


Understanding Narcissists' Knowledge Hiding Behavior: A Moral Disengagement Mechanism Perspective

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ARTICLE DETAILS	ABSTRACT
<p>History <i>Received: November 2021</i> <i>Available online: December 2021</i></p> <p>Keywords <i>Narcissism</i> <i>Moral Disengagement</i> <i>Knowledge Hiding</i> <i>Social Cognitive Theory</i> <i>Banking Sector</i></p>	<p>Purpose: Narcissistic people have a strong desire to hold focus only around themselves. Their self-love triggers them to create their monopoly and involve in deviant behavioral outcomes such as knowledge hiding. This study was aimed to examine narcissistic employees' tendency of knowledge hiding behavior in the presence of underlying mechanisms: moral disengagement as mediator.</p> <p>Methodology: The Data were collected from banking sector professionals using a Likert scale questionnaire based on time-lagged (three rounds, one month apart) survey. Data were analyzed via Partial Least Squares Structural Equation Modeling (PLS-SEM) using an advanced version of Smart PLS 3.9 and SPSS 21.</p> <p>Findings: Results revealed that narcissism has a significant positive relation with knowledge hiding and also established moral disengagement as an underlying mechanism between the positive association of narcissism and knowledge hiding. The results provide important recommendations for managers to handle narcissistic personalities and knowledge hiding issues in the banking sector of Pakistan.</p> <p>Conclusion: Despite the limitations, the present study enhanced the current knowledge on narcissistic personality features through the moral disengagement perspective with knowledge hiding and enriching the validation of the social cognitive theory. The study results conclude that the banking sector of Pakistan must consider the narcissistic personality of employees behind their issue of knowledge hiding.</p>
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1. Introduction

Knowledge hiding is an intentional effort to conceal or hold back the knowledge that has been asked or required by others (Fong et al., 2018). It is at the heart of the debate that knowledge hiding is a perilous form of deviant workplace behaviors (Rhee & Choi, 2017; Serenko & Bontis, 2016). Fortune 500 companies have faced financial loss of \$ 31.5 billion annually due to knowledge hiding of colleagues (Peng, 2012). Due to the sternness of knowledge hiding impact, it is imperative to dig it deeper (Nidhra et al., 2013). The reported studies in the last two decades shed light on the benefits and mechanisms of knowledge sharing behaviors among employees (Ghobadi, 2015) however the research on knowledge hiding is scarce (Connell et al., 2012). The famous financial crises like Enron and WorldCom fueled the efforts on finding the reason behind deviant outcomes by establishing that personality played vital role in shaping dark or bright outcomes of subordinates at workplace (Khoreva & Wechtler, 2020; Spain, S. M. et al., 2014). Regardless of the importance of knowledge as competitive edge and the necessity of minimizing its malevolent consequences, knowledge hiding is not studied deeply in line with a personality like narcissism (Campbell et al., 2011; Pan et al., 2018). By keeping in view the ubiquitousness of impact of personality and its outcomes at job place, it is imperative to enrich the paucity of research, especially focused on the role played by narcissistic people (Harms & Spain, 2015; Paulhus & Williams, 2002).

Former literature proves that people having a high score on narcissism did not bother overall interest of the organization; they mostly consider their personal goals as of prime importance. They consider it justified to manipulate others for their own goals, their involvement in fraud and deception lead employers and researchers to focus on such traits deeply. So that clear understanding facilitates to minimize their malevolent acts (Baughman et al., 2014; Jonason et al., 2015; Jonason & Webster, 2012; Modic et al., 2018). Narcissistic people are continuously involved in non-productive behavioral activities which creates problems for organizations, employers, and for their co-workers (Palmer et al., 2017). In line with the relation of narcissism to deviant behavioral outcomes in the workplace, it may also become a strong persuader of knowledge hiding behaviors of employees (Lyons, 2019; O'Boyle et al., 2013).

