

# **How does Knowledge hiding behavior affect subjective career success? Moderating Role of Barriers to Career**

## **Abstract**

Using conservation of resources (COR) theory, this study investigates the moderating role of barriers to career in the relationship between the three dimensions of knowledge hiding behavior (evasive, rationalized, and playing dumb) and the two dimensions of subjective career success (organization and non-organization). To accomplish this objective, data collected from 280 knowledge workers from diverse industries was analyzed using the Warp partial least squares (Warp PLS) technique. The results supported most of the hypotheses and contributed to the COR theory by identifying the conditions under which the employees' tendency of conserving their resources would change the thoughts about their career success. Organizations may use the findings of the present study to take an informed decision by knowing when they should do a human resource development intervention to minimize the impact of knowledge hiding on subjective career success of their knowledge workers.

**Keywords:** conservation of resources, knowledge hiding behavior, subjective career success, barriers to career.

## **1. Introduction**

Humanity may take years to recover from the COVID-19 pandemic (Ozili & Arun, 2020). Owing to the recent outbreak of the novel Coronavirus (COVID-19) pandemic, the knowledge-intensive organizations are trying to gain maximum productivity with a minimal workforce, a strategy to remain competitive in the market (König et al., 2020). However, it requires enabling the knowledge workers, the individuals employed primarily because of their knowledge, to invest their heads, hearts, and hands for identifying and leveraging the collective knowledge in an organization (Alavi & Leidner, 2001; Chiu et al., 2006). Research in the past suggests that knowledge sharing behaviors of knowledge workers has an impact on their career success