05-2017-0179](https://doi.org/10.1108/JKM-05-2017-0179).
- Sofyan, Y., De Clercq, D. and Shang, Y. (2023a), "Detrimental effects of work overload on knowledge hiding in competitive organisational climates", *Asia Pacific Journal of Human Resources*, Vol. 61 No. 2, pp. 324-354, doi: [10.1111/1744-7941.12317](https://doi.org/10.1111/1744-7941.12317).
- Sofyan, Y., De Clercq, D. and Shang, Y. (2023b), "Does intraorganizational competition prompt or hinder performance? The risks for proactive employees who hide knowledge", *Personnel Review*, Vol. 52 No. 3, pp. 777-798, doi: [10.1108/PR-04-2021-0294](https://doi.org/10.1108/PR-04-2021-0294).
- Stenius, M., Hankonen, N., Ravaja, N. and Haukkala, A. (2016), "Why share expertise? A closer look at the quality of motivation to share or withhold knowledge", *Journal of Knowledge Management*, Vol. 20 No. 2, pp. 181-198, doi: [10.1108/JKM-03-2015-0124](https://doi.org/10.1108/JKM-03-2015-0124).
- Strik, N.P., Hamstra, M.R.W. and Segers, M.S.R. (2021), "Antecedents of knowledge withholding: a systematic review and integrative framework", *Group and Organization Management, SAGE Publications Inc*, Vol. 46 No. 2, pp. 223-251, doi: [10.1177/1059601121994379](https://doi.org/10.1177/1059601121994379).
- Tan, C., Zhang, J. and Zhang, Y. (2022), "The mechanism of team-member exchange on knowledge hiding under the background of 'Guanxi'", *Journal of Business Research*, Vol. 148, pp. 304-314, doi: [10.1016/j.jbusres.2022.04.063](https://doi.org/10.1016/j.jbusres.2022.04.063).
- Thelwall, M. and Sud, P. (2022), "Scopus 1900–2020: growth in articles, abstracts, countries, fields, and journals", *Quantitative Science Studies*, Vol. 3 No. 1, pp. 37-50.
- Tranfield, D., Denyer, D. and Smart, P. (2003), "Towards a methodology for developing evidence-informed management knowledge by means of systematic review", *British Journal of Management*, Vol. 14 No. 3, pp. 207-222, doi: [10.1111/1467-8551.00375](https://doi.org/10.1111/1467-8551.00375).
- Usman, M., Mehmood, Q., Ghani, U. and Ali, Z. (2023), "Does positive supervisory support impede knowledge hiding via psychological ownership and workplace thriving?" *VINE Journal of Information and Knowledge Management Systems*, doi: [10.1108/VJIKMS-08-2022-0278](https://doi.org/10.1108/VJIKMS-08-2022-0278).
-

- Usman, M., Ali, M., Soetan, G.T., Ayoko, O.B. and Berber, A. (2022), "Seeing others' side to serve: Understanding how and when servant leadership impacts employee knowledge-hiding behaviors", *Human Relations*, Vol. 77 No. 1, doi: [10.1177/00187267221125353](https://doi.org/10.1177/00187267221125353).
- Venz, L. and Neshor Shoshan, H. (2022), "Be smart, play dumb? A transactional perspective on day-specific knowledge hiding, interpersonal conflict, and psychological strain", *Human Relations*, Vol. 75 No. 1, pp. 113-138, doi: [10.1177/0018726721990438](https://doi.org/10.1177/0018726721990438).
- Venz, L. and 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*, Vol. 32 No. 1, pp. 47-59, doi: [10.1080/1359432X.2022.2089562](https://doi.org/10.1080/1359432X.2022.2089562).
- Wang, C., Feng, J. and Li, X. (2021), "Allies or rivals: how abusive supervision influences subordinates' knowledge hiding from colleagues", *Management Decision*, Vol. 59 No. 12, pp. 2827-2847, doi: [10.1108/MD-07-2020-0960](https://doi.org/10.1108/MD-07-2020-0960).
