

The Impact of Supervisor's Dark Triad Personality Traits and Workplace Ostracism on Subordinates' Knowledge Hiding Behavior Within Government Organizations in Cairo¹

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ABSTRACT

This research is interested in studying the role of Supervisor's Dark Triad Personality Traits, workplace ostracism and its impact on Subordinates' knowledge hiding Behavior. It also focuses on investigating how the dark triad and the ostracism personality traits lead to subordinate's knowledge hiding as a preventive action against their supervisor's threats. The purpose of this research is to show the impact of dark triad of personality dimensions and its (psychopathy-Narcissism-Machiavellianism) and workplace ostracism of the supervisors and its impact on their subordinate's knowledge hiding and its dimensions (playing dump- Evasive hiding -Rationalized hiding).

Using questionnaires, in addition of Path analysis, on a convenient sample of 352 employees working on Government Organizations in Cairo. The obtained results confirm the initial hypothesis that there is a positive and significance impact of Dark triad of supervisor personality traits and workplace ostracism on subordinates' knowledge hiding Behavior, which were in the same line with previous literature and fulfilled the objectives of the current research.

Keywords: Dark Triad of Personality -Workplace Ostracism-Knowledge Hiding.

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I. INTRODUCTION

In the current era, the main power is knowledge transfer, so knowledge hiding among employees has becoming an obstacle (Tung, 2021; Nguyen et al., 2022).

In the 21st Century, the one such challenge that is facing organizations is knowledge hiding behavior and the drastic changes in personality in the relation between supervisors and their subordinates (We, 2021).

Although there are many researches that focused on knowledge management, and knowledge sharing, but there are a few studies that focuses on knowledge hiding behavior (Silva et al., 2020; He et al., 2021).

Previous studies have highlighted shortcomings of knowledge hiding behavior research from different perspectives of organizational settings and samples, which has given the researcher a scope to investigate the relationship between the supervisor's dark triad personality traits and the workplace ostracism and Subordinates' knowledge hiding behavior.

2. RESEARCH PROBLEM

Nowadays, the relationship between dark triad, workplace ostracism and knowledge hiding are gaining a great attention in organizations that focuses on creativity (Lebuda et al, 2021; Zhang et al., 2022). The research sample targeted workers in government organizations as hiding knowledge are more important to them, they deal with the public and also supervisors who are changing so that they face many personality traits.

The researcher prepares a prospective study to analyze whether dark triad and ostracized employees have an impact on knowledge hiding. The study applied on Government Organizations in Cairo. The researcher scoped the importance of the emerging role of knowledge transfer, and the relationship between dark triad of supervisors and ostracized employees on their subordinates' preventive action as knowledge hiding. Yet researcher pointed out the negative impact of knowledge hiding at employees and Government organizational levels. According to the practical perspectives the researcher has a few answers on the questions of what factors lead employees to hide knowledge. The researcher noticed that there is a significant gap that managers become concerns in this

important area of why employees hide knowledge and take action to solve this problem.

Firstly, the research focuses on a less studied topic in the knowledge management, namely knowledge hiding strategy, so it is considered as a contribution to the theories of knowledge management. Second, the research is the first to examine and theorize knowledge hiding from the perspective of dark triad supervisor personality traits and workplace ostracism. Therefore, this research scoped the following:

When the dark triads supervisors threat their subordinates by neglect them, consequently ostracized employees try to prevent themselves by hiding knowledge. The researcher investigates the relationship between the dimensions of dark triad personality traits and knowledge hiding dimensions, also between the ostracized employees and knowledge hiding. Human resource management practices need to be more professional to deal with the dark triad personalities. Previous research suggested that this dark triad, especially Machiavellianism has led to dissatisfaction and a lot of turnovers.

3. THEORETICAL BACKGROUND

3.1 DARK TRIAD

One of the most distinguished negative personalities is Dark triad (DT) personality traits that are strongly associated by negative behaviors as unwillingness to share knowledge (Jonason & Sherman, 2021).

Dark triad consists of three related concepts Psychopathy, Narcissism and Machiavellianism (Soral et al., 2022).

Psychopathy is a mental illness of disorder. Narcissism is an excessive interest in or an admiration of oneself and one's physical appearance. Moreover, narcissist leaders are known to be engaged in unethical issues as white-collar crimes (Nai & Toros, 2020).

Machiavellianism is characterized by immoral behavior, leaders with this trait is disengaged with their subordinates, organization (Drinkwater et al, 2020). Machiavellianism perspectives are end justify means, they have a strong desire for money, competition and power, they desire to win at the expense of others. They have a deviant behavior like lying, cheating and stealing.

The previous antecedents were most commonly discussed a leader-member relationship, and the role of leader's personalities as dark triad, also leader members impact on knowledge hiding.

3.2 WORKPLACE OSTRACISM

As knowledge resource are a crucial source of self –esteem, preserving and protect subordinates from further harm (Pan et al., 2018). Due to this concept whenever the employees perceive the neglect and threat of ostracism from their employment and loss of important social resources, they consequently hiding knowledge (Soral et al., 2022).

Hence researcher has hypothesized that workplace ostracism (WO) could be a critical factor that led to knowledge hiding (Chaman et al, 2021).

Workplace ostracism is described as an experience where employees feel ignored or excluded by their supervisors, groups or individuals in the organization (Haldorai et al., 2022).

