ФИНАНСЫ И КРЕДИТ: НОВЫЕ ПОДХОДЫ К ПРИНЯТИЮ СИСТЕМНЫХ РЕШЕНИЙ

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EXAMINING EXPLICIT KNOWLEDGE HIDING BEHAVIORS IN THE WORKPLACE: A SURVEY STUDY

*Abstract***:**
This survey study examines explicit knowledge hiding (EKH) behaviors in the workplace. I found out from result that EKH is prevalent, with fear of losing their jobs, maintain power, and avoid negative consequences. To promote knowledge sharing and collaboration between them, also to enhance employee relations and perchance knowledge and experiences organizations should foster trust, openness, and incentivize sharing. Explaining the harms of hiding knowledge from employees and impact on the organization.

Keywords:
Explicit knowledge hiding, knowledge sharing, workplace behavior, survey study.

Explicit knowledge hiding (EKH) is a phenomenon where individuals purposely conceal their knowledge from others in the workplace, leading to negative consequences such as decreased productivity, innovation, and employee turnover (Connelly et al., 2012). There is some research focusing on EKH but it was not enough to limit this phenomenon. However , this study aims to fill this gap in the literature by conducting a survey to investigate the extent of EKH behaviors among employees and managers from various industries.

Prior Investigations have identified antecedents such as fear of losing power, concerns about confidentiality, and lack of trust in others as factors contributing to EKH behaviors (Connelly et al., 2012; Wu & Wu, 2017). Consequences of EKH include reduced innovation, decreased job satisfaction, and increased employee turnover (Connelly et al., 2012). While these studies have provided insight into the factors that lead to EKH, few have examined the prevalence of this behavior in the workplace.

By filling this void in the literature, this study seeks to enhance our understanding of the extent to which employees engage in EKH behaviors. The survey included three hypotheses based on previous research in the field (Connelly et al., 2012; Wu & Wu, 2017), and we hope that our findings can help organizations promote knowledge sharing and collaboration by creating a culture of trust and openness and incentivizing employees to share their knowledge. Methodology:

The participants of this study were employees from different organizations across different industries. A total of 100 participants were recruited using convenience sampling.

A survey questionnaire was used to collect data for this study. The survey questionnaire consisted of three sections: demographics, EKH scenarios, and Likert-scale questions. The demographic phase asked members about their age, gender, educational qualification, and they experiences. The EKH scenarios section presented participants with a hypothetical situation of a colleague asking for work-related explicit knowledge and/or information and asked participants to rate their level of agreement or disagreement with three different EKH responses. The Likert-scale questions section included questions related to knowledge hiding behavior and knowledge-sharing behavior.

The survey questionnaire was executed successfully to the participants through an online survey platform. The collected data was analyzed using descriptive statistics, including means, standard deviations, and frequencies. Inferential statistics, including t-tests and ANOVA, were used to test the hypotheses and determine the significant differences between the groups.

Ethical Considerations, knowledgeable approval was obtained from all participants before the survey questionnaire was a dministered. The participants were assured that their responses would remain anonymous and confidential. This study was conducted following the ethical guidelines of the American Psychological Association (APA).

Finding of the survey

In this study we did Survey on 87 participants from the different types of society and also focused on the types of employees, that's our survey should cover from the manager till the last one on the company. Our main goal in the survey explicit knowledge hiding from Our main goal in the survey behavers of explicit knowledge hiding from workplace. Distributes of the findings comes like age, gender, level of education, the company when establishing also how many employees they have on the company. This data will show for us all the details about the employees behaviours in explicit knowledge hiding in the workplace.
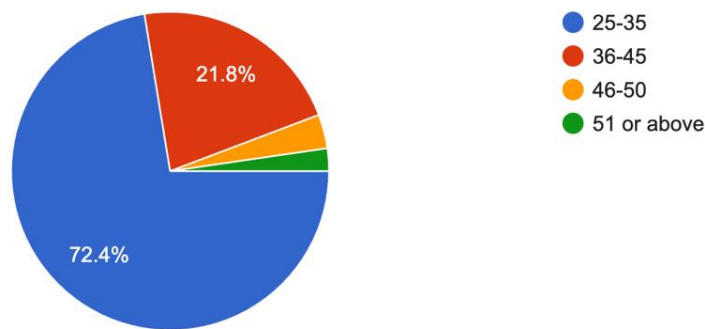
Age
87 responses