- Wang, C., Wang, Z., Chen, K. and Feng, J. (2022), "Double-edged sword of perceived mastery climate on evasive knowledge hiding: the mediating roles of perceived status and perceived social support", *Journal of Managerial Psychology*, Vol. 37 No. 8, pp. 729-745, doi: [10.1108/JMP-09-2021-0490](https://doi.org/10.1108/JMP-09-2021-0490).
- Weng, Q., Latif, K., Khan, A.K., Tariq, H., Butt, H.P., Obaid, A. and Sarwar, N. (2020), "Loaded with knowledge, yet green with envy: leader-member exchange comparison and coworkers-directed knowledge hiding behavior", *Journal of Knowledge Management*, Vol. 24 No. 7, pp. 1653-1680, doi: [10.1108/JKM-10-2019-0534](https://doi.org/10.1108/JKM-10-2019-0534).
- Williams, R.I., Jr., Clark, L.A., Clark, W.R. and Raffo, D.M. (2021), "Re-examining systematic literature review in management research: additional benefits and execution protocols", *European Management Journal*, Vol. 39 No. 4, pp. 521-533.
- Wu, D. and Liu, E. (2023), "The influence of competitive personality on rationalized knowledge hiding among Chinese employees", *VINE Journal of Information and Knowledge Management Systems*, doi: [10.1108/VJIKMS-01-2023-0007](https://doi.org/10.1108/VJIKMS-01-2023-0007).
- Wu, Z., Zhou, X., Wang, Q. and Liu, J. (2023), "How perceived overqualification influences knowledge hiding from the relational perspective: the moderating role of perceived overqualification differentiation", *Journal of Knowledge Management*, Vol. 27 No. 6, pp. 1720-1739, doi: [10.1108/JKM-04-2022-0286](https://doi.org/10.1108/JKM-04-2022-0286).
- Xia, Q., Yan, S., Zhao, H. and Cheng, K. (2022), "Request politeness and knowledge hiding: a daily diary study through an affective events perspective", *European Journal of Work and Organizational Psychology*, Vol. 31 No. 4, pp. 496-509, doi: [10.1080/1359432X.2021.2004126](https://doi.org/10.1080/1359432X.2021.2004126).
- Xiao, M. and Cooke, F. (2019), "Why and when knowledge hiding in the workplace is harmful: a review of the literature and directions for future research in the Chinese context", *Asia Pacific Journal of Human Resources*, Vol. 57 No. 4, pp. 470-502, doi: [10.1111/1744-7941.12198](https://doi.org/10.1111/1744-7941.12198).
- Xie, Y., Xia, Q., Song, J., Hu, S. and Liu, X. (2023), "How ethical leadership influences knowledge hiding? A sequential mediation model", *The Service Industries Journal*, Vol. 44 Nos 3/4, doi: [10.1080/02642069.2023.2245356](https://doi.org/10.1080/02642069.2023.2245356).
- Xiong, C., Chang, V., Scuotto, V., Shi, Y. and Paoloni, N. (2021), "The social-psychological approach in understanding knowledge hiding within international R&D teams: an inductive analysis", *Journal of Business Research*, Vol. 128, pp. 799-811, doi: [10.1016/j.jbusres.2019.04.009](https://doi.org/10.1016/j.jbusres.2019.04.009).
- Yao, Z., Luo, J. and Zhang, X. (2020a), "Gossip is a fearful thing: the impact of negative workplace gossip on knowledge hiding", *Journal of Knowledge Management*, Vol. 24 No. 7, pp. 1755-1775, doi: [10.1108/JKM-04-2020-0264](https://doi.org/10.1108/JKM-04-2020-0264).
- Yao, Z., Zhang, X., Luo, J. and Huang, H. (2020b), "Offense is the best defense: the impact of workplace bullying on knowledge hiding", *Journal of Knowledge Management*, Vol. 24 No. 3, pp. 675-695, doi: [10.1108/JKM-12-2019-0755](https://doi.org/10.1108/JKM-12-2019-0755).
