

## **The Impact of Knowledge Hiding on Extra-Role Performance: The Role of Emotional Exhaustion as a Mediator and Political Skill as a Moderator**

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### **Abstract**

*The purpose of this study was to explore the impact of knowledge hiding on extra-role performance as mediated by emotional exhaustion and moderated by political skill. The data of 348 employees of service sector were collected by using purposive sampling technique. This research was quantitative in nature and correlation research design was used. Results of current study confirmed that knowledge hiding has an impact on emotional exhaustion and emotional exhaustion impact on extra-role performance. Knowledge hiding has impact on extra-role performance. Emotional exhaustion mediated the relation between knowledge hiding and extra-role performance. Political skill moderated the relation between knowledge hiding and emotional exhaustion. This research contributes to existing literature and also practical contributions for organizations.*

**Keywords:** Emotional Exhaustion, Extra Role Performance, Knowledge Hiding, Political Skill

### **Introduction**

For competitive advantage and organization's survival, knowledge is vital strategic foundation to meet challenging requirements of current business scenario (Muqadas, Rehman, Aslam, & Ur-Rahman, 2017; Nonaka, Kodama, Hirose, & Kohlbacher, 2014). Research existence verify direct link between operation's efficiency, performance of organization, effectiveness, innovativeness, and individual capability, performance and inspiration with successful knowledge transfer (Inkinen, 2016; Park & Kim, 2015). As more efforts carried out to enhance share of knowledge like (formation of culture of knowledge, build employee trust, promote participation of employee, rewards for knowledge share), still unfortunately, employee not willing to share knowledge as expected (Al Saifi, Dillon, & McQueen, 2016). Meaning by, some employees hide

knowledge intentionally, purposeful cover up or custody of thought, know how, and task's information from others (Connelly, Zweig, Webster, & Trougakos, 2012; Pan, Zhang, Teo, & Lim, 2018).

Although, numerous researches centered to promote knowledge sharing behavior (Manhart & Thalmann, 2015), yet, on cost to considerate behavior of knowledge as knowledge hiding (Serenko & Bontis, 2016). (Martinsons, Davison, & Huang, 2017) Particularly mentioned that critical factor that influence collapse of project of knowledge management is due to knowledge hiding. However, inadequate research inspects effect of knowledge hiding on work results i.e., extra role work performance, specifically moderated mediated method motivates this relation (Serenko & Bontis, 2016). Knowledge hiding is a behavior to reserve requested knowledge from others and set fewer attempt to add to organization knowledge and deliberately cover knowledge that is demanded by others (Connelly, Zweig, Webster, & Trougakos, 2012). In today's organizations, hide of knowledge is main concern and its negative results disturb organization (Connelly & Zweig, 2015). Conversely, comparatively slight investigate is account about relevant positive behavior result that could occur from place of work adversity (Fong, Men, Luo, & Jia, 2018). Due to lack of such exploration, there is a gap and need to inspect behavior of knowledge hide to offer in depth information to when and how harmful results occur as a result of knowledge hiding.

Organizations want desired outcomes from employees and being in extra role present employee capabilities to perform effective work as per expectations beyond assigned duties (Organ, 1988; Spanouli & Hofmans, 2016). Being in extra role involve flexible behaviors which are not requested or rewarded still critical for successful organization's operations (Podsakoff, Whiting, Podsakoff, & Blume, 2009). Such unrestricted behavior directly affects outcome of organization and key determinants for organization and employee success and create innovation in unstable conditions (Alnaimi & Rjoub, 2019; Fong, Men, Luo, & Jia, 2018). In addition, organization benefited from such extra role behaviors during employee confidence and act, enhanced organization's effectiveness, diminish withdrawal of employee and generally better organization service performance (Change, Rosen, & Levy, 2009). But such optional labors use major power assets (Podsakoff, Whiting, Podsakoff, & Blume, 2009), so consider how and when energy reduce knowledge hiding setting may lead employees missing for ERP is serious for both researcher and practitioner. Illustration of Conservation of Resource Theory (COR) (Holfoll, 2001), it was hypothesized that incident of knowledge hiding is probable to cause emotional exhaustion (EE) (activate due to resource reduction). Such EE serves as mean by which knowledge hiding reduce performance in extra role. On projection of this theory, exhausted assets owing worrying situation be rewarded through personal resources, it is also expected about holder of political skills must diminish damaging things of knowledge hiding lying on EE (Hobfoll, 1989; Holfoll, 2001).

