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KNOWLEDGE BASED PSYCHOLOGICAL OWNERSHIP AND TERRITORIALITY MATTERS IN TACIT KNOWLEDGE HIDE

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Abstract
The research aims to understand the role that territoriality plays in the concealment of tacit knowledge and how reward systems modulate this process. Models from psychological ownership theory and self-determination theory are used to establish causality. A total of 362 people filled out a questionnaire in order to acquire this data. A Likert scale was employed to gauge respondents' level of agreement. The findings indicate that tacit information concealing is greatly influenced by psychological ownership of knowledge when territoriality and reward systems are present. A larger sample size and different types of data gathering, including as interviews, can be utilised to study workers' propensities to withhold information from superiors. Companies need to use knowledge management procedures to stop employees from hoarding information.

1. INTRODUCTION

Knowledge is the basic component behind the success of any organization. It can provide a competitive edge against competitors in the market. If an organization needs goals accomplishment then it is necessary to share the knowledge with its employees. Organizations design knowledge management policies to align the knowledge of employees to provide benefits to the organization. Employees often hide their knowledge from others because of certain risks. Firms should make such policies that employees share their information with the organization to make it strong and sustainable in the market.

The major focus should be on the importance of sharing knowledge as compared to hiding it from others. Knowledge hiding shows negative results that hinder the organizational performance Diversified ways of sharing the knowledge are necessary for an effective transfer of information which can ultimately reduce the organizational failure risks(Duan et al.,2022). Mostly, the two key concepts, knowledge sharing (KH) and knowledge hiding (KH) are considered opposite to each other but they are two poles having a relationship with the behaviors. According to Anand and Hassan (2019), knowledge

sharing and hiding are not opposed to each other. Knowledge sharing is transferring the information to create benefits while knowledge hiding in the way of not expressing a set of information to others (Connelly et al., 2012).

Knowledge is not limited to the concept of showing or hiding from someone but also its nature as explicit and tacit knowledge. Explicit knowledge is the knowledge that is shared through communication while tacit knowledge requires effort to be shared as it needs hands-on training and other methods to be understood by others. Explicit knowledge is the information that is explained verbally (Davies, 2015) but the condition that arises here is sharing appropriate information based on facts. If the information having flaws has been shared with the employees; after its implementation, the outcomes will not be revenue-generating. That means that the decision-making process is dependent on explicit knowledge having a direct relationship (Ali and Salim, 2021).

Employees feel motivated when they receive rewards for their hard work. To encourage information sharing amongst staff members, businesses create reward systems. Compensating workers for the amount of knowledge they share could encourage more people to do so and discourage those who would rather keep their expertise to themselves (Kumar Jha and Varkkey,2018). Knowledge concealing occurs when there is a mismatch between the benefits workers receive for sharing what they know and the risks they take by doing so (Jahanzeb et al., 2020). Organizational rewards can range from monetary (such as salary and bonuses) to nonmonetary (such as compliments, praise, and public acknowledgment), and previous studies suggest that each type of reward may have a different effect on workers' actions (Gagn e et al., 2019; Zhang and Zhang, 2014). Organizational rewards can be broken down into monetary and in-kind contributions, both of which need to be considered separately when evaluating the correlation between rewards and the decision to keep certain information under wraps. According to self-determination theory (SDT), which serves as a framework for this discussion, the extrinsic motivation of incentive structures (such as monetary incentives) can be treated as separate from the intrinsic motivation of the people who receive them. Psychological ownership theory is very useful to explain knowledge hiding (Webster et al., 2008).

Psychological ownership means the individual behavior having feel of ownership. According to Pierce et al. (2001), psychological ownership is the state of feeling of the ownership of a relevant thing. This theory helps in understanding the knowledge hiding behavior. Individuals have feelings of large variety of targets and behave accordingly. Tacit knowledge hiding is a very common phenomenon relevant to showing behavior that knowledge is being hide from others. Employees who share knowledge in organizations are awarded by rewards. If the employees are compensated successfully on the basis of knowledge sharing behavior so that they are motivated and reduce the knowledge hiding behavior. Territoriality is taken to mediate the relationship among knowledge based psychological ownership and tacit knowledge hiding. Territoriality theory explains the concept that as stronger the individual have sense of ownership, the more will be protection of that object which ultimately leads to defend the knowledge keeping it into his territory (Brown et al., 2005). The present study aims to identify that territoriality is a variable that affects knowledge hiding so it mediates the relationship among knowledge based psychological ownership and tacit knowledge hiding.