- Yeşiltaş, M., Arıcı, H.E. and Sormaz, Ü. (2023), "Does perceived overqualification lead employees to further knowledge hiding? The role of relative deprivation and ego depletion", *International*

*Journal of Contemporary Hospitality Management*, Vol. 35 No. 5, pp. 1880-1900, doi: [10.1108/IJCHM-11-2021-1392](https://doi.org/10.1108/IJCHM-11-2021-1392).

- Zhang, Z. and Ji, X. (2023), "A virtual net locks me in: how and when information and communication technology use intensity leads to knowledge hiding", *Journal of Business Ethics*, Vol. 187 No. 3, pp. 611-626, doi: [10.1007/s10551-022-05245-4](https://doi.org/10.1007/s10551-022-05245-4).
- Zhang, Z. and Min, M. (2019), "The negative consequences of knowledge hiding in NPD project teams: the roles of project work attributes", *International Journal of Project Management*, Vol. 37 No. 2, pp. 225-238, doi: [10.1016/j.ijproman.2019.01.006](https://doi.org/10.1016/j.ijproman.2019.01.006).
- Zhang, Z. and Min, M. (2021), "Organizational rewards and knowledge hiding: task attributes as contingencies", *Management Decision*, Vol. 59 No. 10, pp. 2385-2404, doi: [10.1108/MD-02-2020-0150](https://doi.org/10.1108/MD-02-2020-0150).
- Zhang, Z. and Min, M. (2022), "Research on the NPD coordination, knowledge transfer process and innovation performance of interfirm projects in China", *Asia Pacific Journal of Management*, Vol. 39 No. 4, pp. 1161-1186, doi: [10.1007/s10490-021-09755-z](https://doi.org/10.1007/s10490-021-09755-z).
- Zhang, X., Yao, Z., Qunchao, W. and Tsai, F.-S. (2022), "Every coin has two sides: the impact of time pressure on employees' knowledge hiding", *Journal of Knowledge Management*, Vol. 26 No. 8, pp. 2084-2106, doi: [10.1108/JKM-02-2021-0149](https://doi.org/10.1108/JKM-02-2021-0149).
- Zhao, H. and Liu, W. (2022), "Employee perceptions of corporate hypocrisy and knowledge hiding: roles of moral identity and organization-based self-esteem", *Journal of Knowledge Management*, Vol. 26 No. 8, pp. 1945-1967, doi: [10.1108/JKM-03-2021-0216](https://doi.org/10.1108/JKM-03-2021-0216).
- Zhao, H., Liu, W., Li, J. and Yu, X. (2019), "Leader-member exchange, organizational identification, and knowledge hiding: the moderating role of relative leader-member exchange", *Journal of Organizational Behavior*, Vol. 40 No. 7, pp. 834-848, doi: [10.1002/job.2359](https://doi.org/10.1002/job.2359).
- Zhao, H., Zhao, S., Chen, Y. and Yu, X. (2023), "Bystanders' reactions to leader knowledge hiding: the roles of moral disengagement and moral identity", *Journal of Business Research*, Vol. 165, doi: [10.1016/j.jbusres.2023.114029](https://doi.org/10.1016/j.jbusres.2023.114029).
- Zhu, Y., Chen, T., Wang, M., Jin, Y. and Wang, Y. (2019), "Rivals or allies: how performance-prove goal orientation influences knowledge hiding", *Journal of Organizational Behavior*, Vol. 40 No. 7, pp. 849-868, doi: [10.1002/job.2372](https://doi.org/10.1002/job.2372).
- Zulfqar, S., Garavan, T., Huo, C., Akhtar, M.W. and Sarwar, B. (2023), "Leaders' knowledge hiding and front-line employee service sabotage", *The Service Industries Journal*, doi: [10.1080/02642069.2023.2180499](https://doi.org/10.1080/02642069.2023.2180499).
- Zutshi, A., Creed, A., Bhattacharya, A., Bavik, A., Sohal, A. and Bavik, Y. (2021), "Demystifying knowledge hiding in academic roles in higher education", *Journal of Business Research*, Vol. 137, pp. 206-221, doi: [10.1016/j.jbusres.2021.08.030](https://doi.org/10.1016/j.jbusres.2021.08.030).