Narcissism earned research attention due to its potential to get satisfaction through the strongest sense of entitlement, ideal self-conception and continued the process of affirmation of abilities. Their interpersonal behavior like willingness to exploit others and positive misconception about their abilities makes them a challenging personality not only in organizations, but also for scholars to do in depth research for enhancing the understanding about narcissism and their behavioral job outcomes (Campbell et al., 2009; Miller et al., 2017). The narcissist has a strong desire to hold admiration only around their self. So, in order to hold a monopoly, they may involve strongly in knowledge hiding. It must be empirically tested to minimize its negative consequences to elevate performance and profits of organizations (Buffardi et al., 2008; Miller et al., 2017). Very few studies focus on the job outcomes of narcissistic employees and mechanisms through which narcissistic employees show the true colors of their personality (Ercetin et al., 2014; Maynard et al., 2015). Narcissistic people have a specific point of view about themselves, which leads them to perceive their job totally different from the people who are not narcissistic. So, it is needed to expand the understanding about narcissism and its outcomes at workplace (Leonelli et al., 2019; Mathieu & St-Jean, 2013). As the literature is increasing day by day on the topic of the dark side of personality like narcissism by focusing on providing solutions to the issues of the workplace. But it is observed that deviant job outcomes also increased (O'Boyle et al., 2013; Pertuz-Peralta et al., 2020).

So, it is suggested that narcissistic personality must be studied in more detail to cope up with the challenge of handling such personalities at work (James et al., 2014; Serenko & Choo, 2020). In line with the recent calls for research on knowledge hiding and narcissism. The researcher is especially interested in the relationship of narcissism with knowledge hiding through the moral disengagement mechanism perspective. This study is conducted with the motivation to find the relation of narcissism with knowledge hiding (KH), and moral disengagement (MD). It also struggles to shed light on the mediating role of moral disengagement (MD) between narcissism and knowledge hiding.

The main contributions of the study are as follows; first, this study will validate the social cognitive theory with the perspective of narcissism and moral disengagement as its theoretical contribution and enrich the literature by providing an understanding of knowledge hiding phenomenon in the link with narcissistic personalities. Second, this study has significant managerial implication about solving issues of the banking sector as it is apparent that the banking sector is facing challenges about the hiring, firing and issues related to dark personality of applicants at workplace (Tahir et al., 2021). In order to ensure the right people for the right job, there must be some standard help for managers to select their work force accordingly. Our study guides managers to deal with the knowledge hiding issue of narcissistic personalities at the workplace. Third, the practical implication of the study is that it would help banking sector of Pakistan to handle its challenges like personality ambiguity, selection, fake impression etc. and solve other issues like employee turnover, cost of wrong hiring etc.

2. Literature Review

2.1. Narcissism

In an effort to develop a sub clinical version of narcissistic personality disorder a modern personality emerged called narcissism (R. N. Raskin & Hall, 1979). The current narcissistic personality trait shows aspects of its clinical version like dominance, entitlement, superiority and the grandiosity (R. Raskin et al., 1991). Currently narcissism gets keen attention of researchers due to its extreme nature of self-love. Narcissists have a very extensive desire to promote themselves and are continuously engaged in self-enhancement efforts. They always engaged in activities which help them to project the image of themselves as lovable, worthwhile, attractive and competent (Sedikides & Gregg, 2001). Narcissist person is very attractive in short-term relationship, but it is very difficult for them to hide their negative face from others and they are not much sought for long term relationship because of having less or no care for others (Morf et al., 2001). In order to understand the narcissism, the basic emotional core must be considered. For example, they think to be superior than others and hence demean and debase the people (Rosenthal & Pittinsky, 2006). In almost all modern conceptions of characteristics of personality, the narcissism exists in the continuum. Anyone can hide the trait in some situation and for some time like grandiosity and sense of superiority can be at extreme in some situation, but it is very difficult for narcissistic person or nearly impossible to turn it off. This continuous self-focus ruins their long term interpersonal relations (Deluga, 1997). Narcissistic people grasp the situation in their favour by the strong tendency of self-promotion (Owens et al., 2015). It is proven in extant literature that narcissism is an ongoing process of high self-entitlement requirement, approval and always getting recognition. Narcissistic people have a thirst for satisfying themselves and it leads them or motivates them to exploit the situation in their favour even by doing unethical

conducts (Luchner et al., 2011). Narcissistic employees' personality features led their work attitudes in exploiting the situation in their own favour at any cost (Meurs et al., 2013; O'Boyle et al., 2013).

2.2. Knowledge Hiding

The knowledge hiding concept has its origin as old as the field of knowledge management itself (Davenport, 1997). It is established that knowledge hiding is counter-productive behavior because employees intentionally hold knowledge which is ethically not accredited (Serenko & Bontis, 2016). Transfer of knowledge is much crucial for the progress of organizations (Mishra & Bhaskar, 2011). Knowledge is transferred from one employee to other for normal flow of work. Most of the time employees intentionally hold knowledge for creating their monopoly and self enhancement (Singh, 2019). Knowledge hidiers use three approaches to hide knowledge: rationalized hiding, evasive hiding and playing dumb (Argote & Fahrenkopf, 2016). Now with the increased focus on knowledge in the business world, it is demand of time to dig deep the mechanisms and issues related with knowledge hiding behavior in detail (Hernaus et al., 2018; Z. Wang et al., 2014).