This study contributes to literature in various means. Firstly, this paper conceptualized knowledge hiding being stressor of inter-personal at work and operates stress view point regarding relation of knowledge hiding and extra role performance (ERP). Exclusively, it scrutinizes knowledge hiding primary psychological device and performance in ERP via EE. At second, present study checks political skill as defensive position in association among Knowledge hiding and emotional exhaustion. This research attempt discovered boundary condition in which knowledge hiding might be fewer or added relevant to emotional exhaustion; therefore, expand research on political skill moderating influence, a up till now unnoticed feature that could decrease

damaging knowledge hiding effect. So, this study attempt offers more analysis through mediation moderation framework about when & how knowledge hide can guide for extra role performance. Lastly, previous studies inspected this method and results of knowledge hiding through SET (Bogilovic', Cerne, & Skerlavaj, 2017; Fong, Men, Luo, & Jia, 2018; Serenko & Bontis, 2016), theory of psychological ownership (Piere, Kostova, & Dirks, 2001) and norm of reciprocity (Gouldner, 1960). This study effort enlarges existing body of knowledge and literature, extra role performance link by means of COR theory (Hobfoll, 1989; Holfoll, 2001), so, extend prior COR theory applications in knowledge hiding context.

## **Literature Review and Hypothesis Development**

### ***Knowledge Hiding and Emotional Exhaustion***

For effective performance, conducive work environment and success of organization, researchers and organizations strive for promotion of knowledge sharing behaviors and strategies to deal with employee's psychological needs. Knowledge hiding is differing to it. By definition, Knowledge hiding is "intention behavior of individuals to hide or preserve knowledge that ask by some other person (Connelly, Zweig, Webster, & Trougakos, 2012).

Emotional exhaustion refers to the "state of emotional feeling in which individuals become weak by tiredness and combines stress of work life (personal or professional) (Maslach, Leiter, & Schaufeli, 2008). Employee's psychological empowerment gives better results to job and organization. Emotionally unstable individuals are often not able to deal with in role or extra role performance. It is clarified by (Xu, et al., 2018) that emotional exhaustion occurs when employee's emotional strain goes over meeting ability. Available literature on emotional exhaustion imply that it brings unfavorable results i.e., less organizational commitment, decrease job satisfaction, burnout, low degree of organizational citizenship and increase level towards turnover intention (De Clercq, Haq, Azeem, & Raja, 2018; Kuslivan, Kuslivan, Ilhan, & Buyruk, 2010; Tourigny, Baba, Han, & Wang, 2013). To better understand the connection in knowledge hiding & emotional exhaustion, conservation of resource theory is helpful (Holfoll, 2001). According to COR theory, to accomplish objectives of life, individuals hold various valuable resource, for which they struggle to get, retain and preserve (Holfoll, 2001).

This theory further suggests about stressor strain connection that valuable assets are worn out by negative and taxing situation at work places. Such deletion of resource that able employee empowered, make individuals incapable to cope with stress and also minimize their abilities, which in turn bring less performance expectation and further new instruments are being used to polish their existing skills (Holfoll, 2001), eventually activate emotional exhaustion situation (Chen & Cunradi, 2008). As condition of knowledge hiding arise, reduction of individual's personal resources e.g., emotions, social, support, other interpersonal resource (Freedy & Hobfoll, 2017) encountered and they all are critical of competent operation (Zhao, Xia, He, Sheard, & Wan, 2016). We suggest that, while situation of knowledge hiding faced, it possible to suffer emotional exhaustion for subsequent reasons. At first, individuals might face psychological weakness and little liveliness because of refusal that is created by unconstructive exchanges at work setting as knowledge hiding. At second, defeating of valuable resource that includes emotional/social support and relationships at work is enough to create strain in knowledge hiding to activate unfavorable sense of emotion and rejection/devaluation (Penhaligon, Louis, & Restubog, 2013). Moreover, psychological exhaustion and anxiety could be gathered as other employees are effort

