KNOWLEDGE HIDING: THE FACTS AND CONCEPTS: A LITERATURE REVIEW

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Abstract
Among the goals that sustainable development seeks to achieve is the availability of information and the right of the public to learn and benefit from experiences and make them available to all. The Research Knowledge Hiding has increased exponentially and rapidly over the past years, but results have not been collected or systematically examined with great care. Despite the acceptance, clarity and validity of this concept, there are limitations to the growth of this type of studies, especially with the intellectual difference from the point of view of superiors and subordinates. Superiors see it as a negative condition, while subordinates see it as a positive characteristic that underpins their position and role. In addition, the answer to the question must be found. Why do employees hide their knowledge? How can organizations encourage knowledge sharing? As a result, this current study aimed to integrate the different Knowledge Hiding literature through a systematic review of the literature to understand the growth of the Knowledge Hiding concept. The results of previous research were collected and discussed, as well as areas that require future research were revealed, and accordingly, (41) studies were systematically searched between dissertations and published research, and their ideas were evaluated, presented critically, and synthesized in a scientific context, which makes the concept easier and more understandable for scholars and practitioners. The current research not only answers some basic and not obvious questions about the concept, but also provides a composite approach from the diverse findings of the current literature that would help in drawing conclusions and making future decisions related to knowledge-hiding behaviors. In addition, the current research also highlights neglected areas. comparatively, which requires more research and empirical attention to advance the concept. As a result, the current research concluded that the concept needs more future studies, especially with regard to comparative studies related to the behavior of hiding knowledge and from different perspectives such as the social, cultural, economic and industrial sectors. The study is expected to motivate academics and researchers to advance the field in theory by providing a constructive platform for future studies in practice and the development of literature in the field.
Keywords: knowledge hiding, knowledge sharing.

Introduction

Knowledge is an important and essential resource in the work of organizations because it represents a scientific basis and achieves an advantage for them, but not sharing it prevents them from doing so. However, researchers and academics did not pay attention to this aspect, but rather focused on sharing knowledge and its mechanisms between employees and their colleagues at work, as this encourages the creation of new knowledge and innovations and institutional growth, although the exchange of knowledge is necessary for the sake of the organization, but the ownership of knowledge by individuals as a whole It may affect the overall competitive advantage of the organization. Thus, the research matured and grew in this concept in the workplace of the employee, especially in developing countries because of the general culture there. Knowledge Hiding has attracted an increasing amount of attention in various fields such as organizational behaviors, human resource management and tourism management. Early cognitive work focused on data withholding by scientists due to the knowledge-intensive academic nature. With the arrival of the information economy, he advocated greater attention to the willingness of knowledge workers to share their knowledge. Subsequently, interest in unwanted cognitive behaviors such as Knowledge Hiding and hostility in the workplace increased, which made Knowledge Hiding an independent topic of research in the field of knowledge management. Knowledge refers to information, ideas and experience related to work in the organization. Knowledge Hiding has been interpreted as a deliberate attempt by an individual to withhold or conceal knowledge requested by another person, which includes intentionally preserving knowledge requested from co-workers.

The current research was divided into four main sections, the first presented the research methodology, while the second dealt with the most prominent previous studies related to the concept (Literature review), while the third section reviewed the theoretical aspect of the research variable, and finally the last section reviewed the most important conclusions and recommendations.

1- Research Methodology

1.1 Research problem

The competitive and skillful advantages enjoyed by organizations with a modern orientation had a significant impact on the intensification of competition and the weapons of knowledge to acquire environmental opportunities and gains, especially with the great development of interest in human resources as a flexible competitive advantage that can be developed and sustainable. This interest is based on the theory of human relations of George Elton Mayo, until the interest today has reached the point of looking at the skills and experiences possessed by individuals working as human capital that enable the organization to reach the bottleneck of organizational success. Therefore, it has become necessary to understand how to maximize and increase this knowledge by transferring and sharing it among workers as an important source for developing skill advantage. This is what some workers enjoy without others to benefit from in refining the expertise of those who do not possess it, and this requires the organization to understand human nature, how to transfer knowledge, experience, skill, mechanisms and methods of transferring training, but what shocks this ambition is the existence of what is known as concealing knowledge among workers and it prevents The

employee has to share his experiences and skills with other workers, intentionally or unintentionally, and this may make the manager unable to extract knowledge (experience and skills) tacit as well as apparent. Therefore, organizations have worked to create cultures and environments to encourage the exchange of knowledge, understanding and learning, and for this reason the current study will be a cognitive and academic review of efforts to build an integrated perception of the subject under study. To further clarify the research problem, it can be reversed with the following questions:

a- What is knowledge hiding?

b- What are the conditions and manifestations that must be met in order for this to be called knowledge hiding?

c- What are the types and consequences of knowledge hiding and what are the factors affecting knowledge hiding?

1.2 importance of study
  a- The study is a scientific addition to the scientific library and academic research efforts.
  b- It can be a guide for dealing with employees who have this type of job behavior.
  c- Demonstrating knowledge reduces financial and time costs, and this is certainly what organizations seek.

1.3 Objectives of study
The research objectives can be clarified through the following points:

a- Understand what knowledge hiding is and what are its conditions.

b- Determine the types and consequences of workers knowledge hiding.

c- Developing the most prominent suggestions based on understanding that contribute to reducing the knowledge hiding.

