

## Impact of Workplace Ostracism on the Knowledge Flow: Causal Study Amongst the Employees of Service Sector of Pakistan

Sadaf Alam<sup>1,\*</sup> and Syed Haider Ali Shah<sup>2</sup>

### Abstract

*Knowledge management is well-thought-out among the substantial factors in service organizations that help the service organizations to expand their performance, and its absence can essentially cause main financial losses. Workplace ostracism affects the interaction of an individual with others in a group and it can also affect in disposition to suppress this information whomsoever it is requested. Encouraging variety at work has been confirmed productive for the firms to extend and enhance their amenities and processes both at countrywide and worldwide levels. Knowledge sharing also depends on the ability of the individuals as to how they react and respond to different sources. The research work mainly focuses on discovering the association that how ostracism produces a negative influence on knowledge sharing and an optimistic impact on knowledge hiding, in the framework of an expanded situation of service organizations in Pakistan. In ostracism, the employees are excluded and sidelined by other employees within the organization. This diminishes the complete efficiency of the workers and they cannot be restored in attaining the objectives of the firm. This also affects the knowledge sharing and knowledge hiding activities of the people as well. The research is explanatory and follows a quantitative research design. The research belongs to the positivist paradigm. The questionnaire used for this study is adapted and based on five points Likert scale. The study concluded that workplace ostracism is having a direct and significant relationship with knowledge hiding and an insignificant relationship with knowledge sharing.*

**Keywords: Knowledge Management, Ostracism, Service Sector, Pakistan**

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<sup>1</sup> Senior Assistant Professor, Bahria University Islamabad Campus

<sup>2</sup> Senior Assistant Professor, Bahria University Islamabad Campus

\* **Corresponding Author:** salam.buic@bahria.edu.pk

## 1. Introduction

The domain of knowledge management has its deep root in history. (Lambe, 2011). A knowledge-sharing system is a source that permits workers to contact, share, and reclaim knowledge that has been stored in a society. That knowledge may be recognized or stored inside the mind of an additional employee or a business leader. Capability for knowledge management is vigorous in today's knowledge economy. The development and dispersion of knowledge have developed increasingly significant factors in competitiveness. The use of knowledge management is visible in-service sector. Consequently, the study takes into account knowledge hiding, knowledge sharing, and ostracism.

In an effective knowledge management system, it is made sure that the right information ought to be provided to the right individuals at right time. Most of the KM practices in one way or the other, depend on knowledge sharing and make it a critical aspect in this regard (Rubenstein-Montano, Liebowitz, Buchwalter, McCaw, Newman, Rebeck, & Team, 2001). Knowledge sharing also depends on the ability of the individuals as to how they react and respond to different sources.

Ostracism is demarcated as "Excluding, prohibiting or disregarding an individual by general acquiescence from consistent benefits or social acknowledgment" (Williams & Nida, 2014). Whereas, sharing of knowledge is well-defined as, "The exchange of knowledge amongst people, and inside and amongst teams, structural units, and administrations." This exchange does not have a clear objective but it can be either focused or unfocused (Paulin & Suneson, 2012). Knowledge is however considered an important aspect of any organization (Ipe, 2003). Due to growth and improvements in the IT arena, service administrations want to manage with the invention, which in reoccurrence would aid them to improve the assurance and faith of their clients and workers. In calculation, it would aid them in their growth. Knowledge management in one way or another help the organizations to improve their performance by increasing the productivity and participation of employees (Yang, 2007). Particularly in the administrations were people from varied contexts. Whereas, knowledge hiding is "an intended attempt by a specific to refuse or hide the knowledge that has been demanded by other persons" (Demirkasimoglu, 2015). There is a need of sharing knowledge behaviors in an organization, but the knowledge hiding behaviors are more rampant and common (Connelly *et al.*, 2012). And the factor that is well-thought-out and accountable for knowledge hiding and not for sharing of knowledge is work ostracism. Work ostracism distresses the interaction of an individual with others in a society and it can

also result in an inclination to cover up his knowledge whenever it is demanded (Smart Richman & Leary, 2009). Therefore, all of these fallouts in deteriorating or disturbing the performance of service organizations (Leung *et al.*, 2011; Zhao *et al.*, 2013). Encouraging variety at the office has been confirmed productive for the administrations to spread and increase their facilities and processes both at nationwide and worldwide levels.

