

# THE EFFECT OF ABUSIVE SUPERVISION AND WORKPLACE OSTRACISM ON KNOWLEDGE HIDING BEHAVIOR OF THE HEALTHCARE EMPLOYEES'

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## ABSTRACT

*Within the healthcare sector, knowledge hiding is a severe issue with detrimental repercussions. The current research investigates the effect of abusive supervision and workplace ostracism on healthcare employees' knowledge hiding by taking negative reciprocity beliefs as a moderator. The study was based on positivism research philosophy (quantitative), deductive approach, and cross-sectional time horizon. The data were collected via a questionnaire (survey) shared amongst employees via Google Forms links. The study targeted population was Administrative Staff, Clinicians, Nurses, Paramedics, and Support Staff working under the different supervisors in public sector tertiary care hospitals working in Peshawar city of Khyber Pakhtunkhwa, Pakistan. The data were estimated via SPSS 25.5 version and Smart PLS-SEM version 3.0. Researchers conduct the frequency distribution analysis; later on, the hypotheses are tested via Structural Equation Modeling (SEM). The findings revealed that abusive supervision is a significant positive predictor of knowledge hiding, b) workplace ostracism is a significant positive predictor of knowledge hiding, c) negative reciprocity beliefs moderates the association between abusive supervision and knowledge hiding, and d) negative reciprocity beliefs insignificantly moderates the association between workplace ostracism and knowledge hiding. This paper focuses on finding ways to prevent abusive supervision and increase employee productivity by increasing employees' creativity and testing the suggested preventive programs and their successful implementations in service organizations.*

**KEYWORDS:** Workplace Ostracism, Knowledge Hiding, Abusive Supervision, Negative Reciprocity Beliefs.

## INTRODUCTION

Knowledge, defined as "task information, concepts, & skills" (Bartol & Srivastava, 2002), is indeed a precious factor for establishing and maintaining competitiveness (Peng, 2013). As a result, effective information management is vital to the organization's growth (Cheng et al., 2008). Despite attempts by corporations to foster knowledge transfer, workers' aversion towards sharing knowledge continues (Pradhan et al., 2019). Conversely, knowledge hiding, described as the deliberate withholding or concealment of information required by everyone (Connelly et al., 2012), is now becoming widespread within the business (Babcock, 2004). Innovation (Rhee & Choi, 2017), invention & productivity (Wang et al., 2018), along with business competitiveness, have all been demonstrated to be hampered by knowledge hiding (Singh, 2019). Considering the detrimental effects of knowledge hiding, researchers have started to examine the causes for knowledge concealment (Singh, 2019). Current research is looking at indicators of knowledge hiding within institutions, including innovation capability (Hernaus et al., 2018), corporations factors (Malik et al., 2019), teamwork (Gagne' et al., 2019), & group relations like skepticism (Pradhan et al., 2019), & abusive supervision (Pradhan et al., 2019). Several latest pieces of research have combined to comprehend the concept of what causes knowledge hiding. Furthermore, critically, the findings generated more issues about how such precursors operate; their magnitudes fluctuate based on the circumstances. Supervisors foresee a high level of job engagement to nurture a free flow of information (Connelly et al., 2019). Although companies may not always possess workers' knowledge resources, such as one's expertise (Kelloway & Barling, 2000), many workers continue to hold their understanding amongst themselves & keep hiding this for a range of factors (Islam et al., 2021). Usually, earlier studies have generally concentrated solely on the good sides of knowledge, such as information sharing, whereas knowledge concealing only has lately begun to gain researchers' interest (Pradhan et al., 2019). Information sharing is continually promoted throughout all stages in today's increasingly knowledge, demanding workplace; conversely, knowledge hiding behavior is on the rise (Pradhan et al., 2019). About 60 percent of US employees have trouble sharing information, resulting in a \$47 million lost productivity per year (Jiang et al., 2019). The evidence demonstrates that knowledge hiding is indeed a global phenomenon that would be a roadblock to corporate development skilled trades or cultural heritage (Pradhan et al., 2019). Knowledge

hiding has been demonstrated to become a substantial driver of social distrust, undesired knowledge deficits, and under-performance (Zhao & Xia, 2019). Knowledge hiding exists between colleagues; recent studies argued. According to the study of Wang et al. (2019), knowledge hiding is perceived as a threat to job security. Singh (2019) argues that knowledge hiding affects task performance negatively and has a positive effect on workplace deviance.

