

CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD



**Impact of Passion for Work on  
Knowledge Hiding with  
Mediating Role of Employee  
Cynicism and Moderating Role of  
Negative Affectivity**

by

**Tahir Ullah khan**

A thesis submitted in partial fulfillment for the  
degree of Master of Science

in the

Faculty of Management & Social Sciences  
Department of Management Sciences

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*I want to dedicate this achievement my parents, teachers and friends who always  
encourage and support me in every crucial time*



## CERTIFICATE OF APPROVAL

### **Impact of Passion for Work on Knowledge Hiding with Mediating Role of Employee Cynicism and Moderating Role of Negative Affectivity**

by

Tahir Ullah khan

Registration No: (MMS173032)

### THESIS EXAMINING COMMITTEE

S. No.	Examiner	Name	Organization
(a)	External Examiner	Dr. Sana Aroos Khattak	BU, Islamabad
(b)	Internal Examiner	Dr. S. M. M. Raza Naqvi	CUST, Islamabad
(c)	Supervisor	Dr. Mueen Aizaz Zafar	CUST, Islamabad

---

Dr. Mueen Aizaz Zafar

Thesis Supervisor

April, 2021

---

Dr. Lakhi Muhammad

Head

Dept. of Management Sciences

April, 2021

---

Dr. Arshad Hassan

Dean

Faculty of Management & Social Sciences

April, 2021

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## *Acknowledgement*

In the Name of Allah, The Most Gracious, The Most Merciful. Praise be to God, the Cherisher and Sustainer of the worlds. All thanks to Almighty Allah, The Lord of all that exist, who bestowed me with His greatest blessing i.e. knowledge and Wisdom to accomplish my task successfully.

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**Tahir Ullah khan**

## *Abstract*

The present study investigates the influence of passion for work on knowledge hiding in school and colleges teachers and staff members. Particularly, this research incorporates affective event theory to the literature of knowledge hiding that passion for work event leads to employee cynicism. As negative attitude employee cynicism positive influences of knowledge hiding as behavior of employee. When employee cynicism influence on knowledge hiding negative affectivity strengthens the relationship between employee cynicism and knowledge hiding. Data were collected from 397 respondents working in academic institution from KPK and Islamabad. Furthermore, convenience sampling techniques was used for statistical findings. Results have been proved that passion for work significantly related with knowledge hiding. Passion for work influence on employee cynicism in turn of influence on knowledge hiding. Moreover, employee cynicism significantly mediate the relationship among passion for work and knowledge hiding, hence negative affectivity significantly moderated the relationship among employees cynicism and knowledge hiding. Lastly, we suggest and investigate mediated moderation model. We conclude with practical and theoretical implications as well as future research directions.

**Keywords:** Passion for Work, Employee Cynicism, Negative Affectivity, Knowledge Hiding .



# Contents

<b>Author's Declaration</b>	<b>iv</b>
<b>Plagiarism Undertaking</b>	<b>v</b>
<b>Acknowledgement</b>	<b>vi</b>
<b>Abstract</b>	<b>vii</b>
<b>List of Figures</b>	<b>ix</b>
<b>List of Tables</b>	<b>x</b>
<b>Abbreviations</b>	<b>xi</b>
<b>1 Introduction</b>	<b>1</b>
1.1 Background of the Study . . . . .	1
1.2 Gap Analysis . . . . .	4
1.3 Problem Statements . . . . .	5
1.4 Research Questions . . . . .	6
1.5 Research Objectives . . . . .	7
1.6 Significance of Study . . . . .	7
1.6.1 Supporting Theory . . . . .	8
<b>2 Literature Review</b>	<b>10</b>
2.1 Passion for Work and Employee Cynicism . . . . .	10
2.2 Employee Cynicism and Knowledge Hiding . . . . .	12
2.3 Passion for Work and Knowledge Hiding . . . . .	14
2.4 Employee Cynicism as a Mediator between Passion for Work and Knowledge Hiding . . . . .	16
2.5 Negative Affectivity as a Moderator between Employee Cynicism and Knowledge Hiding . . . . .	18
2.6 Research Framework . . . . .	20
2.7 Research Hypotheses . . . . .	21
<b>3 Research Methodology</b>	<b>22</b>

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3.1	Research Design . . . . .	23
3.1.1	Study Type . . . . .	23
3.1.2	Research Philosophy . . . . .	24
3.1.3	Type of Study . . . . .	24
3.1.4	Unit of Analysis . . . . .	25
3.1.5	Time Horizon . . . . .	25
3.2	Population and Sample . . . . .	25
3.2.1	Population . . . . .	25
3.2.2	Sample . . . . .	26
3.2.3	Data Collection Process . . . . .	26
3.2.4	Sampling Technique . . . . .	27
3.2.5	Handling of Received Questionnaire . . . . .	27
3.2.6	Data Collection Technique . . . . .	28
3.2.7	Data Analysis Tool . . . . .	28
3.3	Demographic Characteristics . . . . .	29
3.3.1	Gender . . . . .	29
3.3.2	Age . . . . .	29
3.3.3	Qualification . . . . .	30
3.3.4	Experience . . . . .	31
3.4	Instrumentation . . . . .	31
3.4.1	Measures . . . . .	32
3.4.2	Knowledge Hiding . . . . .	32
3.4.3	Employee Cynicism . . . . .	32
3.4.4	Passion for Work . . . . .	33
3.4.5	Negative affectivity . . . . .	33
3.5	Pilot Testing . . . . .	33
3.6	Reliability of Pilot Testing . . . . .	34
3.7	Data Analysis . . . . .	34
3.8	Research Ethics . . . . .	35
<b>4</b>	<b>Results and Findings</b> . . . . .	<b>36</b>
4.1	Confirmatory Factor Analysis . . . . .	36
4.1.1	Measurement Model . . . . .	37
4.2	Descriptive Statistics . . . . .	38
4.3	Control Variables . . . . .	39
4.4	Reliability Analysis . . . . .	40
4.5	Correlation Analysis . . . . .	41
4.6	Regression Analysis . . . . .	42
4.6.1	Simple Regression of Passion for Work and Employee Cynicism . . . . .	43
4.6.2	Simple Regression of Employee Cynicism and Knowledge Hiding . . . . .	44
4.6.3	Simple Regression Passion for Work and Knowledge Hiding . . . . .	45
4.6.4	Multiple Regression . . . . .	46
4.6.4.1	Mediation . . . . .	46
4.6.4.2	Moderation . . . . .	47

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4.6.5	Mediated Moderation . . . . .	48
4.7	Summary of Hypotheses . . . . .	49
<b>5</b>	<b>Discussion and Conclusion</b>	<b>50</b>
5.1	Discussion . . . . .	50
5.1.1	Hypothesis 1: Passion for Work Negatively Related with Employee Cynicism . . . . .	51
5.1.2	Hypothesis 2: Employee Cynicism Positively Related with Knowledge Hiding . . . . .	52
5.1.3	Hypothesis 3: Passion for Work Negatively Related with Knowledge Hiding . . . . .	53
5.1.4	Hypothesis 4: Organizational Cynicism Mediates the Relation between Passion for Work and Knowledge Hiding . . . . .	54
5.1.5	Hypothesis 5: Negative Affectivity Moderates the Relationship between Employee Cynicism and Knowledge Hiding; such that Negative Affectivity Strengthens the Relationship when Employee Cynicism will high with Knowledge Hiding . . . . .	55
5.2	Theoretical Implications . . . . .	56
5.3	Practical Implications . . . . .	57
5.4	Recommendations . . . . .	58
5.5	Limitations and Future Directions . . . . .	59
5.6	Conclusion . . . . .	60
	<b>Bibliography</b>	<b>62</b>
	<b>Appendix-A</b>	<b>73</b>

# List of Figures

2.1	Passion for Work and Knowledge Hiding: Mediating Role of Organizational Cynicism and Moderating Role of Negative Affectivity . . .	20
4.1	Measurement Model . . . . .	37

# List of Tables

3.1	Frequency by Gender . . . . .	29
3.2	Frequency by Age . . . . .	29
3.3	Frequency by Qualification . . . . .	30
3.4	Frequency by Experience . . . . .	31
3.5	Instruments . . . . .	33
3.6	Pilot Testing . . . . .	34
4.1	Confirmatory Factor Analysis . . . . .	37
4.2	Descriptive Statistics . . . . .	39
4.3	Control Variables . . . . .	40
4.4	Reliability Test . . . . .	41
4.5	Correlation Analysis . . . . .	42
4.6	Simple Regression 1 . . . . .	43
4.7	Simple Regression 2 . . . . .	44
4.8	Simple Regression 3 . . . . .	45
4.9	Mediation Analysis . . . . .	46
4.10	Moderation Analysis . . . . .	47
4.11	Index of Moderated Mediation . . . . .	48
4.12	Mediated Moderation . . . . .	48

# Abbreviations

<b>EC</b>	Employee Cynicism
<b>KH</b>	Knowledge Hiding
<b>LLCI</b>	Lower Limit Confidence Interval
<b>NA</b>	Negative Affectivity
<b>PFW</b>	Passion for Work
<b>SPSS</b>	Statistical Package for Social Sciences
<b>ULCI</b>	Upper Limit Confidence Interval

# Chapter 1

## Introduction

### 1.1 Background of the Study

Scholars have defined “knowledge hiding” as; an important working by any person to keep hold or avail information that has been permitted by another person (Connelly, Zweig, Webster, & Trougakos, 2012). They have also provided first empirical evidence that knowledge hiding exists in daily life of organizations. It is a self-serving and displaced retaliatory behavior (Jahanzeb, Fatima, Bouckenooghe, & Bashir, 2019). It is a covert behavior knows at avoiding risk of retaliation by knowledge seeker (Jahanzeb et al., 2019). It is also a coping mechanism to deal with stress at work (Jahanzeb, De Clercq, & Fatima, 2020). It is a separate phenomenon and not the opposite side of knowledge sharing (Zhang & Min, 2019).

This phenomenon of knowledge hiding should be studied further due to two reasons. In other words, the nomological network of knowledge hiding is relatively incomplete requiring further investigations for the maturity of its literature. Connelly et al. (2012) expressed hope that nomological network of knowledge hiding shall continue to evolve in future studies. Second, knowledge hiding is harmful not only for the organization but also for knowledge hider (Jiang, Hu, Wang, & Jiang, 2019). However, it was necessary to find the reasons, aspects and issues to understand the harmful effects. This the major reason and motivation of conducting this study.

Many unwanted results of knowledge and information concealment now collected. It is established to decline the performance of work (Jahanzeb et al., 2020). It diminishes the approach of explicit and tacit knowledge to the knowledge needed employees of the organization also influence on the progress of the organization (Zhang & Min, 2019).

Therefore declines the behavior of the knowledge employees for the advancement in the organization (Cerne, Hernaus, Dysvik, & Skerlavaj, 2017). It diminishes the ability of the managers to take innovation in the organization and the process (Jahanzeb et al., 2019). It also effects the professional capabilities of the employees to take advance measure for the organization (Cerne et al., 2017). This hiding attitude reduce the assimilative capability of the team (Fong, Men, Luo, & Jia, 2018).

This influence the team practicality and functionality to perform in the relevant field (Wang, Han, Xiang, & Hampson, 2019). It decreases the controller-furnished OCB (Arain, Bhatti, Ashraf, & Fang, 2020). (Serenko & Bontis, 2016) demolishes emotional care of workers (Jiang et al., 2019). It improves manager related disbelief for goods producing cost (Zhang & Min, 2019), It boosts mutual information spreading and intended switching barrier objectives (Serenko & Bontis, 2016).

Decreasing harmful effect of revoking the flow of information in the organization need to consider of its aspects (Gao et al., 2020). In exiting body of knowledge many aspects of knowledge hiding have been explored by the scholars (Yao et al., 2020). Organizational identification reduces knowledge hiding (H. Zhao, Xia, He, Sheard, & Wan, 2016). Abusive supervision also increases the narrative to stop the stream of information (Jahanzeb et al., 2019).

Self-working management who interested to work lonely and perform all the tasks such type of management increases the behavior of knowledge hiding (Peng, Wang, & Chen, 2019). Abusive and strict check and balance also increase the attitude of information confidentiality (Khalid, Bashir, Khan, & Abbas, 2018). Manger knowledge hiding state of mind produce the employees mind set to the information hiding (Offergelt, Sporrle, Moser, & Shaw, 2019). Obligatory moving mind set decreases knowledge hiding (Serenko & Bontis, 2016). Negative transactional



thoughts increase information sharing hiding. The breach psychological contract decreases knowledge sharing (Jahanzeb et al., 2020). Political mind set in the organization decrease knowledge sharing this one of major cause of knowledge hiding (Malik et al., 2019). Pressure of time in order to complete the task in the organization these are task oriented created the knowledge hiding environment in the organization which effect the whole process of the organization (Škerlavaj, Connelly, Cerne, & Dysvik, 2018).