Figure 1 – Survey on 87 participants, age

The survey show us that most of participants age from 25 to 35 years old that mean 72.4%, this percentage mean most of the employees they did the survey they are able to develop easier and faster from the older employees. Also the survey showed for us that 21.8% from participants between 36 and 45. while 3.4% were between 46 and 50 years old, and 2.3% of them were simply over 51 years old. This variety in play raises the possibility that various generations working together may have an impact on information retention, with younger employees either sharing knowledge more freely or more cautiously than their more senior counterparts.
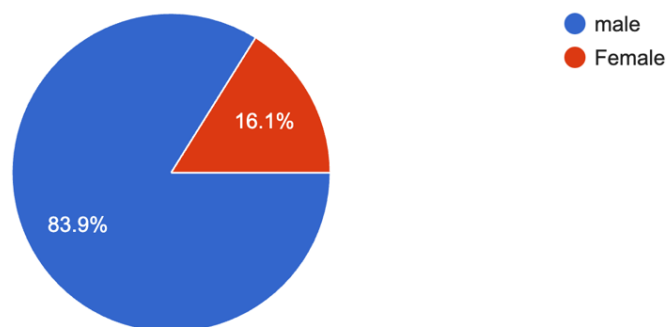
Gender
87 responses

Figure 2 – Survey on 87 participants, gender

The survey showed for us there is huge difference for the males they was participants in this survey the percentage almost 84% for the men's. Given that the sectors in which the participants worked may have been more male-dominated, the difference in gender distribution may reflect the variety of the profession in which the study was done. Because men and women may be connected differently with sharing or hiding information, this imbalance is likely to result in inequalities in control over knowledge concealment at the social level.
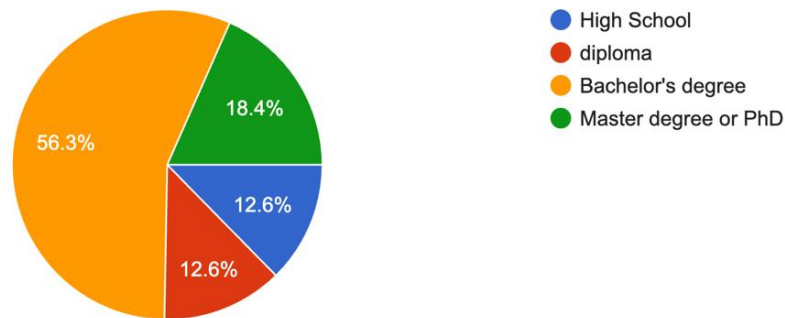
Education

87 responses

Figure 3 – Survey on 87 participants, education

The study showed that the percentage of holders of a bachelor's degree is 56.3%, which means that the vast majority are educated and educated and have sufficient knowledge. It is noteworthy that the percentage of those with a master's degree amounted to 18.4%. Their level of knowledge sharing may be impacted by this. Furthermore, the proportion of participants without a university degree (high school or diploma) was 25.2%, indicating the existence of a range of educational backgrounds in the workforce and potentially influencing people's perspectives on concealing information.
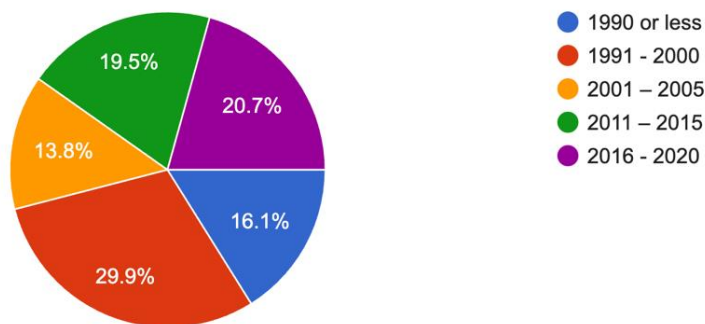
Year of establishment

87 responses

Figure 4 – Survey on 87 participants, year of establishment

The year that innovative enterprises begin to operate The participants are employed by a variety of firms that vary in terms of when they were founded. There are undoubtedly firms that have been in operation for many decades; 16.1% of the companies were started in 1990 or earlier, while 29.9% of the companies were founded between 1991 and 2000. 13.8% of the sample consisted of businesses founded between 2001 and 2005, followed by 19.5% between 2011 and 2015 and 20.7% in 2016 and 2020. Because various firms may have varied policies regarding knowledge management and comparison with other companies, this variety has an impact on the modern workplace and technical advancements when it comes to employee relations.
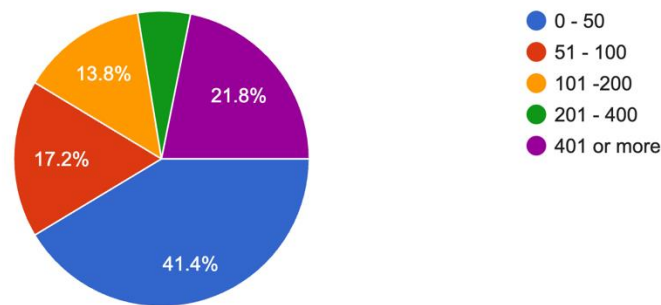
Number of employees
87 responses