2.3. Moral Disengagement

Moral disengagement is described by Albert Bandura in his book on social cognitive theory According to him there are eight mechanisms; Moral justification, Attribution of blame, Diffusion of responsibility, Dehumanization, Advantageous comparison, Distortion of consequences, Euphemistic labelling, Displacement of responsibility which are used by humans to do against moral standards without stress (Albert Bandura, 1990). Social cognitive theory states that internal system of humans' work only when it is effectively activated. Moral disengagement de-activates our standards and humans may go against moral standards and feel relaxed instead of stress (Moore, 2015). Moral disengagement caused by personal suffering allows individuals to forgive themselves of the responsibility toward others in need (Paciello et al., 2013). The moral disengagement theory has rich ground for empirical research for number of disciplines like adolescent development, organizational behavior, criminology, military psychology, and sports psychology. Deviant behavior at workplace is a host of negative emotional states, increased ability to dehumanize others. The individual tendencies to morally disengage are related to a host of negative behaviors, including criminal behavior, aggression and bullying, workplace misconduct etc. (Moore, 2015). In line with the previous research, it is considered that narcissistic people may morally disengage themselves by doing knowledge hiding at the workplace.

2.4. Narcissism and Knowledge Hiding

With the boom of negative consequences at work, attention of scholars shifts towards darker traits of personality, especially narcissism (Schyns, 2015). In the recent literature, there are calls for research to focus on in-depth understanding of narcissism and its ultimate outcomes at workplace (James et al., 2014). It is observed that narcissistic people are very creative in using specific situations for their own benefits by holding the prime resources in their hands (Kim et al., 2010). It means narcissistic people exploit resources to create their monopoly. A study on authenticating relationships of dark personality characteristics with negotiation found that narcissism has positive relation to use unethical means in negotiations (Christie & Geis, 1970). Correspondingly, a study exploring the dark triad influence in tactics found that narcissism is directed with soft tactics and narcissists take benefit of their appearance and attractive conversation of self-promotion (Black et al., 2014). During conversations, narcissistic people become very

attractive because of their skill to exaggerate their qualities (Levashina & Campion, 2006). The narcissistic people are found to behave as insensitive, aggressive and defensive in some studies, but charming and attractive in some other studies (Carlson et al., 2011). Their admiration aspect appeared to dominate at times, whereas rivalry feature governs from time to time (Twenge et al., 2003). Narcissistic employees generally feel dissatisfied at their job and it continuously triggers them to shape strategies for getting revenge from co-workers and organization (Brunell et al., 2016). Narcissism makes them involve in humiliating others so their co-workers become less competent at work than them (Kelly, 2018; Mathieu & St-Jean, 2013). It is established that personality traits show many counter-productive behaviors (J. S. Wang et al., 2020). The personality of people has an influence on cognitive process and deviant behavioral outcomes (Mount et al., 2005). The narcissism is being, studied from different perspectives, but its relation with behavioral outcomes at the workplace are not much sought especially in Pakistani context (Malik & Khan, 2013). Narcissistic people may become a significant reason behind the knowledge hiding behavior at workplace because narcissistic people have a strong tendency towards self-promotion. Their inclination towards the behavior of self-love motivates them to hold prime resources like tacit knowledge in their hands (Owens et al., 2015). Based on above discussion regarding narcissism and its job outcomes and by focusing on social cognitive theory, it may be believed that narcissistic personality trait is the possible cause behind the knowledge hiding issue at workplace. It is hypothesized that narcissism also becomes a potential cause for knowledge hiding in banking sector of Pakistan.

H₁: Narcissism will have positive effect on knowledge hiding.

2.5. Narcissism and Moral disengagement

Social cognitive theory focuses on the concept that individuals restructure their behaviour. It explains that employees are not just shaped by the imposed environment of the organization. They have their unique cognitive system that is why, different employees behave differently (Albert Bandura, 1990; Moore et al., 2012). A study described the relation of narcissistic leader with deviant behaviours reveals that moral disengagement facilitates personalities to reveal their true colours (Zhang et al., 2018). Current study assumes that an employee's personality may have an influence on the cognitive process as moral disengagement, which in turn results behaviour at workplace. In line with the previous research, researcher hypothesized that narcissism also has a positive link with moral disengagement.