In the Leadership literature, Machiavellianism is positively linked to subordinates' opinions about abusive supervision (Kizard et al., 2010). Abusive supervision is one of the most important and harmful behaviors that has been examined amongst the managers (Tepper, 2000; Tepper et al., 2001, 2004). The perceived behavior of the managers by their subordinates in which they are engaged in the verbal or nonverbal abusive behaviors towards their associates amongst which the physical contact is left alone and excluded (Tepper, 2000). distrust between work colleagues, understanding difficulty, expertise connectedness (Connelly et al., 2012), competitive spirit, lack of psychological empowerment (Peng, 2013), interpreted business, politics (Malik et al., 2019), & leadership (Abdullah et al., 2019). Nevertheless, research addressing abusive supervision & contributing to knowledge hiding behavior is mostly overlooked (Pradhan et al., 2019). On either side, Ostracism in the workplace is one factor that influences knowledge hiding (Zhao et al., 2016). Workplace ostracism affects personal relations amongst employees. Once an employee gets subjected to workplace ostracism, they are increasingly likely to withhold information others have sought (Zhao et al., 2016).

Nevertheless, very few empirical studies have looked into the relationship between workplace ostracism & knowledge hiding (Zhao et al., 2016). Researchers also look at the role of negative reciprocity beliefs (Mitchell & Ambrose, 2007). The propensity for an individual to reciprocate adverse treatment with abusive treatment is known as a negative reciprocity attitude/beliefs (Cropanzano & Mitchell, 2005). To mitigate the prevailing gaps, the objectives of the study area) to examine the effect of abusive supervision and workplace ostracism on knowledge hiding and b) to measure the moderating influence of negative reciprocity beliefs in an association with abusive management, workplace ostracism, and knowledge hiding in the MTI's and tertiary care hospitals, i.e., the Healthcare Sector of Khyber Pakhtunkhwa, Pakistan. The study presents two significant additions. Initially, to the authors' knowledge, very few studies in Pakistan specifically look at the moderating role of negative reciprocity beliefs in

abusive supervision, workplace ostracism, and information hiding. Secondly, the framework of our study, Pakistani companies, seems ideal for investigation on abusive management, workplace ostracism, & knowledge hiding. Pakistani community is sometimes regarded as promoting vast inequities of wealth and power due to its relatively high power barrier mindset (Hofstede, 2001).

## **LITERATURE REVIEW**

### **Abusive Supervision & Knowledge Hiding**

Abusive supervision has a lot of effects on the behavior and the attitude of the employees at work (Tepper, 2000). “Apart from the physical contact, the constant and steady hostile verbal and nonverbal behaviors” is known to be abusive supervision (Tepper, 2000). To study the abusive supervision effects on employee behaviors, studies have been conducted which stated that abusive supervision negatively affects organizational citizenship behavior (Tepper et al., 2004; Zellars et al., 2002). There is a contradiction of the supervisor roles with the satisfaction of the subordinate (Malik et al., 2020). However, there are negative effects on the employees due to the abusive supervision which causes Ostracism at the workplace, and damages the work environment says the social exchange theory's focal point (Dirican & Erdil, 2020). In recent researches, it was found out that abusive supervision is one of the important stressors at the workplace (Jena et al., 2018; Peltokorpi, 2019; Scheuer et al., 2016). There is an expectation that there will be a negative relationship between the employee career results i.e. career adaptability and career self-efficacy while taking abusive supervision as a stressor at the workplace (Bamberger & Bacharach, 2006). Abusive supervision has a very influential role in destructive leadership are during empirical research conducted (Gonzalez-Morales et al., 2018; Mackey et al., 2017; Tepper et al., 2017; Yu et al., 2018; Zhang et al., 2019). In the research, abusive supervision was correlated with different results i.e. a deviant workplace (Mitchell & Ambrose, 2007), low job performance (Xu et al., 2012), disengagement at work engagement (Chang et al., 2011), and the psychological distress was recorded very high (Tepper, 2007). However, in literature, the impact of abusive supervision on the career of an employee is recorded as limited. The managers may take the abusive supervision as an intention to manage employee performance, but it may result in reducing the employee career adaptability by causing damage to their efficacy beliefs. (Biemann et al., 2015; Joo et al., 2013; Litano & Major, 2016),

researchers say that in the development of the careers of the subordinates the abusive supervision plays a key role.