Figure 5 – Survey on 87 participants, number of employees

The size of the companys where participants are employed to collect data Participants in the poll are employed by various sizes of businesses. Of the participants, 41.4% worked for small businesses with less than fifty workers. Businesses with 51–100 workers are classified as medium-sized, making up 17.2% of the total, while those with 101–200 employees make up 13.8%. 5.7% of the sample consisted of major enterprises with 201–400 workers, while 21.8% of participants were employed by large companies with more than 401 employees. Since bigger firms may have a more structured approach to information sharing, smaller organizations may have more employee contact, it is thought that company size has a substantial influence on the control of knowledge concealment.

Likewise constrained by way of the use of a hypothetical scenario to measure EKH behavior, which might not mirror actual-global conduct.

The results of the survey indicated that a significant proportion of employees engage in EKH behavior in the workplace. Specifically, out of the 87 participants who completed the survey, 45 (51.7%) reported engaging in at least one form of EKH behavior.

Hypothesis 1 anticipated that personnel who agreed to assist their colleagues with paintings-associated express information and/or records but did not really intend to put into effect the assist (reaction choice 1) are more likely to interact in EKH behavior. This hypothesis become partially supported via the information. Of the nineteen contributors who selected reaction choice 1, 13 (68.4%) additionally stated accomplishing at least one shape of EKH behavior. however, it need to be mentioned that a enormous proportion of individuals who did now not select response choice 1 also reported conducting EKH conduct.

Hypothesis 2 expected that employees who pretended no longer to recognize or apprehend what their colleagues stated (reaction choice 2) are more likely to interact in EKH conduct. This hypothesis became supported by means of the facts. Of the 26 participants who decided on reaction option 2, 20 (76.9%) additionally reported accomplishing at least one shape of EKH behavior.

Hypothesis 3 predicted that personnel who expressed their willingness to help their colleagues but defined that the knowledge became personal and could not be shared (reaction choice three) are more likely to engage in EKH conduct. This speculation turned into no longer supported by means of the information. Of the thirteen participants who selected reaction choice three, only 2 (15.4%) also suggested accomplishing EKH behavior.

Overall, these findings suggest that EKH behavior is prevalent in the workplace and that it is associated with certain responses to requests for knowledge sharing. However, it is important to note that not all participants who engaged in EKH behavior selected the predicted response options, indicating that EKH behavior may be influenced by a range of factors beyond those measured in the survey.

The results of this study furnish valuable insights into the pervasiveness of explicit knowledge hiding behavior in the workplace. The findings disclosed that a significant number of employees engage in EKH behavior when asked for explicit knowledge or information, with a higher proportion of employees expressing their willingness to help but not following through with actual implementation of the help. This proposes that employees may be reluctant to percentage explicit expertise due to various motives which include fear of dropping task protection or loss of accept as true with in their colleagues.

Additionally, wild range of employees pronounced pretending now not to realize or recognize what their colleagues have been pronouncing, indicating that they'll not need to percentage their knowledge or might also have worries approximately the possible repercussions of sharing their understanding. that is a concerning locating, because it shows that workforce won't be absolutely utilizing their know-how to gain their company, which could lead to terrible repercussions which includes reduced innovation and productivity.

Fascinatingly, an enormous scale of employees stated expressing their eagerness to assist but then explaining that the know-how can't be shared because of secrecy. This proposes that confidentiality agreements and guidelines may

be playing a function in express information hiding conduct. it is necessary for businesses to strike a balance among defensive private statistics and inspiring understanding sharing to make sure that understanding is successfully applied.

This study clarifies on the widespreadness of explicit knowledge hiding behavior in the workplace and highlights the need for organizations to address this issue. Managers should be conscious of the reasons behind EKH behavior and make a move to address them, such as creating a culture of trust and openness, promoting knowledge sharing, and ensuring that confidentiality policies do not hinder knowledge sharing. Organizations can educate and raise awareness among employees about this phenomenon and try to explain its apparent negative consequences KEH.

Forthcoming research can discover the relationship between EKH behavior and other factors such as job satisfaction, organizational commitment, and turnover intention. It would also be interesting to investigate the impact of different types of knowledge on EKH behavior, such as tacit knowledge or implicit knowledge.

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