H₂: Narcissism will have positive effect on moral disengagement.

2.6. Moral Disengagement and Knowledge Hiding

The model which describes the overall mechanism about how a person violate their own personal ethical standards known as moral disengagement (Festinger, 1957). Moral disengagement is a predictor of a number of morally unethical behaviors; including aggression, deviance, and misconduct in sport etc. The deviant workplace behaviors can be easily explored and comprehend by concept of morality (Cimbora & McIntosh, 2003). Extant literature shed light that moral disengagement has negative links with positive constructs and vice versa like cynism and locus of control are positively associated with moral disengagement (Moore et al., 2012). While explaining online moral disengagement, a study found that negative emotions and online moral disengagement mechanisms are significantly related (D'Errico & Paciello, 2018). Cyber-bullying and moral disengagement has a significant relationship (Hoareau et al., 2019). The moral

disengagement reported in the health care industry shows serious threats to patient safety (Hyatt, 2017). In another study, it is explained that moral disengagement has significant positive links with the wrong doing of retail employees by freeing them from guilt of self-accountability (Harris & He, 2019). Moral disengagement significantly predicts false allegations and retaliatory action (Clemente et al., 2019). It is established from previous research findings that moral disengagement has significant positive links with deviant outcomes at the job place. In line with the previous research it is hypothesized that moral disengagement may have significant positive relation with knowledge hiding.

H3: Moral Disengagement will have positive effect with knowledge hiding.

2.7. Mediating Role of Moral Disengagement

In the extant literature it is established that moral disengagement mostly plays role of mediator, for example, relation of experience of poor parenting with adolescent antisocial behavior (Hyde et al., 2006), controlling coaching style and antisocial behavior (Hodge & Lonsdale, 2011), ethical behavior of leader and workplace unethical behavior (Moore et al., 2012), cheating and forgetting moral rules (Leidner & Plachouras, 2017), morally ambiguous and evil fictional characters (Janicke & Raney, 2018), is mediated by moral disengagement. In line with social cognitive theory and previous research findings, current study, shed light on the mediating role of moral disengagement. Social cognitive theory also suggests that self-regulation helps persons to deactivate their internal standards to do unethical conducts without stress. Bandura explains how self can be detached through the mechanisms of moral disengagement. He put emphasis that disengagement from right track is not waiting for particular situation it is part of routine activities on daily basis and derive of person personality to behave in specific manner (Albert Bandura, 1990, 2002). Because of their cognitive process, they deactivate their moral standards for their personal gains and satisfaction. Behind all unethical and morally ill activities there is facilitation by moral disengagement. In line with previous studies about the mediating role of moral disengagement researcher hypothesized that moral disengagement may mediate the relation of narcissism and knowledge hiding.

H4: Moral disengagement will mediate the relationship between narcissism and knowledge hiding.

2.8. Conceptual Framework

The conceptual framework presented in figure-1 is based on the previous literature.