Knowledge hiding has been delivered by task seeking companies (Rhee & Choi, 2017). Psychological contained ownership decreases information sharing in the organizations (H. Peng, 2013). Assessment of mistrust produced by the hiding of useful knowledge and just only share and discuss that information which are not useful like as discussion in the meeting what company require from the employees (Connelly et al., 2012).

External rule to spread the knowledge decrease information transformation (Gagne et al., 2019). Moral interruption had straight correlation with non-sharing of information confidentiality has been created by emotional exhaustion (Yao et al., 2020). Fear for colleague's promotion increase the hiding of information, many organizations have been suffering this serious issue in which egos of the employees destroy all the mechanism of organization and thought process in the organization almost demolish, politics with in the organization is very high so knowledge hiding ultimate outcome of such companies (Fang, 2017).

Some specific working styles of some specific managers is not allowed by the them to share adopt by the other worker and managers this narrative also increase knowledge hiding in the organizations (Hernaus, Cerne, Connelly, Vokic, & Škerlavaj, 2019). Personality traits has a positive connection with hiding of information some personalities are not well whelming to the colleagues and partners not cooperative with others their thought of knowledge hiding (Pan, Zhou, & Zhang, 2016).

Hiding of information is diminish is by the organizational identification self - motivated managers are always wanted to share the knowledge with the colleagues they are cooperative good player and true soldier for the organization (Gagne et al., 2019). The knowledge concealing attitude is decline by the leader member

exchange and organizational identification that make the environment of information sharing. Positive organizational atmosphere and knowledge sharing structure of any organization discourage the knowledge hiding behavior of the employees of any organization (Serenko & Bontis, 2016).

Knowledge hiding is defined as individuals' intentional attempt "to withhold or conceal knowledge that has been requested by another person" (Connelly et al., 2012, p. 65). Connelly et al. (2012) propose three dimensions of knowledge hiding, each representing a different strategy individuals use to withhold the requested knowledge. For example, they may pretend to be ignorant of the requested knowledge (playing dumb); offer inaccurate information or a misleading promise of a future response, even when they have no intention to respond (evasive hiding); or justify their hiding behavior by advising the requester of their constraints on disclosing the knowledge or shifting the responsibility to another party (rationalized hiding). A superficial evaluation of previous experimental affirmation leads to an assessment that appropriate and intellectual aspects of information hiding have been investigated more than features that are depends on affects, attitudes, and personalities. Second, the highlighting aspects of information slapping have been discussed more than its weakening aspects. Present investigation purpose to decline these twin inequal by investigating emotional, sentimental and trait-based features that either perfect or worsen knowledge hiding.

## 1.2 Gap Analysis

Scholars have recommended that increasing assessment of factors that distress the hiding of the information from the employees of the educational institutions. Zhang and Min (2019) on the other hand, It has represented more investigation on interpreters of information confidentially for assessment how to coupe hiding of information. Moreover, Connelly et al. (2012) findings their hope that future scholars should recognize aspects of knowledge hiding behavior. On the other hand, adverse result of passion for work needs to be more explored (Pollack, Ho, O'Boyle, & Kirkman, 2020).

The researcher more explored the research that dark side of desire or which adverse conclusions must be explored. Collecting the two gaps, that are aspects of hiding of knowledge and consequences of passion for work, notice the two variables need to investigate. Though the existing literature not fully explore the relation among the passion for work and knowledge hiding, this is a gap that present study addresses this gap that is important to fill. On the other side, there is scarcity of experimental linkage mechanism investigates that explore the growth of hiding of information behavior (H. Zhao et al., 2016). Moreover, the linkage of passion for work along the attitude and behavior is less studied (Pollack et al., 2020).

Present study explores this relationship with passion for work and knowledge hiding. It is noted that previous studies have not examined the mediators in the relation among passion for work and knowledge hiding. This study explain that organizational cynicism shall be mediating factor that can explain the relation between passion for work and knowledge hiding.

Lesser knowledge by the scholars available on moderating relationship among generally passion and its negative results of employees' attitude on the organization (Pollack et al., 2020). The authors emphasis to study the linear relation among the passion for work and evaluate the results. Negative affectivity was very less investigations and was not fully explored as moderator among the employee's cynicism and knowledge hiding.

Present study fills this important gap. So negative affectivity is negative trait that strengthen the relationship among employee cynicism and knowledge hiding (Connelly & Zweig, 2015). The study explores the relationship of negative personality trait that is negative affectivity moderate among employees' cynicism and knowledge hiding.

### **1.3 Problem Statements**

Knowledge hiding is the major problem in Pakistani educational institutions where employees always avoid to share the information and knowledge with others. They have fear to lost their job position in the organization and someone other can cope

their place. That is what they do not willing to share their tacit and explicit knowledge to hold their position in the organization.

This is main factor of knowledge hiding. This is one of major problem we found especially in the Pakistanis, educational institutions. Cynicism in the employees and organizations is reflection of negative belief and attitude in the organization due to the lack of sincerity with organization and low capabilities to perform good for organization in that situation leg pulling is become high (Dean Jr, Brandes, & Dharwadkar, 1998). So, the negative effects strengthen the knowledge-hiding behavior.

Passion for work is the enthusiasm for the organization to do something for the organization. But these passionate employees do not want to share the knowledge with other to hold influence in the organization, are they directly influence on knowledge hiding or indirectly influence? Passionate employees are cooperative in the organization but when they see cynicism in the employees and negative behaviours they perceive that they cannot work in this passionate manner to help other while they feel negativity then choose the way of knowledge hiding because when other are not sincere why we should become sincere with other ultimately, they become knowledge hider.

So, employee cynicism makes them knowledge hider. This is another major problem we found from organizations. This study inclusion of employees cynicism as mediator to solve this problem also has significance for the Practitioners.

## 1.4 Research Questions

The translation of three research gaps discussed above leads to five research questions as under:

1. Does passion for work impact on knowledge hiding?
2. Does passion for work impact on organizational cynicism?
3. Does organizational cynicism impact on knowledge hiding?

4. Does organizational cynicism mediate the relation between passion for work and knowledge hiding?
5. Does negative affectivity moderate the relation between organization cynicism and knowledge hiding?

## 1.5 Research Objectives

The translation of five research questions listed above leads to five research objectives as under:

1. To study the direct relation between passion for work and knowledge hiding.
2. To study the direct relation between passion for work and organizational cynicism.
3. To study the direct relation between organizational cynicism and knowledge hiding.
4. To study the mediation of organizational cynicism in the relation of passion for work and knowledge hiding.
5. To study the moderation of negative affectivity in the relation between organization cynicism and knowledge hiding.

## 1.6 Significance of Study

Present study has significance for such type of organization that are facing the dilemma of knowledge hiding of their workers at any level and how to discourage this type of behavior by encourage knowledge sharing behavior. In the opinion of the researchers that knowledge spreading organization or knowledge workers cannot be possible while find out the reason behind the knowledge hiding behavior by proper research. That endorse our motivation behind the current study (Feng & Wang, 2019).

Reducing knowledge hiding from the organizations because it is necessary for the improvement and growth of the organization also professional growth of the employees to make knowledge workers (Connelly & Zweig, 2015.) The research finds the proper solution of knowledge hiding. Present study dealing with employee cynicism as the aspect or factor for knowledge hiding, no one study previously deal with employee cynicism as the antecedent of knowledge hiding. So, this study has significance for the researchers (Naseer, Raja, Syed, & Baig, 2020).

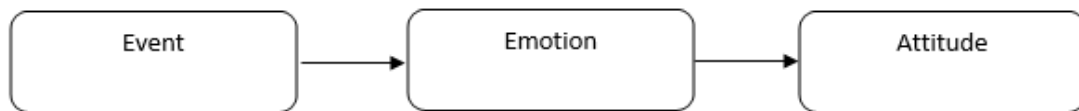
This study explains the link of knowledge hiding with organizational cynicism, create the negative influence, which create the outcome behavior of knowledge hiding. Less studies cover this relationship that knowledge hiding as result of cynicism. Pollack et al. (2020) suggested that future scholar should investigate the negative influence of passion for work, existing study explain the negative influence of passion for work. This also has significance for scholars. Tong et al. (2019)

have pointed the lack of investigation and that describe the disparate actors of knowledge hiding. Present study honoring the previous literature and cover new avenues of research. Current study has significance for the scholars regarding the moderator of negative affectivity among the cynicism and knowledge hiding, such that knowledge hiding would be high when negative affectivity strengthens the relationship when moderation is high.

### **1.6.1 Supporting Theory**

Present study used affective event theory (Cropanzano, Dasborough, & Weiss, 2017; Weiss & Beal, 2005; Weiss & Cropanzano, 1996) as the underpinning theory. The affective event theory covered all variables of the research model (Cropanzano et al., 2017; Weiss & Beal, 2005; Weiss & Cropanzano, 1996) as underpinning theory to develop a research model. The reason behind the to adopt affective event theory allow us to follow the sequence of event theory, for instance, passion for work as an emotion of the employees in the organization. Second, those emotion of event develop the attitude of the employees (Dean Jr et al., 1998). That attitude fosters the behavior of employees, attitude compel the behavior, that attitude is

ready to do some outcome behavior of knowledge hiding. That behaviours can be categories affective driven behavior or attitude driven behavior or both. Here are some of the relevant propositions of this theory. This theory proposed that emotions and moods lead to affect driven behavior and attitude. Then, attitude leads to judgment driven behaviors. Personality influences the process by which affective reactions influence the behavior (Weiss & Beal, 2005).

**Event Theory Model**

# Chapter 2

## Literature Review

### 2.1 Passion for Work and Employee Cynicism

Employee cynicism is “a tendency to engage in disparaging and critical behavior toward the organization in a way that is consistent with their belief that it lacks integrity” (Archimi, Reynaud, Yasin, and Bhatti, 2018). Feeling analyzed representative work obsession fiction through the viewpoint of assessment hypothesis (Bagozzi, 1992; Lazarus, 1991) to offer an active meaning of worker work enthusiasm.

Zigarmi, Nimon, Houson, Witt, and Diehl (2009) described enthusiasm for work as “a person’s persistent, genuinely sure, which means based, feeling of prosperity, coming from reoccurring psychological and full of feeling examinations of different work and hierarchical circumstances that outcome in reliable, valuable work aims and practices”. This definition offers transparency through its hidden hypothesis that people learn through association and evaluation of their practice (Lazarus & Folkman, 1984), which includes psychological and emotional evaluations of what is actually in stake in a given circumstance.

There are two stages to the evaluation interaction. In the main stage, the person evaluates the effect the climate has, assuming any, on his/her condition of prosperity. In the subsequent stage, the individual structures decisions regarding the expectations important to adapt to the climate’s effect on that condition of prosperity (Lazarus & Folkman, 1984). The Employee Work Passion Appraisal



(EWPA) model, as delineated in, Zigarmi et al. (2009) accentuates the representatives' regular emotional and psychological evaluations of their work insight, their ensuing condition of occupation prosperity, and expectations that emerge from such examinations.

The EWPA model proposes the incorporation of both natural predecessors (e.g., authoritative or work attributes) and individual forerunners (e.g., representative convictions, qualities, interests, or characteristics) as a reason for sympathetic the arrangement of a work enthusiasm (Zigarmi, Nimon, Houson, Witt, & Diehl, 2011) recommended that single direction to pass judgment on the mental condition of worker work obsession should be during the stated stage and kind of objectivity that emerges from the evaluation procedure.

Employee cynicism is an unfavorable attitude towards an organization characterized by a belief that the organization does not live up to its claims, a negative feeling for the organization, and a derogatory and criticizing behavior towards the organization (Dean Jr et al., 1998). Passion for work is an affective state and cynicism is an attitude.

After categorizing these variables in the constructs of affective events theory, a proposition of the theory will be used to hypothesize a direct relation between these variables. Affective events theory proposed that emotions and moods lead to cognitive judgments or attitudes (Weiss & Cropanzano, 1996).

Since these two variables can be categorized in the two constructs of affective events theory, the above proposition can be used to predict a direct relation between passion for work and organizational cynicism. However, the theory does not guide about the direction of the relation. So, the extant literature will be used to seek direction of the relation.

Fernet, Lavigne, Vallerand, and Austin (2014) found that harmonious passion was negatively related with work cynicism or depersonalization in a cross-sectional study but couldn't find any relation in a longitudinal study. They argued that passion for work can make it difficult for employees to devalue it. Since, organizational cynicism was positively correlated with work cynicism (Arabaci, 2010),

therefore a similar relation of passion for work with organizational cynicism can be expected. The changing idea of work and work associations, especially the breach and infringement of the mental agreement. Is accepted to have caused an ascent in worker criticism and question (Pater, 2000). Thus, the hypothesis is:

***H1: Passion for work negatively related with employee cynicism.***

## **2.2 Employee Cynicism and Knowledge**

### **Hiding**

Research has shown that knowledge hiding is enhanced as a result of negative personal factors, for example, perception of politics and psychological contract breach (Jahanzeb et al., 2020). It has been conceptualized as an approach to adapt or vent out dissatisfactions went with troubles emerging from broken guarantees of manager (Jahanzeb et al., 2020). Thus, information stowing away can be ordered as a judgment driven conduct notwithstanding being sorted as an influence driven conduct. Full of feeling occasions hypothesis suggested that psychological examinations or perspectives lead to judgment driven practices.