There are many advantages that are associated with knowledge sharing. However, many organizations are still not able to capitalize on their competitive advantage in this regard (Wang & Noe, 2010). Amongst the factors which affect knowledge sharing and hiding of knowledge behaviors, such as organizational setting, inter-personal setting, etc. It has also been concluded by many researchers that knowledge sharing is related to the leadership styles and skills of the leaders. It would be therefore helpful to see the impact of knowledge sharing and knowledge hiding in different scenarios. Connelly *et al.* (2012) concluded that people who are indulged in knowledge hiding may sometimes consider themselves for having good and positive intentions for doing so. For instance, such people may say that they were doing so to abstain from hurting the sentiments and feelings of other people. But on the flip side of the coin, knowledge hiding can affect the performance of the employees and the organization as a whole. Babcock (2004) found out that knowledge hiding resulted in a big loss of \$31.5 billion in Forbes 500 companies.

### **1.1. Study Purpose**

The aim of conducting the study is to find out the link between office ostracism, knowledge hiding, and knowledge sharing; also learning the result of work ostracism on both knowledge sharing and knowledge hiding. It would be quantitative research in which data would be collected from the employees of service organizations in Pakistan. Data was composed by requesting the workers of service organizations to fill out the questionnaires. The questionnaires have been analyzed by performing different statistical tests on SPSS software.

For this study topic, the target population is the service administrations of Pakistan. Since the target population is the service administrations of Pakistan, so the sample is only the service administrations of Islamabad and Rawalpindi for this research.

This study is basic research as it is more inclined towards solving a problem and also finding out the association between different variables which in this case would be workplace ostracism, sharing of knowledge, and knowledge hiding. Quantitative techniques have been used which means that people were enquired to seal in the questionnaire. The questionnaires would be having questions related to workplace ostracism, sharing, and hiding of knowledge. This research is cross-sectional as it would be based on a one-time activity which includes filling in the questionnaires.

## **1.2. Statement of Problem**

The point of the examination is to discover the association that how ostracism gives adverse consequences on sharing of information and a positive effect on information covering up in the setting of a differentiated climate of the service sector of Pakistan. The main problem which would be addressed in this context would be the positive and negative impacts of workplace ostracism related to knowledge sharing and knowledge hiding behaviors. Related reasons regarding this relationship would be explored and suitable solutions would be evaluated and addressed.

## **1.3. Research Objectives**

Alongside the immediate connection of ostracism with information progress, we further intend to discover the elements which can influence this relationship. This will give us a superior clarification of the conditions under which information sharing is well on the way to happening. One reason to lead this exploration is, to discover the effect that when individuals face negative treatment (workplace ostracism), people's conduct (level of the intention of information sharing) may fluctuate concerning sexual orientations, convictions, nationality, and so forth. The main objectives include finding out the impact of workplace ostracism on both knowledge sharing and knowledge hiding along with the factors which affect these relationships.

## **1.4. Research Questions**

**Q1.** What is the relationship between workplace ostracism and knowledge sharing?

**Q2.** What is the relationship between workplace ostracism and knowledge hiding?

**Q3.** What are the factors that can affect the connection between workplace ostracism with knowledge hiding and knowledge sharing?

## **1.5. Significance of Study**

The research is aimed to recognize the basic core motives that lead to ostracism and the borderline conditions underneath which the particular ostracized refuses the demanded knowledge. The study emphasizes on service administrations where knowledge sharing has the main role in work performance and goal achievement that requires widespread coordination and sharing of knowledge. The study outcomes will benefit organizations to handle this enormous interference in attaining their business goals.

Ostracism is supposed to be the nastiest form of chastisement as socialization is an indispensable part of human nature. This research through academic and observed literature will offer a pathway to follow and remove ostracism. The study also shed limelight on the outcome of various settings and labor forces on ostracism and knowledge sharing: as Pakistani organizations are drenched with exceedingly differentiated workers. The results will contain courses mandatory to deal with the structural variety and ostracism.