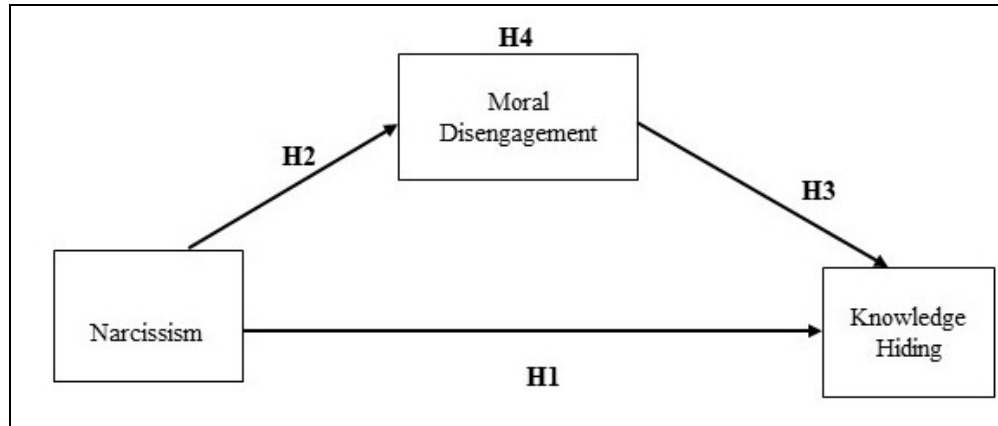


Figure.1. Research Framework
Source: Author's own elaboration

3. Methodology

3.1. Sample and Procedures

This study was carried out in the banking sector which plays a vital role in the economy of the country. As banking sector is the study population, we have downloaded list of banks in Pakistan from the website of State bank of Pakistan. List includes 101 financial institutions, including 22 banks. After using simple random sampling through SPSS, out of 22 banks, 10 selected in the first stage. These selected banks have a large number of branches in 4 regions of Pakistan, Multan, Rawalpindi, Lahore and Islamabad. We selected two regions through simple random sampling; Rawalpindi and Islamabad. In the next stage convenient sampling has been used for selection of banks to collect data. The unit of analysis was employees working in the selected banks. Sample size was selected through the method proposed by the (Hair et al., 2013).

It argues that minimum sample size should be 10 times greater than the total structural paths of the model ($10 \times 10 = 100$). Therefore, we have selected 600 sample size which is enough to run SEM and for generalizability of results. We have collected data in three waves. Time lag of one month in the three waves for data collection is used to reduce the drawbacks attached with cross sectional design regarding causality. In order to ensure the availability of the same employees in each wave of data collection, we have included employees with permanent jobs. For response matching unique code has been assigned to respondents. In the first wave data on the independent variable, Narcissism has collected. In 2nd wave, data about mediator, moral disengagement has been collected. In the third wave was collected for dependent variable, knowledge hiding. In total we have received 600 valid questionnaires. Out of 600 participants, there were 40% females and 60% males. The experience of 34% employees was 1-5years and 43 % employees have 5-10 years of experience and 20% employees have experience of 10 years and above. Data were analysed through Partial Least Squares Structural Equation Modelling (PLS_ SEM) technique through the latest version of Smart PLS 3.9 and SPSS 21.

3.2. Measures

The scale used for the measurement of narcissism is the short dark triad developed by Jones and Paulhus, 2014. We have collected data with 9 items predicting narcissistic behaviour. Likert scale was used for responses ranged from 1 (strongly disagree) to 5

(strongly agree), 3 being a neutral response. Cronbach's Alpha (measure of internal consistency) for psychopathy is 0.80, narcissism 0.77, and machs 0.73 (Jones & Paulhus, 2014).

The scale used for moral disengagement is based on a Bandura measure (A. Bandura et al., 1996) related to kids and adopted from Detert et al., (2008). The Bandura scale is changed for studies at organizational setting, for example; the statement 'If kids fight and misbehave in school it is their teacher's fault' of Bandura's scale was changed to 'People are not at fault for misbehaving at work if their managers mistreat them'. Reported value of Cronbach's Alpha 0.87 shows reliable internal consistency of selected scale (Detert et al., 2008).

Knowledge hiding behaviours have been measured with a five-point Likert scale ranging from strongly agree to strongly disagree developed by Connelly et al. (2012). Their scale was a seven-point Likert scale consists of 21 items that define evasive hiding, lack of sharing, and playing dumb, rationalized hiding, and knowledge hoarding (Connelly. et al., 2012).

4. Results & Discussion

4.1. Data Screening

The data screening process was carefully carried out prior to data analysis. The missing values didn't exceed from 15% and these were filled with median. Data cleaning process detected 2 univariate outliers and 4 multivariate outliers which were discarded after which 594 data items were left for analysis. The data normality was checked using SPSS, which exhibited the presence of skewness which pointed out the non-normal status of the data. In order to further check non-normal status of the data, Q-Q plot was obtained and p-value obtained was less than 0.05 using Shapiro-Wilk and Kolmogorov-smimov tests which validated that data is non-normal. The Herman Single factor test was applied for common method variance (CMV) which revealed that the total variance for single factor is less than 50% that points to the absence of CMV. In order to confirm Multicollinearity, the values of tolerance (TOL) and variance inflation factor (VIF) were calculated. The findings given in table.1 indicate that the values of VIF are below 5.0 and TOL are above 0.20 which confirms that the multicollinearity problem does not exist in the data.

Table.1. TOL and VIF Test of Multicollinearity

S. No	VAR	TOL	VIF
1	KH	1.000	1.000
2	MD	1.000	1.000
3	NR		

Note: VIF value above 5.0 and tolerance (TOL) value below 0.20 show multicollinearity (Hair et al., 2013)

Source: Author's own elaboration

4.2. Measurement Model Result Analysis

After completing the data screening process, reliability and validity analysis were carried out on the data. Total 40 items were loaded towards respective variables out of which 10 items were discarded to enhance the overall average variation extracted (AVE) value (Hair et al., 2013). Table.2 shows values of correlation.