Since organizational cynicism and knowledge hiding can be categorized in the constructs of attitude and judgment driven behavior of affective events theory respectively therefore above proposition can be used to predict a direct causal relation between organizational cynicism and knowledge hiding. However, the direction of their relation is not known and previous literature will used to predict the direction. Jiang et al. (2019) reported a positive but non-significant correlation between organizational cynicism and knowledge hiding.

Positive attitudes such as professional commitment had a negative correlation with knowledge hiding (Malik et al., 2019). In the same vein, this study expects that a negative attitude such as organizational cynicism has to potential to enhance knowledge hiding. Information concealment has been termed a counter productive work behavior or more specifically a counterproductive information manners (Serenko & Bontis, 2016). Previous scholars have found that organizational cynicism is positively related with counterproductive work behaviors.

Organizational cynicism produces greater expectation of exploitation by the organization (Dean Jr et al., 1998). Exploitation by the organization is likely to be materialized in the form of decisions and behaviors of coworkers including supervisors. Avoidance of coworker's exploitation of weaknesses is one of the motivators of knowledge hiding. Knowledge hiding is used as a defensive behavior against expected exploitation of coworkers (Malik et al., 2019). It is expected that employees who develop a negative attitude towards their organization based on its unfair treatment would take revenge by hiding their knowledge from the members of the organization.

The Globe Mail did a study in 2006 of very nearly 1,700 pursuers, and their discoveries uncover that about 76% of workers participate in information concealing conduct. Information concealing conduct is a negative authoritative conduct which includes purposefully retaining significant data (Connelly et al., 2012); information covering up isn't just the nonappearance of information sharing. The two factors are particular theoretical builds and not simple inverse of one another. Toma, Jiang, and Hancock (2018) affirmed that people participate in information concealing conduct with the end goal of insurance or classification of other gatherings' advantage. Scholar uphold this idea, contending that such conduct isn't reliably negative. On outstanding cases, information concealing conduct can have positive destinations. Information concealing conduct is three sided: (a) supported covering up, people stow away and don't give out the mentioned data (information) with no clarifications why s/he can't give the data; (b) shifty stowing away, individual dishonestly guarantees the inquirer that the data mentioned will given later; and (c) a person who does both offer even a piece of the data mentioned or denies having the mentioned data is supposed to utilize the "acting ignorant" technique. Resilience to working environment outlines the view of authoritative lethargy in tending to uncivil practices. After some time, this establishes an environment for uncivil practices, which is a structure assets misfortune; contract infringement has been appeared to build pessimism (Andersson, 1996). Compatibility anxiety is the impact of correspondence in employment connections; that is, a positive activity will incite spontaneous optimistic responses and the other way around. Information possession is challenged in the hierarchical setting, and it

offers an appropriate stage for likely clash among representatives and associations. Scientists (Brown, Lawrence, & Robinson, 2005) contended that the inclination of associations to "own what you know, can raise such clashes with and between their workers".

***H2: Employee cynicism positively related with knowledge hiding.***

## **2.3 Passion for Work and Knowledge Hiding**

Knowledge hiding can be conceptualized in three forms, dumb playing, evasive knowledge concealment, and rationalized hiding (Connelly et al., 2012). Hiders conceal their knowledge, and they complement it saying that why the knowledge seekers are requested down. Mysterious hiding only occurs when a knowledge seeker provides wrong or misleading knowledge regarding any aspects. Playing dumb describes the ignorance related to the knowledge provided to the knowledge requestor.

Somehow, all these three dimensions can be caused similar negative outcomes. For example, it doesn't matter what criteria knowledge hiders use; the main point is that the universal result of this is that knowledge can be denied. This denial can result in social disturbance or rejection, and in some situations, it's specific for knowledge seekers (Černe et al., 2017). On the other hand, inappropriate and less knowledge provided to requestors can result in ineffective and negative decisions, which can cause difficult destructive situations for people, groups, and organizations.

General obsession for work is a sentimental situation which is described as a strong emotional state of love towards one's work. Researchers have discovered information covering up as a result of feelings, for example, enthusiastic fatigue and dread of information (Yao et al., 2020). Along these lines information covering up might be sorted as an influence driven conduct. Emotional occasions hypothesis suggested that influence driven practices are brought about by full of feeling states. Subsequent to arranging the examination factors in builds of emotional occasions hypothesis, above suggestion can be utilized to anticipate an immediate connection

between enthusiasm for work and information sharing conduct. Notwithstanding, the hypothesis doesn't control about bearing of the connection. Along these lines, this examination depended on surviving writing to recognize the course of the connection. Past examination has discovered a negative connection between's energy for work and degenerate practices (Srivastava, 2012).

Information covering up can be viewed as a freak conduct since it will carry mischief to hierarchical interests. Amemiya and Sakairi (2019) found that energy for sports was decidedly related with characteristic inspiration in games area. A comparative connection can be relied upon to hold between energy for work and inherent inspiration. Researchers have conjectured that characteristic inspiration would decrease information covering up on the grounds that individuals with natural inspiration tend to enlighten others concerning their work in an enthusiastic and unconstrained manner and in any event, when others have not requested it.

Along these lines, a negative relationship can be considered typical between energy for work and information covering up. Representatives who are energetic about their work are typically excited to educate others regarding their work and consequently further averse to show information hidings.

Amicably enthusiastic representatives consider work exercises as a significant well-spring of molding their personalities and hence, intentionally take part in work exercises to determine joy, pleasure, and fulfillment. Amicably enthusiastic people fabricate great relational connections (for example connections dependent on common trust, care, furthermore, participation) with others (for example colleagues) to improve their relationship fulfillment, which, thusly, improves their capacity and readiness to help other people, for example, colleagues (Ho & Pollack, 2014).

In view of the COR hypothesis, we get that amicable enthusiasm is a basic individual asset that encourages the procurement of important assets (Astakhova, 2015) for example, joy, pleasure, trust-based connections with peers, relationship fulfillment, and occupation fulfillment, recommending that amicably enthusiastic representatives would be urged to satisfy their friends' information needs by giving the mentioned information instead of concealing it. Moreover, the COR hypothesis (Hobfoll, Halbesleben, Neveu, & Westman, 2018) recommends that positive

feelings and good practices get over and send from one individual to the next. Drawing from the COR hypothesis, earlier investigations have offered exact proof that positive practices, for example, inventive practices (Zhou, 2003) and work making practices communicate from one individual to the others in the working environment. Expanding on the idea of the get over of positive practices, we comprehend that the moral initiative's qualities – trustworthiness, feeling of obligation, and worry for other people – communicate from the pioneer to the adherents.

Accordingly, we contend that representatives who exhibit care for other people and show a feeling of obligation towards their companions are probably going to exhibit a positive goal to meet their companions' close to home and expert information needs by satisfying their insight demands as opposed to covering information from them. Also, we expect that legit workers may not participate in misdirecting and exploitative direct, for example, disguising or mutilating data from their friends.

Surely, the scant distributed work (Abdullah, Lait, Helps, Newbury, & Wall, 2020) has observationally demonstrated that moral authority sabotages representatives' commitment in data adulteration and hiding. Consequently, it is normal that ethical leaders can discourage administration representatives' commitment in concealment of information. Thus, the hypothesis is:

***H3: Passion for work negatively related with knowledge hiding.***

## **2.4 Employee Cynicism as a Mediator between Passion for Work and Knowledge Hiding**

This study has classified obsession for work and organizational pessimism as affective condition and attitude respectively. Further researchers supported that concealment of information is result of both emotions and cognitions (Yao et al., 2020). Therefore, this research believes that information hiding is as emotion-cum-judgment driven actions. After classifying our variables in constructs of affective

events theory, a proposition of the theory will be used to hypothesize mediated relations among these variables. Affective events theory proposed that attitudes mediate the association among affective states and judgment driven behaviors (Russell & Eisenberg, 2012).

A negative association has been previously hypothesized among passion for work and organizational cynicism. A positive connection between authoritative negativity and information covering up has likewise been estimated. It is contended that representatives who have higher energy for work will create lower authoritative negativity than workers who have lower enthusiasm for work. At that point this lower hierarchical cynicism will discourage them from concealing their insight from another organizational member.

Cynicism has been a “centuries-old problem” it mostly means that others are incomplete in good value and can’t be trusted. Cynical workers tend to be irritated, disappointed, distrust organization, and often harbor feelings of disparity (Abraham, 2000). Likewise, as Abraham (2000) construed, skepticism is an out and out doubt in top administration choices and activities, it is relied upon that inability to extinguish the hesitant impact of work environment incivility can be related with the board powerlessness to deal with incivility or keep guarantees, hence giving a premise to negative effect and doubt.

Cynicism is classified by influence and disturb; subsequently, critics can show negative conduct, for instance, diminished execution, knocking (Wilkerson, Evans, & Davis, 2008) and decline presentation of creative conduct. Administration inventive conduct is especially worried about representative commitment in actualizing clever thoughts, basically intended to improve work and administration results (Prieto & Pérez-Santana, 2014).

With the present competition in help industry, it has gotten foremost for cordiality directors to clarify imaginative practices and that is the reason they are answerable for the arrangement of inventive environment. Positive imaginative environment isn’t sufficient, as creative practices can just appear with social help as healthy connections at work go before inventive conduct (Dallel et al., 2014). Service innovative behavior contributes novel ideas to generate competitive benefit

for an organization (Prieto & Pérez-Santana, 2014). It is an uplifting disposition propelled by certain help environment, and advancing a particular personal circumstance to the detriment of others may influence inventive conduct contrarily. Ferris, Perrewé, Daniels, Lawong, and Holmes (2017) uncovered that laborers become incredulous, far off, and skeptical when their office isn't serving by and large great of all, however couple of people.

Besides, aloof administration has been connected with work environment incivility. For example, skeptics are recognized to hold negative emotions and expectations toward their associations (Chiaburu et al., 2013), as pessimism expands work environment withdrawal increases.

At the point when associations endure working environment incivility, the chain of work connections gets stressed. Specifically, every incivility-related event is probably going to bring about misfortunes to nobility, regard, and relationship quality and in this manner liable to add to upward changes in representative pessimism, in such situation workers may decrease to utilize their own assets (i.e., inventive and creative practices) for the association. Thus, the hypothesis is:

***H4: Employee cynicism mediates the relation between passion for work and knowledge hiding.***

## **2.5 Negative Affectivity as a Moderator between Employee Cynicism and Knowledge Hiding**

Trait negative affectivity is a "predisposition to experience aversive emotional states" (Perrewé & Spector, 2002). It is a personality trait. However, passion for work has been sorted as an emotional state and information stowing away as a conduct. In the wake of ordering these factors in the builds of full of feeling occasions theory, a recommendation of the hypothesis will used to speculate directed relations among these factors. Full of feeling occasions hypothesis recommended that character directs the impact of enthusiasm for work over information covering up (Weiss & Beal, 2005). Following this recommendation, it tends normal that negative affectivity will direct the connection between energy for work and



information stowing away. Nonetheless, bearing of control isn't known for which this investigation depended on observational writing. An investigation announced positive connection between state negative effect and information stowing away (H. Zhao et al., 2016).

Knowledge hiding is a deliberate effort to conceal, falsify, and provide equivocal knowledge in response to others' knowledge requests (Connelly et al., 2012). Knowledge hiding has been conceptualized in the form of its three dimensions – playing dumb, evasive hiding, rationalized hiding. In the rationalized hiding, the hidiers hide knowledge and complement it with an explanation of why the knowledge seekers' request has been turned down. In the evasive knowledge hiding, the hidiers stall or provide less information than was asked for. Playing dumb entails hidiers' pretense of not having the requested information. Despite being conceptually different, these dimensions of knowledge hiding can have similar destructive outcomes. For example, no matter what strategy the knowledge hider uses, the uniform outcome is that the knowledge requested has been denied. The denial can be construed as social rejection, and in certain situations, deception by knowledge seekers (Černe et al., 2017). Likewise, distorted knowledge or providing less information can result in ineffective strategies and wrong decisions that can have far-reaching destructive consequences for individuals and organizations (Černe et al., 2017).

Trait negative affect was positively associated with state negative concern. Negative affectivity showed a complex relation with three dimensions of knowledge hiding such that it improved evasive hiding and playing dumb but reduced rationalized hiding (R. Zhao et al., 2019). However, the focus of this study is on overall knowledge hiding and not on its dimensions. Thus, we can expect that trait negative affect will also be positively related with knowledge hiding. This positive relation between trait negative affectivity and knowledge hiding has the potential to weaken the negative relation between passion for work and knowledge hiding. It is argued that the negative relation between passion for work and knowledge hiding will weaker for employees who have high trait negative affectivity than those who have lower trait negative affectivity.