## **2. Review of Literature**

### **2.1. Knowledge Sharing and Knowledge Hiding**

Knowledge sharing might depend on the ability of an individual to respond to different information-seeking sources. For knowledge sharing, there are two central behaviors which include knowledge donating and knowledge gathering. Knowledge contributing is the ability of an individual to communicate one's knowledge with other whereas knowledge collecting means consulting others to share their knowledge with other (Wabwezi, 2011; Zaman, Nawaz, Shafique & Rafique, 2021).

Many researchers and scholars are of the view that knowledge-sharing behaviors and knowledge-sharing culture within an organization is primarily concerned with the skills of the leaders in that organization. Most of the previous studies have focused on examining the impacts of knowledge sharing at an organizational level (Hsu & Sabherwal, 2012). However, very less or limited research is carried out at an individual level. There is also a need to evaluate the roles of managers in promoting the knowledge-sharing culture within the organization. While there are a few speculations and theories on the topic of leadership that can help with expanding our comprehension of procedures related to knowledge sharing. Literature review helped to recognize the fact that the organizations which have a knowledge-sharing culture tend to gain benefits such as an increase in productivity and performance of employees and the organization as a whole. (Lee, Park, & Lee, 2015; Hsu, 2008).

The rationale for applying the hypothetical focal point of Leader-Member Exchange theory is that it helps us to examine how various connections impact the link between the concepts of "Knowledge Donating" and "Knowledge Collecting", which fluctuate both in amount and quality. By focusing on the diploid connection among the workers and managers along with drawing on the social exchange theory, it can be said that characteristics of a relationship are vital for both, knowledge sharing and knowledge amalgamation. Specifically, it can be said that the quality of association between "Knowledge Donating" and "Knowledge Gathering" relies upon how much the worker encounters a social or a monetary relationship with his prompt supervisor.

Many people within the organization are not at all motivated to share any knowledge or information with their counterparts. They are involved in knowledge hiding. This means that they conceal the knowledge and information at the request of other individuals (Connelly *et al.*, 2012; Bai, 2020). This thing is not in the favor of the organizations as it impacts the quality of the performance of the employees and the organization as a whole. Organizations can control this by introducing the rewards and incentives system. They should reinforce the personal relationship as it increases the bonding and connection between the employees. Their confidence level increases and they tend to trust each other. Such an organizational culture motivates every individual to share their knowledge with others. In the workplace, most of the time, it has been observed that employees hide their knowledge from coworkers whom they do not trust or feel uncomfortable with (Connelly *et al.*, 2012). The literature also proposes that knowledge hiding is strengthened by the anti-social drivers whereas pro-social drivers increase knowledge sharing.

The goal of an organization in accomplishing and keeping up its aggressiveness is often ascribed and assigned to the adequacy of its KMS, which for the most part depends on its representatives' inspiration and motivation to display knowledge sharing and avoid knowledge hiding (Bavik *et al.*, 2017; Gagné, 2009; Riege, 2005). Although sufficient amount of research has featured the probable advantages of knowledge sharing which results in increased financial performance, growth, and development of the organization.

A large amount of empirical evidence recommends that employees' knowledge-sharing conduct is associated with a broad scope of positive work-related results, for example, there would be a boost in the performance and productivity of the employee (Quigley *et al.*, 2007). The financial performance of the organization would increase (Andreeva & Kianto, 2012). The creativity and innovativeness also increase. Nevertheless, despite these benefits, numerous workers still hesitate and do not contribute to knowledge sharing for diverse reasons. They may feel that they would lose power and feel getting disassociated with others (Fang, 2017). They also feel anxiety because they feel that they are being judged by others.

Another viewpoint of this is that individuals may share knowledge when they will get something in return. As Hsu & Wang (2008) contribute that employees feel motivated to share with others if they get incentives. But on the other hand, Wu, Wu, & Zhu (2012) argue that incentives do not influence such behaviors (Zhang & Ng, 2012). So, the inference could be that enticements can be a trigger for such motives but they don't need to actually sustain this force.

