

# The Moderating Effect of Professional Commitment on the Relationship between Perceived Organisational Injustice and Knowledge-Hiding Behaviour

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## Abstract

Hiding employee knowledge is a core challenge that costs organisations a lot of money, even though knowledge plays a crucial role in achieving a competitive advantage in a highly competitive environment. Therefore, this paper empirically investigates the relationship between perceived organisational injustice (i.e. distributive, procedural, and interactional) and knowledge-hiding and the moderating role of professional commitment on this relationship. A total of 242 employees in the banking sector in Jordan responded to an online survey. The hypothesised relationships were tested using a structural equation modelling approach. This study adds to the body of knowledge by theoretically proposing and empirically demonstrating the moderating influence of professional commitment on the relationship between perceived organizational injustice and knowledge-hiding in a developing country context. The study reveals that employees hide their knowledge if they perceive their workplace as unjust regarding outcomes distribution, procedures, and interactions. However, professional commitment attunes the effect of perceived procedural injustice and interactional injustice on knowledge-hiding but does not in the case of distributive injustice.

**Keywords:** fairness: injustice, justice, knowledge hiding, knowledge sharing, professional commitment

## 1. Introduction

Knowledge and intellectual capital have become main source of long-term competitive advantage for organisations in today's knowledge-based economy (Castro et al., 2019). Therefore, organisations strive to management knowledge internally to reap its benefits and face the increasingly uncertain business environment (Afshan et al., 2021; Al Hawamdeh & Al Qatamin,2021). Central to the successful knowledge management is to ensure is knowledge-sharing throughout the organisation where it fosters a sharing attitude by assisting others with various tasks and processes in the workplace (Anand & Hassan, 2019; Zakariya & Bashir, 2021). Managers encourage their employees to openly share knowledge to increase productivity (Al Hawamdeh & Al-edenat,2019). However, despite organisations' efforts to promote knowledge-sharing, employees' reluctance persists (Agarwal et al., 2021) and may even hide knowledge intentionally (Connelly et al., 2012).

Knowledge-hiding – employee's deliberate attempt to withhold or conceal knowledge demanded by another person - is detrimental to organisational performance, particularly in service sector firms (Connelly et al., 2019). Past research has revealed that employees' hiding knowledge can lead to social and economic costs for organisations (Afshan et al., 2021; Fong et al., 2018; Kumar & Varkkey, 2018) and negatively impact the knowledge-seeker's creativity (Malik et al., 2019). This is primarily due to service delivery performance, which is intangible and subject to variability due to the simultaneous production and consumption of goods (Kirillova et al., 2020). Hence, banks as services organisations are viewed as knowledge-intensive organisations; their main assets are intellectual. Their activities are directly tied to an intellectual character that usually entails direct engagement with consumers through delivering services-based knowledge-sharing (Al Hawamdeh & Hackney, 2018; Buallay et al., 2020). Without information exchanges between employees and supervisors, this service delivery process would not be possible (Singh et al., 2021). Therefore, employees in knowledge-intensive industries have a tendency to keep their knowledge and experience hidden, in order to obtain a competitive advantage over their co-workers (Serenko & Bontis, 2016).

The broad literature on knowledge management is mostly concerned with understanding knowledge-sharing behaviour in organisational contexts, whereas knowledge-hiding, which is a related but different phenomenon, has received relatively little investigation (Koay et al., 2020). In particular, understanding what drive employee's knowledge hiding behaviour and how it can be reduced have received scant attention (Butt, 2020; Butt & Ahmad, 2021; Oubrich et al., 2021). Previous research highlighted that perceived organisational injustice leads to counterproductive work behaviour (Khattak et al., 2021) and significantly encourages employees to hide knowledge (Anand et al., 2022). The employees' psychological disengagement from their organisation as a result of their exposure to organisational injustice increases the likelihood of knowledge-hiding (Jahanzeb et al., 2021). However, previous studies have not looked at how different dimensions of organisational injustice affect people's tendencies to hide their knowledge (Anand et al., 2022) nor how their effects on knowledge hiding behaviour can be reduced. The phenomenon of knowledge-hiding in organisations needs more empirical studies in order to understand it in different contexts (Connelly et al., 2019; Oubrich et al., 2021; Zakariya & Bashir, 2021).