As explained earlier, knowledge hiding shows negative results on organizational performance. Different behaviors when incorporated with knowledge can cause knowledge hiding. It must be ensured that for the successful growth of a business it is quite necessary to share knowledge. Knowledge based psychological ownership affects the tacit knowledge hiding. Reward system mediates the relationship and negatively influences the tacit knowledge hiding. The problem appears here is how knowledge based psychological ownership affects the knowledge hiding if impacted by reward systemand territoriality as a mediator?

- How knowledge based psychological ownership impacts knowledge hiding by inclusion of reward system?
- Is there any relationship between the reward system and Tacit knowledge hiding?
- What role do the different territorial types play in the relationship between knowledge ownership and Tacit knowledge hiding?

The primary purpose of this research is to determine how different forms of motivational incentive affect individuals' propensity to feel an internal sense of ownership over acquired knowledge. Secondly, we want to see how much of an effect the incentive structure has on the practice of keeping Tacit Knowledge under wraps. Knowledge ownership and Tacit knowledge concealment are two interrelated concepts, thus it's also important to investigate the role of various territorial types in this context.

Knowledge ownership behavior and knowledge concealment by employees as a function of incentive structure are investigated. Understanding the various incentives that drive workers is an important factor in reducing the impact of tacit knowledge concealing, and this research helps with that. Ownership of knowledge and the concealment of tacit knowledge are examined, along with the roles played by the various territorial types. Knowledge concealment and behavioral intentions are analyzed theoretically by first identifying the variables and then drawing connections between them. A strategy for extracting information from the research is developed. The approach, presented in research methodology ,reveals the qualitative character of the study. At the end of each study that establishes a causal link between variables under specified conditions, the researchers present their findings and draw their conclusions.

Literature of the Review

Knowledge plays a key role in organizational development. Multiple challenges are to be faced to select the Correct information and share it for organizational success. Knowledge management is the sharing of information by following such management practices which give quality to the organization. It has been recognized as the major activity to obtain grow obtain, grow and sustain the asset(knowledge) in organization(Shrestha). Therefore, HR practices are necessary for better knowledge management tools before better knowledge management tools.

On contrary, knowledge hiding means holding the information which is demanded by others (collonely et al., 2012). Knowledge hiding never means to harm physically other employees but is a behavior to harm others by keeping them away from the real information. According to Isaac and barrel 2018, a clear difference is present between knowledge sharing and hiding Employees hide knowledge because of some reasons college because of reasons maybe a misleading knowledge which is when shared can cause serious issues. Behavior including introverts can behavior including introverts can make a person not much talkative and sometimes shy which ultimately leads to non-sharing of information between employees within an organization (Ruparel and Choubisa, 2020).

Tacit knowledge:

There are two very different approaches to managing knowledge that has been proposed by various academics. Tacit information is not transmitted in writing since it is totally subjective, field-specific, and extremely hard to record, discuss orally, and disseminate in the community. Tacit knowledge is personalized and perspective, of course, making it difficult to define and express. Such information is particularly beneficial, but it is kept as a promotional object by the people and is difficult to communicate to the informational culture. When related to explicit knowledge, tacit knowledge has various properties. Tacit knowledge, according to Faleh., Hani, and Khaled (2011), is experiential, spontaneous, and experience-based information that cannot be described in terms, phrases, or structured or stated, finding it challenging to transmit. In practice, the information we relate to is explicit in origin, indicating it is stated in forms of language and statistics and can be communicated.

Psychological Ownership

In the organizational setting, the issue of knowledge ownership has a significant dispute risk (Rechberg and Syed 2013). Companies' inclination to "own what you know" can lead to such confrontations with and between their staff. Possession may be defined as an aim as well as a subjective experience (Pierce and Jussila 2011; Webster et al. 2008). Subjective possession is deemed "actual" and existing beyond the thoughts and can be articulated through organizational power structures Employees acquire sentiments of ownership to various organizational items, both physical (e.g., office, tools) and intellectual (e.g., ideas, objectives) in the setting of companies (Pierce and Jussila 2011).

The implications of ownership sentiments are numerous. They enable people to cherish, accept responsibility for, and be emotionally linked with their possessions. However, sentiments of ownership, particularly over immaterial goods, may entail a significant element of confusion and confusion, because some may take possession as well. This viewpoint has been overlooked in organizational research despite its prevalence in organizations (Brown, Crossley, et al. 2013). Ownership feelings do not imply real possession rights.