### Further reading

- Ajzen, I. (1991), "The theory of planned behavior", *Organizational Behavior and Human Decision Processes*, Vol. 50 No. 2, pp. 179-211.
- Almeida, J.G., Hartog, D.N.D., De Hoogh, A.H.B., Franco, V.R. and Porto, J.B. (2021), "Harmful leader behaviors: toward an increased understanding of how different forms of unethical leader behavior can harm subordinates", *Journal of Business Ethics*, Vol. 180 No. 1, doi: [10.1007/s10551-021-04864-7](https://doi.org/10.1007/s10551-021-04864-7).
- Anaza, N.A. and Nowlin, E.L. (2017), "What's mine is mine: a study of salesperson knowledge withholding and hoarding behavior", *Industrial Marketing Management*, Vol. 64, pp. 14-24, doi: [10.1016/j.indmarman.2017.03.007](https://doi.org/10.1016/j.indmarman.2017.03.007).
- Andreeva, T. and Zappa, P. (2023), "Whose lips are sealed? Gender differences in knowledge hiding at work", *Journal of Occupational and Organizational Psychology*, Vol. 96 No. 4, doi: [10.1111/joop.12444](https://doi.org/10.1111/joop.12444).

- 
- Anser, M.K., Ali, M., Usman, M., Rana, M.L.T. and Yousaf, Z. (2021), "Ethical leadership and knowledge hiding: an intervening and interactional analysis", *The Service Industries Journal*, Vol. 41 Nos 5/6, pp. 307-329, doi: [10.1080/02642069.2020.1739657](https://doi.org/10.1080/02642069.2020.1739657).
- Bandura, A. and Walters, R.H. (1977), *Social Learning Theory*, Vol. 1, Prentice Hall, Englewood cliffs, NJ.
- Barney, J. (1991), "Firm resources and sustained competitive advantage", *Journal of Management*, Vol. 17 No. 1, pp. 99-120, doi: [10.1177/014920639101700108](https://doi.org/10.1177/014920639101700108).
- Baumeister, R.F., Bratslavsky, E., Muraven, M. and Tice, D.M. (2018), "Ego depletion: is the active self a limited resource?" *Self-Regulation and Self-Control*, Routledge, New York, NY, pp. 16-44.
- Bogilović, S., Černe, M. and Škerlavaj, M. (2017), "Hiding behind a mask? Cultural intelligence, knowledge hiding, and individual and team creativity", *European Journal of Work and Organizational Psychology*, Vol. 26 No. 5, pp. 710-723, doi: [10.1080/1359432X.2017.1337747](https://doi.org/10.1080/1359432X.2017.1337747).
- 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, doi: [10.1108/IJCM-03-2018-0044](https://doi.org/10.1108/IJCM-03-2018-0044).
- Caputo, F., Magni, D., Papa, A. and Corsi, C. (2021), "Knowledge hiding in socioeconomic settings: matching organizational and environmental antecedents", *Journal of Business Research*, Vol. 135, pp. 19-27, doi: [10.1016/j.jbusres.2021.06.012](https://doi.org/10.1016/j.jbusres.2021.06.012).
- Cegarra-Navarro, J.-G., Bolisani, E. and Cepeda-Carrión, G. (2022), "Linking good counter-knowledge with bad counter knowledge: the impact of evasive knowledge hiding and defensive reasoning", *Journal of Knowledge Management*, Vol. 26 No. 8, pp. 2038-2060, doi: [10.1108/JKM-05-2021-0395](https://doi.org/10.1108/JKM-05-2021-0395).
- Černe, M., Nerstad, C.G.L., Dysvik, A. and Škerlavaj, M. (2014), "What goes around comes around: knowledge hiding, perceived motivational climate, and creativity", *Academy of Management Journal*, Vol. 57 No. 1, pp. 172-192, doi: [10.5465/amj.2012.0122](https://doi.org/10.5465/amj.2012.0122).