Table.2. Correlation Matrix

	Variable	NR	MD	KH
1	NR	1		
2	MD	0.293	1	
3	KH	0.362	0.491	1

Source: Author's own elaboration

To ascertain internal consistency, construct validity, defects of multicollinearity and reliability; the Composite Reliability (CR), Average Variance Extracted (AVE), Variance Inflation Factor (VIF) and Cronbach's Alpha was calculated. All CR values were above 0.80, and all AVE values were above 0.50, which indicated good internal consistency of these constructs. All the standardized loadings were above 0.50, which indicated convergent validity.

Table .3. Reliability

Variable	AVE	CR	Cronbach's Alpha	Scale
KH	0.526	0.839	0.776	Reflective
MD	0.540	0.877	0.851	Reflective
NR	0.502	0.791	0.708	Reflective

Note: Average variance extracted(AVE), Composite reliability(CR).Threshold values (Hair et al., 2013): AVE > 0.50 and Cronbach's Alpha >0.70

Source: Author's own elaboration

In order to ensure that hypothesized structural paths are real, the Heterotrait-Monotrait Ratio (HTMT) and Fornell-Larcker Criterion test were conducted. Results shows that construct level discriminant validity exist in the model and the latent variable's shares common variance more than assigned indicators of other variables. HTMT test reconfirms by computing cross loadings and loadings. All loadings are greater than corresponding cross loadings and it confirms discriminant validity. Table.5 depicts that HTMT values are <0.90 as elaborated in figure 2 which confirms discriminant validity. Fornell Larcker test has established discriminant validity as upper left value is highest. All results lie in permissible range.

Table.4. Fornell-Larcker Criterion

Variable	KH	MD	NR
KH	0.654		
MD	0.440	0.583	
NR	0.481	0.355	0.548

Source: Author's own elaboration

Table.5. Discriminant Validity Heterotrait-Monotrait Ratio (HTMT)

Variable	KH	MD	NR
KH			
MD	0.527		
NR	0.652	0.417	

Source: Author's own elaboration

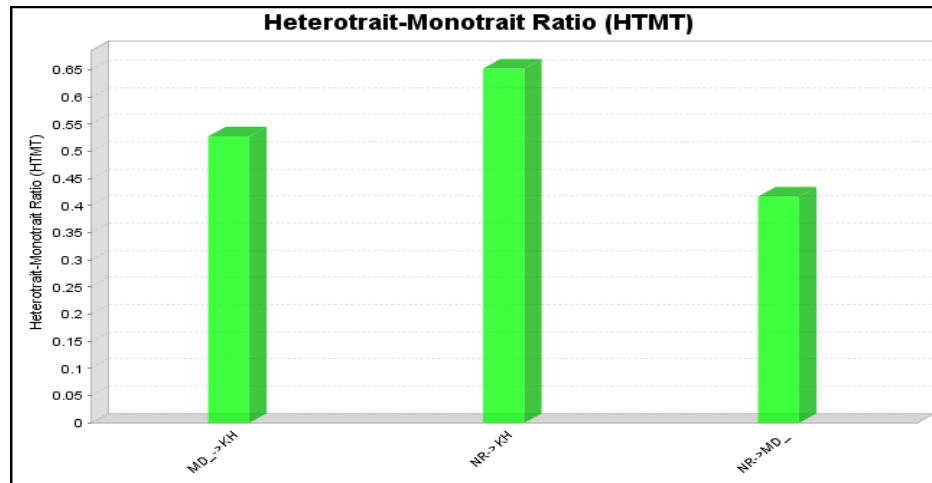


Figure.2. Discriminant Validity Chart

Source: Author's own elaboration

4.3. Structural Model Results

Researcher proposed claims of study in the light of social cognitive theory. In the structural model, different techniques have been used on the basis of quantitative data to testify proposed claims. The path coefficients provide empirical support to the structural paths. The coefficient of determination (R^2) effect size (f^2) and predictive relevance (Q^2) were calculated for the evaluation of the relationship and relevance of paths. Hypothesis testing has been done to testify the significance of relationships. It is established that R square value from 0 to 1 shows small to high relation of independent variables to the dependent variable. Statistical results 0.216, 0.120, and 0.136 show medium effect size. Stoen Geisser's Q^2 values measured predictive accuracy. For the purpose of getting the values for predictive relevance blind folder procedure were used in Smart PLS at the seven omission level. Q^2 values are greater than zero shows significance of the model. As these values are above zero, which means that predictive relevance exists in a structural model of study. Our findings indicate that 34% variation in the model was explained by narcissism which is significant, as per the criteria get through Q^2 values. The arrows of the model are in the same direction which was predicted before on a theoretical basis and proved significant. The results which confirm the significance of paths is obtained through bootstrapping procedure in the statistical software Smart PLS.