As a result, individuals prefer to participate in territorial behavior in order to communicate and defend the subject of possession (Pierce and Jussila 2011). Territoriality is likely to emerge in the area of knowledge management, because ideas and expertise are so intangible in respect of control and authority.

Tacit Knowledge hiding and knowledge-based psychological ownership

Researchers propose that knowledge ownership has a direct influence on hiding intentions. Knowledge based psychological ownership concealing may be attributed to two main factors: knowledge overvaluation and expected inability to control. Firstly, Peck and Shu (2009) demonstrate a positive association among a target's sense of ownership and its worth. Participants overestimate goods for that they have sentiments of ownership than those for and they do not, therefore they feel tied to their information. Overvaluation can cause people to restrict accessibility to information by individuals in order to retain the advantages of knowing to oneself, particularly if they believe they would sacrifice any benefit by distributing.

Second, possession confers on the owner recognized rights and obligations in relation to a thing, i.e. the power to govern the subject (Pierce and Jussila 2011). With in area of knowledge management, it might be the continued evolution of a concept or the utilization of information in the greatest personally acceptable manner. If concepts are shared too quickly, others may mould and enhance them in unexpected ways. As a result, the person experiencing lack of control across a thing, which is one of the most essential qualities of ownership. In information sharing circumstances, people may strive to maintain these sentiments of knowledge ownership by withholding the knowledge from people, prevent the risks and ambiguity associated with sharing. By avoiding sharing, people may maintain a sense of authority while also preserving the problem's reliability, protection, and dependability. Tacit Knowledge is always difficult to communicate with others. It cannot be shared via writing or orally. An individual hide his knowledge because of sense of ownership and not shared it because of the information's complexity. Therefore:

H1. Knowledge-based psychological ownership is positively related to Tacit knowledge hiding

Mediation by Territoriality

Psychological ownership is a psychological phenomena that occurs inside an individual. Territoriality is its social behavioral reflection: the main territorial message "it's mine, not yours" must be directed towards other person (Brown et al. 2005). Professional existence is territorial in existence: in any workplace, a candidate discover name badges on the doors, personal possessions on tables, and computers arranged in a specific order, indicating the workers' areas. This rating made people feel secure and at ease at work. Employees benefit from territoriality because it allows them to "create, communicate, and govern their interactions with components of organizational life". According to territoriality principle, territorial behavior may be divided into two categories: claiming and publicizing a territory and guarding (protecting the area from outsiders) (Brown, Crossley, et al. 2013). Individuals use labels to identify assets and limits in order to identify and express their territory. It may likewise be employed to create and reflect person's identity, as well as transmit it to people (Brown et al. 2005). Individual marking his territory depending upon the knowledge having strong psychological influence will affect his behavior. He will go for tacit knowledge hiding behavior as tacit information is hard to share and allows him a hiding sense with respect to territoriality.

H2. Territoriality mediates the relationship between knowledge-based psychological ownership and Tacit knowledge hiding.

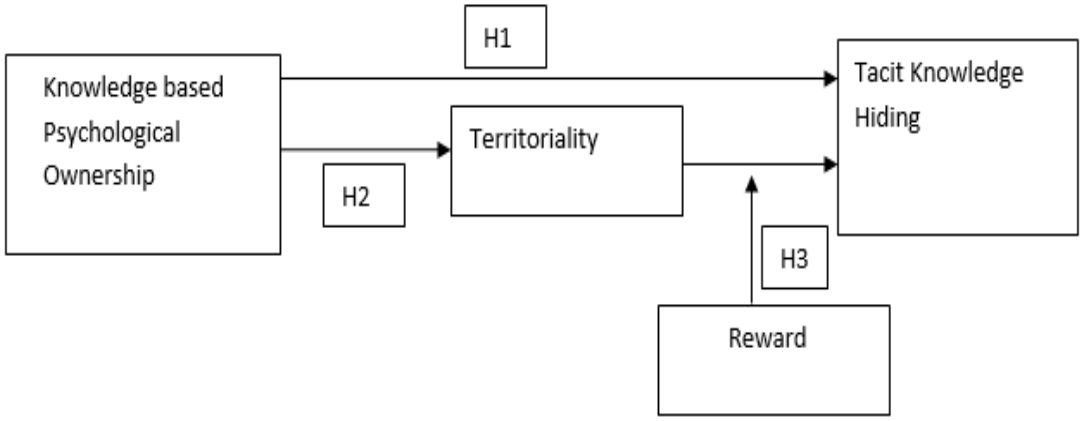
Moderation as reward

In the current competitive industry , particularly in experience and understanding companies in which knowledge is the most effective advantage to claim