to build healthy link with staff by investing valued resource and in response, they not get wanted reaction (Freedy & Hobfoll, 2017). As a result, ultimately reduce and wear out pool of emotional resource, knowledge hiding end and liable to practice psychological exhaustion and stress in shape of emotional exhaustion (Tepper, 2001). Thus, it was hypothesized that:

*H1: Knowledge hiding is positively associated to emotional exhaustion*

### ***Emotional Exhaustion and Extra Role Performance***

As previously converse, knowledge hiding is disturbing practice and stressor to loss valuable personal resources as socially maintenance by colleagues with positive or negative feeling as valuation or devaluation in term of rejection, leading to frustration (Connelly & Zweig, 2015), escorting of reduction of self-worth and control (Kluemper, et al., 2018). One factor of emotional exhaustion is lacking of personal resource to meet difficult work duties (Reb, Narayanan, Chaturvedi, & Ekkirala, 2017). Which result in to decrease employee's extra role performance (Tourigny, Baba, Han, & Wang, 2013). Generally ERP is generated by diverse emotional condition (Spector & Fox, 2010), it contains all work actions that assist in building of relationship & restoration, captivating plans to solve problems, encourage deliberation and support of others, put additional hard work because of understanding and concern (McCarthy, Trougakos, & Cheng, 2016). Resulting emotional exhaustion reason employee work aptitude be overload and stimulate knowledge hiding to strike back for saving left over resource through engagement of decreased efforts and refurbish self-esteem and control (Pooja, De Clercq, & Belausteguigoitia, 2016), so, these things lead to unrestricted behaviors that add to reduce extra role performance (Spanouli & Hofmans, 2016). For that reason, it was projected that:

*H2: Emotional exhaustion is negatively related to extra role performance*

### ***Knowledge Hiding and Extra-Role Performance***

Because of being low rated event, knowledge hiding brings negative results to individuals and organizations too (Connelly & Zweig, 2015). Organization's knowledge hiding cost is in finance shape, organization faced this cost of knowledge hiding in numerous negative behavioral and psychological results produced by employee (Skerlavaj, Connelly, Cerne, & Dysvik, 2018). For instance, knowledge hiding harms innovation of knowledge hider to start disbelieve circle (Cerne, Nerstad, Dysvik, & Skerlavaj, 2014; Rhee & Choi, 2017) and harm relations among knowledge seeker and hider (Connelly & Zweig, 2015).

Performance of employees and organization suffers due to knowledge hiding and its negative influence on capacities, abilities and interactional effectiveness (Evans, Wensley, & Frissen, 2015), enhance intentions to leave organizations and result to harmful retribution (Pan, Zhang, Teo, & Lim, 2018). Due to such kind of negative experiences unconstructive emotional reactions (Penhaligon, Louis, & Restubog, 2013) and accordingly negative behavior response i.e., diminish job performance) might intend to reinstate approach of justice (Serenko & Bontis, 2016). Employee to respond to extra role at work as expected by organization, encouraging work setting and dependable relation play vital role (Klotz, Bolino, Song, & Stornelli, 2018). Subsequently, knowledge hiding holding a negative sign of interpersonal connection could reason to limit employee tendency in engagement of extra role and related behavior as an outline of revenge and a way to safeguard additional resource failure (De Clercq, Haq, Azeem, & Raja, 2018). Consequently, third hypothesis is:

*H3: Knowledge Hiding is negatively related to extra role performance*

***Emotional Exhaustion as Mediator***

On the basis of above point of views and hypothesized model, we implied that knowledge hiding decrease ERP through EE. Knowledge hiding face by individuals encounter negative emotions to decrease investment interpersonal organizational relationship (Schaufeli, The balance of give and take: Toward a social exchange model of burnout, 2006), so, keep their self-control and worth preserve (Kluemper, et al., 2018), that resultantly, employ knowledge hiding behavior in distrustful way for jamming available capital (resource) hinder their unrestricted behavior at work (Freedy & Hobfoll, 2017). Subsequently, we can say that knowledge hiding is negatively related to ERP to evade exhaustion of resource and to safeguard them from rejection and injustice feeling (Connelly & Zweig, 2015). Past studies demonstrated mediating role of EE in connection with unhelpful influence of unpleasant situations at workplace that include organization justice, abusive supervisors and ostracism at work place and also work concerned output (i.e., organizational commitment, knowledge sharing and turnover intention) (Cole, Bernerth, Walter, & Holt, 2010; Jahanzeb & Fatima, 2017; Lee, Kim, & Yun, 2018). Adding to, we forecast, mediating role of EE in association among knowledge hiding and ERP. Thus, it was proposed following:

*H4: Emotional exhaustion mediates relation between knowledge hiding and extra role performance.*

***Political Skill as Moderator***

Ability of individuals to realize others effectively in work setting and knowledge utilization to influence others in a way that they able to achieve personal and organizational objectives in effective way is known as political skill (Ferris, Harrell-Cook, & Dulebohn, 2000). Holders of political skill are sharp enough to adjust according to work atmosphere. Possession of these skills, employee better capable to manager various situation and work contents, as they have influential style (Grosser, et al., 2018). Individuals with Politically skills adjust themselves according to changing situation, perspective with protection of authenticity and accuracy (Treadway, Campion, & Williams, 2017). As per conservation of resource theory, in possession of political skills individual perform like critical resource that effect elements in which knowledge hiding mark loss of resource as a reaction (Astakhova, 2015). The basic aim to use political skill in process of resource conservation to avoid resource loss in future and to expand extra personal resources for achievement of objectives (Zheng & Liu, 2017). When knowledge hiding occurs, holder of political skill might experience to increase their social resource through network of coworker, so, this may decrease propensity of their extra keeping out and improve self-esteem (Dudenhoffer & Dormann, 2015).

So, it is conceived that during knowledge hide, holders of political skills have great influential ability to defeat emotional fatigue comparatively to those who have less degree of political skills. Such skills enable individuals to face targets of knowledge hiding and decline future barring by behavior of extra role or prosaically facility and helpful alliance, as alternate of being retaliate via anti-social attitude (Kolodinsky, Treadway, & Ferris, 2007). So, it was hypothesized that:

*H5: Political skill moderates relation between knowledge hiding and emotional exhaustion*

This research attempt suggests model of moderation mediation (Preacher, Rucker, & Hayes, 2007), as political skills with high intensity might weaken negative affiliation among knowledge hiding, ERP as mediate through EE. With practical examination, individuals with such individualized skills stably ensure to cope with demanding, stressful work setting as knowledge hiding that end to leaving, depression and finally tiredness (Penhaligon, Louis, & Restubog, 2013; Smart & Leary, 2009). Employees with such skills aptitude can fewer endure reduction of resource comparatively to those having less political skills due to fact that they hold elevated propensity to make and expand network of social contacts/resources, so, this will increase belonging, self-esteem, meaningful position and sustain future resource (Grosser, et al., 2018). In view of that, it is predicted that political skill conditionally (temporarily) cause power of indirect effect of knowledge hiding on ERP. That is indirect link be weaker for that knowledge hiding who have high political skills.

**H 6:** The strength of relationship between knowledge hiding and ERP mediated by EE will be moderated by political skill, such that mediated relationship is weaker for employees having higher level of political skill than lower.