To address this gap, the study examines the individual impacts of organisational injustice (i.e. distributive, procedural and interactional) on knowledge hiding behaviour and the moderating role of professional commitment on this impact using a survey of 242 employees in banks in Jordan, a non-western setting needs additional research on organisational injustice (De Clercq et al., 2021; Jahanzeb et al., 2021). Our proposition of the moderating role of professional commitment is due to the fact that employees with a high level of professional commitment have a strong commitment to respecting their profession's membership and are prepared to invest significant effort in their profession, and strongly connect with the profession's aims (Singh & Gupta, 2015). Therefore, it can be predicted that employee's professional commitment can mitigate the effect of organisational injustice on employee's knowledge hiding behaviour.

This study contributes to the current literature in two ways. First, the study took a nuanced view of organisational injustice and empirically examines the individual impacts of its dimensions (distributive, procedural and interactional) on employee's knowledge hiding in a developing country context. This investigation of the impact of organisational injustice as a relational concept in different contexts with unique cultural values would refine it's the universal applicable impact assumption. Second, we theoretically propose and empirically examine the moderating role of professional commitment on the relationship between all organisational injustice dimensions and employee's knowledge hiding, which has not been put forward before (Anand et al., 2022). This advances our understanding of the conditions under which the positive impact of organisational injustice on employee's knowledge hiding can be reduced.

The remainder of this paper is divided into the following sections: Section 2 provides a brief background on organisational injustice, knowledge hiding and professional commitment before our hypotheses are developed in section 3. Section 4 details the study methodology. Section 5 reports the data analysis and results. Section 6 discusses the research findings and research implications. Section 7 outlines the study limitations and provides directions for future research.

## **2. Theoretical Background**

### *2.1 Organisational Injustice*

Clearly, organisational justice literature distinguishes between three kinds of organisational justices: distributive, procedural, and interactional (Cohen-Charash & Spector, 2001). Procedural justice refers to how people think procedures or the way that decisions are made in an organisation are fair, or how they think that they are. How well decisions are made in an organisation without bias and with accuracy, correctability, ethics, and consistency in mind (Leventhal, 1980). Distributive justice is relevant to the adequacy of resource allocation. It refers to the extent to which employees believe that the incentives they receive are commensurate with the labour they perform (Colquitt et al., 2001). Interactional justice encompasses both interpersonal and informational aspects of justice and reflects how employees are treated with decency, respect, and kindness (Bies & Moag, 1986).

In contrast, this distinction extends to the types of organisational injustice; for example, procedural and distributive injustice stem from the organisational system, whilst interactional injustice is created through interaction with a specific individual (Ambrose et al., 2002).

According to equity theory, employees evaluate their gains from organisational contributions to those of their colleagues, particularly if they believe their contributions are less rewarding than those who provide less, make various judgements, and react inappropriately (Colquitt et al., 2001).

## 2.2 Knowledge-Hiding

Knowledge-hiding is described as an individual's deliberate attempt to withhold or conceal knowledge demanded by another person (Connelly et al., 2012). In essence, it is a series of undesirable behaviors aimed at withholding critical information from others (Islam et al., 2021). Without a doubt, managers and organisations may suffer due to knowledge-hiding within organisations, while employees who hide their knowledge pose a serious threat to both individual and organisational success in highly competitive environments (Wang et al., 2019). For example, Connelly and Zweig (2015) found that knowledge-hiding between two employees has a negative impact on knowledge-seekers' creativity and knowledge-hiding damages the relationship between the knowledge-requester and the knowledge-hider, and encourages the knowledge-requester to keep vital knowledge hidden from others. Knowledge-hiding behaviour consists of three interconnected strategies: evasive concealment, playing dumb, and rationalised hiding (Connelly et al., 2019; Jahanzeb et al., 2021). Providing unrelated or inaccurate information is an example of evasive hiding and playing dumb entails feigning ignorance of the requested information (Burmeister et al., 2018; Xiong et al., 2019). Moreover, the purpose of rationalised knowledge-hiding is to provide justifications for not providing sought information by either implying that he or she is unable to deliver the knowledge requested or blaming another person (Connelly & Zweig, 2015). Employees generally play dumb or take a more rationalised approach to hide knowledge when the task is straightforward, then take the evasive approach when the request is more complicated (Connelly et al., 2012). As a result, knowledge-hiding differs from other terms like lack of knowledge-sharing or knowledge hoarding; knowledge-hiding refers to a person's propensity to hide knowledge from someone who has asked for it (Butt, 2020). Employees who actively share knowledge, for example, may also hide knowledge from their co-workers (Nadeem et al., 2021). This is due to the fact that employees may selectively provide knowledge that does not pose a risk to them (Koay & Lim, 2021).