There are three measurements of knowledge hiding. These include deceptive hiding, playing dumb and deliberate hiding (Connelly *et al.*, 2012; Bai, 2020). Deceptive hiding incorporates dishonesty. Usually, the hider purposely offers wrong evidence or makes an incorrect promise to provide the information somewhere in the future whereas he is having no intention to do so in the future as well. Acting as dumb also involves dishonesty and the knowledge hider has no intention and plans to provide help to the other person who is seeking help. In this case, the knowledge hider acts and pretends as if he did not understand what the other person is speaking about or asking for (Connelly & Zweig, 2015). Deliberate hiding does not contain dishonesty. In this case, the knowledge hider may offer a clarification for not being able to provide the mentioned knowledge “by signifying he/she is incapable to offer the knowledge demanded or attributing additional party”.

## **2.2. Workplace Ostracism**

Workplace Ostracism and sharing of knowledge have a contrary association with each other, however, Workplace Ostracism and knowledge hiding have a direct connection with others. It is often observed, that ostracism impacts the mental well-being, impacts the fulfillment of tasks and duties, negatively impacts the organization citizenship behavior, and reduces the productivity and performance of the individual. He feels differentiated and not a valued part of the firm. (Ferris *et al.*, 2008; Wu *et al.*, 2012). Lately, researchers have initiated to focus on the consequence of office ostracism on agents' relational practices. Ferris *et al.* (2008) supposed that office ostracism definitely distresses agents' interpersonal aberration. Zhao *et al.* (2013) found that work ostracism was emphatically identified with workers' social counterproductive actions. But precisely speaking about how ostracism distresses sharing of knowledge in the context of a diversified environment of service organizations in Pakistan, it is found that the higher the workplace ostracism, the lower would be the chances of sharing knowledge with the individuals within the organization. Therefore, it isn't hard to envisage that sharing of information may not fundamentally surge together with unfavorable relational experiences.

Ostracism is negative treatment and is being highlighted in different organizations. Work ostracism is demarcated as “the degree to which an individual observes that he or she is overlooked or left out by others in work” (Ferris *et al.*, 2008; Jiang, Jiang, Sun, & Li, 2021). The individual feels that he is being emotionally abused by others at the workplace. Different people describe workplace ostracism in different ways. Workplace ostracism is not executed by a single person but by multiple people or groups

which can include supervisors, co-workers, clients, etc. The people who are being ostracized, express the feelings to be upsetting, negative, and painful.

**H 1:** Workplace ostracism and knowledge sharing are inversely related.

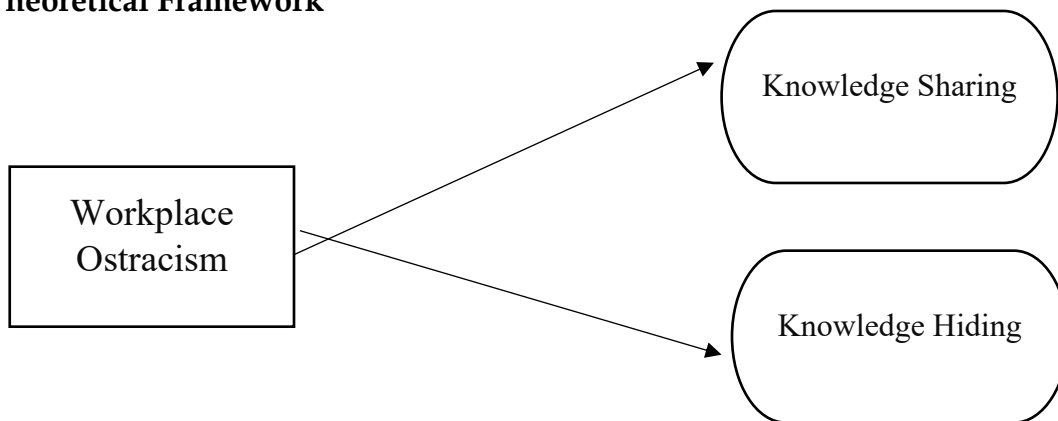
**H 2:** Workplace ostracism and knowledge hiding are inversely related.