## **Methodology**

### ***Sample and Procedural***

Data were collected from employees who were working in service sector organizations (e.g., IT & education) and these were full time employees of these organizations. Purposive sampling technique was used to collect sample. This research was quantitative in nature. In Pakistan service sector contributed approximately 56% to the GDP and so, knowledge hiding and organizational are key factors which play a vital role in the progress of country. Total 405 questionnaires were distributed among employees in which 377 (93%) respondents returned questionnaire survey. But 348 questionnaires were complete in all aspects which were used for data analysis and 29 questionnaires were incomplete.

### ***Instruments***

Four scales were adopted to collect the data which included knowledge hiding, political skill, emotional exhaustion, and extra role performance. Five point likert scales were used for all measurers (Strongly Disagree 1, to 5 Strongly agree).

#### ***Knowledge Hiding***

Knowledge hiding scale was developed by (Connelly, Zweig, Webster, & Trougakos, 2012) and it consisted on eight items. An example item was “Your co-worker agreed to help you but never really intended to”. Reliability of measure was 0.84.

#### ***Political Skill***

This scale contained six items and it was developed by (Vigoda-Gadot & Meisler, 2010). “I spend a lot of time and effort at work networking with others” was a sample item. The Cronbach alpha value was 0.76.

#### ***Emotional Exhaustion***

Emotional exhaustion scale was developed by (Maslach & Jackson, The measurement of experienced burnout, 1981) and it comprised of seven items. A sample item was “I feel used up at the end of the workday”. The internal reliability of measure was 0.73.

*Extra Role Performance*

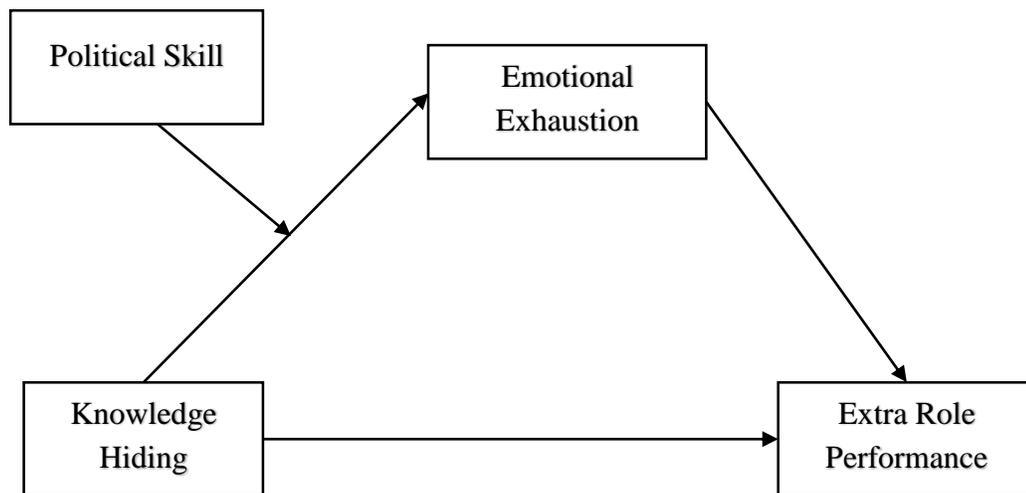
Extra role performance scale was adopted scale it was developed by (Lee & Allen, 2002). Three items used for current study. An example item was “Keep up with developments in the organization”. The reliability of scale was 0.89.

*Demographic Variables*

Demographic variables included gender, organization, age and experience. Gender was coded (male=1, female= 2), organization coded (1= public, 2= private), age coded (1=20-30, 2=30-40, 3=41-50, 4=51-60), experience code (1=0-3, 2=3-6, 3=6-9, 4=9-12, 5=12-15, & 6= 15, above). Total respondents were 348 in which 281 (81 %) were male and 67 (19 %) were female. From public sector organizations there were 179 (51 %) respondents and 169 (49 %) from private organizations. Out of all respondents, 140 falls in age range (26-30), 67 respondents fall in the age range of 25 or less, 65 fall in the age range of 31-35, 33 fall in range of 36-40, 27 respondents fall in the range of 45 and above, and 16 fall in the range of 41-45. Out of all 118 respondents had the experience of less than 3 years, 120 respondents had the experience of around 6 years, 36 had the experience of 6 to 9 years, 39 respondents had the experience of 9-12 years, 7 respondents had the experience of 12-15 years, and 28 respondents had the experience of more than 15 years.