## 2.3 Professional Commitment

Human behaviour in the workplace has long been a topic of interest for scholars in the field, but professional commitment is a relatively new and rapidly increasing research subject (Singh & Gupta, 2015). Workplace specialisation is on the rise because of the growing importance of knowledge and technology. Professionalism has become a major emphasis because of this increase in the number of specialists and experts (Morrow & Wirth, 1989). According to the existing literature, organizational commitment is a popular topic in organisational behaviour research, while professional commitment is a new and emerging research line (Singh & Gupta, 2015). Also, increased emphasis on knowledge and technology has led to an increase in workplace specialization. This has led to an increase in the number of specialists and professionals, and thus, there is a significant emphasis on professionalism (Morrow & Wirth, 1989). Professional commitment is described as "psychological attachment to and identification with one's profession" (Chang & Choi, 2007, p. 301). It is said that people with high degrees of professional commitment strongly believe in and accept the profession's aims, are willing to expend great effort on their behalf, and have a strong desire to remain a member of the profession (Chang & Choi, 2007). Individuals that are dedicated to their careers have a strong desire to learn new things (London, 1983).

In this vein, a high level of commitment to one's career demonstrates an individual's strong desire to remain a member of that profession and to devote significant time and effort to that profession's goals (Chang & Choi, 2007). Moreover, professional commitment can be characterised as a strong connection between a person and his/her profession (Mansor et al., 2020; Nesje, 2016). Consequently, professional commitment is an essential aspect of an individual's life and understanding the role and significance of professional commitment is critical for both the individual and the organisation (Lee et al., 2000).

## 3. Hypotheses Development

To advance our understanding of how the effect of organisational injustice on knowledge-hiding can be diminished, we draw on the relevant literature to develop a conceptual model highlighting the role of professional commitment (see Figure 1). The model establishes that perceived organisational injustice (i.e. distribution, procedural and interactional) increases knowledge-hiding by employees. However, the model argues that this positive effect of perceived organisational injustice on knowledge-hiding will be reduced (negatively moderated) under higher level of professional commitment. In the following subsections, we develop these predications.