- Che, F., Zhou, Y. and Liu, Y. (2022), "Social quality, knowledge hiding, and community capacity: a study on multi-ethnic communities in Chinese cities", *Journal of Business Research*, Vol. 144, pp. 1024-1038, doi: [10.1016/j.jbusres.2022.02.041](https://doi.org/10.1016/j.jbusres.2022.02.041).
- Chen, S., Liu, W., Zhu, Y. and Shu, P. (2023), "Sharing or hiding? The influence of supervisor bottom-line mentality on employee knowledge behaviors", *Journal of Knowledge Management*, Vol. 27 No. 7, pp. 1830-1851, doi: [10.1108/JKM-05-2022-0421](https://doi.org/10.1108/JKM-05-2022-0421).
- Chhabra, B. and Pandey, P. (2023), "Job insecurity as a barrier to thriving during COVID-19 pandemic: a moderated mediation model of knowledge hiding and benevolent leadership", *Journal of Knowledge Management*, Vol. 27 No. 3, pp. 632-654, doi: [10.1108/JKM-05-2021-0403](https://doi.org/10.1108/JKM-05-2021-0403).
- Corley, K.G. and Gioia, D.A. (2011), "Building theory about theory building: what constitutes a theoretical contribution?" *Academy of Management Review*, Vol. 36 No. 1, pp. 12-32, doi: [10.5465/amr.2009.0486](https://doi.org/10.5465/amr.2009.0486).
- Devi, N.C. (2023), "Paradoxical leadership and employee creativity: knowledge sharing and hiding as mediators", *Journal of Knowledge Management*, Vol. 28 No. 2, doi: [10.1108/JKM-10-2022-0779](https://doi.org/10.1108/JKM-10-2022-0779).
- Dollard, J., Coob, L., Miller, N.E., Mowrer, O.H. and Sears, R. (1939), *Frustration and Aggression*, Yale University Press, New Haven.
- Enwereuzor, I.K. (2023), "Does dispositional greed predispose employees to hide knowledge?" *Management Research Review*, Vol. 46 No. 11, pp. 1542-1558, doi: [10.1108/MRR-10-2022-0728](https://doi.org/10.1108/MRR-10-2022-0728).
- Fereday, J. and Muir-Cochrane, E. (2006), "Demonstrating rigor using thematic analysis: a hybrid approach of inductive and deductive coding and theme development", *International Journal of Qualitative Methods*, Vol. 5 No. 1, pp. 80-92, doi: [10.1177/160940690600500107](https://doi.org/10.1177/160940690600500107).
- Hackman, J.R. and Oldham, G.R. (1976), "Motivation through the design of work: test of a theory", *Organizational Behavior and Human Performance*, Vol. 16 No. 2, pp. 250-279.

- 
- Hadjielias, E., Christofi, M. and Tarba, S. (2021), "Knowledge hiding and knowledge sharing in small family farms: a stewardship view", *Journal of Business Research*, Vol. 137, pp. 279-292, doi: [10.1016/j.jbusres.2021.08.042](https://doi.org/10.1016/j.jbusres.2021.08.042).
- Hameed, I., Arain, G.A. and Nicolau, J.L. (2023), "Leader knowledge hiding and employee change-oriented voice: a dual mediation process", *Tourism Management*, Vol. 98, doi: [10.1016/j.tourman.2023.104781](https://doi.org/10.1016/j.tourman.2023.104781).
- He, P., Anand, A., Wu, M., Jiang, C. and Xia, Q. (2023), "How and when voluntary citizenship behaviour towards individuals triggers vicious knowledge hiding: the roles of moral licensing and the mastery climate", *Journal of Knowledge Management*, Vol. 27 No. 8, pp. 2162-2193, doi: [10.1108/JKM-05-2022-0358](https://doi.org/10.1108/JKM-05-2022-0358).
- Hernaus, T., Cerne, M., Connelly, C., Poloski Vokic, N. and Škerlavaj, M. (2019), "Evasive knowledge hiding in academia: when competitive individuals are asked to collaborate", *Journal of Knowledge Management*, Vol. 23 No. 4, pp. 597-618, doi: [10.1108/JKM-11-2017-0531](https://doi.org/10.1108/JKM-11-2017-0531).