One of the most important threats in an organization is the feeling of ostracism in the relationship between the supervisors and their subordinates (Kaushal et al., 2021). Being ostracized by your supervisor is a signal that the person is no longer connected to the rest of the group. This will prompt a preventive action as knowledge hiding (Chaman et al., 2021).

Protection motivation theory indicates that employees engaged in protective behavior after threats (Soral et al., 2022). Ostracized employees when face lower engagement in workplace, consequently lake the motive and engage in counterproductive behavior (Samo et al., 2019).

3.3 KNOWLEDGE HIDING

Knowledge hiding composes of three different forms as playing dumb, evasive hiding and rationalized hiding (Donate et al., 2022).

Playing dumb means that knowledge hiding is pretended to be ignorant from the requested persons. Evasive hiding knowledge means to give unrelated information or a promise with no intention to fulfill it in the future. Rationalized hiding knowledge refers to a failing to provide requested

knowledge “by either a suggestion that he is unable to provide this knowledge because he always blames another party (Garg et al., 2022).

Knowledge hiding is a crucial resource for organizational functioning and it is rise when shared with others (Connelly et al., 2019; Anand & Hassan, 2020).

4. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Based on the need threat model this research aim is to investigate the role of supervisor's Dark triad personality traits, ostracized employees on knowledge hiding.

According to the previous research the dark triad supervisor's personality traits influence their subordinates to hiding knowledge as they perceive a threat when they feel that they are neglect as feeling of ostracism that are one of the causes of employee's adoption of knowledge hiding as a preventive coping mechanism (Pan et al., 2018; Bhatti et al., 2022; Soral et al., 2022).

4.1 DARK TRIAD AND KNOWLEDGE HIDING

The previous studies have argued that the dark triad supervisor's personality traits reduce the quality of relationship and promote a preventing coping action from their subordinates (fodor et al., 2021). The researcher proposes that in response to Dark triad supervisor's behavioral implications toward their subordinates; consequently, they adopt a preventive coping mechanism called knowledge hiding (Pan, 2018). An increased interest in the field of dark triad research is justified by the its harmful effect on organizational outcomes such as supervisors with high narcissism personality level tend to be address a toxic supervisors' behaviors and involved in interpersonal conflict (Spain et al., 2014).

A Machiavellianism are drawn to the management power and positions, also they have a strong desire to control others, and have an overall negative influence on their employees (Pillai & Muncherji, 2019).

Previous research suggested that the three dimensions of the dark triad are likely to different knowledge hiding dimensions. Machiavellianism is strongly related to evasive knowledge hiding strategy as Machiavellians are tactical manipulates, they always giving promise which one does not intend to fulfill (Connelly et al., 2019). Narcissism is strongly related to rationalized knowledge hiding strategy as they have a tendency to see themselves as more competent than others (Jabeen &

Anwar-ul-Haq, 2021). Psychopathy is strongly related to playing dumb knowledge hiding strategy as they are impulsive and do not respect conventions (Rezwan & Takahashi, 2021). they may be less likely to use rationalized knowledge hiding strategy and after a long thinking they employ more direct response as I don't know. A previous studies have argued that abusive supervisors is positively associated with knowledge hiding because their direct relationship with their subordinates indulge in knowledge hiding as a way to retaliating to such abusive behavior. Accordingly, hypothesis two would be proposed as follows:

H₁: There is a positive and significant impact Dark Triad of Supervisor Personality Traits on knowledge Hiding.

4.2 WORKPLACE OSTRACISM AND KNOWLEDGE HIDING

The early to mid-90 century brought a few study that rise the attention towards exclusion or Ostracism such as social exclusion theory (Freedman et al., 2016), the need-threat model of ostracism that provided a theoretical prediction to ostracism (Scanlon, 2015). Workplace ostracism is feelings of being ignored or excluded by others at work (Karim et al., 2021).

Ostracism has a positive relationship with knowledge hiding, as ostracized people are more likely to hide information (Gkorezis, 2016).

Despite the great effort that forces employees to share knowledge, but it seems that employees are unwilling to share knowledge for different reasons, one of them in which the researcher investigate it from the background of employees that defending themselves against their supervisor's dark triad personality traits and their feelings of workplace ostracism in the relationship with their supervisors, so they intend to hide knowledge. Accordingly, hypothesis two would be proposed as follows:

H₂: There is a positive and significant impact of Workplace ostracism on knowledge hiding.

The previous research stated that the ostracized employees tend to hold knowledge when they are requested to provide it for, they have the tendency to be uncooperative (Burmeister et al., 2019).

The following figure represents the study's model, designed to test the research relationships in interest:

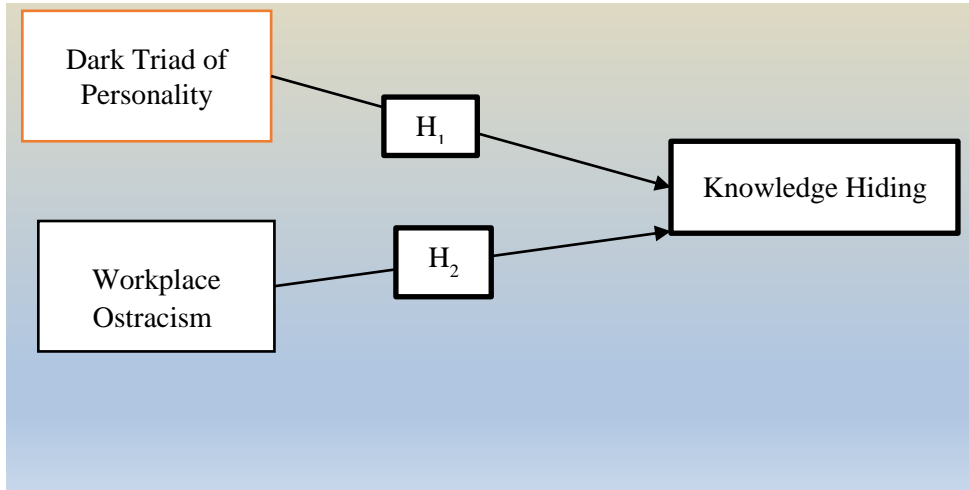


Figure 1: Model of the Study

5. RESEARCH METHODOLOGY

In this research, the researcher has followed the descriptive approach and measures the supervisor's dark triads personality traits and ostracized employees and its effect on knowledge hiding in governmental organization in Cairo, the following hypothesis "There is a positive significant impact of dark triad supervisors and ostracized employees on knowledge hiding. Firstly, the researcher measured the construct reliability and validity, also the factor loading of all items of the constructs and the standardized root mean squared, the results proved a good model fit. The internal reliability confirmed through Cronbach's alpha.

5.1 SAMPLE

The study population consists of male and female employees From Parents and siblings of students of private higher institutes who work in governmental organization in Cairo. Data were collected through a two-step facilitated sample The first step is to distribute the lists of the questionnaire to students and students in private higher institutes in the city of Cairo to be handed over to their parents and siblings who work in government organization to answer them. In the second step, the Snowball Sampling was relied upon, with the help of the interviewer, "parents of male and female students of private higher institutes

who work in government organization in Cairo" to distribute some lists within their organizations. To benefit from increasing the sample size and to ensure diversity in the sample vocabulary. 400 questionnaires were distributed. The total valid questionnaires for statistical treatment amounted to about 352 questionnaires, representing 88% of the total number of questionnaires distributed. Table 1 shows the Demographic statistics.

Table 1: Demographic statistics

Demographics	Sample (n = 352)	Percentage
Gender		
Male	293	83.2
Female	59	16.8
Marital status		
Married	210	59.6
Single	142	58.4
Age		
18-20	19	0.05
20-29	47	13.35
30-39	100	28.41
40-49	174	49.43
≥50	12	0.03
Education		
Primary school	15	0.04
Secondary school	47	13.3
High school	100	31.2
Undergraduate	180	51.1
Sector type		
Goods	208	59.1
Services	144	40.9

Table 1 present the demographics, based on which approximately 83.2% of the respondents are male (n=239) and 16.8% are female (n=59). Approximately 59.6% of the respondents are single (n=210) and 58.4% are married (n=142); 49.4% are in the age range of 40-29 (n=174), 28.41% between 30 and 39 (n=100), 13.35% between 20 and 29 (n=47), 0.05% under 20 (n=9), and 0.05% above 50 (n=12). about 51.1% graduated from university Undergraduate (n=180), 31.2% from high school (n=110), 13.3% from secondary school (n=47), and 4% are primary school graduates (n=15). In Sector type, 59.1% work in Goods Sector(n=208), 40.9% works in Goods Sector(n=144).

5.2 DATA COLLECTION METHODS

The field research method was relied upon using questionnaires. The data was collected by distributing the lists on the vocabulary of the study sample in two stages. The first stage consists in distributing questionnaires to the surveyed among them during the students of private higher institutes for distribution to their parents working government organization in Cairo. The second stage is that some sample members "parents of male and female students of private higher institutes who work in government organization in Cairo" distribute some questionnaires to their colleagues wishing to participate in their workplaces and ask them to answer them.

5.3 MEASURES

5.3.1 DARK TRIAD OF PERSONALITY

Individuals with the DT of personality traits are considered to be socially malevolent character with behavioral tendencies toward self-promotion, emotional coldness, duplicity, and aggressiveness (Paulhus & Williams, 2002). The 12-item scale developed by Jonason and Webster (2010). Each dimension of the dark triad was measured by 4 items using a 5-point Likert scale, ranging from "1-strongly disagree" to "5-strongly agree". A sample item of Machiavellianism (MACH) was "I tend to manipulate others to get my way". The Cronbach's alpha for was 0.893. A sample item of narcissism was "I tend to want others to admire me". The Cronbach's alpha for narcissism (NARCI) was 0.921. A sample item of psychopathy was "I tend to lack remorse". The Cronbach's alpha for psychopathy was 0.832. The measures for all constructs are shown in Appendix.

5.3.2 WORKPLACE OSTRACISM

WO is defined as a person or community ignoring, isolating, or minimizing another individual's social contact opportunities (Ferris et al., 2008) was assessed using a 10-item scale developed by Ferris et al. (2008). Response options ranged from 1 ("never") to 5 ("almost always"). Examples of statements are "Others at work did not invite you or ask you if you wanted anything when they went out for a coffee break." Cronbach's alpha for this scale was 0.902. The measures for constructs are shown in Appendix.