Table.6. summary of effect sizes of f^2 and q^2

Relationships	Effect size f^2	Effect size q^2
KH	0.216	0.077
MD	0.120	0.034
NR	0.136	

Note: Values of f^2 effect sizes higher than 0.02, 0.15 and 0.35 and Q^2 values higher than 0, 0.25 and 0.50 depict small, medium effect sizes.

Source: Author's own elaboration

Table.7. Hypotheses Testing Results

Hypothesis	Relationship	β	t-value	p-value	Decision
H ₁	NR-KH	0.404	4.835	0.000	Accepted
H ₂	NR-MD	0.346	7.811	0.000	Accepted
H ₃	MD-KH	0.301	10.613	0.000	Accepted
H ₄	NR-MD-KH	0.156	4.835	0.000	Accepted

Source: Author's own elaboration

Table shows the value of path coefficient and hypothesis testing criteria. P values below 0.05 shows that the significance of predictive relationship, whereas $p > 0.05$ shows that the results are not supported by empirical data.

4.4. Narcissism and Knowledge Hiding

Hypothesis H1 proposed the direct positive relation between Narcissism and the outcomes variable knowledge hiding. The threshold of p-value ($\beta = 0.404$ and $P < 0.05$) proves the relation significant and hypothesis is accepted.

4.5. Narcissism and Moral Disengagement

Hypothesis H2 proposed the positive relation of narcissism and moral disengagement. The threshold of p-value ($\beta = 0.346$ and $P < 0.05$) proves the relation significant and hypothesis is accepted.

4.6. Moral Disengagement and Knowledge Hiding

Hypothesis H3 proposed the positive relation of moral disengagement and knowledge hiding. The threshold of p-value ($\beta = 0.301$ and $P < 0.05$) proves the relation significant and hypothesis is accepted.

4.7. Moral disengagement mediates between Narcissism and knowledge hiding

Hypothesis H4 proposed the positive relation of Narcissism and knowledge hiding is mediated by moral disengagement. The threshold of p-value ($P < 0.05$) proves the relation significant and a hypothesis is accepted.