*Statistical Analysis*

A two-step process was used to statistically examine empirical data. SPSS was used for descriptive analysis, correlational analysis and reliability of the measures. Secondly, Hayes' methods were used to assess assumptions in our suggested moderated mediation model. The finest and most suggested method to test indirect and conditional effect is PROCESS Macros.



**Figure 1** Conceptual Model

**Results**

***Mean, Standard Deviation and Correlations***

Table 1 represents the results of mean, standard deviation and correlations among variables. The values of mean, standard deviation and correlation are showed and reliability values of study variables are in parenthesis. The knowledge hiding has positive association with emotional exhaustion ( $r= 0.568, p<0.05$ ). Emotional exhaustion has negative relation to extra role performance ( $r= -0.477, p<0.05$ ). Knowledge hiding has negative relation with extra role performance ( $r= -0.457, p<0.05$ ).

**Table I**

***Mean, Standard Deviation and Correlations***

| Variables | Mean  | S. D  | 1       | 2       | 3       | 4 |
|-----------|-------|-------|---------|---------|---------|---|
| 1.KH      | 3.358 | 0.631 | 1       |         |         |   |
| 2.PS      | 3.846 | 0.558 | .332**  | 1       |         |   |
| 3.EE      | 3.726 | 0.590 | .568**  | .438**  | 1       |   |
| 4.EOR     | 2.700 | 1.031 | -.457** | -.404** | -.477** | 1 |

***Hypothesis testing***

To test the hypothesis, firstly, model 4 was run to test mediation model. The knowledge hiding is positively impact on emotional exhaustion ( $\beta= .531, t= 12.821, LLCI=.449, ULCC=.612$ ) as result showed, so support hypothesis H1. Emotional exhaustion is negatively influence on extra role performance ( $\beta= -.561, t= -5.774, LLCI= -.752, ULCC= -.730$ ) as results proved, supported H2 hypothesis. Knowledge is also negatively influence on extra role performance ( $\beta= -.748, t= -9.564, LLCI= -.901, ULCC= -.594$ ) as resulted confirmed, so support H3. Furthermore, emotional exhaustion mediated between knowledge hiding and extra role performance ( $\beta= -.297, SE= .057, LLCI= -.410, ULCC= -.188$ ), as result showed, so H4 hypothesis was supported.

In second step, to test the moderation model 7 was run (Preacher, Rucker, & Hayes, 2007). According to results knowledge hiding is significantly impact on emotional exhaustion ( $\beta= .439, t= 9.882, LLCI= .352, ULCC= .527$ ). Political skill is also significantly impact on emotional exhaustion as results confirmed ( $\beta= .259, t= 5.640, LLCI= .169, ULCC= .350$ ). The interactional effect is insignificant as result showed ( $\beta= -.253, t= -3.918, LLCI= -.379, ULCC= .126$ ). The direct effect of knowledge sharing on extra role performance is significant as results presented ( $\beta= -.450, SE= .101, t= -4.459, LLCI= -.649, ULCC= -.252$ ). Conditional indirect effect (s) X on Y (-SD= -0.558, SE= 0.062, LLCI= -.454, ULCC= -.212), (Mean=.000, SE= 0.050, LLCI= -.349, ULCC= -.154), (+SD= 0.558, SE= 0.047, LLCI= -.273, ULCC= -.087), all values of indirect effect are significant. Furthermore, index of moderated mediation (Index=.142, SE=.041, LLCI= .073, ULCI= .240), the results confirmed there is moderated mediation.