Knowledge hiding is an intentional virtue in which an employee chooses himself to hide information or things from his/her coworkers (Connelly et al., 2012). The knowledge that is concealed by one person when is required by another is known as knowledge hiding (Connelly et al., 2012). For knowledge hiding an employee uses three different strategies and by looking at the type of the knowledge question, adopts one of the strategies accordingly (Connelly et al., 2012). If the asked knowledge question is complex type then the employees will try to use the evasive knowledge hiding strategy (Connelly & Zweig, 2015). The knowledge hider upon inquiring will provide incorrect information and try to conceal the knowledge by providing wrong information so that the person can be misleading and remains deprived of the actual knowledge shortly as well. The social exchange is guided by the norm of reciprocity and argues about how the two involved parties should behave in an appropriate way towards each other. There can be a positive reciprocity norm or negative reciprocity norm. Positive reciprocity norm involves a positive reaction towards right treatment, whereas, towards the negative behavior or treatment the tendency is to respond negatively (Cropanzano and Mitchell, 2005). The behavior of knowledge hiding is a subtle reciprocal behavior that can be hidden in the form of ignorance and may not induce punitive behavior in the manager/supervisor. When an employee believes that a manager is abusive and explicitly understands this, then direct forms of retaliation or retaliation are inappropriate to rely on. Covert retaliatory behaviors can be easily hidden and the intent of these hidden retaliatory behaviors may go unnoticed. Retaliation in sophisticated and covert forms provides a unique opportunity to undermine power for an employee to take revenge on the perpetrator (Tepper et al., 2012).

**H<sub>1</sub>:** Abusive supervision positively affects knowledge hiding.

### **Workplace Ostracism and Knowledge Hiding**

Workplace ostracism can be defined as to what degree an employee feels to be excluded from work or the workplace while being at work (Ferris et al., 2008). The basic need for usefulness, meaningful life, belongingness, and control can be threatened by workplace ostracism. However, perception about workplace ostracism is subjective. The negative outcomes of workplace ostracism can also affect the individual's abilities i.e. his ethical and moral conduct, his behavior with people in the society, his job satisfaction which may decrease, his health that

may deteriorate, and his ability to self-regulation (Gamian-Wilk & Madeja-Bien, 2021). The studies conducted on the organizational levels are focused on the ill-treatment and the Ostracism at work, the rejection at interpersonal levels, and the social exclusion of personnel (Balliet & Ferris, 2013; Zhao et al., 2013). This causes social pain in general and can cause many problems that will affect the organization as well as the individual negatively (Chung, 2018). According to COR theory, resources are people's ability to perform key tasks that fulfill their need. These resources can be one's own self or their environment (e.g., physical, social, or cognitive), people try to conserve and acquire such valuable resources in order to diminish the threat of resource loss. Based on the COR theory, the agile perspective explained the effect of exclusion in the workplace that depletes useful resources that people need in the workplace. Such as in certain cases, individual protection mechanisms can be activated, to prevent further loss of resources. In these situations, people experience constant stress, which can have negative consequences. Based on the COR theory, researchers predict that stigma at work is a major influencing factor. It hides knowledge and increases stress. The creative work behavior, the innovativeness, are being affected by workplace immorality and workplace ostracism (Anjum et al., 2018; Scott, 2018). Workplace ostracism threatens the basic needs of belongingness, self-esteem, valuable existence, and control. The feeling of being isolated at the workplace and because of the reason of workplace ostracism one feels excluded from the organization (Chung, 2018; Fiset & Robinson, 2018; Mikkelsen et al., 2017) leads to many problems which may include employees showing little or no interest at work, and job dissatisfaction (Evans-Lacko & Knapp, 2018). Therefore, the following hypothesis is concluded to be test:

**H<sub>2</sub>:** Workplace Ostracism positively affects knowledge hiding.

### **Negative Reciprocity Beliefs as a Moderator**

Uhl-Bien & Maslyn (2003) says Reciprocity has two types of which one is positive reciprocity and the other is negative reciprocity. The people mostly return to the places, which they perceive as a friendly place and environment, and thus is known as positive reciprocity. Negative reciprocity is defined as the people most probably are going to rebel or retaliate when they face an unfriendly environment or rude and unfriendly gestures. Researchers focus on the negative reciprocity beliefs i.e. knowledge hiding whenever try to study the negative behavior in