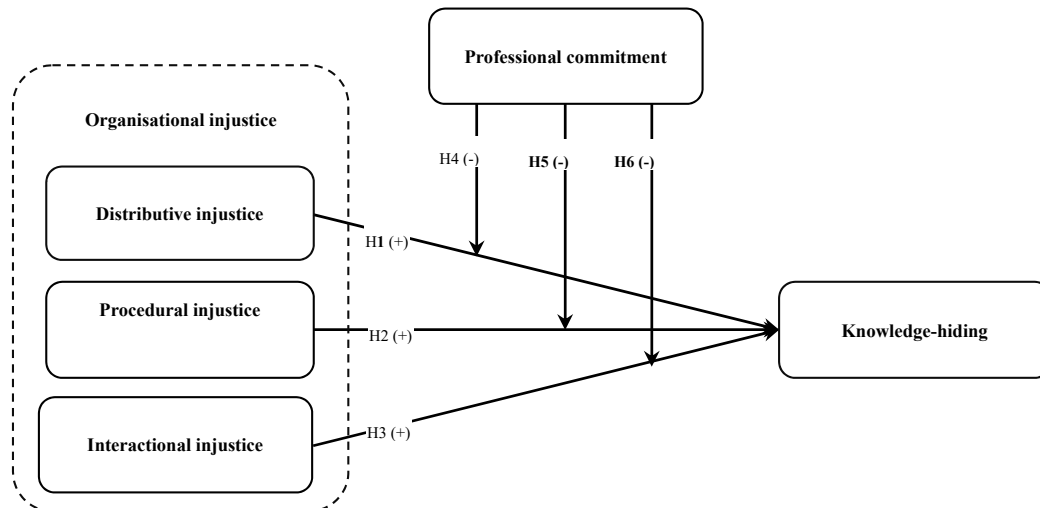


Figure 1. Research model

### 3.1 Perceived Organisational Injustice and Knowledge-Hiding

More and more researchers are focusing on how employees' views of unfair treatment at work affect their attitudes and behaviours (Khattak et al., 2019). According to social exchange theory, individuals form exchange relationships based on their interactions with others, and individuals frequently return others in the same way that they receive; that is, good for good or terrible for bad (Blau, 1964). Previous organisational justice studies have found that when employees believe that the outcomes and procedures of their organisation are not based on equity, their performance suffers (De Clercq et al., 2021; Khan et al., 2013). Thus, due to being unfairly treated at work, employees can feel outraged, a sense of resentment, and sometimes wrath (Khattak et al., 2019). Therefore, based on social exchange theory, research indicates that employees who witness workplace injustice would blame the individual(s) or organisation thought to be the source of the injustice and target their following misbehaving behaviour at the ascribed party (Khattak et al., 2021). Indeed, the term 'organisational injustice' refers to when employees do not obtain equitable results for their contributions when adequate explanations of specific procedures are lacking, or when they are treated with disdain (Barclay & Saldanha, 2016; Jahanzeb et al., 2021).

In addition, we propose that different forms of distributive, procedural, and interactional injustice have varying effects on employees' propensity to hide knowledge. Therefore, the following hypotheses will be tested, based on the above discussion:

*H.1: Employees' perceptions of distributive injustice relate positively to their knowledge-hiding behaviour.*

*H.2: Employees' perceptions of procedural injustice relate positively to their knowledge-hiding behaviour.*

*H.3: Employees' perceptions of interactional injustice relate positively to their knowledge-hiding behaviour.*

### 3.2 The Moderating Role of Professional Commitment

Individuals who have a high level of professional commitment are known for their willingness to put in the effort and persevere in pursuing personal career goals (Goulet & Singh, 2002). Employees with professional commitment believe that it is their professional duty to respond to all inquiries, regardless of how unfair the workplace may be, and they may never hide their knowledge (Connelly et al., 2012). Hence, employees who are committed to their jobs have a greater tendency to adopt the ideals and goals of their employers and are less likely to hide knowledge because doing so is considered unethical (Koay et al., 2020).

Also, Malik et al. (2019) discovered that the interplay between organisational politics views and professional commitment has a detrimental effect on knowledge-hiding in organisations. As a result, even when working in organisational injustice, people with a high level of professional commitment are less likely to participate in knowledge-hiding practices. In accordance with this, the following hypotheses have been developed:

*H.4 Employees' professional commitment negatively moderates the positive relationship between their perceptions of distributive injustice and knowledge hiding in a way that the positive relationship is weaker when the employees' professional commitment is stronger.*

*H.5 Employees' professional commitment negatively moderates the positive relationship between their perceptions of procedural injustice and knowledge hiding in a way that the positive relationship is weaker when the employees' professional commitment is stronger.*

*H.6 Employees' professional commitment negatively moderates the positive relationship between their perceptions of interactional injustice and knowledge hiding in a way that the positive relationship is weaker when the employees' professional commitment is stronger.*

#### 4. Research Methodology

##### 4.1 Sample and Data Collection

The quantitative approach was employed to meet the objectives of this study. The target population for our study are all the employees in the commercial banks in Jordan. Due to the unavailability of accessible and complete list of all employees in the Jordanian banks, we adopted convenience sampling technique to collect our data. Through extensive phone and email communications with and personal visits to banks, we managed to secure the participation of several banks in our study. Accordingly, an online cover letter and survey have been sent to the human resource department in each of the agreed banks, who took the responsibility of sending out the survey to their employees. We received 242 respondents from 13 commercial banks in Jordan.

The 242 respondents in our study varied in gender, age, work experience, position and education level (see Table 1). The majority of the respondents are male (N = 150, 62%), aged 35 years and older (N= 109, 45%), have work experience of more than 10 years (N = 102, 42%), educated at bachelor level (N = 199, 82%) and fills the position of customer service assistant (N = 51, 21%).