victory all battles, people love to hide knowledge to protect their role in the organization. In a competitive industry, individuals compete for bonuses, prestige, acknowledgment and other perks, possibly to affect the viewpoint, behavior and job interactions with other people (Fletcher and Nusbaum, 2010). For example, everybody in a competitive atmosphere prefers to be distinguished as compared to others. Rewarding conduct is therefore believed to be related with professional success (upgrade, tough task, salary raise, and so on); ambitious people would do whatever to get recognized, even if it means sacrificing teammates.

H3. Reward systems moderates the relationship between territoriality and knowledge hiding. Specifically, reward systems will strong the link between territoriality and tacit knowledge hiding.

Research Framework:



Research Methodology:

Sample

This study includes the data collected from the employees of different firms to know the dynamic nature of organizations. The questionnaire was designed according to previous research. (Appendix 1). The data gathered from these respondents through questionnaires is used for statistical analysis. In the sample, 362 participants are included of which 160 are male and 80 are female respondents.

Procedure

In this study, data were collected from the employees of different firms in the same industry so that it is easier to find the knowledge hiding behavior of employees according to the same job. The variables are placed separately in order to avoid biases.

Specifically, 400 participants were asked to complete a questionnaire on knowledge based psychological ownership affecting tacit knowledge hiding. The response was added through online forms so that a timely response should be taken. Finally,362 participants finished the complete survey, and 362 cases were used for the analysis of the study.

Measure

Since data is collected from the questionnaire from multiple respondents. Table 1 in the appendix shows the measuring items from the questionnaire with their sources for all variables. Knowledge based psychological ownership was measured using measuring items showing territoriality and reward

systems affecting tacit knowledge hiding. It includes a five-point Likert scale ranging from 1 (strongly disagree) to 5(strongly agree). Measuring items for the respective variables are shown in Table 1 in Appendix.

Analysis

To examine the relationship between the variables described in the study, correlational analysis is used conducted via Excel 2010. Results indicated that the

variables are highly correlated. When the variables are correlated with each other having positive relation it means that a direct relationship exists between them. For this purpose, the mean and standard deviations of variables are calculated. Behaviors play a mediation effect but in both kinds of knowledge it is related more with explicit knowledge but with tacit knowledge, it is also highly correlated.

Results

The data is gathered from a questionnaire acquired from 362 respondents. The gathered data was first placed into Excel sheets where the mean of each variable is calculated according to each measuring item. The mean of one variable is again calculated by taking averages calculated before. The standard deviation is calculated. Knowledge hiding values are calculated by the addition of the values of independent variables. Correlation is calculated from the aforementioned variables' mean.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
KH	362	1.33	5.00	3.1105	.95614
TY	362	1.33	5.00	3.1197	.88927
RS	362	1.00	5.00	3.2634	.94380
KBSO	362	1.00	5.00	3.3168	.81708
Valid N (listwise)	362				

Table 2: Results showing mean, standard deviation.

Correlations

	KH	TY	RS	KBSO
KH	1			
TY	.678**	1		
RS	.678**	.751**	1	
KBSO	-.522**	-.531**	-.488**	1

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation between Knowledge based psychological ownership and tacit knowledge hiding is high as influenced by territoriality and reward systems. The correlation value of -0.522 means there is a strong relationship exists between them. Tacit knowledge is hard to be communicated and if psychological ownership of knowledge occurs then an individual will hardly share knowledge.

Table 1: Summary of Hypotheses results H1-H3

Connection Between Variables	Beta value	Critical Value	P value	Decision / Remarks
β_1 (TKH←KBPO)	- 0.264	5.104	0.00	Supported
β_2 (TY← KBPO)	0.578	11.88	0.00	Supported
β_3 (TKH← TY)	0.600	12.62	0.00	Supported

Mediation Analysis

Table 2: Mediation results table – H_4

Variables Connections	Total effect	Direct effect	Indirect effect	Remarks	Level of mediation
B_4(KH←TY ← KBPO)	β= .751 p = .002	β= .420 p = .000	β= .331 p = .001	Significant	Partial

According to the table 2 Knowledge based Psychologicla Ownership has directed effect and indirect significant effect with the beta value at .420 with .00 has the level of significace and similarly, the indirect level with the beta value .331 at sig level of .00. This concludes that TY is partially mediating the between KBPO and KH.