an organization. While researchers want to study the effects of workplace ostracism on knowledge hiding, focus more on the negative reciprocity belief. As many studies prove that the basis of the unethical and immoral behavior of the employee at the workplace is the negative reciprocity beliefs and thus can be figured out how it is triggered then (Eisenberger et al., 2004; Mitchell & Ambrose, 2007; Wu et al., 2014). This thus shows us that how much is the tendency of the individual to return to the wrong treatment (Cropanzano & Mitchell, 2005). Sensitive people are said to have a higher tendency towards negative reciprocity beliefs and thus feel more deeply. The negative treatments and rude behaviors affect them deeply and invest more motivation in self-serving (Hastings, 2011; Mitchell & Ambrose, 2007). The reduced satisfaction level at the job, the emergence of negative emotions, and the tendency of retaliation, etc. which is both on psychological and behavioral terms, the reactions thus are most likely to be extreme than an average human when they feel neglected or isolated from others (Mitchell & Ambrose, 2007), and thus this encourages them to do the knowledge hiding (Connelly et al., 2012; Hastings, 2011).

**H<sub>3</sub>:** Negative Reciprocity beliefs moderates the relationship between Abusive Supervision and Knowledge Hiding.

**H<sub>4</sub>:** Negative Reciprocity beliefs moderates the relationship between Workplace Ostracism and Knowledge Hiding.

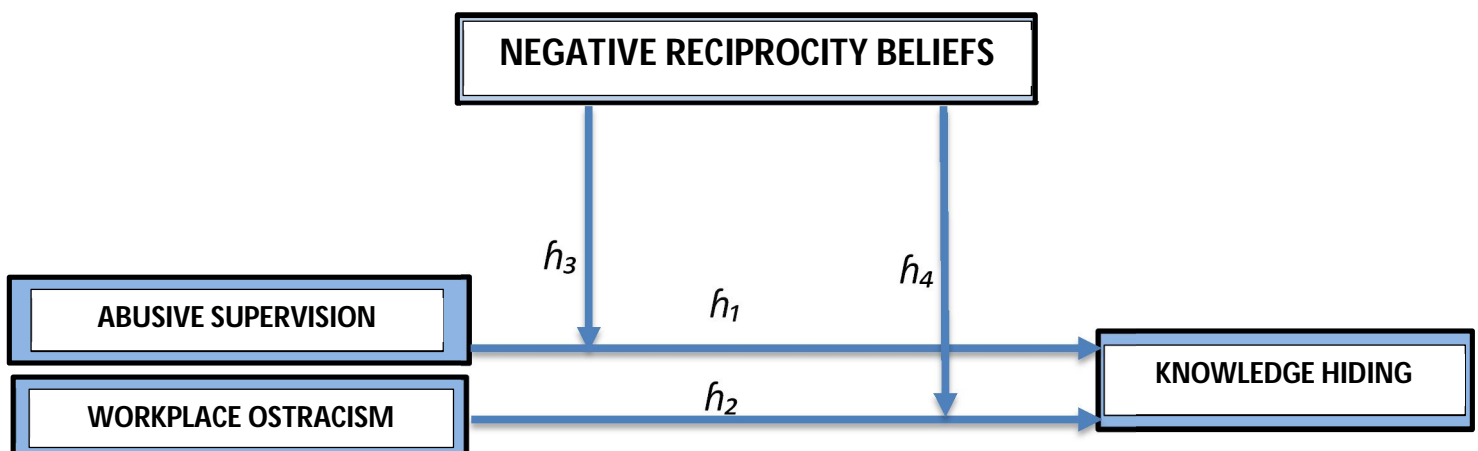


Figure 1: Conceptual Framework

## **METHODOLOGY**

### **Procedure**

The research involves the cross-sectional design where hypothesis testing is done on primary data in a non-contrived healthcare setting. This research has adopted and used the positivism philosophy. The empirical testing of the hypothesis helps the research to know the validity of the hypothesis developed. The quantitative research technique is considered the most relevant technique in this research, which includes different procedures for testing the hypothesis, and thus data is analyzed accordingly. That is why this research was conducted using the positivist approach to test the hypotheses and deduce the logic so that the reality may be revealed through this research. This study aimed to find employee behavior towards the workplace ostracism and abusive supervision their impact on knowledge hiding where the negative reciprocity beliefs play a moderating role. The study aims to target the tertiary care hospitals and Medical Teaching Institutions of Peshawar. In this research, IBM SPSS 25.5 is used to conduct frequencies and descriptive statistics analysis, and Smart PLS (Partial Least Square) Structural Equation Modeling is used to analyze the relationship between the variables. Smart PLS will use a causal modeling approach, which evaluates the inner constructs and structural modeling. The hypotheses of this research are tested and the data were analyzed through the Smart PLS-SEM 3.0 version (Ringle et al., 2015).