5.3.3 KNOWLEDGE HIDING

KH is defined as an intentional attempt by an individual to withhold or conceal knowledge that has been requested by another person (Connelly et al., 2012). It was measured using measured with a 12-item scale developed by Connelly et al., (2012). Each dimension was measured by 4 items using a 5-point Likert scale, ranging from "1-strongly disagree" to "5-strongly agree". A sample item for playing dumb (PD) was "Said that I was not very knowledgeable about the topic". The Cronbach's alpha for playing dumb was 0.823. A sample item for evasive hiding was "Offered him/her some other information instead of what he/she really wanted". The Cronbach's alpha for Evasive Hiding (EH) was 0.852. A sample item for rationalized hiding was "Said that I would not answer his/her questions". The Cronbach's alpha for Rationalized Hiding (RH) was 0.905. The measures for all constructs are shown in Appendix.

5.4 DATA ANALYSIS

5-4-1 DATA ANALYSIS METHODS

Was used Confirmatory factor analysis (CAF) to test the validity of the study variables measures. And analysis of correlation and variance to test the discriminatory validity of the variable's measures. In addition to the use of Composite reliability and Cronbach Alpha to test the reliability of study scales. The path analysis method was also used to test the study hypotheses. It is a form of multiple regression statistical analysis used to evaluate causal models by examining the relationships between a dependent variable and two or more independent variables. Using this method, both the magnitude and significance of causal links between variables can be estimated.

5-4-2 VALIDITY, RELIABILITY AND DESCRIPTIVE STATISTICS

The Confirmatory Factor Analysis test was conducted, which is used to test whether the structural equation modeling is consistent with research understanding of the nature of the construct. In other word how well, the measured variables represent the number of constructs. Thus, if the validity of the survey statements is verified using confirmatory factor analysis, it can be judged that the survey questions have high reliability and a correct structured. There are several conditions that must be certain to judge the reliability of the questions when using confirmatory factor analysis, which are as follows:

The value of Chi - squared test must be at a significance level less than 0.05.

By divided the value Chi2, it expresses the level of a discrepancy function. The value of goodness for fit should be between (1 and 4).

- The value of (RMSEA) root Mean Square error of Approximation is close to zero, as this value measures is fit, and whenever the value is close to zero, this indicates that the statistical distance is fit to the model
- The composite reliability (CR) and Cronbach alpha values should be greater than (0.7). (Hair Jr et al., 2016). The results of the study showed that both values are greater than 0.70, therefore the reliability of the data loading and validity are accepted.
- The convergent validity was also tested, which specify that the average variance extracted (AVE) values of the constructs must be greater than (0.50) and smaller than their CR respective. Thus, the results showed adequate evidence refers to the convergent validity (formell, 1981).
- It shows that all the values of the standard regression greater than (0, 40), which in turn confirms that a discrepancy function. The model is fit for measurement, and consistent.

Based on the foregoing, the researcher will perform a confirmatory factor analysis of the study variables, Table 2;3;4 shows the as follows:

Table 2: Indicators of Model Fit for the First Independent Variable DT Personality Traits

Standardized Regression Coefficients				Indicator	Value
0.715	F1	<---	MACH1	Chi2	512.3
0.616	F1	<---	MACH2	Sig	0.000
0.712	F1	<---	MACH3	Minimum Discrepancy	5.623
0.704	F1	<---	MACH4	GFI	0.840
0.613	F2	<---	NARCI1	CFI	0.827
0.816	F2	<---	NARCI2	NFI	0.798
0.649	F2	<---	NARCI3	RMSEA	0.045
0.650	F2	<---	NARCI4		
0.785	F3	<---	PSYCH1		
0.623	F3	<---	PSYCH2		
0.702	F3	<---	PSYCH3		
0.767	F3	<---	PSYCH4		

From the Table.2, it shows that the value of Chi2= (512,3) at a significance level (0.05). According to Minimum Discrepancy values the adequate values should

be range between (1 and 4), and the values represent (0.05), In addition, the results indicated that the value of (GFI) Goodness of Fit Index is close to (1), which indicates that the level of fit is very good. We also note that the values of (GFI) and (NFI) are close to (1), and that the value of (RMSEA) is close to (0), and that all values of the standard regression weights are greater than (0.4), which in turn confirms the fit between the model and the measurement, Therefore the model construction is reliable and valid.

Table 3: Indicators of Model Fit for the Second Independent Variable of Workplace Ostracism

Standardized Regression Coefficients				Indicator	Value
0.613	FI	<---	WO1	Chi2	419.3
0.575	FI	<---	WO2	Sig	0.001
0.613	FI	<---	WO3	Minimum Discrepancy	6.047
0.641	FI	<---	WO4	GFI	0.821
0.724	FI	<---	WO5	CFI	0.851
0.609	FI	<---	WO6	NFI	0.826
0.630	FI	<---	WO7	RMSEA	0.058
0.722	FI	<---	WO8		
0.632	FI	<---	WO10		
0.712	FI	<---	WO11		

From the Table.3, it shows that the value of Chi2= (419,3) at significance level (0.05). According to Minimum Discrepancy values the fit should be range between (1 and 4), and the value represent (0.05), In addition, the results indicated that the value of (GFI) Goodness of Fit Index is close to (1), which indicated that the level of fit is very good. We also note that the values of (GFI) and (NFI) are close to (1), and that the value of (RMSEA) is close to (0), and that all values of the standard regression weights are greater than (0.4), which in turn confirms the fit between the model and the measurement, Therefore the model construction is reliable and valid.