Table 3 Model Coefficients for Conditional Indirect Effects of reward on Tacti Knowledge Hide through Territoriality H_5.

		Consequent						
		M (KBPO)				*KH* (Rep. Int.)		
Antecedent		*Coeff.*	*SE*	*P*		*Coeff.*	*SE*	*P*
M (KBPO)		_	_	_	b_1	0.721	0.044	< 0.002
V (R)					b_2	0.521	0.089	<.000
M X V		~	~	~	b_3	-0.771	0.049	0.000
Constant	i_1	0.835	0.554	< .133	i_2	0.721	0.543	<.002

Knowledge Based Psychological Ownership is interacted with moderating variable and an interaction term (M x V) has been created and found the beta value is 0.771at the significant level of .00 which shows the acceptance level of moderation in this relationship. This indicates that reward as moderation can positively influence the relationship between the knowledge based psychological ownership and knowledge hide.

Another calculated correlation between tacit knowledge and knowledge hiding with the inclusion of territoriality shows a high correlation. Tacit knowledge is subjective and hard to communicate so it is not been shared easily. People hide knowledge often because of marking their territory. The hypothesis H2 that Territoriality mediates the relationship between knowledge-based psychological ownership and Tacit knowledge hiding is accepted. The variables reward systems and tacit knowledge hiding are also positively correlated with each other. They have a moderate level correlation between them. Hypothesis H3 i.e. Reward systems moderates the relationship between territoriality and knowledge hiding. Specifically, reward systems will strong the link between territoriality and tacit knowledge hiding is also accepted because of correlations.

Discussion

The results of the study supported the hypothesis for tacit knowledge and behaviors but the explicit knowledge hypothesis is not supported by the study. The present study is helpful for different organizations to follow knowledge management practices for the flow of information. The motivation level of employees should be recognized clearly for the sake of organizational success. This motivation level is required for benefitting employees i.e. financial or non-financial rewards.

Practical Implications

The present study has some practical implications that when and why do employees hide knowledge. The major impact was studied by the involvement of reward systems in it. First, the study found that psychological based knowledge have a significant impact on tacit knowledge hiding. So, the organization must focus on the employee behaviors

which lead to hindering the knowledge from others. They should make such knowledge management practices that lead to knowledge sharing and ultimately towards organizational success.

Secondly, Territoriality also affects tacit knowledge hiding that individuals have sense of ownership built through marking the area. There should be a strong linkage between higher authorities and employees for knowledge flow. Promoting team works, it will not only build strong interaction among employees but also create knowledge flow. Furthermore, these findings showed that knowledge hiding can be reduced by maintaining policies and providing benefits to each employee for motivating and promoting knowledge sharing culture..

Limitations

First, the present study has an inappropriate sample size which may affect the results. In the future, more data sets can be included. Secondly, Different industries can be selected to find the knowledge hiding behaviors. This study collected the data through questionnaires, but in the future, it is recommended to interview as a data collection method. Interviewing will provide more clear information regarding respondents' behaviors. It is recommended to take the difference between explicit and tacit knowledge hiding to conduct a research. Data can be collected from the same respondents in different time periods to know the knowledge hiding behaviors. Finally, the study does not examine individual characteristics and behaviours, which are predicted to have a significant impact on individual hiding behaviors (Connelly et al. 2011).

Conclusion

The present study concludes that knowledge is necessary for organizational growth. It is important to share knowledge among employees but it depends upon the kind of knowledge. Explicit knowledge allows itself to be shared objectively while tacit is a subjective one. Knowledge based psychological ownership influence the knowledge hiding whether the information is tacit. The present study found that the Knowledge based psychological ownership have a strong impact on tacit knowledge hiding and territoriality act as a mediator between them. Reward systems also strongly influence the knowledge hiding behavior as people will share more knowledge when are compensated well. Knowledge management practices can help out in overcoming the knowledge hiding behaviors among employees. Future findings can include more sample size, different data collection techniques, and involvement of time period for collection of data from the same respondents.

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