### **Population and Sample**

The population utilized in this study includes Administrative Staff, Clinicians, Nurses, Paramedics, and Support Staff working under the different supervisors in the public Sector tertiary care hospitals in Peshawar. To make the information gathered more specific, data were collected only from the public sector hospital. Google Forms links duly shared amongst employees of all the targeted public sector hospitals from Administrative Staff, Clinicians, Nurses, Paramedics, and Support Staff. Since the population size is unknown, therefore, based on Uma Sekaran's sampling schedule a sample size (n) of 384 was used. This study was conducted using the descriptive study design. The phenomenon which is a situation is tapped and is known that it exists is studied through descriptive study (Uma & Roger, 2003).



Table 1: *Demographic characteristics of the respondents (n= 384)*

Demographic Variables	Category	Frequency	Percentage
Gender	Male	209.00	54.4
	Female	175.00	45.6
Age	18-29 Years	145.00	37.8
	30-39 Years	139.00	36.2
	40+ Years	100.00	26.0
Level of Management	Top Management	55.00	14.3
	Middle Management	144.00	37.5
	Bottom Management	103.00	26.8
	Other Management	82.00	21.4
Level of Education	S.S.C	19.00	10.7
	H.S.S.C	78.00	15.9
	Bachelors	112.00	29.2
	Masters & Above	170.00	44.3
Years of Work Experience	1-2Years	64.00	16.7
	3-5 Years	118.00	30.7
	6-9 Years	86.00	22.4
	10+ Years	116.00	30.2
Job Category	Admin Staff	108.00	28.1
	Clinical Staff	103.00	26.8
	Nursing Staff	52.00	13.5
	Paramedical Staff	60.00	15.6
	Support Staff	61.00	15.9
Marital Status	Single	125.00	32.6
	Married	221.00	57.6
	Other	38.00	9.9

## Measurement Tools

The 5-Point-Likert Scale was used for the measurement of all the items of various variables. From range 1 to 5, 1 stands for strongly disagree and by 5 means strongly agree. For measuring workplace ostracism, Ferris (2008) Scale is used to measure workplace ostracism and is a 10-item measurement scale. It is using 06 Samples with both the multi-wave and multi source data. A unidimensional factor scale was devised by the researchers in 4 different samples and was replicated. The scale is comprised of both convergent validity and discriminant validity. Whereas, Job Withdrawal, performance at work, job attitude, employee basic needs, employee well-being were used about the scale to study the validity related to the criteria. The workplace Ostracism scale developed by (Ferris et al., 2008) is considered a valid scale to measure Workplace ostracism. For measuring abusive supervision, (Tepper, 2000) introduced a 15-items scale showing both verbal and non-verbal hostile behaviors displayed by abusive supervision. It

includes using foul language, intruding on someone's privacy, undue credit taking, ridiculing a person in public, putting blames on others, rude behavior with others, promises to break, using tactics to intimidate, important language being withheld. A four-item scale was used to measure the knowledge hiding(Connelly et al., 2012). This showed that a colleague up to what extent hides knowledge from other colleagues which was measured on a five-point measuring scale. For measuring negative reciprocity beliefs, (Eisenberger et al., 2004) scale was used. This scale was used to know up to what extent a person is rewarded when they help you and up to what extent they are punishing people once someone hurt them. This was measured on a 5-point measuring scale ranging from 1 to 5 (Eisenberger et al., 2004).

## DATA ANALYSIS & RESULTS

The fifteen items from the Abusive Supervision scale developed by Tepper,(2000) were used with a Cronbach's alpha value of 0.974. Since its greater than 0.7 and close to 1 that means that our construct has a high degree of internal consistency and is therefore considered highly reliable. Furthermore, our Composite reliability has a value of 0.976, which is higher than 0.7, which signifies that our constructs are highly reliable. In addition to the above, our AVE value is 0.734, which is more than 0.5, which means that our construct has a high degree of validity.

Table 2: Reliability Testing

Variables	CA (0.70)	rho_a	CR (0.70)	AVE (0.50)	Items
Abusive Supervision(IV)	0.974	0.975	0.976	0.734	15
Knowledge Hiding (DV)	0.945	0.945	0.952	0.622	12
Negative Reciprocity Beliefs (MEDV)	0.926	0.959	0.944	0.590	14
Workplace Ostracism (IV)	0.948	0.948	0.956	0.683	10

Note. CA=Cronbach Alpha, CR=Composite Reliability, AVE=Average Variance Extraction

Twelve items from the Knowledge Hiding scale were used as developed by Connelly (2011) with a Cronbach's alpha value of 0.945. Since its greater than 0.7 and close to 1 that means that our construct has a high degree of internal consistency and is therefore considered highly reliable. Furthermore, our Composite reliability has a value of 0.952, which is again higher than 0.7 which again signifies that our constructs are highly reliable. In addition to the above, our AVE value is 0.622, which is more than 0.5, which means that our construct has a high degree of validity.