Table 1. Demographic characteristic of respondents (N = 242)

Characteristics	No. of responses	(%)
Gender		
Male	150	62
Female	92	38
Age		
26-29	87	36
30-34	46	19
35 and up	109	45
Work experience		
< 5	53	22
5-10 years	87	36
> 10 years	102	42
Education level		
Bachelor's degree	199	82
Master's degree	36	15
PhD's degree	7	3
Position		
Teller	72	30
Customer Service assistant	51	21
Financial Analyst	49	20
Loan Officer	38	16
Branch Manager	32	13

##### 4.2 Measurement

To ensure the reliability and validity of our measurement, we used established measurement items that have been developed and used in previous empirical studies. All constructs were evaluated using multiple questions on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire items were originally developed in the English language, and then translated into the Arabic language. Following this, the Arabic version was back translated to English by an independent research assistant to ensure that the translation was generally accurate and equivalent as suggested by Brislin (1970).

The measurement of organisational injustice dimensions was completed using the organisational justice scale developed by Niehoff and Moorman (1993). However, a focus on perceived injustice rather than justice in this study necessitated a reverse-coding of justice perceptions to injustice perceptions following data collection. Distributive injustice was captured using a four-item scale that evaluated the equity of various work outcomes, wage levels, work schedules, workloads and job duties. 'My job schedule is reasonable,' is an example. For

procedural injustice, a six-item scale was used to assess the formal procedures in the banks. An example of the scale items is the following: ‘My manager/boss ensures that all staff issues are addressed prior to making job choices.’ With respect to interactional injustice, a four-item scale was used to measure it. ‘When decisions concerning my job are made, the management treats me with respect and dignity,’ is an example of the scale items.

Knowledge hiding is a reflective first order construct and was measured using the widely employed 12-item scale of Connelly et al. (2012). These sample items included “In a specific incident involving a co-worker who wanted knowledge from you and you refused.”

Professional commitment is a first order reflective construct was captured using five items developed by Chang and Choi (2007). The respondents were asked to report to what extent they an example of this is, ‘I’m proud to tell others about my work in this field.’

## 5. Data analysis and Results

The partial least squares structural equation modelling (PLS-SEM) approach has gained prominence and is widely used in research in the field of knowledge management (Cepeda-Carrion et al., 2019). This is due to the fact that this approach has the ability to estimate structural models with small sample sizes and complex relationships involving multiple moderating effects (Hair et al., 2019). This study utilised Smart-PLS 3.0 software.

### 5.1 Reliability and Validity

An important step to ensure the validity of our results is to evaluate the quality of the measurement model. We assessed the measurement model from two angles: reliability and validity. The reliability in terms of internal consistency was examined for using Cronbach’s alpha (Cronbach, 1951) and composite reliability (Werts et al., 1974), two commonly used methods with the latter being more conservative due the insensitivity to items number. Both Cronbach’s alpha and composite reliability values are greater than the threshold value of 0.70, suggesting the reliability of our measurement model (Hair et al., 2019) (see Table 2).

Table 2. Convergent validity and reliability

Construct	Item	Loading	CR	AVE	$C\alpha$
Distributive Injustice (DJ)	DJ1	0.73***	0.81	0.72	0.82
	DJ2	0.75***			
	DJ3	0.78***			
	DJ4	0.80***			
Procedural Injustice (PJ)	PJ1	0.81***	0.79	0.82	0.74
	PJ2	0.79***			
	PJ3	0.88***			
	PJ4	0.79***			
	PJ5	0.83***			
	PJ6	0.86***			
Interactional Injustice (IJ)	IJ1	0.84***	0.82	0.76	0.79
	IJ2	0.90***			
	IJ3	0.78***			
	IJ4	0.86***			
Knowledge Hiding (KH)	KH1	0.91***	0.82	0.62	0.84
	KH2	0.79***			
	KH3	0.83***			
	KH4	0.76***			
	KH5	0.78***			
	KH6	0.92***			
	KH7	0.84***			
	KH8	0.89***			
	KH9	0.71***			
	KH10	0.76***			
	KH11	0.72***			
	KH12	0.86***			
Professional Commitment (PC)	PC1	0.89***	0.80	0.69	0.78
	PC2	0.82***			
	PC3	0.89***			
	PC4	0.77***			
	PC5	0.82***			

To examine the validity of our measurement model, we conducted both convergent (at item level) and discriminant (at construct level) validity analysis. The factor loadings and Average Variance Extracted (AVE) values are all constructs are above 0.7 and 0.5, respectively (see Table 2), pointing towards convergent validity of our model (Fornell & Larcker, 1981). As for discriminant validity following Fornell and Larcker's (1981) criterion. Discriminant validity was evident since the square root of the AVE of each construct (diagonal elements in italics) is greater than the correlations between each construct in the model (see Table 3).

