



# What is the impact of knowledge hiding behavior on subjective career success? The role of career barriers for finance professionals in modifying their career prospects

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## ABSTRACT

Hiding knowledge from colleagues prevents resource loss and gives a competitive edge. However, knowledge-hiding habits and subjective professional success have received minimal research. According to studies, government (non-competitive) and private (competitive) entities must be examined independently. In this study, the theory of conservation of resources (COR) is used to examine the moderating effect of career barriers on the relationship between three dimensions of knowledge hiding behavior (evasiveness, rationalization, and playing dumb) and subjective career success (organised and non-organised). In order to accomplish this objective, data collected from 280 knowledge employees from various industries was analyzed using the Warp partial least squares (Warp PLS) method. The results validated most predictions and contributed to the COR theory by pinpointing when employees' resource conservation might change their career success judgements. The findings of this study can help organizations decide when to implement a human resource development intervention to reduce the impact of knowledge concealing on knowledge workers' subjective career success.

## KEYWORDS

Conservation of resources; knowledge hiding behavior; subjective career success; barriers to career; warp partial least squares

## Introduction

Previous research indicates that the knowledge-sharing behaviors of knowledge workers influence their career success (Aslam et al. 2013; Meflinda et al. 2018; Smith and Trebilcock 2001). Based on the findings of a survey conducted in 2006 among users of Globe-Mail, it was determined that 76% of respondents exhibited information concealment behavior (Aljawarneh and Atan 2018). There exists a prevailing inclination within the realm of literature to perceive information sharing and knowledge hiding as antithetical constructs. Nevertheless, scholarly investigations have ascertained that these two constructs are characterized by discrete reasons, conditions, and contexts (Aljawarneh and Atan 2018). In contrast to knowledge sharing, hiding knowledge from colleagues prevents resource loss and builds competitive advantages (Aslam et al. 2013; Meflinda et al. 2018). However, the influence of knowledge-hiding behaviors on subjective career success has received little attention (Li et al. 2022). Government (non-competitive) and private (competitive) organizations must be analyzed separately, according to previous research. For example, Li et al. (2022) discovered that the effects of knowledge concealment on subjective career success varied