### 3. Methodology

#### 3.1. Type of Research

This is a basic research study. The relationship between different variables is observed and this study tries to recognize the association between the variables and seek out possible solutions. The data would be treated on the basis of quantitative techniques. Questionnaires would be distributed in the service organizations. The source of data is primary. The objective of the research would be explanatory i.e. exploring the reasons and finding out the cause and effects of the variables under discussion.

#### 3.2. Theoretical Framework



**Figure 1: Theoretical Framework**

The above framework is formulated based on the responsive theory of social exclusion. It is a collaborative method amongst numerous persons, yet the preceding study has engrossed nearly only on the adverse influences on targets.

The theory suggests that targets and bases' desires are better preserved if causes use clear, explicit verbal communication. The theory proposes sources that have three options: clear denial, ostracism, and unclear refusal. Based on the literature review, it was found that ostracism is the source that can have an impact on sharing and hiding knowledge. Whereas, knowledge sharing and hiding are behaviors taken into account from knowledge management theory.



### 3.3. Time Horizon

It is a cross-sectional study. It is based on a one-time activity i.e. filling in the questionnaires. The data was collected once.

### 3.4. Sample Size and Sample Techniques

The sample size is 300. The authors of this study have collected the data using a simple random sampling technique.

### 3.5. Scale of Measurement

#### Ostracism

Ostracism is measured via the twelve-item scale introduced by Ferris, Brown, Berry, and Lian (2008). These objects were restrained on a 6-point Likert scale, where 1 = Never, 2 = Once in a while, 3 = Sometimes, 4= Often, 5 = Constantly, 6 = Always.

#### Knowledge Sharing

Knowledge sharing was measured using a ten-item scale introduced by Hussain, Konar, and Ali. (2016). These items were measured on a 7-point Likert scale (1 = strongly disagree, 7 = strongly agree)

#### Knowledge Hiding

Knowledge hiding is calculated by using an eleven-item scale which was initially advanced by Connelly *et al.* (2012). These objects were dignified on a 7-point Likert scale (1 = strongly disagree, 7 = strongly agree).

## 4. Data Analysis and Discussion

### 4.1. Analysis

**Table 1: Descriptive Statistics**

	Descriptive Statistics								
	N Stats	Min Statisti c	Max Statistic	Mean Stat	SD Stati	Skewness Stat SE		Kurtosis Stats SE	
<b>Age</b>	300	1.00	4.00	2.2619	1.01356	.323	.365	-.940	.717
<b>Gender</b>	300	1.00	2.00	1.5000	.50606	.000	.365	-2.103	.717
<b>Valid N (listwise)</b>	300								

The value of Skewness for Gender is 0.000, which shows that the data is perfectly skewed. While for age, the value is 0.323, which interprets that the age is fairly skewed. On the other hand, for Kurtosis Gender the value is -2.103, which means that the

distribution is too flat. However, in terms of age, the value is -0.992, which also indicates a flat distribution but not as much as the distribution of gender.

**Table 2: Frequency Tables**

	Number	Frequency	Percentage %
<b>Gender</b>	Male	150	50
	Female	150	50
<b>Age</b>	20-30	78	26
	31-40	105	35
	41-50	69	23
	51 and Above	48	16

### Interpretation

For this research, the data has been gathered from 300 people who belong to the services sector of Pakistan and had different backgrounds. An online survey was used to collect the data. The demographic analysis shows that 50% of the participants were females and the rest 50% were males. The majority of the contributors were from the age bracket of 31-40 as they contributed 35% of the total sample. The rest of the 26.2% were from the age bracket of 20-30, 23% participants were from the age group of 41-50, and lastly 16 % people from the age group of 50 and above participated in the study.