Further scholars have supposed that a person who's higher in NA are further responsive to pessimistic environmental stimulus than individuals low in NA, and its results in tend to respond further negatively to these stimulus than low NA individuals (Payne & Morrison, 2002). According to this hyper-responsively speculation, the negative peculiarity of genuine occasions is frequently better by people high in NA. Accordingly, the strain-associated reactions of high NA people are further noteworthy than those of low NA people. Similarly, NA supports people's responses to positive occasions, Also, PA may support people's reactions to adverse boosts and enhance their reactions to positive improvements, with the end goal that low PA people will respond further contrarily to contrary upgrades than high PA people, though high PA people will respond further decidedly too positive upgrades than low PA people.

***H5: Negative affectivity moderates the association among employee cynicism and knowledge hiding; such that negative affectivity strengthens the relationship when employee cynicism will high with knowledge hiding.***

## 2.6 Research Framework

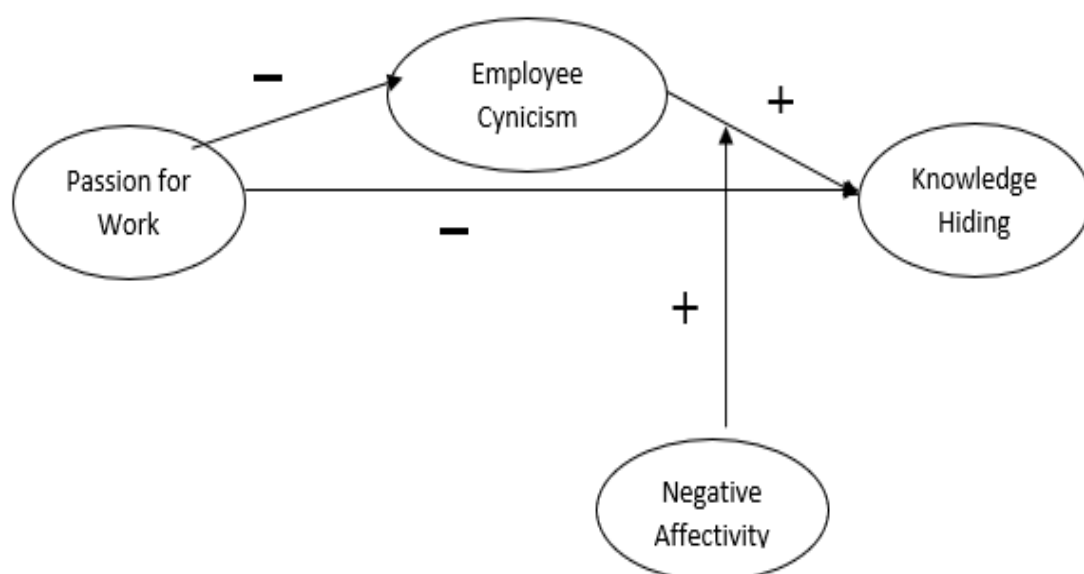


FIGURE 2.1: Passion for Work and Knowledge Hiding: Mediating Role of Organizational Cynicism and Moderating Role of Negative Affectivity

## **2.7 Research Hypotheses**

**H<sub>1</sub>:** Passion for work negatively related with employee cynicism.

**H<sub>2</sub>:** Employee cynicism positively related with knowledge hiding.

**H<sub>3</sub>:** Passion for work negatively related with knowledge hiding.

**H<sub>4</sub>:** Organizational cynicism mediates the relation between passion for work and knowledge hiding.

**H<sub>5</sub>:** Negative affectivity moderates the association among employee cynicism and knowledge hiding; such that negative affectivity strengthens the relationship when employee cynicism will high with knowledge hiding.

# Chapter 3

## Research Methodology

It's a very important to differentiate between research methods and research methodology because these two are very different from each other. The research method includes various methods for composition of research. Research methods or techniques state to the way's researcher uses in conducting the research options. In simple words, many techniques, which has taken by the researcher while exploring and identifying the research challenges, problems, known as the research methods.

Moreover, research methodology is a way to solve the problems properly/significantly and in the easy way or analytically. The observation of research methodology is wider than the research methods. However, when we speak of methodology it doesn't mean only the technique but also the concept behind the methods exploits in the context of that research and describe the application of one technique or method compare to another, so that research results are proficient of being measured either by other or researcher himself.

This study precisely indicates the methodology to examine the influence of impact of passion for work on knowledge hiding with mediating role of employee cynicism and moderating role of negative affectivity. The description of this segment is related to research design, population and sampling techniques, characteristics of sample size and instruments of all the variables and items present in each variable.

This section focuses on the methodology that was followed for the analysis and the relationship between passion for work as independent variable, employee cynicism

as mediator, negative affectivity as moderator and knowledge hiding as dependent variable.

### **3.1 Research Design**

A good research design is to help the scholar to get the consistent and empirical analysis. Similarly, it supports in the increasing of the benefits in the research. Frequently there are major two approaches for the good research in the subject of social sciences and this is known as the qualitative approach and the other one is quantitative approach. Various scholars are found that qualitative research is not good and it is not reliable but quantitative research is reliable for the research design (De Vaus, 2001).

Scholars could be secure authentic and responsible outcomes by the help of quantitative study tools. Hence the current research quantitative technique designs which was used by using standardized techniques and various other tools. It is highly reliable data and by knowing the observable facts.

To understand the concerns and the relationships, impact and the sources. Research design has explain the some new aspects when we do research it contains all variables which were used in the research, which is independent variable, dependent variable, mediator or moderator. Here correlation and regression analysis were included by which that process were used for collection and also the research problems. This aspect was used in the research design.

#### **3.1.1 Study Type**

The current study is explanatory in nature presented and various researchers used this term when they provide answers of the questions and the main objective is to discuss the causal relation between the interventions. In this study we point out the insignificance outcomes between passion for work and knowledge hiding in this study conducted. In the respect of this study mostly educational institutions were targeted to get the proper and complete data and the reliable and verified

data. Initially almost 530 questionnaires were distributed in respondents online and more than 425 responses were received. Finally, 397 valid responses were used for final interpretations in this study. The target population were Pakistani community and sample size collected from KPK province.

### **3.1.2 Research Philosophy**

The present study philosophy is positivism and this research is applying the positivism philosophy. The quantitative research technique was finalized toward positivist structure. In the beginning the science various researchers were used to positivist paradigm and in the area of natural sciences and it was the fundamental of the research. Positivism is based on the or it is derived from the French philosopher Auguste Comte. Therefore, it was the first approach which on used as quantitative approach which means collection of questionnaires is here so that's why positivist approach is being used. Many past scholars suggested that all the knowledge came from the human observations (Bourdeau, 2010).

This research has been conducted on hypothetical deductive method and we also used the scientific method in which we formed on determination concept and past research outcomes. It's based on the current theorizes and leads to understand the hypotheses of study and when it was later on applied for the verification or confirmation of expected hypotheses. Scientific method of research says that various tests were conducted for the verification and for the appropriate clarification and for the solution of major problems existing in present time with help of previous indication. To focus on the wider range of population of the different areas in which quantitative study is use collection of high-quality level data for the purpose of connecting variables with one another and for describing the relation or connection among variables which were being used for the particular research.

### **3.1.3 Type of Study**

The present study was related with the knowledge hiding at workplace and the main reason is that respondents in which different subordinates are working in the

educational institutions and their leaders or the managers also perform their duties in which they show that how supervise the workforce. Staff were present in the work time in the institution and we approached them in the school and college time for pilot study after that for whole responses questionnaire were filled online due to the Covid-19 lockdown because staff was not present. In this study variables were neither manipulated and no any artificial tool were used for analysis.

### **3.1.4 Unit of Analysis**

The unit of analysis in this study was every individual staff member of the school and colleges. School and colleges that working in institutions whose are directly linked with the school and college and all the employees who are representatives as unit of analysis from different cultural background and the institution group or person in individually everyone is part of a unit analysis.

### **3.1.5 Time Horizon**

In our research data cross sectional data collection time horizon was used for the study. To give the level of ease and confidence to the respondents, demographic section should be asked in the end of the structured questionnaire. To generate the true and honest responses from the consumers their secrecy and privacy of the information has fully confirmed.

## **3.2 Population and Sample**

### **3.2.1 Population**

The population in this research were staff working in public and private educational institutions. As this population were selected because it was felt that knowledge hiding is a big problem in Pakistani school and college level institutions where staff avoid sharing their unspoken and explicit knowledge with other staff members. Data was collected through self-administered questionnaires. 530 questionnaires

were distributed among the different participants. A non-probability sampling design has been used to select members of the sample from the population because a complete list of all employees was not available us. The questionnaire has included a cover letter that will promise that data collected in this study will used for academic purposes only and must be kept as confidential.

### **3.2.2 Sample**

Therefore, the sample size for the present study was 397 determine by taking whole population of the educational institutions of KPK province of Pakistan. Staff of school and colleges that how they are treated with each other and how to work. Sekaran and Bougie (2016) hence, we noted that the sample size for any particular study is to carried on should be greater than 50 but smaller than 500 is called as appropriate and suitable to produce accurate results and findings for any proposed construct under examination. Due to less time, this research was limited in the twin cities K.P.K province in Pakistan.

### **3.2.3 Data Collection Process**

Primary data collection method has been used in this investigation. Questionnaire were utilized to collect the data from participants. Quantitative data collection strategy was used in this study. There exist minimal involvement of the researcher and however a total of 530 questionnaire was administered online directly to employees of the institutions (Brenden, Wang, & Su, 2008).

To approach those respondents, we have used some references about the educational institutions and questionnaire form the respondents. Questionnaire distribution was through email and mostly personal WhatsApp contact of respondents. The questions of of scales has been adopted in such a way that was easy for the participants to response back of survey google form and as a finding generated honestly and truthfully respond. In the study of (Izumi, Sukhwani, Surjan, & Shaw, 2020) the survey questions tool was known as the most effective source of gathering information as scholar it was active awareness about the reality that



what is demanded or permitted really and how anyone would evaluate the items or factor of choice efficiently and concisely.

### **3.2.4 Sampling Technique**

Besides, convenience sample method has been adopted in this study whose relying on the non-probability sampling in which researcher applied this for collection of data from some of the major divisions of Pakistan such as K.P.K province. The basic objective of the current investigation is to gather the data by the staff which have taken as sampling from the entire population.

They have comfortably and easily applicable and prescribe to respond the online survey questions, that's why this investigation utilized convenience sample method of non-probability sampling method. To collect the employee's data from few divisions of Pakistan, the investigation used the convenience sampling kinds of non-probability sampling method.

Moreover, the non- probability sampling technique is a type of sampling where the sample subjects clearly mentioned. The basic steps does't accessing the probability to finalized. The purpose of the current research is to collect the data from the participant of the population who are comfortably and effectively researchable and available (Ali & Yildiz, 2020; Saleem, Moosa, Imam, & Khan, 2017).

### **3.2.5 Handling of Received Questionnaire**

Received questionnaires were sensibly examined for missing values in the data. The questionnaires received were having issues of missing values means that there were some questions in a questionnaire that were not answered by the respondents. In quantitative study, an important aspect was to handle missing data, and it creates some more serious issues.

Additionally, it needs to constitute the statistical power of the main data. Statistical power means statistical technique analytical ability to determine any significant which have the impact on the data and it could be observed data. In the second

phase, missing data can also effect on the accuracy of estimated variables. So, hence to handle the missing data guidelines was available in the literature and in this study only 130 respondents were not to be completed.

The values which were not available as dominant techniques in which we handle the regression attribution and the deletion one by one in case of the missing data. All and each method have its self cause and roots. This study put any data but if little value is missing their than it can cause the loss in the large amount of the data and can influence sample size as well. The mean substitution approach assists saving longitudinal data but the disadvantage was that it might interrupt original relationships in which response have been shown by the respondents.

The present investigation which was based on the questionnaire which was being received from the respondents and after putting all the data there was realized of some missing values. To manage with the missing values, mean substitution approach was utilized. Hence, the reason was that some values were missing in the questionnaires (Musil, Warner, Yobas, & Jones, 2002).

### **3.2.6 Data Collection Technique**

The study used close ended questionnaires were distributed online to respondents. Virtually 530 questionnaires were distributed through Google doc with source of email and WhatsApp personally. Therefore, 425 questionnaires were received out of 530 and hence, the response rate was 81%. Amongst all the questionnaire someone missing and someone was filled irrelevant. For the purpose of the analysis 397 questionnaires has been used.

### **3.2.7 Data Analysis Tool**

The SPSS and AMOS software were used here to run the data in which responses has been collected from the method used of Google doc distributed data of close ended questionnaire. Correlation analysis has been used that how the data and the variable is correlated. To measure the hypothesis testing the regression analysis were applied.

### 3.3 Demographic Characteristics

Demographics question were also asked from them. Many questions were asked in the questionnaire and I assured them that all their responses were kept confidential and it has only used for the objective of analysis. The study have run the one way anova test for selection of control variable. In the demographic's questions included questions was Gender, Age, Qualification and Experience and the other whole sample size were mentioned below.