**Discussion**

Present research added to existing knowledge hiding literature by looking at the impacts of knowledge hiding on target employees' ERP due to emotional weariness, as well as the buffering

influence of political skills. Emotional tiredness, according to COR theory (Holfoll, 2001), is a critical relationship between knowledge concealing and lower ERP. Findings of the study provide factual evidence for the postulated correlations, allowing for a more nuanced perspective of the negative emotions caused by knowledge concealment. Findings revealed that knowledge concealment is linked to emotional weariness, implying that knowledge concealment causes negative reactions.

Moreover, findings confirmed that political skills are barrier between knowledge hiding and EE. PS used as tool to prevent further loss through prosocial behaviour and helpful partnerships, instead of charming in reprisal by assuming antisocial attitudes (Kolodinsky, Treadway, & Ferris, 2007). Specifically, knowledge hiding targets holding PS may texture that their social assets can be enlarged by successfully building social system with other co-workers; thereby might decrease propensity of their more segregation and boost their inclusionary grade (Dudenhoffer & Dormann, 2015). Accordingly, persons having high PS are less likely to endure EE even when confronted with knowledge hiding.

As a whole, present research present a systematic understanding regarding impact of knowledge hiding on ERP. Precisely, it confirmed how EE act as crucial mechanism in linking knowledge hiding to decrease ERP and also establishes how employees' skill (i.e., political skill) shield this process. Present research contributes to existing literature in many ways. Initially, present study hypothesizes knowledge hiding as a workplace interpersonal stressor and develops a stress perspective for clarification of knowledge hiding and presentation association (Penhaligon, Louis, & Restubog, 2013).

Moreover, it confirmed that how knowledge hiding target's ERP by representing basic psychological mechanism in shape of EE. Furthermore, hypothetical contribution in KM literature is adding of political skill as a moderator to clarify impact of knowledge hiding, ERP via EE. Results establishes that when faced with knowledge hiding, individuals having high political skill are less likely to experience EE than individuals with low political skill as former have more self-confidence and optimistic behaviours towards social workplace stressors.

Additionally, investigation of potential moderation enhances to our considerate regarding situations under which knowledge hiding is less or more likely to cause EE. Fourth, research enlarges existing knowledge hiding literature by concentrating on target's awareness of knowledge hiding and trying to examine target's ERP in response to knowledge hiding, supported by COR theory. To best of our information, no experimental research has been carried out to explore knowledge hiding and ERP linkage from targets' perception using COR, thus extending earlier application of COR theory to context of knowledge hiding.

### **Applied Contributions**

To understand how and when knowledge hiding causes extra role performance, hold practical connotation also. Initially, our attempt enhances management and employee's attentiveness regarding off putting things of knowledge hiding on employee performance. So, supervisors could foresee negative results of knowledge hiding and evade its frequency through encourage employee for sharing knowledge and promote contact, interaction, cooperation, so that increase logic of responsibilities (Serenko & Bontis, 2016). For that purpose, connect reward of organization like bonus, salary raise, promotion etc. with behavior of knowledge sharing (Lin,

2007), alongside improved efforts for encouraging constructive relation and shared interaction of employees.

Secondly, growth of employee political abilities, organization's management could diminish knowledge hiding unconstructive effect on performance. It is feasible through programs of training and counseling for effective employee political skills, enabling them to manage knowledge hiding aftereffects on their personality (i.e., stress on emotion/ cognitions). Various methods are being used for this purpose like behavioral modeling, assessment session (Ferris, Harrell-Cook, & Dulebohn, 2000). It is also helpful for HR department to plan strategies of recruitment and selection (R&S) that promote and help in selection of candidates with such talent.

