

Moderating effect of Spirituality on the relationship between Workplace incivility and Knowledge hiding behavior

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Abstract

Creative ideas wouldn't be developed where knowledge hiding prevails and prevents colleagues to share their ideas with each and other. In accordance with social exchange theory, to be good in case of doing good and vice versa. By applying social exchange theory, it has been observed employees hide their knowledge when they have uncivilized environment in which they are working. Imbalanced environment in term of attitude causes knowledge hiding. This negativity also creates a gap in their personal and professional life.

Factor of spirituality is being used as a moderator for the reduction of positive relationship between knowledge hiding & workplace incivility. Attachment theory has been used to support spirituality as a moderator. Those who are near to spirituality, are found, lesser in knowledge hiding. This study is being conducted for the explicit understanding the role of spirituality in the workplace by taking it as a moderator between workplace incivility & knowledge hiding in textile companies of Lahore, Pakistan. Additionally, it has been examined that how spirituality reduces the relationship among these variables. By collecting the data from 223 employees after excluding the outliers, which consist on senior managers, middle managers and officers from the six different textile companies of Lahore, results of this study reveals that spirituality has positive outcomes when knowledge is hidden by employees in shape of playing dumb, evasive & rationalize hiding. The finding showed that spirituality significantly affects the relationship between incivility at workplace & knowledge hiding behavior between employees.

Key Words: workplace incivility, knowledge hiding behaviour, spirituality, social exchange theory, attachment theory

CHAPTER I

INTRODUCTION

1.1 Overview of the chapter

Background of the study, research questions, statement of the problem, research objective & contribution are being elaborated in a deep way in this chapter. This chapter also provides the definitions of the variables that are used in this research.

1.2 Background of the Study

In 21st century where societies are prone towards individualism, way of doing business and the ways of performing duties have also changed. In result to it, incivility at the workplace is gradually increasing (Estes & Wang, 2008) and people are falling due to uncivil behavior of colleagues (Roscigno, Lopez, & Hodson, 2009). Pearson (2010) stated that almost every fourth individual is being treated by uncivilized manner by his/her colleagues at least once in a week. According to this research, 95% individuals reported that they are encountering uncivil attitude from their colleagues. Such industries include medical firms, government offices, national games, nonprofit organizations, and most adversely the multinational organizations (Sguera, Bagozzi, Huy, Boss, & Boss, 2016). This is in fact very alarming situation that ultimately affects the individual's psychological and intellectual state of mind.

Due to uncivil behavior they are experiencing at workplace, their effectiveness and efficiency are suffering that ultimately lower the organizational performance (Estes & Wang, 2008). Victim individual feels nervousness, gloom, low self-esteem, high level of stress, and