#### 3.3.1 Gender

TABLE 3.1: Frequency by Gender

Gender	Frequency	Percent
Male	274	69
Female	123	31
Total	397	100

**Table 3.1** above depicts the information about gender. The total respondent of the study 69% were male and the remaining of 31% were female.

#### 3.3.2 Age

Now a day's people don't like to tell or share their age because of some hesitation, and because of that age is divided in to the different ranges. That respondent feels easy and comfortable to fill the questionnaires.

TABLE 3.2: Frequency by Age

Age	Frequency	Percent
20-30	108	27.2
31-40	139	35
41-50	121	30.5
50 and above	29	7.3
Total	397	100

**Table: 3.2** explore the valuable knowledge about the age of the participants. It could be shown as that maximum strength of respondents were from the age range of 20-30 i.e., 27.2% and 108 in frequency.

35% respondents were from the category of 31-40, hence 139 individuals vary in this category. 30.5% respondents belong to the age group of 41-50, 121 respondents in frequency numbers. 7.3% respondents were from the age range of above 50 years' experience, 29 in frequency.

### 3.3.3 Qualification

Qualification is the important part of demographics same as the age, gender because education is important for any country success. Education is the main source of the knowledge of any country. Education helps the individual personally. Qualification is important in the demographics of the questionnaire to know well.

TABLE 3.3: Frequency by Qualification

Qualification	Frequency	Percent
Intermediate	6	1.5
Bachelor	83	20.9
Master	126	31.7
MS/MPhil	145	36.5
PhD	37	9.3
Total	397	100

**Table 3.3** providing the valuable knowledge about qualification of the participant of study. As presented in the table mostly of the individuals had educated having the degree of MS/MPhil relying on 36.5% of the total sample size, 145 in frequency. 31.7% had education of masters i.e., 126 in frequency numbers. 20.9% had degrees of bachelors, whose 65 in frequency numbers hence only 9.3% had PhD degrees, whose vary as 37 in numbers on total sample of 397.

### 3.3.4 Experience

To gather the data from the employees and to get to know the experience of respondent's different ranges of the experience were set that the respondent can select easily without any hesitation.

TABLE 3.4: Frequency by Experience

Experience	Frequency	Percent
05-10	154	38.8
11-15	156	39.3
16-20	61	15.4
21-25	22	5.5
26 and above	4	1
Total	397	100

**Table 3.4** shows the information about the experience and tells that various respondents from 11-15 have the highest experience of 39.3% and have the experience from 5-10 have 38.8% respondent have the 16-20 years have the 15.4% and the experience who hold 21-25 years were 5.5% experience in teaching field.

## 3.4 Instrumentation

The measurement scale would be adopted. All assumed constructs of study were measured via scale of multiple items where all the following items are measured and analyzed with using a five-point Likert scale ranging from 1= strongly disagree to 5= strongly agree, and for one variable 7-point liker scale is used. 7-point Likert scale from 1 = Strongly disagree, 2 = Disagree, 3 = Somewhat disagree, 4 = Not sure, 5 = Somewhat agree, 6 = Agree, 7 = Strongly Agree. 5-point Likert scales

with differently from 1 = Not at all, 2 = A little, 3 = Moderately, 4 = Quite a Bit, 5 = Extremely. 7-point Likert scales with 0 = Never, 1 = Rarely, 2 = Once in a while, 3 = Sometimes, 4 = Usually, 5 = Often, 6 = Always.

### **3.4.1 Measures**

The study has been used the adopted instruments in which study utilize the questionnaires for collection of data. Data on negative affectivity, passion for work, organizational cynicism, and knowledge hiding has been provided by the school and college employees. It may be argued that knowledge hiding should be reported by others.

But scholars have contended that self-report is more suitable because others may not accurately judge presence of knowledge hiding due to involvement of dishonesty (Connelly et al., 2012).

### **3.4.2 Knowledge Hiding**

Knowledge hiding has been measured by a twelve-item instrument (Connelly et al., 2012). One of the items of this instrument is “Pretended that I did not know the information.” This instrument will be administered in a general way as advised by (Jahanzeb et al., 2019).

Seven-point Likert scale of 1 to 7 (strongly disagreeable to strongly agree) have been applied to obtain responses. There are both proponents and opponents of self-report of knowledge hiding (Jahanzeb et al., 2019; Zhang & Min, 2019). Three items instrument and four items instrument (Jahanzeb et al., 2019).

### **3.4.3 Employee Cynicism**

Organizational cynicism has been measured by a 11 items scales developed by (Cole, Bruch, & Vogel, 2006). One of the items of this instrument is “.” Five-point Likert scale of 1 to 5 (strongly disagreeable to strongly agree) will used to obtain responses.

### 3.4.4 Passion for Work

Passion for work has been measured by a five-item instrument (De Clercq & Belausteguigoitia, 2017). One of the items of this instrument is “I love my work.” Responses on each item will be obtained on a seven-point Likert scale of 1 (strongly disagree) to 7 (strongly agree).

### 3.4.5 Negative affectivity

Negative affectivity has been measured by ten items of a twenty items instrument (Watson, Clark, & Tellegen, 1988). “You generally feel upset during the past year.” Responses on each item will be obtained on a five-point itemized rating scale of 1 = Not at all, 2 = A little, 3 = Moderately, 4 = Quite a Bit, 5 = Extremely.

TABLE 3.5: Instruments

S.No	Variable	Source	Items
1	Passion for Work	(De-Clercq & Belausteguigoitia, 2017).	5
2	Employee Cynicism	(Cole et al., 2006).	11
3	Negative Affectivity	(Watson et al., 1988).	10
4	Knowledge Hiding	(Connelly et al., 2012)	12

## 3.5 Pilot Testing

Before performing the analysis on the larger scale, there is a very effective and proactive method to apply the pilot testing on 40 respondents' responses. Pilot testing was reduced numerous risks and that would be a wastage of time and resources. Hence, almost 40 questionnaires were carried out in order to know if the validate results are familiar and in line with the hypothesis or not. After conducting the complete pilot testing the result was that there were no significant and reliability problems among all the variables and the scales were completely perfect and reliable for the study.

### 3.6 Reliability of Pilot Testing

TABLE 3.6: Pilot Testing

Variables	Cronbach Alpha	Items
Passion for Work	0.717	5
Employee Cynicism	0.909	11
Negative Affectivity	0.941	10
Knowledge Hiding	0.758	12

### 3.7 Data Analysis

After the complete collection of my data which is relevant to the study are 397 respondents, for the determines the analysis. There were no missing and double entries. SPSS was used to analyze the data. Much number of procedures was used to analyzing or processing the data. That procedure which are mentioned below.

- Firstly, those questionnaires are selected for the purposes of analysis which are filled perfectly and also those are selected which don't have double values.
- Every item was coded properly and its response was used for the analysis further in the questionnaire.
- Frequency table were used for explaining the respondent sample characteristics.
- Descriptive statistics were measured while using the numerical values.
- Cronbach alpha is used to check the reliability of the all variables.
- Correlation analysis was conducted to know that either there is significant relationship exist between all those variables or not.
- Single regression outcomes among independent and dependent variables was researched to examine or demonstrate the presented direct relationship.



- Preacher and Hayes Process were used for analyzing mediation and moderation to know or explore the current role of the mediation and moderator among independent and dependent variable (Hayes, 2012).
- By using the Preacher and Hayes process method the hypotheses were being checked by testing to check the acceptance level for current hypothesis either these are meeting the threshold level or not.

### **3.8 Research Ethics**

Moreover, the present research while conducting research analysis, required ethics and standards were followed and more principally while gathering the data. In the primary step, the objective of the study was informed to the participants and after taking the agreement of the participants, their response was attained and incorporated for data analysis.

The respondents were given guarantee about the confidentiality of the responses as the school and college teachers whose filled the questionnaire about passion for work, cynicism at work place, negative affectivity and knowledge hiding related activities in which we get information about that they rate him/her negatively or positively. However, the data linked to educational institutions were also kept secret as it obtained organizations related emotions and usage feedback. Additionally, data collection was done in natural setting and the respondents were not enforced for instant feedback. For the convenience, proper time was provided and respondents were not forced for some sensible response. Despite of the fact that the scholars faced some inappropriate attitudes in most case such as some respondents ignore the online questionnaires links, few of them did not give proper valid respond, but still they all were responded with appropriate behavior without any bad words.

# Chapter 4

## Results and Findings

In this study complete data analysis were applied with the help of two different software's used as the SPSS and AMOS. Confirmatory factor analysis was performed to check the model fitness with using the Amos.

### 4.1 Confirmatory Factor Analysis

To explore the measurement of model CFA, IBM AMOS was used. In this model we checked values through the model fit statistics. In the statistics many indices are involved, like chi square, comparative Fit Indices (CFI), Goodness of Fit Index (GFI) Root Mean Square Error of Approximation (RMSEA) and the adjusted goodness of Fit index (AGFI).

Comparative fit index assumes that there are no correlations. The acceptance range is between 0 and 1 and for the good and excellent model fit its value should be near with 1. If the value above 0.90 it shows the good model fit and in case the value below it shows poor model fit.

Kim & Yoon, 2011; Musil et al., (2002) Goodness of Fit Index (GFI) states complete fit for measurement model (Danilwan, Isnaini, & Pratama, 2020; TRAN & LE, 2020). The GFI range is between 0 to 1 value should be near to 1. Good model fit value GFI should be greater than 0.80 and it's below this threshold it means that it is poor model fit.

(RMSEA) value evaluate the model goodness with the population and the covariance matrix. For the root mean square error of approximation numerous past researchers suggested the some threshold values.

Danilwan et al. (2020) provide suggestions that the range should be between the 0.06-0.08, and other (Huo, Han, Chen, & Zhao, 2015) proved the suggestions that for the good model fit its value should be less than 0.05.

### 4.1.1 Measurement Model

By using the AMOS, we found that model is good fit because CFI, GFI, TLI and RMSEA values were found here significant.

TABLE 4.1: Confirmatory Factor Analysis

Model	CMIN/DF	CFI	TLI	IFI	GFI	RMSEA
Baseline Model	1.619	0.921	0.915	0.922	0.88	0.04

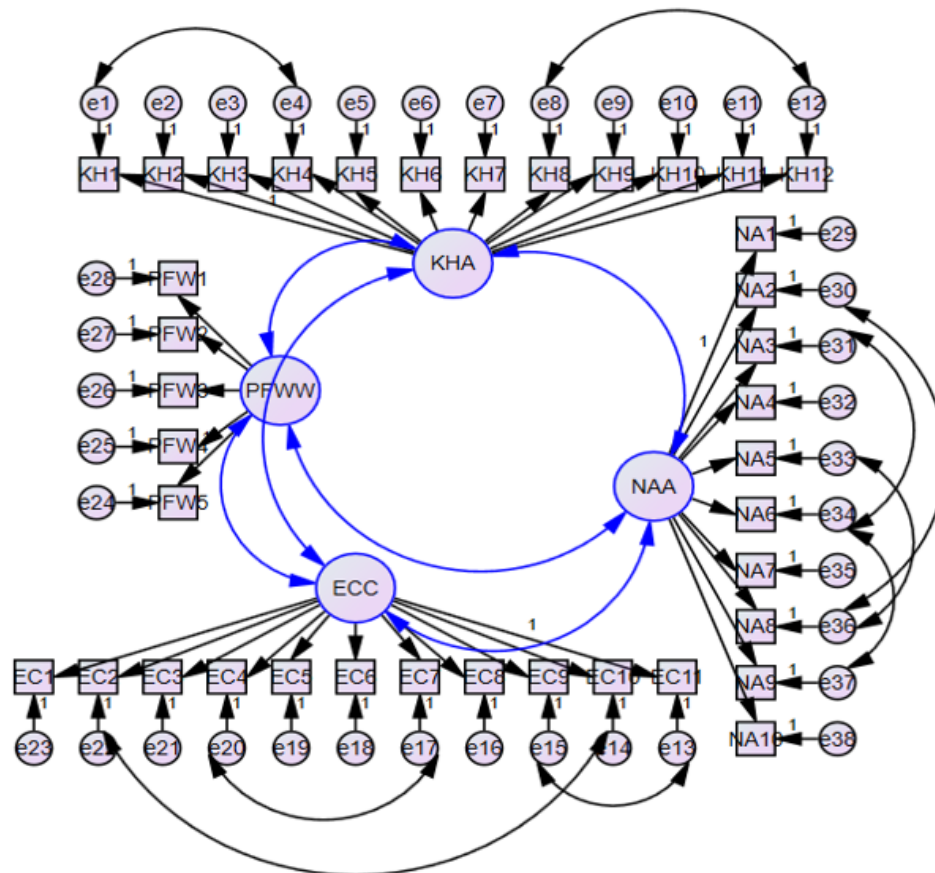


FIGURE 4.1: Measurement Model

To explain the **Figure 4.1** is very important before description of above **Table 4.1**. The PFWW it points out the or indicate the passion for work, KHA shows that it is knowledge hiding, and the NAA indicates the negative affectivity, ECC indicates towards employee cynicism. The above tables explored that the model is completely fit because it has good to fit indices. Hence the tables depict that all the values are meeting to threshold values.