Negative reciprocity beliefs were measured with a scale adapted from *Eisenberger, Lynch, Aselage, & Rohdieck, (2004)*. There are 14-items with a Cronbach's Alpha value of 0.926. Since its greater than 0.7 and close to 1 that means that our construct has a high degree of internal consistency and is therefore considered highly reliable. Furthermore, our Composite reliability has a value of 0.944, which is again higher than 0.7 which again signifies that our constructs are highly reliable. In addition to the above, our AVE value is 0.590 which is more than 0.5, which means that our construct has a high degree of validity.

Workplace Ostracism was being measured with a scale adapted from Ferris (2008). There are 10-items with a Cronbach's Alpha value of 0.948. Since its greater than 0.7 and close to 1 that means that our construct has a high degree of internal consistency and is therefore considered highly reliable. Furthermore, our Composite reliability has a value of 0.956, which is again higher than 0.7 which again signifies that our constructs are highly reliable. In addition to the above, our AVE value is 0.683 which is more than 0.5, which means that our construct has a high degree of validity.

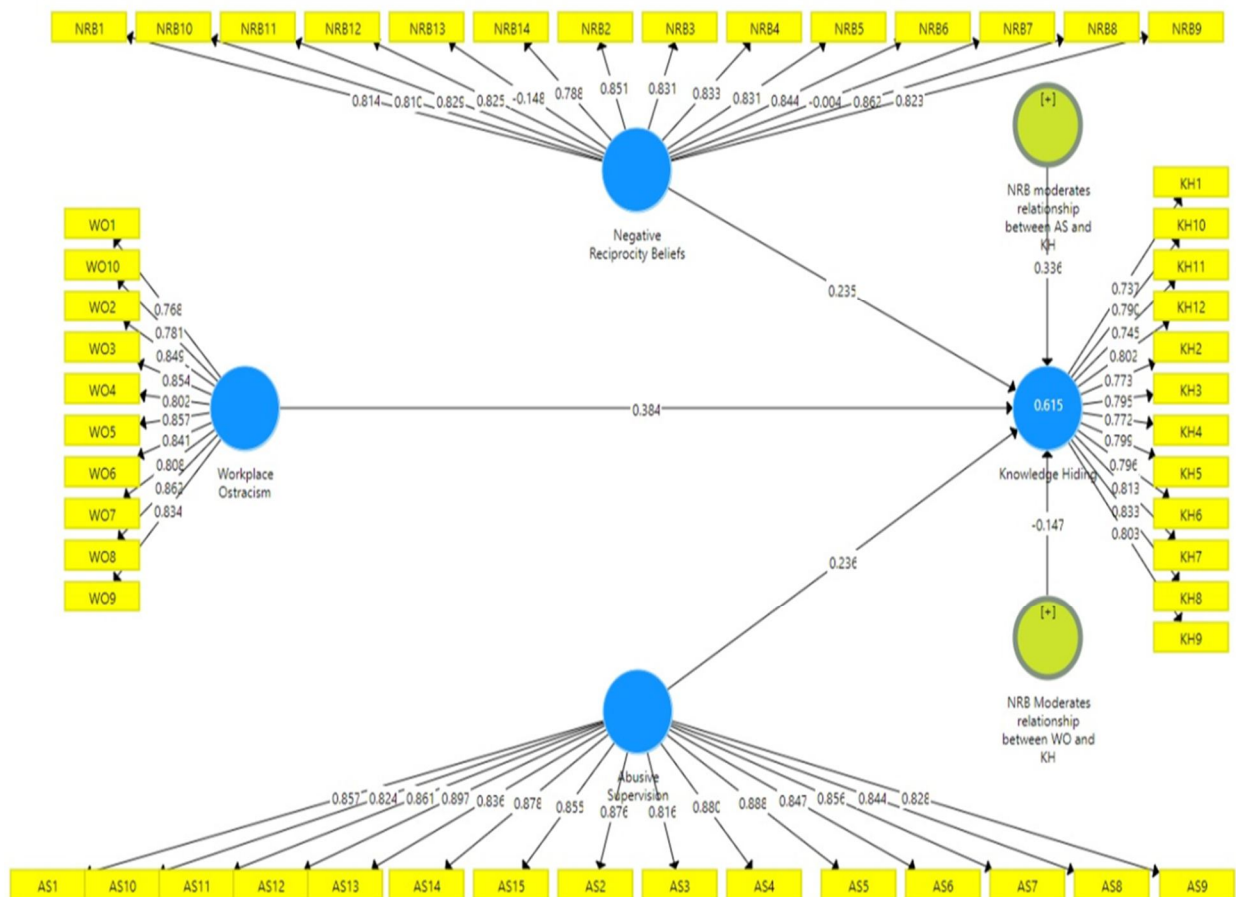
Table3: Note that AS = Abusive Supervision; KH=Knowledge Hiding; NRB = Negative Reciprocity Beliefs; and WO = Workplace Ostracism.