1.4 Structure Search
In order to reach valuable research results, a work plan must be developed in a structural and phased manner to reach the desired results, and to show the structure of the current research, this will be reviewed according to Figure (1).
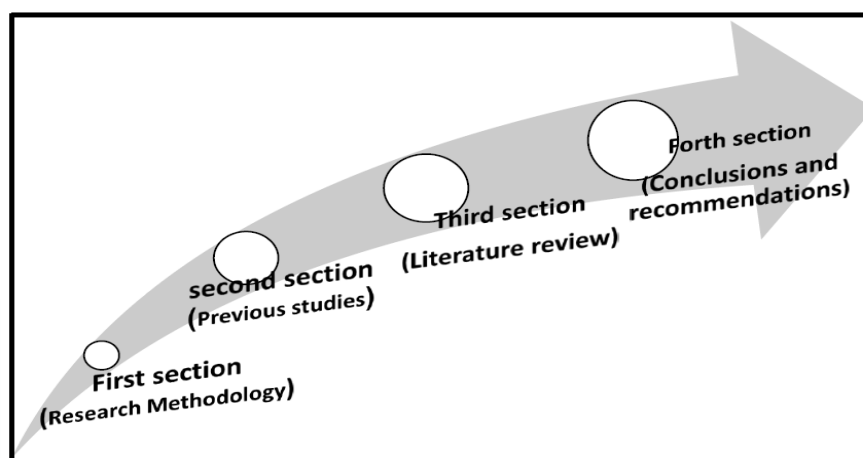

Figure (1) Research Structure

2- Previous studies

This topic deals with the most prominent previous studies related to Knowledge Hiding and the most influential in drawing the basic building blocks of this behavior**.**

Connelly etal., 2012

Knowledge hiding in organizations.

Despite efforts to promote knowledge transfer in organizations, success has been elusive, as it has become clear that in many cases employees do not want to share their knowledge even when organizational practices are designed to facilitate transfer. Thus, this study is developed and investigated in a new construct called Knowledge Hiding and prove the existence of Knowledge Hiding and distinguish hidden knowledge from related concepts (knowledge hoarding and knowledge sharing) and develop a multidimensional measure of this construct and then also identify many predictors of hidden knowledge in organizations The results of three studies using different methods indicate that Knowledge Hiding consists of Three interrelated factors are prevarication, justifiable concealment, and stupid pretending. Each of these hiding behaviors is predicted by mistrust, but each has a different set of personal and organizational predictors. We plot the implications for future research in knowledge management.

Anand & Jain 2014

Big five personality types & knowledge hiding behaviour: A theoretical framework.

This study presents a theoretical framework that explains the relationship between personality types and knowledge-hiding behavior. In a knowledge-based economy, knowledge is the basis for a company's competitive advantage. Capturing, storing, sharing, and using knowledge has become an integral part of the knowledge management strategy in most organizations. Organizations seem to be an exception rather than a rule. Hoarding knowledge and looking cautiously at knowledge provided by others are natural human inclinations. So far, there have been studies on sharing knowledge, but hiding knowledge is the area in which studies are still shy. Moreover, no study has been conducted to study the relationship between Types of Personality and Behavior of Concealing Knowledge Therefore, this study attempts to bridge that research gap by providing a theoretical framework based on a review of the literature. The theory is that the emotionally stable and conscientious personality were more likely to engage in the behavior of hiding knowledge from others.

Pan etal, 2018

The dark triad and knowledge hiding.

Depending on the psychological contract theory, this study examined the effects of the dark triad of personality traits (Machiavellianism, narcissism, and psychopathy) on concealing knowledge within organizations. We obtained (251) questionnaires from participants in a manufacturing company, as the study sample consisted of sales representatives of a large manufacturing company in mainland China. It deals with automotive equipment, electronic devices, etc. The study selected salespeople as a sample because people who have a dark triad in personality traits are more likely to engage in sales jobs. The results showed that the three dimensions of the dark triad were positively associated with Knowledge Hiding through psychological contract. For transactions, the different dimensions of the dark triad were

strongly associated with different knowledge-hiding strategies. Furthermore, gender moderated the relationships between narcissism and psychopathy with transactional psychological complex. The indirect relationships between narcissism and psychopathy with knowledge-hiding by transactional psychological complex were stronger for men than women. Di Vaio etal., 2021

Understanding knowledge hiding in business organizations: A bibliometric analysis of research trends, 1988–2020.

This study examines how the behavior of Knowledge Hiding affects individuals, groups, and business processes of organizations with regard to improving employee performance, strategic performance, and the overall knowledge management system of the organization, as well as the consequences and costs of Knowledge Hiding in organizations. (1988 – 2020) on Knowledge Hiding and provide insights into scientific mapping and performance analysis Knowledge Hiding studies by extracting evidence from publication activities, prominent topics, citation trends, and collaboration among contributors. Results reveal that Knowledge Hiding research has focused primarily on Knowledge Hiding behavior, knowledge sharing, and a comprehensive knowledge management system, organizations that have knowledge hiding practices are responsible for challenging employee creativity, motivation, and the workplace environment. This study will help business managers and leaders refine collaborative behavior to achieve an innovative environment and desired goals. Conceal confidential information from outsiders or internal subordinates to protect the organization's sovereignty and integrity.

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Understanding Knowledge Hiding and Establishing the Effects of Power on Knowledge Sharing and Hiding.