- Hernaus, T., Dragičević, N. and Sitar, A.S. (2023), "Evasive (knowledge) hiding and task performance: the moderating role of accumulative job resources", *Personnel Review*, doi: [10.1108/PR-04-2022-0308](https://doi.org/10.1108/PR-04-2022-0308).
- Hobfoll, S.E. (1989), "Conservation of resources: a new attempt at conceptualizing stress", *American Psychologist*, Vol. 44 No. 3, p. 513.
- Jiang, Z., Hu, X., Wang, Z. and Jiang, X. (2019), "Knowledge hiding as a barrier to thriving: the mediating role of psychological safety and moderating role of organizational cynicism", *Journal of Organizational Behavior*, Vol. 40 No. 7, pp. 800-818, doi: [10.1002/job.2358](https://doi.org/10.1002/job.2358).
- Johns, G. (2006), "The essential impact of context on organizational behavior", *Academy of Management Review*, Vol. 31 No. 2, pp. 386-408, doi: [10.5465/amr.2006.20208687](https://doi.org/10.5465/amr.2006.20208687).
- Khan, A.G., Li, Y., Akram, Z. and Akram, U. (2022), "Does bad gossiping trigger for targets to hide knowledge in morally disengaged? New multi-level insights of team relational conflict", *Journal of Knowledge Management*, Vol. 26 No. 9, pp. 2370-2394, doi: [10.1108/JKM-08-2021-0609](https://doi.org/10.1108/JKM-08-2021-0609).
- Khelladi, I., Castellano, S., Hobeika, J., Perano, M. and Rutambuka, D. (2022), "Customer knowledge hiding behavior in service multi-sided platforms", *Journal of Business Research*, Vol. 140, pp. 482-490, doi: [10.1016/j.jbusres.2021.11.017](https://doi.org/10.1016/j.jbusres.2021.11.017).
- Kmieciak, R. (2022), "Alexithymia, social inhibition, affectivity, and knowledge hiding", *Journal of Knowledge Management*, Vol. 26 No. 11, pp. 461-485, doi: [10.1108/JKM-10-2021-0782](https://doi.org/10.1108/JKM-10-2021-0782).
- Kumar Jha, J. and Varkkey, B. (2018), "Are you a cistern or a channel? Exploring factors triggering knowledge-hiding behavior at the workplace: evidence from the Indian R&D professionals", *Journal of Knowledge Management*, Vol. 22 No. 4, pp. 824-849, doi: [10.1108/JKM-02-2017-0048](https://doi.org/10.1108/JKM-02-2017-0048).
- Kumar Mangla, S., Börühan, G., Ersoy, P., Kazancoglu, Y. and Song, M. (2021), "Impact of information hiding on circular food supply chains in business-to-business context", *Journal of Business Research*, Vol. 135, pp. 1-18, doi: [10.1016/j.jbusres.2021.06.013](https://doi.org/10.1016/j.jbusres.2021.06.013).
- Long, J., Liu, H. and Shen, Z. (2023), "Narcissistic rivalry and admiration and knowledge hiding: mediating roles of emotional exhaustion and interpersonal trust", *Journal of Knowledge Management*, Vol. 28 No. 1, doi: [10.1108/JKM-11-2022-0860](https://doi.org/10.1108/JKM-11-2022-0860).
- Matsuo, M., Aihara, M. and Hong, J.F.L. (2023), "Effect of shared goals on knowledge sharing and withholding: the mediating role of exploration activities", *Human Resource Development International*, Vol. 27 No. 2, doi: [10.1080/13678868.2023.2217736](https://doi.org/10.1080/13678868.2023.2217736).
- Ma, B. and Zhang, J. (2022), "Are overqualified individuals hiding knowledge: the mediating role of negative emotion state", *Journal of Knowledge Management*, Vol. 26 No. 3, pp. 506-527, doi: [10.1108/JKM-01-2021-0022](https://doi.org/10.1108/JKM-01-2021-0022).