Predictor Constructs	Target Constructs	R <sup>2</sup>	Predictive accuracy
AS, WO, and NRB	KH	0.615	Statistically Significant

R<sup>2</sup> index of the variables demonstrated an adequate level of predictability, which exceeded the suggested value (Falk & Miller, 1992). Moreover, the value of R<sup>2</sup> is 0.615 which is known as the coefficient of determination which means that our model explains 61.5% of the variance in Knowledge Hiding.

## STRUCTURAL MODEL AND HYPOTHESIS TESTING

Following is the SEM outcome.



The statistical outcome shows that the abusive supervision has a significant positive influence on knowledge hiding ( $\beta = .384, p < .05, t = 5.313$ ). Therefore, researchers can claim that abusive supervision affects significantly on the knowledge hiding, as a result,  $H_1$  is accepted. Secondly, result shows that the workplace ostracism has a significant positive effect on knowledge hiding ( $\beta = .236, p < .05, t=3.054$ ). Therefore, the study can claim that workplace ostracism affects knowledge hiding significantly, as a result,  $H_2$  is accepted. Third, the moderating influence of negative reciprocity beliefs was estimated, and the result found that the negative reciprocity beliefs moderates in the association between abusive supervision and knowledge hiding, depicting the values ( $\beta = .0336, p=0.00 < .05, t=5.337$ ). Therefore, the researcher can claim that the negative reciprocity beliefs moderates in the association between abusive supervision and knowledge hiding, as a result,  $H_3$  is accepted. Lastly, the moderating influence of negative reciprocity beliefs was estimated and the result found that the negative

reciprocity beliefs negatively moderates in the association between workplace ostracism and knowledge hiding, depicting the values ( $\beta = -0.147, p=0.226 > 0.05, t=1.212$ ). Therefore, the researcher can claim that the negative reciprocity beliefs moderates in the association between workplace ostracism and knowledge hiding, as a result,  $H_4$  is rejected.

## **DISCUSSION**

The aim of the study was to examine the effect of abusive supervision and workplace ostracism on knowledge hiding and to measure the moderating influence of negative reciprocity beliefs in an association with abusive supervision, workplace ostracism and knowledge hiding. The statistical outcome shows that the abusive supervision has a significant positive influence on knowledge hiding. The result was consistent with the prior studies of (Pradhan et al., 2019; Connelly et al., 2012). Secondly, result shows that the workplace ostracism has a significant positive effect on knowledge hiding. The result was consistent with the prior study of (Zhao et al., 2016). Third, it was found that the negative reciprocity beliefs moderates the association between abusive supervision and knowledge hiding. The result was consistent with the prior study of (Mitchell & Ambrose, 2007). Lastly, the moderating influence of negative reciprocity beliefs was estimated, and the result found that the negative reciprocity beliefs negatively moderates in the association between workplace ostracism and knowledge hiding. The result was consistent with the prior study of (Cropanzano & Mitchell, 2005).