Table 3 Discriminant Validity

	DJ	PJ	IJ	KH	PC
DJ	0.85				
PJ	0.71	0.90			
IJ	0.68	0.71	0.87		
KH	0.49	0.59	0.78	0.79	
PC	0.61	0.67	0.56	0.71	0.83

Notes. DJ: Distributive Injustice; PJ: Procedural Injustice; IJ: Interactional Injustice; KH: Knowledge Hiding; PC: Professional Commitment.

### 5.2 Hypotheses Testing

We used 5000 bootstrap samples to obtain robust estimates of the structural model using PLS-SEM, (Hair et al., 2019). Prior to testing the significance of the path, we analysed the study model's in-sample predictive power using R2 value, which indicates how much of the dependent variable(s) variance can be explained by one or more predictable factors (Hair et al., 2019). The analysis revealed that the R2 value of our model is 0.62, suggesting that the exogenous variables (distributive, procedural, interactional and professional commitment) explain large amount of the variance in knowledge hiding (Hair et al., 2019).

The aim of this study was to examine the impact of organisational injustice dimensions (distributive, procedural and interactional) on employee's knowledge hiding and explore whether this effect can be reduced (negatively moderated) by the employee's professional commitment. The analysis suggests that distributive injustice ( $\beta = 0.19$ ;  $P > 0.01$ ), procedural injustice ( $\beta = 0.49$ ;  $P > 0.01$ ) and interactional injustice ( $\beta = 0.77$ ;  $P > 0.01$ ) have a positive impact on employee's knowledge hiding., leading us to accept H1, H2 and H3 (see Table 4).

The analysis of the moderating effect revealed that employee's professional commitment does not moderate ( $\beta = -0.27$ ;  $P > 0.01$ ) the positive relationship between distributive injustice and employee's knowledge hiding, while negatively moderates the relationship between perceived procedural injustice and employee's knowledge hiding ( $\beta = -0.23$ ;  $P > 0.01$ ) and the relationship between perceived interactional injustice and employee's knowledge hiding ( $\beta = -0.29$ ;  $P > 0.01$ ) (see Table 4).

Table 4. Result of Path Model

Relationships	$\beta$	Standard error	T value	Sig.level	Hypothesis testing
DJ ->KH	0.19	0.042	1.653	$P < 0.01$	H1 Accepted
DJ*PC->KH	-0.27	0.029	0.457	$P > 0.01$	H4 Rejected
PJ ->KH	0.49	0.032	2.659	$P < 0.01$	H2 Accepted
PJ* PC->KH	-0.23	0.049	0.697	$P < 0.01$	H5 Accepted
IJ ->KH	0.77	0.059	1.637	$P < 0.01$	H3 Accepted
IJ* PC->KH	-0.29	0.039	3.023	$P < 0.01$	H6 Accepted
PC -> KH	0.46	0.192	1.921	$P < 0.01$	

Notes. DJ: Distributive Injustice; PJ: Procedural Injustice; IJ: Interactional Injustice; KH: Knowledge Hiding; PC: Professional Commitment.

## 6. Discussion and Implications

Employees' negative behavior in organisations is associated with perceived organisational injustice, according to the findings of this study, which is consistent with some previous studies that have confirmed the relationship between perceived organisational injustice and negative behavior in organisations (Ambrose et al., 2002; De Clercq et al., 2021; Khattak et al., 2019). Additionally, this finding appears to be pertinent to the research of Jahanzeb et al. (2021), which reveals an indirect influence of perceived organisational injustice on employee knowledge-hiding behavior in Pakistani organisations.

Also, according to the findings of this study, employees' professional commitment mitigates the positive impact of procedural and interactional injustices on employees' knowledge-hiding behaviour. At the same time, it has no moderate effect on the relationship between distributive injustices and employees' knowledge-hiding behaviour. This finding is in line with previous findings that imply distributive justice is a more consistent and powerful predictor of employment outcomes than procedural justice (Raja et al., 2018).