At third, possibility to remove incidences of knowledge hiding fully is unlikely (Pan, Zhang, Teo, & Lim, 2018). But, harmful influence of knowledge hiding on employee's behavior could minimize. So, this layer, our study improves perceptive and insight of management regarding employee observation about knowledge hiding occurrence resulted to have interpersonal-stressor cause emotional worn out as reduction of valuable resource and resultantly decreased performance. Therefore, for effective and correct steps to be taken by management regarding personal resources in shape of improvement in self-esteem, intention of behavior, sense of belonging (Cole, Bernerth, Walter, & Holt, 2010). For this (Balliet, 2010) recommended that to solve social problem enhanced communication of organization's members is applicable solution. Due to the fact that communication is best means to reduce uncertain opinions. So, unhelpful results of knowledge hiding could be lightening through improvement of social interaction, communication and employee relations. Such that, organization and its employee must responsive to negative knowledge hiding affects and try hard to reduce incidence of knowledge hiding, so that organization be successful to decrease behavioral, emotional and monetary loss.

### **Limitation and Future Research**

Few limitations exist in our study which is noted as. Firstly, to collect data, purposive sampling technique has been used. So, for generalization of findings, future direction is made for the attempt to apply other techniques of sampling to expand results of our attempt. Secondly, current research attempt is culture free, still there might issue of generalizability as it was done in context of Pakistan service industry. So, result may not be generalizing in another perspective, sector and area, because specific national/organizational culture greatly influences individual behavior. Thus, the beginning comparison of cross-country comparisons might be helpful to assess prominence of supposed knowledge hiding to induce emotional exhaustion and shrink extra role performance, distant as of Pakistan. Future direction could challenge to repeat and authenticate this study theoretical model in other work setting to expand these findings.

At third, this study focuses on perspective of stress and reflects emotional exhaustion as fundamental device for gaining clearer and close insight of process and gives preliminary review of emotional exhaustion as mediator. Further research can see influence of different other mediation factors as perceptions of politics (Ferris, Harrell-Cook, & Dulebohn, 2000), cognitive trust (Dowell, Morrison, & Heffernan, 2015) and have reciprocal views (Cropanzano & Mitchell, 2005).

At fourth, present study used unidirectional scale of knowledge hiding. Previous studies demonstrated various differ extent of knowledge hide as (evasive and rationalized, play dumb hiding) could have different results at organizational and individual point (Fong, Men, Luo, & Jia,

2018), as knowledge hiding not hold same behavior element. Comparatively with counter-productive behaviors, knowledge hide not always projected to organization or individual harm. To play dumb and evasive (vague) hiding both holds cheating without justification, whilst rationalized hiding offer logical reason for behavior, so not hold fraud (Connelly & Zweig, 2015). As a result, potential studies may see to examine split cause of each aspect on job's performance.

At last, only particular personal resource in shape of political skill is focus in our study that lessens negative impact of knowledge hiding. Future recommendation to explore other personal and organizational resource i.e. big five personality traits (Witt, Kacmar, Carlson, & Zivnuska, 2002), supportive organizational climate (Luthans, Norman, Avolio, & Avey, 2008), as resilience (Cooper et al., 2014), mindfulness (Zheng & Liu, 2017), and core self-evaluation (CSE) (Alnaimi & Rjoub, 2019; Anand & Mishra, 2019), which could be helpful to control employee responsive emotion against knowledge hiding. e.g., core self-evaluation is critical personality element holds one's basic assessment regarding work atmosphere (Judge, Bono, Erez, & Locke, 2005). People prepared with CSE holding confident, self-control, stable emotionally and able to solve issues (Judge & Kammeyer-Mueller, Job attitudes, 2012), generally review dealings events in constructive way, thereby, capable to meet challenging problems and practice positive emotion and behavior according to situation.

## **Conclusion**

Depiction of conservation of resource (COR) theory, our research attempt supplied by launching knowledge hiding unfavorable influence to extra role performance directly (straightly) and also indirect via emotional exhaustion. Moreover, link among knowledge hiding and emotional exhaustion result as fewer influential for those individuals/employees holding political skills high, meaning by decrease reluctant to accept extra role.

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