The Incremental fit index (IFI) is greater than 0.90 which is 0.922, which shows the good fit, comparative fit index (CFI) value, must be greater than 0.90 which is now 0.921 which again shows the excellent model fit, (RMSEA) root mean square error value should be less than 0.07 and it was 0.040 which depicts excellent model fitness. Correspondingly, the Tucker-Lewis index must be greater than the 0.90 and it was 0.915 which is sign of excellent model fit.

Therefore, the value of goodness of fit index should be greater than then 0.80 and it was 0.880 which indicates that good model fit. But for the value if chi-square for model fit should be less than 3 and here the value is 1.619 which indicates the excellent model fit. The four factor model results are better and the excellent model as the values provides the statistical evidence.

## 4.2 Descriptive Statistics

The major type of current research rely on the dataset such that investigated variable has been explained though the descriptive statistics analysis; it avail the preamble of sample size in simple sources. It explains what data source and what it shapes and how it deviate on up coming faces. Descriptive analysis of the dataset describes that means, std.dev and series of the data.

In the current study findings descriptive statistics data shows the mean and standard deviation of the data set. 5-point likert scale ranges from minimum 1 to maximum 5 for mediator and moderator and minimum 1 to maximum 7 has determined as evaluation for independent and dependent variable. The dominant value of the data is called as a mean presence of the dataset, it is fundamentally

estimated of the all values whose taken by dividing the total number of observations into their numbers. Descriptive analysis of the dataset describes that means, std.dev and series of the data.

TABLE 4.2: Descriptive Statistics

Variables	N	Minimum	Maximum	Mean	Std. Dev.
PFW	397	2.6	7	5.9798	0.5455
EC	397	1.45	4.73	2.4948	0.44391
NA	397	1	4.4	1.9693	0.43689
KH	397	3.08	6.75	5.3319	0.73344
Valid N (listwise)	397				

**Table 4.2** shows that sample size was 397 for all the four variables the two variables who depend on the 7 likert scale such as (passion for work and knowledge hiding). This study also has included the fourth one on 5 likert scale which was (employee cynicism and negative affectivity). The independent variable that was passion for work (PFW) has the mean value of 5.9798 with the standard deviation of 0.54550. The dependent variable which was knowledge hiding (KH) who have mean value 5.3319 and the standard deviation is 0.73344. employee cynicism is the mediating variable it has the mean value is 2.4948 and standard deviation of 0.44391. The moderator is negative affectivity which mean value is 1.9673, therefore propensity toward disagreement side about negative questions and the standard deviation is 0.43689. Present analysis is measured on the 397 responses which have been selected for the analysis.

### 4.3 Control Variables

In this research we have adopted the one-way ANOVA test for the final adoption of control variable from the demographic section of the questionnaire via SPSS

data sheet. The main purpose of showing the one-way ANOVA test is to examine that whether the demographic variables have any significant impact on dependent variable, that was knowledge hiding. However, our primary purpose was to concern on the associations among variables, which were prescribed in the research model and their influence.

TABLE 4.3: Control Variables

Control Variable	F Value	Significance
Gender	0.101	0.751
Age	0.845	0.47
Qualification	2.613	0.035
Experience	1.454	0.216

Significance value of gender is 0.751 is greater than 0.05, so age is under significance level no need to control. The p value of age is 0.470 which is greater than 0.05, no need to control age group here, in next experience p value is also greater than 0.05 which is 0.216 so, we can't control experience. But qualification value is 0.035 which is less than p value 0.05. Hence, we can control the qualification in which study need to control the impact of age on dependent variable knowledge hiding.

## 4.4 Reliability Analysis

In theoretical model of study, available consistency among the scales was called as reliability. According to Carlson (2009), scale that contributing a similar consequences in numerous situations whose shown as reliable scale. To evaluate the scale internal consistency reliability analysis were executed. Value of Cronbach alpha vary between 1 and 0 and it should be greater than 0.7 (Gliem & Gliem, 2003).

TABLE 4.4: Reliability Test

Variables	Reliability	Items
Passion for Work	0.762	5
Employee Cynicism	0.807	11
Negative Affectivity	0.752	10
Knowledge Hiding	0.903	12

**Table 4.3** presented that knowledge about the reliability of the items. The analysis of the research established that the reliability of passion for work was 0.762, which is high frequency comparison of threshold value. Moreover, the Cronbach alpha of employee cynicism was 0.807, which is also greater than the threshold value, and the value is somehow higher side but whose shows that high dependent volume of this variable is prove in the study of (Hong & Zhu, 2006) had a reliability of 0.80.

Furthermore, the validity of the negative affectivity was 0.752 as explained in the table, which was also high, such high reliability for this particular variables are presented in the valid analysis of (Taber, 2018). The cronbach alpha of knowledge hiding was 0.903.

## 4.5 Correlation Analysis

The correlation results show whether and how strongly pairs of variables are related. Therefore variable correlation is used to determine the relationship between the variables. The acceptable range for correlation is between -1 to +1. According to Cohen, West and Aiken (2014) the value of correlation is 0.10 to 0.29 represents weak/smaller correlation, value of correlation between range of 0.30 to 0.49 represents moderate correlation and if correlation is between range of 0.5 to 0.8 then it represents strong correlation. While if the value of correlation exceeds 0.80 then it shows the error of multi- collinearity.

TABLE 4.5: Correlation Analysis

Variables	PFW	EC	NA	KH
Passion for Work	1			
Employee Cynicism	-.283**	1		
Negative Affectivity	-.160**	.342**	1	
Knowledge Hiding	-0.037	.139**	0.009	1

\*\**. significance value should be 0.01 level (2-tailed).*

**Table 4.5** determines the proves concerning with the correlation between present investigated variables. As the results show that employee cynicism has a significant negative relationship with all the variables. Like the correlation of passion for work with employee cynicism was ( $r = -0.283^{**}$ ,  $p < 0.01$ ), negative affectivity ( $r = 0.160^{**}$ ,  $p < 0.01$ ) shows that negative affectivity is negatively correlated with passion for work. The negative affectivity ( $r = 0.342^{**}$ ,  $p < 0.01$ ) means the negative affectivity is positively correlated with employee cynicism because both the variables move same direction due to negative statements.

The knowledge hiding coefficient value ( $r = -0.037$ ,  $p < 0.01$ ) indicate that significant negative correlation with passion for work. The knowledge hiding negatively correlated with passion for work. The knowledge hiding coefficient value ( $r = 0.139^{**}$ ,  $p < 0.01$ ), these values indicates that knowledge hiding is significantly positively correlated with employee cynicism. Moreover, the correlation of knowledge hiding with negative affectivity was significant at ( $r = 0.009^{**}$ ,  $p < 0.01$ ). As it can be seen that the correlation between knowledge hiding and negative affectivity significantly correlated with each other but at poor level of correlation.

## 4.6 Regression Analysis

To examine the occurrence of relations among study variables correlation analysis were carried out but it just presents the presence of associations among variables through insufficient help and offers no evidence about to showing the linkage between variables.



Simple regression has showed, when there are couple of variables and the purpose is to clarify causal relationship. Multiple regression has focused when more than two variables are participated such as case of mediation and moderation. Therefore, the two tables were executed simple regression analysis. The present research was recognized to test a mediated moderation hypothesis (Morgan-Lopez & MacKinnon, 2006).

The current study framework hypothesized the mediating relation between passion for work and knowledge hiding with employee cynicism as bridging role and interaction of moderation with the mediated procedure. The current investigation has been utilized the PROCESS Macros recommended in the study of (Hayes, 2012) to apply the hypotheses. Initially, we applied the direct regression analysis and multiple regression analysis taking SPSS PROCESS Macro. In the second phase, multiple regression was applied on the indirect effect with employee cynicism as mediator; boot confidence level (5000 bootstrap sampling) was obtained using SPSS PROCESS Macro Model 4 (Ryu et al., 2018). According to (Hayes, 2015), establishing mediated moderation requires estimating parameters for three statistical models. Finally, to assess the complete mediated moderation model, 14 was specified in the SPSS PROCESS Macro.

#### 4.6.1 Simple Regression of Passion for Work and Employee Cynicism

TABLE 4.6: Simple Regression 1

Predictor	Employee Cynicism		
<b>Step 1</b>	$\beta$	R <sup>2</sup>	Sig.
Qualification	-0.012	-0.002	0.691
<b>Step 2</b>			
Passion for Work	-0.23	0.081	0.000

**Hypothesis 1** Passion for work will negatively related with employee cynicism.

On the basis of this hypothesis 1, the findings available in the table show strong justification. In the number one step study control the demographic variable (qualification) chosen through one-way ANOVA then regress passion for work on employee cynicism. Results explore that passion for work has a significant linkage with employee cynicism. The  $\beta = -0.230$  with the significant  $p > 0.000$  where passion for work significantly linked with employee cynicism mediator of this study its mean passion for work directly significant negative impact on employee cynicism, its means that hypothesis 1 has been accepted.

Similar, findings concluded in study of (Zigarmi, Galloway, & Roberts, 2018), in which researcher found that passion of workers significantly and negatively impact on work intentions, so its mean passion for work negative impact of employee cynicism because passion for work related with positive sights of employees and cynicism related with negative sights, due to this contradiction negative relation existed.

#### 4.6.2 Simple Regression of Employee Cynicism and Knowledge Hiding

TABLE 4.7: Simple Regression 2

Predictor	Knowledge Hiding		
Step 1	$\beta$	R <sup>2</sup>	Sig.
Qualification	-0.002	-0.003	0.956
Step 2			
Employee Cynicism	0.23	0.019	0.006

**Hypothesis 2: Employee cynicism will positively related with knowledge hiding.**

On the basis of Hypothesis 2, it suggested that employee cynicism positively and significantly impacts knowledge hiding. To investigate this hypothesis, linear regression was run and the results obtained from linear regression are performed in **Table 4.7**. The findings provide a clear picture of hypothesis 2 has been

accepted. Results depicts that employee cynicism is positively and significantly linked with knowledge hiding as shown by the regression coefficient ( $\beta= 0.230$ ,  $p<0.006$ ). Therefore, the value ( $RR^2 = 0.019$ ) which recommended that employee cynicism bring 1.9% variations in knowledge hiding as dependent variable. Similar results explored by (Aljawarneh & Atan, 2018), in which study clearly shows that employee cynicism positive influence on knowledge hiding behavior of employees in various organizations.

### 4.6.3 Simple Regression Passion for Work and Knowledge Hiding

TABLE 4.8: Simple Regression 3

Predictor	Knowledge Hiding		
<b>Step 1</b>	$\beta$	$R^2$	Sig.
Qualification	-0.002	-0.003	0.005
<b>Step 2</b>			
Passion for Work	0.049	0.001	0.469

**Hypothesis 3: Passion for work will negatively related with knowledge hiding.**

Hypothesis 3 suggested that passion for work significantly and negatively influence knowledge hiding. To explore this hypothesis, linear regression was run and the findings obtained from linear regression are performed in **Table 4.8**. The findings have been provided an insignificant support for the acceptance of the hypothesis 3. Results depicts that passion for work is insignificantly linked with knowledge hiding as shown by the regression significance level ( $p>0.05$ ). As shown above there is no enough result of ( $RR^2= .001$ ) due insignificant relation, so, study found that passion for work no any direct impact on knowledge hiding. According to the results hypothesis 3 has been rejected, because it is not fulfilling the threshold level. In the past study found that passion of work insignificantly influence on knowledge hiding behaviour of employees (Yang & Ribiere, 2020).

#### 4.6.4 Multiple Regression

The present study adopted the mediation and moderation analysis with the help of (Hayes, 2013) analytical macros. Mediation testing were applied to explores the employee cynicism as a mediator between passion for work and knowledge hiding. However, moderation analysis was perform to examine the negative affectivity adopted as a moderator among employee cynicism and knowledge hiding, to ensure that either negative affectivity weaken or strengthen the relationship. Additionally, in this model we extracted the mediated moderation model so this study proposes model 14 was utilized.

##### 4.6.4.1 Mediation

TABLE 4.9: Mediation Analysis

IV	Effect	SE	LL 95%	UL 95%
Indirect effect of employee cynicism on knowledge hiding	-0.0531	0.024	-0.1124	-0.0161

*N=397, Bootstrap Sampling= 5000, LLCI, confidence interval, ULCI upper limit.*

#### **Hypothesis 4 Employee cynicism will mediate the relation between passion for work and knowledge hiding.**

Hypothesis no. 4 suggested that employee cynicism will mediate the relationship between passion for work and knowledge hiding. The findings output obtained from mediation analysis are shown in **Table 4.9**. It can be seen from the findings that the mediating role of employee cynicism found to be significant.