- 
- Min, M. and Zhang, Z. (2023), "Reward interdependence and project professionals' knowledge hiding: the moderating role of knowledge attributes", *Baltic Journal of Management*, Vol. 18 No. 3, pp. 317-332, doi: [10.1108/BJM-09-2022-0336](https://doi.org/10.1108/BJM-09-2022-0336).
- Modem, R., Lakshminarayanan, S., Pattusamy, M., Pillai K, R. and Prabhu, N. (2023), "Is knowledge hiding in higher education a political phenomenon? An explanatory sequential approach to explore non-linear and three-way interaction effects", *Journal of Knowledge Management*, Vol. 27 No. 3, pp. 655-695, doi: [10.1108/JKM-10-2021-0748](https://doi.org/10.1108/JKM-10-2021-0748).
- Muhammad, L. and Sarwar, A. (2021), "When and why organizational dehumanization leads to deviant work behaviors in hospitality industry", *International Journal of Hospitality Management*, Vol. 99, doi: [10.1016/j.ijhm.2021.103044](https://doi.org/10.1016/j.ijhm.2021.103044).
- Pandey, J., Hassan, Y., Pandey, J., Pereira, V., Behl, A., Fischer, B. and Laker, B. (2022), "Leader signaled knowledge hiding and erosion of cocreated value: microfoundational evidence from the test preparation industry", *IEEE Transactions on Engineering Management*, Vol. 71, doi: [10.1109/TEM.2022.3149005](https://doi.org/10.1109/TEM.2022.3149005).
- Pereira, V. and Mohiya, M. (2021), "Share or hide? Investigating positive and negative employee intentions and organizational support in the context of knowledge sharing and hiding", *Journal of Business Research*, Vol. 129, pp. 368-381, doi: [10.1016/j.jbusres.2021.03.011](https://doi.org/10.1016/j.jbusres.2021.03.011).
- Rao, Y., Lao, L. and Liu, C. (2020), "How do front-line employees make decisions on whether to hide their knowledge from co-workers in hospitality firms?" *International Journal of Contemporary Hospitality Management*, Vol. 33 No. 5, pp. 1532-1553, doi: [10.1108/IJCHM-09-2020-1071](https://doi.org/10.1108/IJCHM-09-2020-1071).
- Shafique, I., Kalyar, M.N., Ahmad, B. and Pierscieniak, A. (2023), "Moral exclusion in hospitality: testing a moderated mediation model of the relationship between perceived overqualification and knowledge-hiding behavior", *International Journal of Contemporary Hospitality Management*, Vol. 35 No. 5, pp. 1759-1778, doi: [10.1108/IJCHM-01-2022-0067](https://doi.org/10.1108/IJCHM-01-2022-0067).
- Sheidaee, S., Philsoophian, M. and Akhavan, P. (2022), "The effect of intra-organizational knowledge hiding on employee turnover intentions: the mediating role of organizational embeddedness: a case study of knowledge workers of IRIB", *Journal of Organizational Effectiveness: People and Performance*, Vol. 9 No. 3, pp. 422-448, doi: [10.1108/JOEPP-05-2021-0131](https://doi.org/10.1108/JOEPP-05-2021-0131).
- 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, doi: [10.1177/01492063221107877](https://doi.org/10.1177/01492063221107877).
- Soral, P., Pati, S.P. and Kakani, R.K. (2022), "Knowledge hiding as a coping response to the supervisors' dark triad of personality: a protection motivation theory perspective", *Journal of Business Research*, Vol. 142, pp. 1077-1091, doi: [10.1016/j.jbusres.2021.12.075](https://doi.org/10.1016/j.jbusres.2021.12.075).
- Su, C. (2021), "To share or hide? A social network approach to understanding knowledge sharing and hiding in organizational work teams", *Management Communication Quarterly*, Vol. 35 No. 2, pp. 281-314, doi: [10.1177/0893318920985178](https://doi.org/10.1177/0893318920985178).