### 4.2. Analysis

**Table 3: Reliability Statistics**

Variables	Cronbach Alpha
<b>Ostracism</b>	0.940
<b>Knowledge Hiding</b>	0.935
<b>Knowledge Sharing</b>	0.959

### Interpretation

Reliability was tested based on Cronbach's Alpha value. The value was 0.940 for the questions of Ostracism. As the standard value is 0.6 and the reliable data lies above this value. Therefore, the data was reliable enough to conduct further tests.

Secondly, the dependent variable, Knowledge Hiding also has reliable data. The value is 0.935, which shows that the data is highly reliable and it shows only 6.5% inconsistency. The reliability for the variable knowledge sharing lies in the value of 0.959. It means that the data is reliable as 95% of the data is showing consistency.

### 4.3. Correlation

**Table 4: Correlation**

Variables	Ostracism	Knowledge Sharing	Knowledge Hiding
Ostracism	1	-.929	0.167
Knowledge Sharing		1	-.155
Knowledge Hiding			1

### Interpretation

First of all, the independent variable, Ostracism has a significant relationship with Knowledge sharing and has a significant value of 0.000. This means both the variables have a highly significant relationship. The Pearson Correlation value is -0.929, which indicates that the nature of the relationship is negative but is very strong. And overall interpretation indicates that they are opposite to each other. Moving on to the second dependent variable, Knowledge Hiding, the relationship is insignificant as the value is 0.345. And the relationship is positive and weak as the mean value is 0.167. Moreover, the relationship of both the dependent variables is also insignificant. The significance value is 0.382, which is higher than 0.05, the threshold value for significance.

### 4.4. Regression

#### Knowledge Sharing and Ostracism

**Table 5: Model Summary**

Model	R	R Square	Adjusted R Square	SE
1	.929 <sup>a</sup>	.862	.859	.39046

a. Predictors: (Constant), Ostracism

**Table 6: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.203	1	38.203	250.585	.000 <sup>b</sup>
	Residual	6.098	299	.152		
	Total	44.301	300			

a. Dependent Variable: Knowledge\_Sharing  
 b. Predictors: (Constant), Ostracism

**Table 7: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	SE	Beta	t	
1	(Constant)	6.691	.269		24.871	.000
	Ostracism	-1.202	.076	-.929	-15.830	.000

a. Dependent Variable: Knowledge\_Sharing

### Interpretation

H1 states “Ostracism has an inverse relationship with Knowledge Sharing”. The regression results depict that hypothesis is true as the P-value is less than 0.05. Furthermore, the value of correlation indicated a high degree of correlation and strong relationship. The value of R square is 0.862, which specifies that an increase of 1% in

ostracism will affect 0.862% the change in knowledge sharing. Which means that the hypothesis is true. There exists a relationship between knowledge sharing and ostracism. Therefore, the study found the answer to the RQ. Furthermore, the value of the F test is 0.000 which means that the model is fit. Hence, the regression equation is:

$$\text{Ostracism} = 6.691 - 1.202 (\text{Knowledge Sharing})$$

### Knowledge Hiding and Ostracism

**Table 8: Model Summary**

Model	R	R Square	Adjusted R Square	SE
1	.167 <sup>a</sup>	.028	-.002	.83833

a. Predictors: (Constant), Ostracism

**Table 9: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.647	1	.647	.920	.345 <sup>b</sup>
	Residual	22.489	299	.703		
	Total	23.136	300			

a. Dependent Variable: Knowledge\_Hiding

b. Predictors: (Constant), Ostracism

**Table 10: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	SE	Beta		
1	(Constant)	2.725	.651		4.184	.000
	Ostracism	.176	.184	.167	.959	.345

a. Dependent Variable: Knowledge\_Hiding

### Interpretation

Secondly, hypothesis 2 got tested, which states “Ostracism has a positive relationship with Knowledge Hiding”. The results of the regression show that the hypothesis is rejected as the significance value is more than 0.05 ( $p = 0.345$ ). Moreover, the value of correlation ( $R = 0.167$ ) indicated a low degree of correlation and weak relationship. The value of R square is 0.028, which indicates that an increase of 1% in ostracism will result in a 0.028% change in knowledge hiding. Which means that the hypothesis is rejected. Therefore, the study found its answer to the RQ that there is no relationship between the DV and IV. P-value in the table indicates 0.345 which means that the model is not fit. The regression equation is:

$$\text{Ostracism} = 2.725 + 0.176 (\text{Knowledge hiding})$$

## **5. Discussion**

Knowledge is an important aspect. (Shieh-Cheih, Fu-Sheng, & Kuo-Chien, 2005; Sharif, Zakaria, Ching, & Fung, 2005). The knowledge-based activities help in gaining a competitive advantage. Knowledge sharing is an important aspect in knowledge management (Gupta & Govindarajan, 2000). However, knowledge sharing can neither be coerced nor controlled. It is induced by generating a healthy team environment. Keeping the above context in sight, this study hypothesizes a new connection between knowledge management and workplace ostracism. According to the finding of this study, it has been concluded that workplace ostracism is having a direct relationship with knowledge hiding and an indirect relationship with knowledge sharing.

### **5.1. Managerial Implications**

Work ostracism is a vital cause for workers to suppress knowledge to themselves and not share it with others at work. Then, the managers at the service organizations should take steps and measures to decrease and eventually expel the work ostracism. The stages might contain creating a work atmosphere, which inspires transparency and fair struggle. They must offer emotional and ethical direction to the ostracized workers. An appropriate medium or network must be shaped wherever the ostracized workers could register their complaints and they should be given quick response in the form of help, guidance, and support. These stages could be hard to attain may be due to the absence of transparency or fairness but hard work could be made to attain them.

Most of the time, the employees who are less communal i.e. those who own poor communal skills and radical skills, have many chances of being ostracized at the workplace. (Cullen *et al.*, 2014; Robinson *et al.*, 2013). Though, as mentioned before, managers can play a vital role to reduce this by providing their employees with required training and counseling. Executives should also brand the workers cognizant of the morals and customs of the society and aid them to adapt to them.

### **5.2. Theoretical Implications**

This study will make an addition to the current literature by firstly enhancing the concept of knowledge sharing and knowledge hiding, and how they are affected by workplace ostracism. Also, we would extend the literature on conditions, when employees face or encounter ostracism, and how they respond to knowledge sharing and knowledge hiding. This study considers the components that help support the association between workplace ostracism and knowledge sharing and knowledge hiding in service-based companies.

## 6. Conclusion

The research was carried out to discover the link between workplace ostracism, knowledge hiding, and knowledge sharing; also, to study the influence of workplace ostracism on both knowledge sharing and knowledge hiding. For the quantitative research data was collected from the employees of the service organizations of Pakistan from Islamabad and Rawalpindi.

This study hypothesizes the new relationship between knowledge management and workplace ostracism. According to the finding of this study, it has been concluded that workplace ostracism is having a direct and significant relationship with knowledge hiding and an insignificant relationship with knowledge sharing. Managers are required to play a vital role to reduce this by providing their employees with required training and counseling. Managers must make the workers mindful of the values and norms of the organization and help them to familiarize themselves, so that fewer social employees who possess poor skills gain more chances of being ostracized in the workplace.

## 7. Limitations and Future Research

This study has a few limitations. The first limitation is the generalization of results. As this study is carried out only in the service organizations of Pakistan. Pakistan is a collectivist country. There is a huge variance between Pakistani and western cultures. As western states have more of an idiosyncratic approach (Farh *et al.*, 2004). It might affect and affect the replies and actions of ostracized workers. In socialist cultures like Pakistan, people are more caring and value relationships. Therefore, in Pakistan, when people fall victim to workplace ostracism, they do not react openly but retaliate by knowledge hiding behaviors. Collectivist nations are more inclined to maintaining harmony among the people. On the other hand, in individualistic cultures, people are more inclined toward self-interest (Triandis, 1989). Another limitation was that of time and COVID-19, due to which data could not be collected from a larger sample size. Therefore, it is recommended that this model should be tested in different cultural settings to observe different results. Moreover, a larger sample size should be taken and qualitative techniques of data collection should be applied and results should be observed.

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