This analysis recommends that bootstrapping results for indirect effect of passion for work and knowledge hiding through mediator employee cynicism has the lower-level confidence interval of -0.1124 and upper-level confidence interval of -0.0161. As the signs of upper-level confidence interval and lower-level confidence interval are negative and no zero contains in between them and also these move same directions with same negative signs.

Therefore, it can be concluded from the results that mediation hypothesis has been accepted. Hence, the hypothesis no. 4 is supported, that employee cynicism mediates the relationship between passion for work and knowledge hiding. Similar, outcomes found that employee cynicism mediated the relation between tolerance or passion level of employees and knowledge hiding (Aljawarneh & Atan, 2018).

#### 4.6.4.2 Moderation

TABLE 4.10: Moderation Analysis

Variable	$\beta$	SE	T	P	LLCI 95%	ULCI 95%
Constant	6.407	0.6867	9.3306	0	5.057	7.757
Int_1 (EC*NA)	0.2975	0.123	2.419	0.016	0.0557	0.5392

**Hypothesis 5 Negative affectivity will moderate the relationship between employee cynicism and knowledge hiding; such that negative affectivity strengthens the relationship when employee cynicism will high with knowledge hiding.**

The present research has been executed hypothesis 5 of moderation in which hypothesis examines that the negative affectivity moderates the relation between employee cynicism and knowledge hiding such that negative affectivity will have to strengthen the negative relationship with knowledge hiding level for minimizing the issues regarding open knowledge sharing among school and college staff while performing their duties because mostly staff member don't want to share technical and valuable knowledge with other employees due to negative affectivity.

However, **Table 4.10** consequences proved that hypothesis 5 has been accepted with justification of statistical findings. The basic reason behind the outcome was interaction term of employee cynicism and knowledge hiding shows moderation between the relationship of "employee cynicism and knowledge hiding presence"

it has lower level and upper-level confidence interval of 0.0557 and 0.5392 respectively and both have positive values and no 0 is existed among at any stage. Consistently, the interaction term shown that positive and significant regression coefficient ( $B=0.297$ ,  $p<.016$ ) means that the negative affectivity moderates the linkage between employee cynicism and knowledge hiding such that the negative affectivity has strengthen the relationship at a high level between employee cynicism and knowledge hiding with hiding the experience and knowledge at workplace by school and college teachers. Similar results were found in a study by (Fortunato & Harsh, 2006), in which they explored a moderated impact of negative affectivity among stress and sleep quality, so its mean negative affectivity can be used as moderating variable. Therefore, the research achieves that hypothesis 5 has been accepted and supported the moderation model.

#### 4.6.5 Mediated Moderation

TABLE 4.11: Index of Moderated Mediation

Mediator	Index	SE	Boot LLCI	Boot ULCI
Employee Cynicism	-0.0687	0.0288	-0.1389	-0.0259

TABLE 4.12: Mediated Moderation

Mediator	Negative Affectivity	Indirect Effect	SE	Boot LL	Boot UL
<b>Conditional indirect effect (s) of X on Y at values of the moderator (s)</b>					
Employee Cynicism -1 SD	1.5324	-0.0354	0.0227	-0.0943	-0.0018
Employee Cynicism M	1.9693	-0.0655	0.0264	-0.1283	-0.023
Employee Cynicism +1 SD	2.4062	-0.0955	0.0347	-0.1744	-0.0395

Hypothesis of mediated moderation states in Prechar and Hayse macros that negative affectivity will moderate the indirect effect of passion for work on knowledge hiding through employee cynicism; the mediated relation will be stronger when negative affective is high as apposed to low. Table provides strong justification for

proposed hypothesis. Negative affective were investigated across three levels (at 1 SD above mean, at the mean and -1 SD below the mean) examine the conditional indirect effect of passion for work on knowledge hiding through the employee cynicism. The results conditional indirect effect depicted in table. As indirect effect of passion for work on knowledge hiding via employee cynicism become stronger at high level (+1 SD) of negative affectivity and both upper level and lower-level confidence interval has the same sign as indirect effect was significant ( $\beta = -0.0955$ ). in addition, conditional indirect effect of passion for work and knowledge hiding through employee cynicism become stronger and significant at lower level (-1 SD) as indicted lower and upper-level confidence interval, both has same sign. Furthermore, index of mediated moderation Boot LLLCI and Boot ULCI signs same which accepted the mediated moderation model. As such hypothesis of mediated moderation fully supported.

## 4.7 Summary of Hypotheses

Hypothesis	Statements	Status
H1	Passion for work negatively related with employee cynicism.	Supported
H2	Employee cynicism positively related with knowledge hiding.	Supported
H3	Passion for work negatively related with knowledge hiding.	Not Supported
H4	Employee cynicism mediates the relation between passion for work and knowledge hiding.	Supported
H5	Negative affectivity moderates the relationship between employee cynicism and knowledge hiding; such that negative affectivity strengthens the relationship when employee cynicism will high with knowledge hiding.	Supported

# Chapter 5

## Discussion and Conclusion

### 5.1 Discussion

The basic focus of the current investigation was to study relationship between passion for work and knowledge hiding with mediating role of employee cynicism and moderating role of negative affectivity among the school and college employees within the contextual settings of Pakistan. The study also examined that mediating role of employee cynicism in which we check the cynicism among employees at workplace and while delivering the lectures, which is the very big issue in educational institutions for better performance.

To overcome the cynicism problems which is negatively influencing the knowledge hiding of employees due to their inappropriate behavior with other staff members, hence the current study involves the moderating role of negative affectivity between employee cynicism and knowledge hiding. This research has been concluded that negative affectivity significantly moderated the relation between employee cynicism and knowledge hiding. The research was conducted on the school and college level employees of various institutions in KPK province of Pakistan.

The findings of the study recommends that passion for work has significant negative impact on employee cynicism on the educational staff members. This study found that significant positive relationship between employee cynicism and knowledge hiding among school and college teachers. This research found that there



no significant relationship between passion for work and knowledge hiding among school and college employees.

However, hypotheses, H1, H2, H4, H5, has been accepted after fulfilling the statistical threshold. Therefore, H3 has been rejected because it was not meeting the minimum threshold value of significance level. This implies that passion for work enhances employees' attitude towards performance while delivery the lectures and managing activities passionately. Passionate employees ultimately perform their educational tasks efficiently and activities which we can say that better measurement of school and college performance.

The present study inculcated variable of negative affectivity as a moderator. The data analysis on the variable in the background settings of Pakistan justify that negative affectivity increase the positive relationship between employee cynicism and knowledge hiding among school and college employees.

### **5.1.1 Hypothesis 1: Passion for Work Negatively Related with Employee Cynicism**

Hypothesis no.1 states that passion for work negatively and significantly impacts employee cynicism. To explore this study data which were collected from the employees of different school and colleges after that analysis were done with using the SPSS simple linear model.

The results from the findings of this specific hypothesis were found to be significant and thus accepted and the findings of the analysis suggest that passion for work negatively and significantly impacts employee cynicism level among school and college employees. The findings of the research are in linked with the affective event theory. The results of the first hypothesis of the study are well supported through statistical findings of the data. As it was hypothesized that passion for work will negatively related to the employee cynicism level among the educational institution's employees. The results of the hypothesis ( $\beta = -0.230$ ,  $p = 0.000$ ) proved the presence of a significant negative relationship between passion for work and employee cynicism. The coefficient value 0.230 which demonstrates that if there is

1% unit change in passion for work then there will 23% units changes of employees whose showing their cynicism at workplace.

The finding of the current study are lined with (Zigarmi et al., 2018) and found a negative and significant relationship between passion for work which means that as per the affective event theory when the attitudes of school and college employees have different thoughts due to different hierarchical positions in educational institution. At every event such as delivering the lecturers to students with different techniques by every single teacher, cynicism level was increased so therefore affective event theory proved that theoretical support for relation between passion for work and employee cynicism.

### **5.1.2 Hypothesis 2: Employee Cynicism Positively Related with Knowledge Hiding**

Hypothesis no.2 states that employee cynicism positively and significantly influence knowledge hiding. To explore this hypothesis data were collected from the employees of different school and colleges of KPK and analysis was done with use of SPSS simple linear regression method. The outcome from the findings of this specific hypothesis were found to be significant and thus accepted and the findings of the analysis recommends that employee cynicism positively and significantly influence on the knowledge hiding level among educational employees. The findings of the research are in accordance with the affective event theory. The results of the second hypothesis of the research have been supported through statistical findings.

Additionally, it was hypothesized that employee cynicism has positively link with the knowledge hiding level of employees in educational institutions. The results of the hypothesis ( $\beta=0.230$ ,  $R^2=1.9\%$ ,  $p=0.006$ ) proved that presence of a significant positive relationship between employee cynicism and knowledge hiding. The value of  $R^2$  is 0.019 which determines that if there is 1% unit change in employee cynicism then there is a possibility that employees will show 23% of knowledge hiding. As it was hypothesized that employee cynicism positively and significantly impacts

knowledge hiding behavior of employees in educational institutions. Results of the current investigation aligned with consequences of a research of (Aljawarneh & Atan, 2018) and found a positive linkage between employee cynicism level employees towards engaging in knowledge and experience hiding from other staff members.

In accordance with the affective event theory, intentions and affecting responses for instance hiding knowledge by teaching, pleasure, routine practices, need for satisfaction, and high commitment has been recognized as essential predictors of individuals/employee beliefs, behaviors, and consequences (Conner & Armitage, 1998). Hiding is shown as their lack of trust in which manifests in avoidance and hence (A. Anand & Walsh, 2016; P.

Anand & Hassan, 2019) describes that any person often has feelings such as how I tell them others, what i know, i think they was not need me. The make employee hide knowledge because of their fear of losing their status and feeling of insecurity. Therefore, cynicism among employees and knowledge hiding recipient disinterest can force to resistance to share knowledge with others (Nowlin, Anaza, & Anaza, 2015).

### **5.1.3 Hypothesis 3: Passion for Work Negatively Related with Knowledge Hiding**

Hypothesis 3 it was proposed that passion for work by educational employees will negatively related with knowledge. The outcome finding of the hypothesis  $p=0.469$ ) which is greater than threshold value ( $p<0.05$ ) it has proved the presence of an insignificant relationship between employee's passion for work and knowledge hiding in educational institutions. The value indicates employee's passion of work insignificantly influence knowledge hiding level in educational institutions. So, there is no need to check the negative or positive relation among variables because both these variables don't make sense significantly with each other.

The findings of the third hypothesis of the research are not supported through data collection and statistical outcomes in SPSS linear regression analysis. As

it was hypothesized that the passion for work insignificantly influence knowledge hiding. So, with respect of these findings hypothesis 3 has been rejected. The results are not aligned with affective event theory because proposed hypothesis has been rejected after applying the regression analysis in SPSS analytical tool.

#### **5.1.4 Hypothesis 4: Organizational Cynicism Mediates the Relation between Passion for Work and Knowledge Hiding**

Hypothesis 4 states that employee cynicism significantly mediates the relationship between passion for work and knowledge hiding among school and college employees in KPK province of Pakistan. This study investigate this hypothesis in which data were collected from the school and college employees, hence analysis were done with using the (Hayes & Preacher, 2013) process macros in SPSS.

The results from the findings of this specific hypothesis were found to be significant and thus accepted and the findings of the analysis suggest that employee cynicism have been significantly mediated the relationship between passion for work and knowledge hiding level among educational institutions. The findings of the study have provided the justification of relation with affective event theory. The results of the first hypothesis of the study are well supported through data collection and statistical findings in SPSS multiple regression analysis.

As it was hypothesized that employee cynicism significantly mediates the relationship between passion for work and knowledge hiding attitude of employees in school and college level. The results of the hypothesis proved the presence of a significant mediating role of employee cynicism between passion for work and knowledge hiding. On the basis of mediation model 4 of (Hayes & Preacher, 2014) upper-level confidence interval and lower level confidence interval have both the same signs thereby these outcomes provided the acceptance of the mediation hypothesis 4. The results of the research are in accordance with affective event theory. According to this theory, if one employee unwilling to share and hides the knowledge it may create anticipated perceived effect in which other employee

making the negative emotions and might feel, why should I share with others, when others don't share knowledge or experience of educational sector it called negative reciprocity.

This action of employees leads to counterproductive attitude in which they reduced behaviours in school and college and low intrinsic motivation, hence passion for work make positive attitude of employees for share the knowledge with others (Serenko & Bontis, 2016) but employee cynicism negatively strengthen this relation of passion for work and knowledge hiding level in educational institutions.

### **5.1.5 Hypothesis 5: Negative Affectivity Moderates the Relationship between Employee Cynicism and Knowledge Hiding; such that Negative Affectivity Strengthens the Relationship when Employee Cynicism will high with Knowledge Hiding**

Hypothesis 5 states that negative affectivity will moderates the relationship between employee cynicism and knowledge hiding; such that negative affectivity strengthens the relationship when employee cynicism will high with knowledge hiding. To explore this hypothesis data were collected from the employees of different school and colleges of KPK province of Pakistan. The study analysis was done with help of (Hayes, 2015) process macros in SPSS.