- Su, C. (2023), "Understanding how communication network centralities and goal orientations are related to knowledge hiding", *Knowledge Management Research and Practice*, doi: [10.1080/14778238.2023.2229284](https://doi.org/10.1080/14778238.2023.2229284).
- Syed, F., Naseer, S., Akhtar, M.W., Husnain, M. and Kashif, M. (2021), "Frogs in boiling water: a moderated-mediation model of exploitative leadership, fear of negative evaluation and knowledge hiding behaviors", *Journal of Knowledge Management*, Vol. 25 No. 8, pp. 2067-2087, doi: [10.1108/JKM-11-2019-0611](https://doi.org/10.1108/JKM-11-2019-0611).
- Tajfel, H. and Turner, J.C. (2004), "The social identity theory of intergroup behavior", *Political Psychology*, pp. 276-293.
- Tedeschi, J.T. (1984), "A social psychological interpretation of human aggression", in Mummendey, A. (Ed.), *Social Psychology of Aggression*, Springer, Berlin, Heidelberg, pp. 5-20, doi: [10.1007/978-3-642-48919-8\\_2](https://doi.org/10.1007/978-3-642-48919-8_2).



- Tsay, C.H.-H., Lin, T.-C., Yoon, J. and Huang, C.-C. (2014), "Knowledge withholding intentions in teams: the roles of normative conformity, affective bonding, rational choice and social cognition", *Decision Support Systems*, Vol. 67, pp. 53-65, doi: [10.1016/j.dss.2014.08.003](https://doi.org/10.1016/j.dss.2014.08.003).
- Wang, Y., Han, M.S., Xiang, D. and Hampson, D.P. (2019a), "The double-edged effects of perceived knowledge hiding: empirical evidence from the sales context", *Journal of Knowledge Management*, Vol. 23 No. 2, pp. 279-296, doi: [10.1108/JKM-04-2018-0245](https://doi.org/10.1108/JKM-04-2018-0245).
- Wang, L., Law, K.S., Zhang, M.J., Li, Y.N. and Liang, Y. (2019b), "It's mine! Psychological ownership of one's job explains positive and negative workplace outcomes of job engagement", *Journal of Applied Psychology*, Vol. 104 No. 2, pp. 229-246, doi: [10.1037/apl0000337](https://doi.org/10.1037/apl0000337).
- Weiss, H.M. and Cropanzano, R. (1996), "Affective events theory", *Research in Organizational Behavior*, Vol. 18 No. 1, pp. 1-74.
- Xia, C. and Li, C. (2023), "Art of saying no: linking trust structural hole to knowledge hiding and creativity", *Asia Pacific Journal of Management*, doi: [10.1007/s10490-023-09888-3](https://doi.org/10.1007/s10490-023-09888-3).
- Yang, F., Dong, K., Yang, L. and Mardani, A. (2023), "The effect of evasive knowledge hiding on dual innovation behavior under low knowledge potential difference: hinder or promote?" *Journal of Business Research*, Vol. 161, doi: [10.1016/j.jbusres.2023.113770](https://doi.org/10.1016/j.jbusres.2023.113770).
- Yuan, Y., Yang, L., Cheng, X. and Wei, J. (2020), "What is bullying hiding? Exploring antecedents and potential dimension of knowledge hiding", *Journal of Knowledge Management*, Vol. 25 No. 5, pp. 1146-1169, doi: [10.1108/JKM-04-2020-0256](https://doi.org/10.1108/JKM-04-2020-0256).
- Zhang, Y., Rong, S., Dunlop, E., Jiang, R., Zhang, Z. and Tang, J.Q. (2023), "Modeling the influence of individual differences on knowledge hiding", *Journal of Knowledge Management*, Vol. 27 No. 6, pp. 1637-1659, doi: [10.1108/JKM-11-2021-0840](https://doi.org/10.1108/JKM-11-2021-0840).

#### Corresponding author

Susanne Durst can be contacted at: [susanne.durst@taltech.ee](mailto:susanne.durst@taltech.ee)