Table 4: Indicators of Model Fit for the for the Dependent Variable Knowledge Hiding

Standardized Regression Coefficients				Indicator	Value
0.634	F1	<---	PD1	Chi2	149.2
0.754	F1	<---	PD2	Sig	0.000
0.623	F1	<---	PD3	Minimum Discrepancy	4.991
0.808	F1	<---	PD4	GFI	0.991
0.632	F2	<---	EH1	CFI	0.927
0.937	F2	<---	EH2	NFI	0.911
0.693	F2	<---	EH3	RMSEA	0.078
0.752	F2	<---	EH4		
0.740	F3	<---	RH1		
0.771	F3	<---	RH2		
0.845	F3	<---	RH3		
0.740	F3	<---	RH4		

From the Table.4, it shows that the value of $\chi^2 = (149,2)$ at a significance level (0.05). According to Minimum Discrepancy values the fit should be range between (1 and 4), and the value amounted to (0.05), In addition, the results indicated that the value of (GFI) Goodness of Fit Index is close to (1), which indicated that the level of fit is very good. We also note that the values of (GFI) and (NFI) are close to (1), and that the value of (RMSEA) is close to (0), and that all values of the standard regression weights are greater than (0.4), which in turn confirms the fit between the model and the measurement, Therefore the model construction is reliable and valid.

According to the previous studies (Sreen et al, 2021) The discriminant validity was proved by calculate the inter correlation values among the variables The results indicated that all the values were less than 0.80 and smaller than the square of Average variance Extracted (AVE). Therefore, AVE of all variables are greater than the individual inter correlation.

(AVE) values are fit when they are equal or greater than 50%. The researcher computed the AVE, in addition to factor loading (FL) that all factor loading should be equal or greater than 0.5, Therefore AVE and FL are within the level of acceptance.

The researcher conducted a Cronbach's alpha test to measure the degree of reliability at the level of all variables "The impact of Dark triad supervisors and ostracized employee on knowledge hiding. The researcher addresses that all the values are within the acceptable levels.

As can be seen from the table (5) which expresses the validity and reliability of the study measures, using Microsoft Excel to calculate the reliability and validity

Table 5: Convergent Validity and Reliability of the Study Variables

Variables	Dimension	Item Code	Factor loadings (FL)	Reliability		Convergent Validity
				(α)	(CR)	(AVE)
(DT) Personality	Machiavellianism	MACH1	0.585	0.893	0.677	0.651
		MACH2	0.720			
		MACH3	0.520			
		MACH4	0.511			
	Narcissism	NARCI1	0.526	0.921	0.775	0.527
		NARCI2	0.869			
		NARCI3	0.730			
		NARCI4	0.689			
	Psychopathy	PSYCH1	0.787	0.832	0.749	0.503
		PSYCH2	0.614			
		PSYCH3	0.736			
		PSYCH4	0.752			
Workplace Ostracism		WO1	0.693	0.902	0.772	0.598
		WO2	0.752			
		WO3	0.740			
		WO4	0.771			
		WO5	0.845			
		WO6	0.659			
		WO7	0.882			
		WO8	0.551			
		WO9	0.520			
		WO10	0.634			
Knowledge Hiding	Playing Dumb	PD1	0.634	0.823	0.709	0.641
		PD2	0.755			
		PD3	0.633			
		PD4	0.867			
	Evasive Hiding	EH1	0.523	0.852	0.867	0.618
		EH2	0.819			
		EH3	0.787			
		EH4	0.721			
	Rationalized Hiding	RH1	0.634	0.905	0.809	0.645
		RH2	0.761			
		RH3	0.745			
		RH4	0.673			

From the Table.5, it is clear that all the standardized coefficient values are accepted, as its values should be equal or greater than 0.50 (Hair.Jr et al., 2016).

The convergent validity and reliability of the research variables which expressed in CR and (AVE) represent great values.

Composite Reliability (CR) values are greater than 60% and the variance Average Extracted (AVE) is greater than 0.50, so all the values are within the acceptable levels. In addition, the results of the reliability test show that all Cronbach's alpha coefficients are acceptable, while values greater than 0.70 indicate a high degree of reliability. (Hair Jr et al., 2016) sees that the acceptable alpha values range from 0.60 to 0.70.

According to the foregoing, the discriminant validity was tested by square root of AVE and the results is shown in the table below.

From the Table.6, it is clear that AVE square root values are accepted, as all the correlation coefficient of its variables and dimensions itself is greater than their correlation with other in the research variables, therefore the construct validity of the research measures is proved.

Table 6: Descriptive Statistics, The Discriminant Validity Using the Correlation Matrix (AVE) Square Root Values

Variables	M	SD	(1)	(2)	(3)	(4)	(5)	(6)	(7)
MACH	3.432	1.040	0.807**						
NARCI	4.231	1.113	0.658**	0.820**					
PSYCH	2.571	1.330	0.446**	0.701**	0.798**				
WO	4.787	1.158	0.333*	0.446**	0.566**	0.707**			
PD	3.142	1.061	0.523**	0.333*	0.636**	0.658**	0.815**		
EH	3.118	1.012	0.336**	0.523**	0.513*	0.446**	0.730*	0.723**	
RH	3.750	1.561	0.458**	0.336**	0.723**	0.333*	0.623**	0.654**	0.741**

Note:

N = 352. *p < 0.05. **p < 0.01. ***p < 0.001. Two-tailed. MACH = Machiavellianism, NARCI = Narcissism, PSYCH=Psychopathy, WO=Workplace Ostracism, PD = Playing dumb, EH = Evasive hiding, RH = Rationalized hiding.