Knowledge Hiding is an intentional attempt by the individual to withhold knowledge. Academic researchers called for more systematic research on Knowledge Hiding. Thus, a detailed analysis is conducted. A total of (184) relevant research gaps were identified based on the output of the detailed analysis. Two major research gaps were identified and a plan was developed. A research with two broad objectives to address the identified gaps. Although previous studies have identified some priorities for Knowledge Hiding, a comprehensive and significant understanding of all knowledge that is concealed is still not available. This study addresses this problem by defining a comprehensive set of indicators of Knowledge Hiding and analyzing them based on Specific contexts such as culture and job experience The study takes contrasting American and Indian cultural contexts to understand the dynamics of predictors of Knowledge Hiding. The results show that for individual American culture, personality traits and emotional intelligence are the driving factors that lead to Knowledge Hiding whereas, apart from interpersonal trust, complexity and uncertainty in manual tasks act as critical drivers of Knowledge Hiding in the collective Indian context. By analyzing indicators of Knowledge Hiding based on job experience, Knowledge Hiding behavior is more evident in the individual's early years within the organization. Likewise, Knowledge Hiding behavior is important in the individual's later years within the organization. In the period between these two things, there are no critical driving factors instilling Knowledge Hiding as shown. In our detailed analysis and confirmed by critical literature reviews. The study found

that employees with strong experience and reference are more likely to share knowledge and that expected losses in power are associated with less knowledge sharing and increased Knowledge Hiding. Interestingly, the study found that these negative outcomes are also associated with expected gains in power. Therefore, the study indicates that power plays an important but complex role in influencing employee participation in knowledge transfer. This means that the optimal situation for knowledge sharing is the situation in which employee contributions are evaluated and their reputation is not expected to change because of knowledge sharing. The decision to engage in knowledge sharing or concealment takes place. In a complex and dynamic social system, the study recommends that future studies use more sophisticated methods to investigate how social processes and structures influence knowledge sharing such as social network analysis or utilizing longitudinal studies to understand the ongoing involvement in knowledge sharing and/or hiding due to factors confirming this thesis.

Areas of benefit from previous studies
a- Building the current research problem and identifying knowledge gaps.
b- Contribute to building the current research methodology.
c- Determine the general research structure, and build the theoretical structure and topics in particular.
d- Benefiting from strengthening the theoretical side by presenting and discussing ideas.
f- Relying on the findings of previous studies to support the conclusions and recommendations of the current research.

3- Literature review
Knowledge is a vital strategic competitive resource for any company to capture and maintain a competitive advantage. Knowledge assets can be created by sharing information at work because the knowledge of an individual alone is not sufficient to create a competitive advantage. Organizations may gain greatly by simply sharing knowledge at the collective level, especially in knowledge-intensive industries such as Banking and financial information technology. Researchers and practitioners have realized the importance of understanding the process of hiding knowledge in the workplace, where hiding knowledge impedes individual and organizational mutual performance. For example, it was found that the knowledge that hides sows doubt and mistrust among workers and prevents them from producing innovative ideas (Dodokh, 2019: 27), knowledge is the lifeblood of the organization and it has been identified as a crucial element for the survival of organizations in today's dynamic and competitive era. Therefore, this means that knowledge management is as important to an organization as it is to manage other assets. Intentional concealment (Anwar, 2016: 2 Asrar &), Knowledge Hiding is defined as an intentional attempt by an individual to withhold or conceal knowledge requested by another person, since the term tacit knowledge is understood to create the construction of hidden knowledge, many studies have searched for precedents And the consequences of the behavior of not taking it out, as concealing knowledge has serious effects on organizations, relationships, and individuals, and it has been linked to organizational outcomes such as low levels of creativity and innovative work behavior, as well as low individual performance. Therefore, the decrease in Knowledge Hiding comes from the

existence of a reciprocal social exchange and in contexts in which a climate of mastery prevails as well when individuals have a high level of stability towards the goal and an environment of positive social motivation (Connelly etal., 2019:779), that withholding knowledge differs from Knowledge Hiding is withholding (withholding knowledge in the organizational task) or individually targeted behavior (withholding knowledge of a specific person). As for Knowledge Hiding, it is a behavior related to the intentional denial of a knowledge request from a knowledge seeker. The difference is that withholding knowledge may be unintentional because employees may not know if Was the knowledge useful or not, while concealing knowledge involves the intention to hide the useful from the knowledge seeker (Pan, etal, 2018:38).

Contrary to hiding knowledge, knowledge sharing has been present in all areas of human activities in the last decade of the twentieth century, and organizations began to suffer increasing pressures for its importance in performing work, its effectiveness and efficiency, and as a result it was presented as a concept in knowledge management formally and recognized as an important administrative activity In the field of knowledge management research and practice, knowledge sharing within an organization when employees transfer their tacit and explicit knowledge to their co-workers may improve internal processes, innovation, competitiveness, and overall performance. Therefore, knowledge sharing is a productive behavior. In contrast to the concept of concealment, it is important to distinguish between Knowledge Hiding and knowledge sharing. Intuitively an individual may think that Knowledge Hiding and knowledge sharing are the opposite of each other but the motivations behind knowledge sharing and Knowledge Hiding are somewhat different and knowledge sharing is motivated mostly by social intentions whereas Knowledge Hiding is largely driven by intentions focused on Self (Pan etal, 2018:37), and (Di Vaio etal., 2021:560) summarized the concept of concealing knowledge from others with three intentional methods (evasion, justified concealment, and stupid pretense), and perhaps the most prominent reason that drives employees in the workplace to conceal knowledge is between The pressures of the roles that they enjoy, the psychology of the individual who enjoys a certain role within the organizational structure tries to maintain this position by not teaching others his skills and experience in order not to be able to take his organizational role (Zhao & Jiang, 2022: 8829-8830), and there are types Of knowledge, knowledge is considered self-organizing, as it is the most severe type of knowledge in terms of the ability of individuals to hide it, and it is of three types: impressionistic (i.e. in the nature of the individual since he was born in it) and informal (which he obtained informally from another company or from a manager in his previous place of work) Self-acquired (meaning that he acquired and learned it individually without the intervention of his administration) (Hyle, 2010: 156).