The results from the findings of this specific hypothesis were found to be significant and thus accepted and the findings of the analysis suggest that negative affectivity have significantly moderated the relationship between employee cynicism and knowledge hiding. The findings of the study are in accordance with affective event theory. The results of the fifth hypothesis of the study have supported through moderation analysis of model 4 in Preacher and Hayes process macros. As it was hypothesized that negative affectivity significantly moderates the relationship between employee cynicism and knowledge hiding. The results of the hypothesis proved the presence of a significant moderating role of negative affectivity between employee cynicism and knowledge hiding among educational institution employees

as the upper-level confidence interval and lower-level confidence interval have both the same signs thereby these statistical outcomes proved that acceptance of the mediation hypothesis.

The findings of the study as shown in the analysis chapter gives justification to the approval of the moderation hypothesis that is if the employees are high on negative thoughts then he/she will be increase the knowledge hiding behaviour with other employees in school and college. Negative affectivity will increase the positive relationship between employee cynicism and knowledge hiding.

## **5.2 Theoretical Implications**

The outcomes of the present study add to the literature of passion for work, employee cynicism, knowledge hiding and negative affectivity among employees working in educational institutions. As it was explained previously, that employee cynicism is very common among school and college employees and a lot of research has been done on the negative consequences of the employee cynicism. Employee cynicism was studied previously in the context of workplaces as the employees were used to using work stress and intentions for their individual task and duties during working hours. But up to the best of researcher knowledge very little was known previously about the relationship of passion for work, employee cynicism and knowledge hiding in the context of school and college employees including teaching and administrative staff. The current study was done on a population that includes employee from different school and colleges and most of the respondents were from the age group of 31 to 40 and M.Phil degree holders respectively. According to study outcomes 35% people having 31 to 40 years age working in school and colleges.

As a result, the current study tried to contribute more research literature on the relationship of passion for work, employee cynicism and knowledge hiding in the context of school and college employees. This reason damage to their educational performance in the long run purposes. The second contribution of the current research is the examination of passion for work and knowledge hiding through the theoretical visual of affective event theory.

In light of the theory such as affective event, the current study contributes in the literature by determine the process through which employees of the educational institutions make their positive behavior as passionate worker can be reduce the issues of knowledge and experience sharing with others. The findings of the current research were consistent with the proposed model that passion for work in school and college level employees may involve in employee cynicism which further causes them to be involved in knowledge sharing risk in which employee fear and unsecure about share expertise and technical assistance with others.

In the sense of contemporary world, it is almost incredible to completely eliminate negative behaviors causes, such as negative affectivity consequences. So, now from the past few decades various researchers and practitioners are suggesting that now researchers should switch their directions of the research towards basic ways through which these negative phenomena of cause-and-effect relationship can be eliminated perfectly. So, the present study interaction of negative affectivity between employee cynicism and knowledge hiding. Subsequently, the current research provides help for the belief that the personality of employees also has influence alongside the mediational path from passionate worker to employee cynicism of employees in which further leads toward knowledge hiding.

In presence with the theory affective event, the findings of the current research shows that the intensity of employee cynicism that build from low passion workers who can be affected by the level of negative affectivity among educational employees. Therefore, the indirect path of passion for work and knowledge hiding through employees' level of cynicism was strengthen on the high degree of negative affectivity. Definitely, this contribution makes to the protecting literature of the affective event theory and increases its importance.

### **5.3 Practical Implications**

This concept is generally accepted that employee cynicism has a very harmful impact on educational employees. But in the modern world, employee cynicism is very common. The rate of usage of the unbalanced educational structure is

increasing with passage of time and various educational institutions going to closes their operational activities due higher competition in education sector.

In any nations better and successive performance depends upon the success of young individual, hence it is very important for any country that its young population is on its right path so that they can do the best output for their own and nation pride. Human capital is the major resource for any country. The people can replace anything with machines but humans cannot be replaced with any equipment. It is very important for any nation to build their professional youth for their better future

The current study incorporates the concept of negative affectivity which is stated as moderator of this research. Negative affectivity can be reduced through strong positive behaviour and passionate thoughts and also having belief on yourself. Self-confidence can contribute the determination for minimizing the knowledge hider attitude.

The probability of any single employee in the institution exhibiting cynicism level will be decreased. Moreover, every employee who is part of education system can minimize the negative thoughts about knowledge sharing causes, cynicism at workplace he/she can reduce the negative affectivity in which educational institutions are expected to make extensive strategies and policies to overcome the problems in education sector.

## **5.4 Recommendations**

The present study was only focused on education sector of Pakistan, however after conducting the research it has been examined that our educational institutions don't think that importance of organization or institution culture as it plays a gigantic role in the country growth of education. Also, the public and private authoritative bodies are working in the field of education in all over the Pakistan. Though there is no special concern on hierarchical balance among teaching and non-teaching staff on the workplace of various institutions. There is no valid policies and positivity in educational field specially in school and colleges.



Hence, KPK government should focus on modern structure of education in which we educate the new generation with technical skills. Suggestions indicates that dignity can be sustained with help of better supervision of students, so it is possible when teacher lower involvement in cynicism and negative affectivity. Faculty needs effective training and development on importance of knowledge share with other employees in institution. Study also provides the valuable insights for practioners, academia's and scholars whose are working in the field of management science and human resource management research. The present study also provides the beneficial guideline for policymakers, in which they can make better decision making about educational institutions improvement.

## **5.5 Limitations and Future Directions**

There is no perfect clearly perfection of anything in the global system and therefore, everything existing in the earth having some limitations. The present research also has some limitations which were faced while performing the research. The first thing is that, data was collected by convenience sampling technique and this may limit the generalizability of the analysis.

The second reason can be the sample of the study as data was collected from school and college employees whose influence range of the data validity. As the research is conducted in the Covid-19 pandemic situations and data was collected through an online survey through Google.doc because all of the educational institutions were closed with high restriction of lockdown. But finally, we get valuable response from respondents through online with help of WhatsApp and email. The research needs sufficient time and it was hard and difficult to apply research perfectly due to limited time and resources. The research needs a great time for more consistent results and findings of the study. Furthermore, scholars can work on data collection at different point of time for improvement of results and reduce the common method biases.

The present study used SPSS and AMOS analytical tools for analysis, further studies can use advanced tools such as Mplus and SmartPLS in which study can

handle the multivariate models with inclusion of more variable. There is always lacking of consistent findings for improvement which gives motivation to future scholars to perform research in the future. The current research also gives future directions for research. The current research was based on affective event theory. In the future, the theoretical links studied in current research can be studied by any other theory in which they can make strong theoretical concepts in the presence of this model.

Moreover, future researcher can be conducted by using some other research design such as time-lag studies, in which they can collect data at different points of time gives improved results and reduce the common method biases. Thirdly, moderators other than negative affectivity can also be used in the existing links. Positive affectivity can be used as moderator like this type of research. As employee cynicism and passion for work and knowledge hiding, organization commitment can be used as mediator.

## **5.6 Conclusion**

Employee cynicism is becoming a severe pattern in the whole world educational structure, specifically among the new teachers and management of schools and it make harmful consequences on employee's outcomes as better academic performance because they don't focus on organization betterment. Due to high cynicism level institution go down day by day, so there is need to reduce this issue with work passionately. A survey was conducted through an adopted questionnaire to investigate the Passion for work and knowledge hiding: mediating role of employee cynicism and moderating role of negative affectivity. Approximately 530 questionnaires were shared online with the school and college level employees of Pakistan and 425 questionnaires were returned and 397 useable for the analysis of data. The results were obtained by using SPSS. The results exhibit that reliability of the theoretical model proposed in the current research is suitable and the model was good to fit with implication of CFA model. In addition to that, the findings of the current study show that employee cynicism and negative affectivity are positively and significantly linked with knowledge hiding, but passion for work

insignificantly linked with knowledge hiding. Furthermore, the mediating role of employee cynicism found to be significant between passion for work and knowledge hiding among educational institution employees. Moreover, the moderating role of negative affectivity produced significant outcomes in which it shows that negative affectivity strengthens the relationship between employee cynicism and knowledge hiding.

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# Appendix-A

## Questionnaire

**Dear Respondent**

I am student of MS/M-Phil Management Sciences at Capital University of Science and Technology Islamabad. I am conducting a research on a topic titled “Passion for Work and Knowledge Hiding: Mediating Role of Employee Cynicism and Moderating Role of Negative Affectivity”. You can help me by completing the attached questionnaire, you will find it quite interesting. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purposes.

Sincerely,

**Tahir Ullah Khan,**

**MS (HR) Research Scholar,**

**Faculty of Management and Social Sciences,**

## Section 1: Demographics

Gender	1- Male 2- Female
Age(years)	1 (20-30), 2 (31-40), 3 (41-50), 4 (51-above)
Qualification	1 (Inter), 2 (Bachelor), 3 (Masters) 4(MS/M.Phil.), 5 (PhD)
Experience(years)	1 (5–10), 2 (11–15), 3 (16-20), 4 (21-25), 5 (26-above)

## Section 2: Passion for Work

Please tick the relevant choices: 1 = Strongly disagree, 2 = Disagree, 3 = Somewhat disagree, 4 = Not sure, 5 = Somewhat agree, 6 = Agree, 7 = Strongly Agree.

Sr. No.	Statement							
1	I derive most of my life satisfaction from working hard.	1	2	3	4	5	6	7
2	I love to work hard.	1	2	3	4	5	6	7
3	I look forward to returning to work when I am away from it.	1	2	3	4	5	6	7
4	I accomplish a lot because I love to work hard.	1	2	3	4	5	6	7
5	Sometimes, I wish that I could be working harder when I am not.	1	2	3	4	5	6	7

## Section 3: Employee Cynicism

Please tick the relevant choices: 1 = Strongly disagree, 2 = Disagree, 3 = Not sure, 4 = Agree, 5 = Strongly Agree

Sr. No.	Statement					
1	At times, you can notice people mentally withdrawing in my work group.	1	2	3	4	5
2	There is a cynical atmosphere in my work group.	1	2	3	4	5
3	The communication in my work group is often negative.	1	2	3	4	5
4	We experience a lot of joy at work (reverse-scored).	1	2	3	4	5
5	Most of the time people work in isolation from one another.	1	2	3	4	5
6	There is a lot of cynicism in my work group.	1	2	3	4	5



7	In my work group there is a desire to make something happen (reverse-scored).	1	2	3	4	5
8	I do not complain about complain about my organization matters.	1	2	3	4	5
9	I do not find faults with what my organization is doing.	1	2	3	4	5
10	I do not make organization related problems bigger than they actually are.	1	2	3	4	5
11	I focus on positive aspects of the organization rather than just focusing on negative aspects.	1	2	3	4	5

## Section 4: Knowledge Hiding

Please tick the relevant choices: **1 = Strongly disagree, 2 = Disagree, 3 = Somewhat disagree, 4 = Not sure, 5 = Somewhat agree, 6 = Agree, 7 = Strongly Agree**

Sr. No.	Statement							
1	Agreed to help him/her but never really intended to.	1	2	3	4	5	6	7
2	Agreed to help him/her but instead gave him /her information different from what s/he wanted.	1	2	3	4	5	6	7
3	Told him/her that I would help/her out later but stalled as much as possible.	1	2	3	4	5	6	7
4	Offered him/her some other information instead of what s/he really wanted.	1	2	3	4	5	6	7
5	Pretended that I did not know the information.	1	2	3	4	5	6	7
6	Said that I did not know, even though I did.	1	2	3	4	5	6	7

7	Pretended I did not know what s/he was talking about.	1	2	3	4	5	6	7
8	Said that I was not very knowledgeable about the topic even though I was.	1	2	3	4	5	6	7
9	Explained that I would like to tell him / her but was not supposed to.	1	2	3	4	5	6	7
10	1. Explained that the information is confidential and only available to people on a particular project.	1	2	3	4	5	6	7
11	Told him/her that my boss would not let anyone share this knowledge.	1	2	3	4	5	6	7
12	Said that I would not answer his /her questions.	1	2	3	4	5	6	7

## Section 5: Negative Affectivity

Please tick the relevant choices: 1 = Not at all, 2 = A little, 3 = Moderately, 4 =Quite a Bit, 5 = Extremely.

Sr. No.	Statement					
1	How often they had experienced to distressed.	1	2	3	4	5
2	You are upset on work.	1	2	3	4	5
3	How often you had afraid.	1	2	3	4	5
4	Are you feel guilty.	1	2	3	4	5
5	How often you scared.	1	2	3	4	5
6	You are hostile in organization.	1	2	3	4	5
7	How often you irritable.	1	2	3	4	5
8	How you feel about ashamed.	1	2	3	4	5
9	How often experienced you about nervous.	1	2	3	4	5
10	How much you do jittery.	1	2	3	4	5