Mean=M, Standard Deviations=SD.

The Square Root of AVEs the boldface numbers on the diagonal line.

5.5 RESULTS AND HYPOTHESES TESTING

Table 7. provides the standardized path coefficients for our specified model. The paths from Dark Triad of Supervisor Personality Traits to knowledge Hiding. were positive and significant (H1: $\beta = 0.527$, $p < 0.05$), and the paths from

Workplace Ostracism to knowledge Hiding, were positive and significant ($H_2: \beta = 0.273, p < 0.05$). indicates the path coefficient analysis that tests the compatibility of the overall model within the accepted standards. Results are exhibited as follows: $\chi^2/df = (2, 508)$, which is less than (5). Where the value of (CFI = 0.922), which is higher than (0.90). Also, the value of (RMSEA = 0.043) decreased, which is less than (0.08) and the value of (TLI = 0.983) was lower than the minimum acceptance limit for the model. It is higher than (0.90). NFI = 0.976), which is higher than (0.90). Table (7) shows the values of the path coefficients in the structural model of the study.

Table 7: Results of the Path Coefficients in the Structural Model of the Study.

Paths	Path Coefficients (β)	T value	Standard Error	Sig	Hypotheses testing
(DT) → KH	0.527	16.754	0.876	0.000 *	H1 is supported
WO → KH	0.273	7.602	0.754	0.001 *	H2 is supported

Correlation is significant at 0.05 level (2-tailed).

6. DISCUSSION

The Two hypotheses were elaborated to of investigating The Impact supervisor's dark personality traits from different perspectives and ostracized employees and considers them as reasons for employees hiding knowledge behavior Within Government Organizations in Cairo. The results came to support of the study Two hypotheses as follows:

H1. The findings emphasized that Psychopathy, Narcissism and Machiavellianism were positively related to knowledge hiding. These findings are consistent with previous findings (Pan et al., 2018; Mohsin et al., 2022; Soral et al., 2022). And also, that the dark triad of personality traits are positively related to burnout among HR recruitment workers (Prusik & Szulawski, 2019), workplace outcomes such as counterproductive work behavior (CWB), turnover intention, and work-related corruption intention (Szabo et al., 2021), bullying perpetration (Davis et al., 2022). and co-worker competitiveness on knowledge sabotage (Serenko & Choo, 2020). and related that Psychopathy, Narcissism and Machiavellianism was negatively to organizational citizenship behavior (Cohen & Ozsoy, 2021). and job performance (Uppal et al., 2022).

Drawing on the protective motive theory, we argue that the dark triad of personality of supervisors is assessed as threatening, which leads subordinates to adopt protective adaptation in the form of knowledge hiding behavior. While previous studies have discussed hiding knowledge as a counterproductive behavior, we take a new perspective by arguing that it is a coping strategy.

H₂. We also elaborated to examine the effect of Workplace ostracism on knowledge hiding. These findings are consistent with previous findings that Workplace ostracism leads to higher levels of knowledge hiding among employees (Bhatti et al., 2021). Being ostracized by others is an indication that the person is no longer associated with the rest of the group and therefore does not care about this person, look at them, or even think about their participation in group activities. Consequently, the work environment leads to counterproductive work behaviors (Gürlek et al., 2021). When employees perceive that they are being ostracized in the workplace, they exhibit undesirable behaviors, leading to negative outcomes such as unethical pro-organizational behaviors (Zhang, 2020), turnover intention (Singh & Srivastava, 2020). established that workplace ostracism can significantly influence interpersonal deviance behavior of employees. and deviant behavior (Shafique et al., 2020). Likewise, it can lead to concealment of knowledge. According to (Kuo and Wu, 2022) knowledge hiding is the behavior of individuals who actually conceal knowledge from other employees' intent to work with them. Since ostracism in the workplace is an unpleasant experience, an ostracized employee will define ostracism as personal harm, and this definition will lead to negative feelings, like hiding knowledge (Zhao et al., 2016; Bhatti et al., 2021).

As per Conservation of Resources theory a logical conclusion because when employees feel ostracism in the Workplace, they tend to hiding their knowledge to conserve their resources.

6.1 THEORETICAL CONTRIBUTION

This study makes important contributions on the theoretical side. First, based on the previous literature, the researcher contributes to the field of knowledge management, as the research proved that employee's knowledge hiding is a preventive action from the ostracized employees against the supervisor's Dark triads as a threat inducing scenario.

Second, this study contributes to the literature related to knowledge management by highlighting the most negative aspect of knowledge management. Most of the previous literature focused on studying and analyzing the knowledge sharing and did not give full attention to the knowledge hiding (Silva et al., 2020). Many interested researchers emphasize the better use of knowledge storage or systems for knowledge managing networks. However, yet we have not been able to understand why and when employee's knowledge hiding from their co-workers or supervisors. Hence it is difficult to manage knowledge in organizations (Tung, 2021). From this standpoint, it can be said that the studies of knowledge hiding will contribute to strengthening the practice and theory of knowledge management (He et al., 2021).