Concealing knowledge can be positive in order to protect the interests of a third party, but it represents to some extent deliberate concealment and deception that contradicts the moral value (such as honesty) represented by the moral model (i.e. the moral system) (Tang etal, 2015: 2), so he realized Both researchers and practitioners need to understand the process of concealing knowledge and its causes. Concealing knowledge is not an unusual phenomenon in the organization. A survey of (1,700) employees conducted by (The Globe and Mail) showed that (76%) concealed knowledge from their colleagues, and most of them agreed that

knowledge What the individual possesses is one of the privacy of that individual and should not be shared with others (Ho etal, 2016:1). The reason for rejecting Knowledge Hiding (Sheidaee etal., 2022: 2) is due to the fact that the individual who conceals knowledge causes a loss of relationship, mistrust and concealment. Not only that, but it will encourage the one who concealed knowledge from the seeker when he learns the knowledge that he was asking for to another concealer of it, and this makes this behavior more like a fixed organizational culture, which is a negative type of Cultures, and here it should be noted the need to distinguish between concealing knowledge and sharing knowledge and other behaviors that lead to negative results in the workplace. Sometimes concealing knowledge is not intended to harm any other employee in the organization while other negative behaviors in the workplace aim to Harming other employees, for example, the situation in which the employee shares the required information is the sharing of knowledge, while when the employee does not share the required information because he is not aware of it, this does not mean concealing the knowledge, but if the employee has information about the required knowledge, but he did not share it intentionally This is called Knowledge Hiding, and from that it turns out that the difference between the two is that employees may hide knowledge for several reasons, but they may not share knowledge only because they do not have the required information (Ruparel, N., & Choubisa, 2020: 6-7).

(2018: 6 Cooke & Xiao) (Anand et al., 2022: 1440) believes that the concept of Knowledge Hiding is integrated with the existence of the basic conditions for Knowledge Hiding, which are:

a- An intentional attempt.

b- The knowledge is clearly required by another organizational member. Hiding knowledge is not negative. For example, employees may hide knowledge to maintain the security of information or to protect the interests of a third party.

Therefore, people's interpretations of the behavior of concealing knowledge play an important role in determining their responses to ambiguous situations. Some individuals may explain Knowledge Hiding by concealment, which is not the case. Objective assessments) that direct reactions to the behavior of others. (Zweig & Connelly, 2015: 2-3), while (Khalid etal, 2018: 796) indicates that Knowledge Hiding is a deliberate decision to withhold the elements of knowledge and information that others require. Employees intentionally knowing about their co-workers when they ask for it Knowledge Hiding behaviors may be secondary in nature eg overlooking a small or large request such as concealing important or strategic information Although rational Knowledge Hiding may sometimes have a purpose such as keeping secrets or Concealment of confidential information It is unlikely that all employees are when they interact at times, their intentions are to conceal knowledge. Their intentions may be the opposite and they are willing to share knowledge (Jiacheng & Francesco 2010: 21). Finally, delays in sharing information and not sharing it are negative events in the workplace. When there is a gap between the moment when the employee expects to obtain information and the moment when the other employee shares the information, there are organizational and individual factors that prevent knowledge sharing processes. (Serenko & Bontis, 2016: 1201), and the concept of Knowledge Hiding can be clarified through the following table (1):

Table (1) knowledge hiding concept

knowledge hiding concept	Researcher
It is the withholding or concealment of relevant information or knowledge, ideas and know-how requested by one of your co-workers." Knowledge Hiding also indicates that an individual will provide less information in contributing to organizational knowledge and Knowledge Hiding may harm collaboration in an organization or the development of new ideas or the implementation of policies and procedures It is also usually a negative perspective about the individual's contribution to knowledge in most work environments.	**(Ladan etal., 2017:61)**
Knowledge Hiding is the problem in the workplace that prevents the organization from realizing the benefits of knowledge sharing such as individual and group creativity and the ability to survive.	**(Abubakar etal., 2019: 45)**
The intentional attempt by an employee to hide or withhold knowledge that has been requested, which has been identified as three ways in which people can use cognitive concealment: silent play, rational disappearance, and evasive disappearance.	**(Pan & Zhang, 2014:117)**
It is when an individual makes less than full effort to contribute to organizational knowledge. In addition, Knowledge Hiding may result in collaboration in an organization, development of new ideas, implementation of policies or procedures and then it will harm team and organizational performance.	**(Peng,2013:400)**
Employees' efforts to withhold or hide knowledge from colleagues rather than sharing it.	**(Belschak etal., 2018: 4)**
It is an individual's intentional effort to avoid or conceal knowledge that is requested by another person and may be in cases where there is an explicit request for knowledge and the other person conceals it.	**(Labafi,2017:133)**
It is an individual behavior through which it aims to prevent knowledge from reaching others	**(Černe etal.,2017:5)**

Knowledge Hiding occurs when individuals intentionally withhold or conceal exclusive knowledge (such as accomplishments, expertise, and know-how) that is required by other colleagues. (2019: 227 Min, & Zhang). (Abraham & Medeubayev, 2017: 16) showed that Knowledge Hiding appears in three ways, as in Figure (2):

a. Justified Concealment: When the knowledge concealer provides a reason or justification for not sharing the required knowledge by explaining the difficulty of providing the required knowledge or simply blaming another person or party for the failure.

b. Pretending to be stupid: In this case, the person with hidden knowledge pretends that he does not know the experience and know-how that he possesses, and that he is deliberately ignorant of the knowledge that he has.

c. Evasion and hiding: A situation in which a concealer provides incorrect information or falsely promises to provide a complete answer in the future but in reality there is no intention to do so.