### **Theoretical Implication**

This research adds to the existing body of knowledge in three ways. Firstly, while Peng (2013) has looked at the precursors of information hiding from various viewpoints, the relational determinants of knowledge hiding just haven't been thoroughly investigated. It is unavoidable for workers to interact with people on a regular basis. Individuals can obtain interpersonal contact indications thereby. Such interaction indications not just to supply workers with interpersonal semantics, but they also affect how they react to and cope with that knowledge (Venkataramani & Dalal, 2007). As a result, it is vital to investigate the precursors of knowledge hiding as from the standpoint of interactions. Secondly, adverse reciprocity beliefs were projected to play a moderating influence within the current investigation. This research responds to a prior study's appeal, to discover the settings in which knowledge is hidden (Connelly et al., 2012). As either a result, the report's major contribution would be to better explain the underlying reasons about why abusive supervisors and ostracized employees conceal knowledge. Adverse reciprocity

attitudes and emotional exhaustion, as expected, bolstered the beneficial link amongst workplace ostracism & knowledge hiding. The influence of professional ostracism information hiding was more favorable for ostracized workers with high adverse reciprocity views or negative affectivity. The impact was less good for outcast workers with low adverse reciprocity views or negative affectivity. The third aspect of this research is the finding that abusive supervisors & ostracized employees must have adverse reciprocity beliefs in order to participate in knowledge hiding. Workers' adverse reciprocity beliefs lead their action (i.e., retaliation) in reaction to professional maltreatment, as previously indicated.

### **Practical Implication**

This survey's conclusion has a number of implications. To begin with, abusive supervision is indeed an expensive occurrence that has a negative impact on business revenue (Rafferty & Restubog, 2011). Since knowledge hiding habits impede a firm's innovativeness, they may pose a danger to the corporate goals of the firm. Reduced abusive monitoring in companies can help to control such tendencies. Secondly, companies typically never fully-eliminate abuses as supervisory abuse is occasionally owing to strategic objectives (Khan et al., 2016). Nevertheless, the influence of abuses on workers' actions may be mitigated. Workers' mindsets, as the data imply, could act as buffers for behaviors to abusive supervision, therefore businesses can seek to instill ethical standards in the staff. Lastly, businesses must concentrate on figuring out what motivates employees to hide their knowledge. When individuals are rewarded fairly could knowledge dissemination & interaction take place; moreover, it will help them feel grateful, and they will reciprocate by contributing rather than hoarding their expertise.

### **Limitations**

The findings of this research are interpreted, under several limitations, and thus they are needed to be addressed in future studies. First, knowledge hiding has three different types and the relationship of each can be studied separately. Second, this research is time-bound and was conducted with a limited sample size. Third, due to the ongoing pandemic COVID-19, it was difficult to conduct the research physically visiting the hospitals and collecting data through the questionnaires directly from the employees. Thus, google forms were used for data collection, which was very difficult in terms of follow-up. Fourthly, employees were reluctant to fill the questionnaires because they were fearful that their identities may be revealed through this.

Lastly, the results and their generalizability is limited because it is only limited to the healthcare sector involving only three major public-sector tertiary care hospitals of Peshawar.

## **CONCLUSION AND FUTURE AREAS OF RESEARCH**

This research was conducted to study the impact of workplace ostracism and abusive supervision on the knowledge hiding with a moderating role of negative reciprocity beliefs in the employees of tertiary care hospitals in Peshawar. It was conducted to study that the ostracized employees may choose to hide knowledge from their colleagues as a retaliatory behavior and will exercise silence, which may not be requested by others. The results suggest that workplace ostracism makes an employee stressed and thus silent at work which ultimately leads to knowledge hiding. Similar is the case with abusive supervision, when an employee is not valued and his knowledge is not appreciated, he loses interest at work and is thus involved in counterproductive working behaviors which may involve the knowledge hiding behavior. This not only affects the individual performance at work, but also creates problems for others working with them. The hospital when experiencing this will ultimately have lower service quality and unimpressive work ethics because of which the patient will suffer. In hospitals, the patients are the most important people, and every hospital has this goal to provide the best patient care services which can be affected by workplace ostracism, abusive supervision, and knowledge hiding. This study is conducted on the health care sector in Peshawar, which involved major tertiary care hospitals only. The study involves the baseline of the conservation of resource theory and studying the workplace ostracism and knowledge hiding through the COR lens. Furthermore, 3 hypotheses out of the 4 were significant and thus are by the previous literature. In this study, the higher-ups are also suggested to mitigate the abusive supervision, workplace ostracism, and the knowledge hiding, effectively within the health sector of Peshawar. This study has some limitations which can be worked on by future researchers and can be addressed. A sample size of 384 employees of the major tertiary care hospitals of Peshawar was taken. The researchers in the future can expand the sample size and may conduct a study on a national level. This study used one construct of the Knowledge Hiding and on individual levels. Future researchers may conduct research on the three-dimensional knowledge hiding construct and also team-level Knowledge hiding can be studied. This will let us explore, what are the implications of different types of knowledge hiding on a team level instead of individual level.

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