The equity theory of Adams (1963) explains this outcome, which states that workers believe there is a fair exchange between what they offer to an organisation and what they gain from it. When employees believe that they offer more to the company than they are compensated for, they become enraged and modify their behaviour (Adams, 1963). As a result, individuals with a professional commitment who confront injustice in distribution will be more likely to hide knowledge from their co-workers as a form of protest against the lack of distributive justice.

The purpose of this study was to examine the relationship between perceived organisational injustice and employees' knowledge-hiding behaviour in Jordanian bank organisations, as well as the moderating effect of employee professional commitment on the relationship between perceived organisational injustice and employees' knowledge-hiding behaviour. This study provides empirical data to support prior studies on how perceived organisational injustice encourages bad behaviours such as knowledge-hiding. While employee professional commitment has a negative effect on the association between procedural injustices, interactional injustices and employees' knowledge-hiding behaviour, it has no moderate effect on the relationship between distributive injustices and knowledge-hiding behaviour.

### *6.1 Theoretical Implications*

This work makes a substantial contribution to the body of literature on knowledge management and organisational justice, and in particular to the literature on knowledge-hiding and organisational injustice, by examining the phenomenon of knowledge-hiding. According to the findings of this article, the moderating influence of professional commitment on the relationship between perceived organisational injustice and employee knowledge-hiding behavior can be seen as a manifestation of this contribution. Some key implications for researchers and practitioners are presented as a result of the findings, which also provide fresh insights into the relationship between knowledge-hiding and organisational injustice for researchers. Following the findings of this study, it can be concluded that the three categories of organisational injustice (distributive, procedural, and interactional) can encourage employees to engage in knowledge-hiding behavior within their organisations.

There appears to be a lack of research on the impact that perceived organisational injustice plays in knowledge-hiding behaviour, according to the literature review (Anand et al., 2022; Connelly et al., 2019). Besides that, this study adds to previous research that investigated the effect of perceived organisational injustice on employees who hide their knowledge. It looked at the direct impact that three types of organisational injustice had in terms of employees who hide their knowledge (Jahanzeb et al., 2021). Furthermore, there is surprisingly little empirical evidence on how employees' professional commitment moderates the influence of perceived organisational injustice on knowledge-hiding behaviour. There have been relatively few studies looking at how organisational commitment influences the link between leadership styles and knowledge concealing, as opposed to how individuals' professional commitment affects knowledge-hiding in a more indirect manner (Koay et al., 2020). Moreover, some prior studies have examined the impact of professional commitment in the relationship between perceived organisational politics and knowledge-hiding behavior (Malik et al., 2019).

### *6.2 Practical Implications*

This study provides empirical evidence that three types of organisational injustice (distributive, procedural, interactional) motivate the behaviour of employees in developing countries like Jordan to hide their knowledge. So, managers in high-knowledge, intensive organisations like banks need to pay more attention to lessen employees' sense of organisational injustice and diminish employees' knowledge-hiding behaviour.

Employees' professional commitment negatively moderates the relationship between organisational injustice (procedural and interactional) and employee knowledge-hiding behavior, whilst professional commitment has no moderate negative effect on distributive injustice and employee knowledge-hiding behavior, according to the findings. As a result, in order to reduce workers' knowledge-hiding behavior, management should support professional commitment inside organisations (Connelly et al., 2012), and managers who want to reduce employees' knowledge-hiding behavior should boost employees' professional commitment.

## **7. Limitations and Directions for Future Research**

There are some limitations to this study. Firstly, the use of cross-sectional data design where the data for both the



independent and dependent variables at the same time and tool in this study may limit the ability to establish a causal relationship between the variables. Therefore, it is recommended that future research collects data on independent and dependent factors at distinct times. Secondly, the study was conducted in Jordan, a developing country, and in private organisations, thus the findings may not be generalisable to other different contexts. Examining our model in other contexts including other countries and organisations (e.g. public) may help us to better understand the conditions of the influence of professional commitment on employee's knowledge hiding. Thirdly, the study relied on convenience sampling to select the participants based on the authors' personal and professional networks, which may restrict the findings' generalisability. Finally, we identified and examined only the employee's professional commitment to attune the positive impact of organisational injustice on employee's knowledge hiding. Future research can extend our understanding of how the organisational injustice-knowledge hiding link can be diminished by looking at other variables such as organisational identification.

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