Also, knowledge concealers may try to convince knowledge seekers that the required knowledge is simple (while it is in fact very complex) and force them to obtain it themselves (Anand & Jain 2014), and individuals are also likely to hide knowledge from others because of the lack of trust between them, so their perceptions The organizational climate affects the behavior of concealing knowledge significantly. For example, if the organizational climate supports the exchange and sharing of knowledge, it is unlikely that individuals will engage in the behavior of concealing knowledge. Here it should be noted that the behavior of concealing knowledge is a different behavior from aggressive behavior in the workplace (Connelly etal., 2012: 80), in addition, the Knowledge Hiding may be based on cultural misunderstanding, as differences based on national cultural backgrounds and different linguistic backgrounds reduce knowledge sharing within organizations, especially those with high cultural diversity. As a result, behaviors can increase. Hide mutual knowledge and thus have negative consequences for individual creativity. In these cases, we see that the individual begins to evaluate the differences and similarities between him and co-workers and searches for people who are similar to him in ideas and directions to reduce uncertainty in the sharing and development of creative ideas (Bogilović etal, 2017: 712).

Despite the multiplicity of manifestations of Knowledge Hiding, there is an imperative to conceal it. For example, one may conceal knowledge because of secrecy, so it is important to distinguish between Knowledge Hiding and exchange of knowledge depending on intentions. One may think that Knowledge Hiding and sharing knowledge are the opposite of each other, but the underlying motives Behind knowledge sharing and Knowledge Hiding is somewhat different as knowledge sharing is mostly driven by social intentions but Knowledge Hiding is largely driven by intentions that focus on self-development (Pan etal, 2018:38).
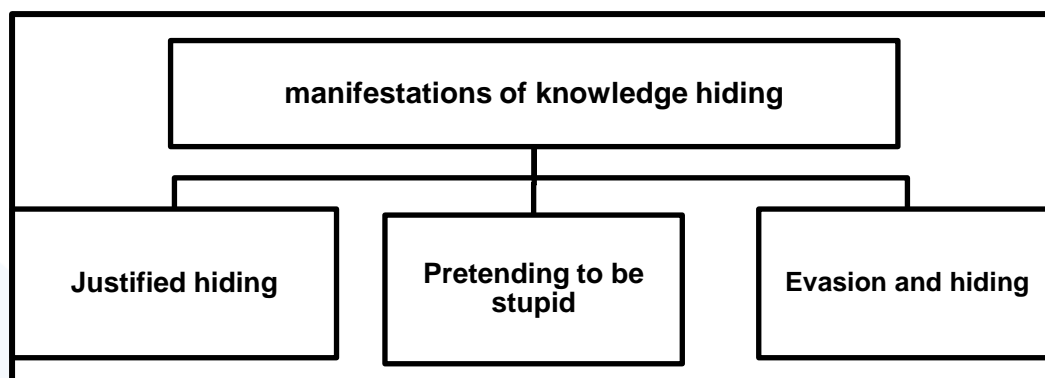

Figure (2) manifestations of knowledge hiding

Recognizing the causes of knowledge hiding is important because it provides managers and practitioners with an opportunity to minimize negative outcomes. The research explored a variety of reasons behind employee-knowledge-hiding behavior. (Anand & Hassan, 2019: 13) identifies the causes of cognitive concealment behavior in four main causes and a variety of secondary causes emanating from them, and these reasons are:

a- Related to the same person: the individual hides knowledge because of his personality, emotional intelligence, evil intentions, revenge, the search for power, or the expectation of something in return.

b- Related to work: the employee may hide his knowledge due to time pressure, protection of important information, complex knowledge, or job requirements.

c- Related to co-workers: due to a lack of trust with or protection for co-workers.

d- Related to the organization: The reason may be one of the organization's negative systems and rules, a weak motivational climate, or a competitive work environment.

Whereas (Kumar Jha & Varkkey, 2018: 424) found that the Knowledge Hiding is due to various reasons, the concealment may be the result of competitive work environment factors, perceived job insecurity, and no response to sharing knowledge from others and lack of trust, either (Xiong etal., 2021: 803 -804) He believes that concealing knowledge leads to emotional provocation and deviant behaviors, and thus a decrease in individual and general productivity. The concealment may stem from personal intentions, especially when knowledge is acquired through huge efforts. In this case, it is believed that the individual employee will be less likely to share that knowledge, and (Abraham & Medeubayev, 2017: 16-19) believes that concealing knowledge is related to fixed and circumstantial aspects, as concealing knowledge may result from the employee's lack of confidence in other co-workers, as well as The employee hides knowledge because it is complex, confusing, and difficult to interpret, and sometimes it is not related to the task of work. And the relationship with colleagues, but in the work teams, the concealment may be in order to prevent others from achieving their own goals and excellence in the teams, as well as the joint prior decision taken by the team in the type and amount of knowledge that is shared, and there are several other reasons, the most important of which we mention is the technological factor, It may be that technological capabilities do not allow the transfer of knowledge between employees.

As for (Labafi etal., 2022:463-464), and by looking at studies and research related to the reasons for concealing knowledge, he identified the concealment factors under three levels, namely:

a- Individual level factors: These include fear of evaluation, complexity of knowledge, isolation, psychological ownership based on knowledge, and finally job insecurity.

b- Factors of personality level: which is reciprocity, conflicts and mistrust.

c-Organizational level factors: related to a competitive work environment, poor supervision, rejection in the workplace, and leadership type.