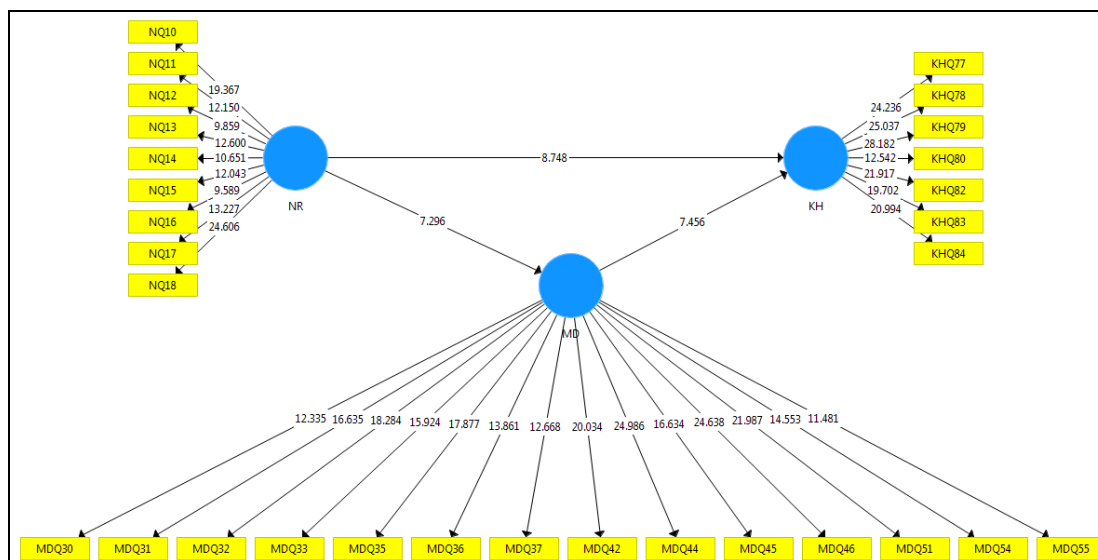


Figure.3: Structural Model
Source Author's own elaboration

4.8. Discussion on Findings

The prime aim of the current study was to assess whether narcissism has link to the knowledge hiding issue in banking sector of Pakistan and whether moral disengagement mediates the relationship. Our all hypotheses of the study are fully supported (figure 3) that narcissism has significant positive relation with knowledge hiding. Collected data provide us evidence that narcissism predicts moral disengagement and knowledge hiding in public sector banks in Pakistan. The current study findings provide support that narcissistic people can morally disengage themselves easily because of their personality darker aspect. They may convince themselves that moral standards are not applied to them and consider reprehensible conduct as morally acceptable (Albert Bandura, 2002; Brunell et al., 2008). The findings of current study about the positive link of narcissism with moral disengagement fully supported the previous research findings (Hodge & Lonsdale, 2011; Kavussanu & Boardley, 2009; Stanger et al., 2013). Previous research shed light on the narcissism personality trait as they see themselves superior than others, they consider competence and intelligence are only for them and reveals a lack of warmth and kindness (Campbell et al., 2011; Zajenkowski et al., 2020). The findings about the relation of narcissism with knowledge hiding are consistent with the results of previous studies (Akhtar, 2000; Khalid et al., 2020; Xiao et al., 2018). The indirect paths of narcissism with knowledge hiding through moral disengagement are positive and significant ($p < 0.05$) and bootstrapping bias corrected 97.5% confidence intervals around the indirect effects did not contain zero. On the basis of social cognitive theory, we argue that the reason why narcissistic people are likely to hide more knowledge is attributed to moral disengagement. Our findings supported this prediction. Narcissistic people are extremely motivated to create their hold on the workplace (Huang et al., 2019). They are their prime focus of interest and put their benefits and personality first. According to social cognitive theory narcissistic people convince themselves in a way that they see their work as aligned with moral standards only when their acts add their self-entitlement tendency (Levy et al., 2011).

4.9. Theoretical and Practical Implication of study

Our study has many theoretical contributions. It enriches knowledge management literature by adding deep insight into the knowledge hiding concept using moral disengagement perspective. It is established that personality traits are not studied in relation with knowledge management (Newell, 2015; J. S. Wang et al., 2020). This study contributes by adding dark personality trait narcissism in link with knowledge hiding behavior by using moral disengagement as a mediator under shelter of social cognitive theory. Results of the study enhance the validation of the social cognitive theory. This study empirically tested and proves that narcissistic personalities have a strong tendency towards knowledge hiding through moral disengagement and this phenomenon exists significantly in the banking sector of Pakistan. Study results have great practical implications for managers and provide in depth knowledge about the cause of knowledge hiding issue in the banking sector of Pakistan. Complete knowledge about dark personalities like narcissism and their outcomes at workplace help managers to select employees who are effective for organizations. Managers use, study results for the recruitment process and help in designing their training programs (Zhou et al., 2018). Employers must be careful while hiring as narcissistic people show them very attractive in short term interviews and their knowledge hiding behavior made them much more attractive for researchers and employers to dig deep into them to avoid from losses of wrong hiring (Anand et al., 2020).

5. Conclusions and Recommendations

Our study demonstrates that narcissism personality trait is an important predictor of knowledge hiding. By considering the importance of knowledge management in the fast growing business world, it becomes crucial to put focus on the ways to enhance knowledge sharing and reduce knowledge hiding by analyzing the personality of employees. Because it is established that mostly deviant outcomes at workplace are because of personality traits like narcissism. The objective of our study was to find out relation between narcissism and knowledge hiding and the role of moral disengagement as mediator. Despite the limitations, the results of the present study expand the current understanding of narcissistic personality features through the moral disengagement perspective with knowledge hiding and enrich the validation of social cognitive theory. The current study used moral disengagement as mediator, future studies may overcome this limitation by using other mediators and moderators like contextual factors to deeply explain the mechanism how narcissistic people become strong persuaders of knowledge hiding. Another limitation of the study was its consideration of only banking sector.

So, in future other sectors like education and IT industry may be studied in this context. In this study other types of dark personality traits like machs and psychopathy are not included, future studies may consider these personality traits to extend the findings of the current study. In the current study focus is on the knowledge hiding issue from the knowledge hider perspective, future studies can focus on knowledge seeker point of view. Individual level knowledge hiding is discussed in the current study; future studies may consider knowledge hiding at group level. Another significant limitation of the study is its reliance on self-reported data which must be considered in future studies to enhance the generalizability of study.

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