Third, this study contributes to the study in the knowledge management literature by presenting in the light the deliberate dark side of personality "knowledge hiding" from the perspective of the dark triad of personality. It was where the previous literature relied mainly on the study of the relationship between Big Five personality traits and knowledge hiding (Anand & Jain, 2014; Hamza et al., 2021). While a limited amount of literature has focused on studying the relationship between the dark side of personality and the knowledge hiding (Iqbal et al., 2020; Wu et al., 2021). Studies have indicated that the dark triad of personality predicts negative behavior more than Big Five personality traits (Lee, 2019; Nai & Toros, 2020; Jonason & Sherman, 2020; Kayış & Akcaoğlu, 2021). To the extent of the researchers' knowledge, this study is the first study in the Arab environment that examines the dispositional basis of employees' knowledge hiding behavior. The current study indicates that the dimensions of the dark triad of personality are strongly related to strategies of knowledge hiding, and therefore it can be said that this study contributes to a more understanding the antecedents of knowledge hiding behaviour among employees from the perspective of the dark personality (Bhatti et al., 2021). have indicated the need for opening the black box underlying the study of the relationship between personality and behavior related to knowledge.

Fourth, this study contributes to Bridging research gap in the Arab environment related to the topic of ostracism in the workplace and its behavioral consequences. Our aim in the current study is to discuss interpersonal deviant behavior (Jahanzeb & Fatima, 2018; Irshad et al., 2021). knowledge hiding as a

result of ostracism in the workplace (Riaz& Hussain, 2019; Sepahvand & Mofrad, 2021; Mohsin et al., 2022). Thus, our study added to the literature related to the knowledge hiding behavior of employees, indicating a positive and significant relationship of ostracism in the workplace using conservation on resource (COR) theory. This means that if employees realize that they are an outcast in the workplace, they will be psychologically disturbed and try to conserve their resources by hiding knowledge to protect their presence in the organization.

Fifth, this study is considered one of the rare studies in research studies that examine the impact of ostracism in the workplace by focusing on the comprehensive view of ostracism rather than focusing on one aspect only. Where previous studies were concerned with studying the effect of ostracizing supervisors (Akhtar et al., 2020; Jahanzeb et al., 2021). and Leadership Ostracism Behaviors (Zhao et al., 2021). And they recommended in further research, the research I conducted from good research for the comprehensive support of its impact on negative outcomes at the individual and organizational level (Samo et al., 2019; Chaman et al., 2021).

Sixth, the study contributes to the literature by explained how ostracized employees in the workplace perceive threats by being socially isolated, and loss their meaningful existence, consequently they will hide knowledge to safeguard their existence in the organization.

6.2 PRACTICAL IMPLICATIONS

From a practical perspective, our study also has important implications Where the results indicate that Dark Triad supervisors and ostracized employees that represent a real threat to the Government Organizations foster hiding knowledge behavior, first: with the in-depth development of the knowledge economy. Many organizations have jumped from the trap of hiding knowledge by investing heavily in programs that enhance knowledge sharing. However, there is still a tendency for some members of the organization to knowledge hiding from their colleagues. It is almost impossible for organizations to succeed in knowledge management initiatives without reducing knowledge hiding (Buheji et al., 2014; Wen & Ma, 2021). Hence, we recommend that governmental organizations use a two-sided approach. Any promotion of knowledge sharing.

At the same time reduce hiding knowledge. Thus, when applying IT-related knowledge stewardship to enhance knowledge sharing, managers must be on the dark side of information technology that can lead to hiding knowledge.

Second, in addition to reducing the effect of hiding knowledge, the study contributes by enhancing our understanding of the causes of knowledge concealment. Where the results of the applied study indicate that the dark triad of personality effects on employees' knowledge hiding behavior. Although managing dark triad is difficult. However, these people are well suited to deal with the challenging role of decision-making in decision-making (Drinkwater et al., 2020). To understand the positive and negative consequences of the dark triad of supervisors, companies should try to use their personalities by observing the negative impact on the latter's relationship with employees'.

Third, In the era of knowledge-based economy when knowledge transfer is the primary driver, negative behaviors such as hiding knowledge are major challenges for organizations. Through our study, we suggest changing the view towards understanding the hiding knowledge behavior and we suggest that practitioners deal with it and understand it as a coping strategy. Instead of focusing on controlling this behavior, organizations should focus on the reasons why employees adopt coping strategy. Although it is difficult to tame the Dark triad personalities. However, companies can provide resources that employees lack or help those who are under threat from dark supervisors and ensure that they feel connected to the social climate of the organization. In addition, we suggest that concealment of knowledge is a coping mechanism. And companies should not take coercive ways to control it. Doing so may trigger some other confrontational behavior by employees, which may lead to anti-productive behaviors.

Fourth, the study adds value to government organizations in that it can help managers better understand why employees with specific personalities are more likely to hide knowledge. therefore, the appropriate recruitment of individuals can be designed and work allocated to these individuals accordingly. For example, the background of the applicant's job, especially the opinions of previous employers and their colleagues about the applicants' personality. Although it is difficult to assess the dark personality of applicants in job interviews due to their persuasive nature and skill in impressions managing.

However, managers can take advantage of the probationary period to assess any behavioral or personal problems related to these dark personalities. Managers may take a long time to identify employees with dark personality traits. Perhaps it would be better to assign these individuals to positions of strong transparency and accountability. Because it is difficult for individuals with dark personality traits to express their characteristics in such situations (Garcia & Moraga, 2017).