Social exchange theory assumes that people are motivated to act in their individual personal interest, as each individual believes that the action he offers to others will obtain something of value in exchange for them and this is the basis for exchanges between the parties. Social exchange theory has been applied to understand different types of human behavior including This is knowledge sharing and assumes that employees share knowledge with their co-workers because they expect to get valuable information in return in the future, in other words employee A may not share his knowledge with employee B upon request except after negotiation or assuming that B He will share his knowledge with A when needed. There are real arguments for this assumption and on a theoretical and empirical basis that reciprocity plays an important role in terms of knowledge sharing behavior and individuals may meet not only positive but also negative actions. The theory of expansion and construction suggests that positive and negative emotions have different cognitive behavioral effects. From that, the negative feelings that may result from the undesirable

actions of co-workers, for example, when they deliberately hide their knowledge, narrow the repertoire of thinking and effectiveness, and impose decisive actions that focus on personal benefit and reduce the possibility of exchanging knowledge. For this reason, social exchange theory distinguishes between two types of direction. Reciprocity Positive reciprocity, which involves the tendency to react positively to the positive, and negative reciprocity, which involves the tendency to return the negative action with the negative, and so when the employee realizes that his colleagues are intentionally concealing their knowledge, he does the same, in other words, when organizational knowledge is hidden within the organization and he notices The individual employee, the actions by which his colleagues hide knowledge, in return, retaliates by concealing his knowledge. Thus, the actions of collective Knowledge Hiding of all employees also have an effect on the Knowledge Hiding behavior of each individual individually (Serenko & Bontis, 2016: 1206), (Butt, 2021: 262) summarizes that Knowledge Hiding can appear in the organization in several forms, the most important of which are:

a- The knowledge that is hidden among co-workers negatively affects their ability because it creates a kind of psychological pressure.

b- Hiding knowledge makes it difficult for employees to be creative and innovative in their roles.

c- That hiding knowledge among co-workers can actually lead to higher turnover intentions among employees which can be costly to the organization?

d- Hiding knowledge is a major obstacle to innovation in organizations with the potential to negatively affect employee productivity.

e- One-sided Knowledge Hiding leads to concealment of mutual knowledge.

f- Concealing knowledge can be an indirect reason that motivates employees' negative actions related to trust and justice.

(Burmeister et al,2019: 384) adds that hiding knowledge leads to depriving other members of the organization of the opportunity to learn and participate in the creation of knowledge, which is reflected in the organizational ability to develop the organization's expertise because organizations cannot generate it. New ideas and benefits except for individual knowledge that employees make available to others within the organization, and the matter does not stop at that, but hidden knowledge may be affected by its effectiveness, such as the creativity of people who hide their knowledge from others. They can be harmed because they will be excluded from the circle of information and trust and therefore their ideas will not mature or be refined because they will not listen to the ideas of the people from whom they hide knowledge. What increases the consequences of concealing knowledge is the presence of barriers that make it difficult to control and control the behavior of employees who conceal knowledge. These barriers are (Lanke, 2018: 31):

a- Tacit knowledge cannot be codified and it is very difficult to convert it into explicit knowledge.

b- Employees cannot be contractually obligated to share knowledge.

c- Employees cannot be penalized for not imparting knowledge.

d- The implicit transfer of knowledge can only be verified when it is applied.

f- Tacit knowledge is very specific knowledge and varies even in the same context.

The researcher believes that concealing knowledge leads to serious and potentially devastating consequences for the organization, including:

a-Disruption of knowledge flows leads to poor reproduction of new knowledge and employees have to spend additional time acquiring the knowledge possessed by another employee who has deliberately chosen not to share it.

b- Concealing knowledge contributes to an increase in organizational non-compliance.

c- The quality of organizational processes may not perform at its best when important knowledge is hidden due to being possessed by only some of the employees instead of being embedded in the operations of the organization.

d- Low level of creativity and competitive advantage, and thus profits.

Managers need to understand that hiding knowledge is not just a situational behavior but also reflects more permanent individual differences in the personality of employees. Employers should consider having their employees go through personality assessments in order to identify individuals with aggressive traits. These findings are not a basis for employee selection but keys to improvement. Employee well-being and performance. Employees identified as high on the aggression trait may be invited to participate in stress prevention and management programs at their own discretion or referred to an organization's employee assistance program as a basis for prevention of masking (Arshad & Ismail, 2018:286), (Lanke, 2018: 31-32) presents a set of suggestions that contribute to reducing the behavior of concealing knowledge, and these suggestions are:

a- Educate employees about the concept: Managers need to make employees aware of the behavior of concealing knowledge given that it affects not only the person asking for knowledge but also the hider.

b- Interdepartmental Training: Employees from different departments of the organization should be brought together for training to help them understand the dangers of the behavior of hiding knowledge. This is especially important for the research and development department and other functional areas of the organizations where it is important to maintain good relations.

c- Monitor interactions outside of work: It is important for managers to keep a simple track of interactions outside of work between employees to keep their knowledge shared for the tasks of the job.

(Khoreva & Wechtler, 2020:19) believes that organizations should promote an ethical culture at work that instills confidence in employees and contributes to stimulating knowledge sharing as well as building a common identity and a supportive organizational climate and encouraging frequent social interaction. Organizations must also set clear standards regarding In order to scrutinize and determine the ethics of employees, which in turn may reduce their motivation to engage in Knowledge Hiding, (Anand & Hassan, 2019:13-14) identifies six essential treatments that contribute to reducing employee involvement in the behavior of concealing knowledge. These treatments are:

a- Improving basic self-evaluations (to overcome problems related to the person): Basic self-evaluations are the basic personality traits that determine the basic assessment of one's capabilities and control over life events. Basic self-evaluations of individuals are the main drivers of people's performance in their jobs. Training interventions to enhance employees' basic self-evaluations For example, managers can boost employees' basic self-evaluation by increasing their self-confidence or belief in themselves or by offering tangible (monetary) and intangible rewards (praise or recognition) even for small accomplishments, this will help employees to Overcoming their fears

by fostering confidence in their abilities which in turn will control their problems of feeling helpless, seeking revenge, or other intentions that can cause Knowledge Hiding.

b- Educate employees about each other's jobs (to overcome job-related problems): HR managers need to educate employees about tasks that require Knowledge Hiding. This will help co-workers empathize with each other instead of feeling disgust and make them understand why the person is hiding relevant information on For example, an employee may withhold knowledge due to time pressure (customer service executive job) or job requirements (customer job) At the same time, employees should know the disabling effects of Knowledge Hiding and should be made aware that Knowledge Hiding cannot be estimated beyond the requirements of the task. Workplace.

c- Provide opportunities for social networking outside of work (to overcome problems with co-workers): Because social exchange can facilitate the formation of mutual trust and reciprocal behavior, human resource managers must focus on encouraging meaningful relationships in the workplace and they can achieve this goal by providing Avenues for informal interactions eg by forming informal groups or communities based on like-minded people, hobbies or preferences, this will help individuals reduce differences between each other to a large extent by allowing them to know each other closely and build trust.

d- 360-degree evaluation on concealment processes (to overcome problems related to the organization): HR managers must take into account the tendency of employees to hide useful knowledge from others in their evaluations Managers can achieve this by taking into account not only the comments of the employee's line managers but also the feedback from juniors and peers and colleagues from other departments etc. Furthermore, employees should be aware that their hiding actions may hinder their evaluations. This practice will advance a positive organizational culture by reducing unhealthy competition and strengthening knowledge management systems.

e- Facilitate a positive work environment (to overcome problems related to the organization): To ensure a positive and motivating organizational climate, human resource managers must ensure that they provide a positive work environment for employees, for example, appropriate opportunities for all, supportive work climate, fair policies and procedures, these constructive environment will create a sense Better affiliation and emotional connection between employees which in turn will lead to less actions that may hinder workplace productivity such as knowledge hiding.

f- Connect key outcomes (to overcome both work-related and co-worker issues): Role design by management should be such that these roles intrinsically promote teamwork and collaboration eg increased work-related dependence on each other Suppose employees succeed in a particular role Depends on the performance of the colleague(s) in different department(s) it is normal for knowledge hiding to be reduced if not completely eliminated.

The concept of time was introduced already in the 1980s as a major topic for organizational and administrative research in terms of different times and temporalities related to individual differences, decision-making, motivation, and group behavior. Time is an important resource in organizations. Employees and managers have always complained about not having enough time to complete the required tasks. Time-saving devices and processes to enhance productivity and performance Perceived time pressure has been linked to many harmful outcomes including increased job stress, decreased decision quality, and decreased employee performance. There is also indication that employees who are under time pressure are more likely to not share knowledge.

What happens, timing, organization of occurrence, speed or coordination to achieve the desired effect are all essential elements in creating a supportive environment for knowledge sharing. The time dimension of the duration of the activity and the amount of time that individuals have to implement affects the extent to which information is likely to be shared to them and provides them with more opportunities to search for information, and in this regard Many employees experience time pressure at work, which is defined as either self-perceived time pressure or imposing a deadline. Time pressure has been shown to be an important predictor of many outcomes at the individual level in organizations. Knowledge Hiding, like other behaviors, is affected by the amount of time pressure. As the time pressure on performing the task increases, the employee is not willing to share knowledge with others and will hide it from the rest of the co-workers in an attempt to gain time in order to perform his task, motivated by the theory of resource conservation (Škerlavaj etal., 2018: 1493-1494). He adds (Issac, 2022: 38) that the greater the time constraint, the greater the employee's tendency towards shortcuts to accomplish tasks, in addition to that the deadlines and time constraints affect the level of hidden knowledge within the organization, and the time pressure is not only blamed on the person who hides the knowledge, as he may Employees who feel under pressure hide information from colleagues who seek help, and therefore these colleagues may need to search for other sources of information or deal with their situation on their own, which also leads to facing time pressures, which in turn may lead to concealing information from their peers in the future, and this can be mitigated Risks By implementing HR policies that have sufficient numbers of employees to fluctuate the workload, reducing knowledge hiding among colleagues may also reduce employee perceptions of time pressure and thus reduce general knowledge hiding (Di Vaio etal., 2021: 560).

Psychological safety is one of the drivers of Knowledge Hiding. Psychological safety is defined as the employee's sense of the ability to show and employ oneself without fear of negative consequences for the self-image, situation, or job. They will resent, be rejected, or refuse to seek help when involved in situations where they make mistakes, speak different opinions, and take proactive action. The relationship between Knowledge Hiding and psychological well-being is based on the self-cognition theory that individuals identify with their emotions, cognitions, and other internal states through their inferences from Observing their overt behavior or the circumstances in which this behavior occurs. The basic assumption of the self-aware theory is that individuals are not fully aware of all the psychological states associated with their behavior. For example, the volunteer-help behavior of individuals causes them to reflect on the experience of the volunteers, which leads to changes in their attitudes about Volunteering, this line of reasoning can extend to the context of Knowledge Hiding where psychologically unsafe or similar conditions have largely characterized situations in which knowledge-concealing behaviors exist, in other words knowledge-concealment may initiate a self-perception process that reinforces the perception that the workplace It is not safe for self-expression and personal risk, that individuals reflect on knowledge-sharing behavior by thinking about the positive circumstances that may have prompted them to share knowledge. In the same way, concealing knowledge stems from a perception of psychological insecurity (Jiang etal, 2019: 807). A study (Pletzers, 2017:19) found that employees were less likely to hide knowledge when there was more psychological safety in their team. According to (Men etal., 2020: 464), the association of concealing knowledge with psychological well-being is due to two reasons:

a- Psychological safety stems from mutual respect and interpersonal trust, factors that empirical literature has shown to be fundamental to concealing knowledge. Specifically, psychological safety describes an individual's perceptions of whether they are comfortable showing and employing themselves without fear of negative consequences for self-image, status, or profession and are likely to The individual feels psychologically safe when he has personal relationships with his colleagues at work that are characterized by trust and support, that is, if the individual has a high degree of logical psychological security, he will feel confident that the personal context surrounding him does not represent a threat and he will trust his colleagues at work and will not be embarrassed or punished for Expressing himself, by contrast, an individual with low psychological well-being may have a basic set of ideas of mistrust, i.e. distrust of his co-workers and/or concern that co-workers may harm him, and interpersonal distrust is likely to effect On employees' Knowledge Hiding behaviors, and as a result, an individual who suffers from a low level of psychological security may be distrustful of his co-workers and engage in Knowledge Hiding.

b- High psychological safety gives the individual a greater incentive to communicate and share work-related knowledge with others because he feels less threatened by exposure to the recipient's judgment, as continuous communication and interaction with other colleagues about work events helps in enhancing the common meaning and collective judgments about work environments, and thus psychological safety can High can make it easier for employees to engage in open communication and be useful in creating a knowledge-sharing climate for employees to exchange and share work-related knowledge. Finally, previous research has indicated that a knowledge-sharing climate is critical to employees' knowledge-hiding behaviors.

4- conclusions

This paragraph reviews the most important theoretical and experimental conclusions reached by the research through a detailed review and analysis of previous scientific and academic efforts, as follows:

a- Concealing knowledge is a behavior that is governed by many factors, including cultural, personal, organizational, functional, social and environmental, as knowledge is hidden for reasons that may never be imagined, and sometimes they are situational reasons to engage in this behavior.

b- There is a great controversy in the concept of Knowledge Hiding, and the controversy of the topic centers on whether the behavior is intentional, semi-intentional, or unintentional.

c- There are many forms and methods of concealing knowledge from others, as it may be by pretending to be stupid, justifying, evading, arguing, or answering a question.

d- The type of personality and the degree of melancholy in it are related to the amount and method of concealment, the duration of cognitive concealment, as well as the time pressure that it causes in concealing knowledge.

e- Previous research and studies have proven that there is a negative effect of concealing knowledge on individual, collective and organizational creativity.

f- Concealing knowledge causes great costs to be borne by the person whose knowledge is hidden, who is hidden from him, and the organization. The person who conceals knowledge will not have new horizons to refine and develop his ideas, and the person from whom knowledge is hidden will seek to obtain it from other sources and may deduct part of his time, money, or performance. In

order to learn that knowledge, as for the organization, the level of creativity, productivity, performance, and thus profits will decrease.

g- Knowledge Hiding causes disruption in social relations and helps create an environment of instability and security in the organization.

h- The Knowledge Hiding is increasing clearly within developing countries due to the general cultures and way of life that enjoys a high kind of similarity.

i- knowledge hiding will greatly limit the capabilities of young people and their access to information, thus exacerbating the problem of poverty, hunger and the lack of decent work

j- knowledge hiding will prevent the development of skills and work according to the principle of quality, and this may be reflected in great effects on the environment due to the misuse of resources and the lack of rationalization for them.

5- Recommendations

A set of recommendations will be presented that serve academics and businessmen who suffer from this behavior, and propose mechanisms to implement these mechanisms, as follows:

a- Research and scientific efforts related to this field must be strengthened in order to build a methodological framework that is somewhat stable and resolve some of the existing controversies in the subject of concealing knowledge and bridging scientific and practical gaps, especially since Knowledge Hiding is among the behavioral variables that are difficult to predict and control, and this is done through Conducting research, holding scientific conferences and conducting workshops to produce participatory, developed and constructive results.

b- Organizations must raise awareness periodically according to the need and the extent of suffering from this behavior, by providing advice and guidance through educational posters and seminars that renounce concealing knowledge from colleagues, as well as maintaining a healthy and favorable work environment, by providing amenities and technology that facilitate Knowledge transfer.

c- Organizations must pay attention to developing the level of social relations between colleagues and work to reduce differences and barriers, build trust and reduce conflicts, by urging cooperation, cohesion and integration in business performance.

d- Developing assessments and taking pledges, even if they are verbal, from employees in order to facilitate the sharing and transfer of knowledge in the organization and not stopping it with a specific person or persons, by building a unified work system that contributes to limiting this behavior.

e- Studying the relationship of Knowledge Hiding with other behaviors and the types of personalities that influence and are affected by Knowledge Hiding.

f- The media must be involved in the process of preventing this behavior by rejecting and fighting concealing knowledge from others because of its negative side effects on society as a whole.

g- Conducting future studies to decipher the motives that the individual adopts and pushes him to hide knowledge from other colleagues.

h- It is imperative for organizations to distribute work appropriately so that no kind of pressure occurs on an individual that pushes him not to share knowledge about others because of his desire to complete his work tasks entrusted to them.

I- Work to modify negative cultures that motivate knowledge-hiding behaviors.

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