Fifth, when organizations apply knowledge management, they must know "who knows what". For example, employees and their immediate supervisors must work together to build and update this database that contains employees' skills, knowledge, experience, and training in as much detail as possible. On the other hand, when everyone else in the organization knows that a person has some important information, knowledge, skills or experience, it is not easy for him or her to play the role of dumb or evasively hide from the seekers of knowledge. On the other hand, this helps the employees to identify the right person from whom they can seek relevant knowledge. Thus, the "who knows what" database should act as a catalyst to reduce the incidence of steganography. It helps facilitate important knowledge-hiding processes such as storing, transferring, and using knowledge.

Sixth, ostracism in the workplace has become a very common problem in organizations. Where the survey responses of them showed in many of the literature that they are victims of ostracism in their workplace (Li et al., 2021; Kaushal et al., 2021). At the same time, the nature of the work environment requires more interactions between employees working in organizations, and knowledge sharing can be important introductions to performance at the level of the organization and the employee. Thus, the behavior of hiding knowledge is detrimental to the performance of employees in the organization (Xiao & Cooke, 2019; Sulistiawan et al., 2022; Wen et al., 2022). Managers must create a positive work environment by encouraging a culture of open communication. and share knowledge.

7. CONCLUSION

This research results showed that how dark triads supervisors and of hurt their ostracized subordinates feeling, which it shows a positive significant impact on employees hiding knowledge in the organization. The results indicated that

improving this dark triad personality traits and workplace ostracism may lead to disseminating knowledge in the organization.

The research finding show that supervisors need to enhance the relationship with their employees by encouraged employees to share in decision making and enable the individual to share knowledge (Schofield, 2018).

The researcher builds an existing literature on Dark triads personality traits and how an ostracized employees prevent themselves against the hard feelings of neglects which threaten their perception of job security, so they adopt knowledge hiding behavior strategy. The results represented that the value of (GFI) Goodness of Fit Index is close to (1), which indicated that the level of fit is very good. The researcher also noted that the values of (GFI) and (NFI) are close to (1), and that the value of (RMSEA) is close to (0), and that all values of the standard regression weights are greater than (0.4), which in turn confirms the consistent between the model and the measurement, Therefore the model construction is reliable and valid. It is clear that all the standardized coefficient values are accepted

The convergent validity and reliability of the research variables which expressed in CR and (AVE) represent great values.

Composite Reliability (CR) values are greater than 70% and the variance Average Extracted (AVE) is greater than 0.50, so all the values are within the acceptable levels. In addition, the results of the reliability test show that all Cronbach's alpha coefficients are acceptable, while values greater than 0.70 so it indicated a high degree of reliability. The discriminatory validity was tested by square root of AVE that showed the reliability and validity of the data.

By Calculating the path coefficient analysis that tests the compatibility of the overall model within the accepted standards. Results are exhibited that $\chi^2/df = (2,508)$, which is less than (5). Where the value of (CFI = 0.922), which is higher than (0.90). Also, the value of (RMSEA = 0.043) decreased, which is less than (0.08) and the value of (TLI = 0.983) was lower than the minimum acceptance limit for the model. It is higher than (0.90). NFI = 0.976), which is higher than (0.90). According to the above results, the researcher proofs the main hypothesis which states: "There is a positive relationship between Dark triad supervisors and ostracized employees on knowledge hiding.

To conclude, it could be claimed that the current study has achieved its main objectives. The results cleared that although some Dark Triad of Personality and Workplace ostracism are vital for determining and explaining the variance in employees' Knowledge Hiding behaviors, yet they are not Only enough to explain of those behaviors. When employees face threats from the work environment, they adopt preventive measures. Our study builds on the existing literature and demonstrates that supervisors assess the dark triad of personality as a threat that affects their feelings of ostracism in the workplace. Accordingly, and in such cases, subordinates adopt as a preventive strategy in order to protect themselves from potential resource loss. Although we also considered hiding knowledge as a strategy for coping and coping with stress. However, it harms the creative processes of the organization. Therefore, we suggest that government organizations in Cairo beware of the dark triad of personality and find ways to monitor its ill effects on subordinates.

8. RESEARCH RECOMMENDATIONS

In light of the results obtained, the researchers could make the following recommendations:

- Given the results of the current study indicated that there is a positive and Signification of the dark triad of personality on the behavior of Knowledge Hiding. This requires the management of organizations to take into account the following:
 - The need to pay attention to the study and diagnosis of supervisors' personality disorders and to include this in educational and training curricula. It revolves around (1) the good selection of supervisors' the qualities of integrity, humility, calmness and love of others. Soft-tempered and willing to help others, and avoid choosing those who characterize Narcissism, psychopathy and Machiavellianism. (2) supervisors' Excluding those who tend to ignore and exploit their subordinates or deceive them to advance personal interests or punish them. (3) The necessity of working to create an atmosphere of love, affection and understanding that supports dialogue and mutual respect between superiors and subordinates.

- The research suggests that organization should exercise awareness against supervisor's dark triad personalities and discover ways to monitor their ill behavior on the ostracized employees.
- Psychological understanding of the characteristics of employees so that we can counteract their concealment of knowledge behavior.
- Administrators must understand and appreciate the problems and needs of employees and provide those safeguards that protect them from the dark personalities of supervisors in the work environment.
- Given the results of the current study indicated that there is a positive and Signification of Workplace Ostracism on the behavior of Knowledge Hiding. This requires the management of organizations to take into account the following:
 - Enact laws to punish supervisors who deliberately ostracize their subordinates and who are psychologically ill.
 - It is important for managers to understand the existence of ostracism among their employees and try to resist it before it led to knowledge hiding behavior.
 - Develop the skills of social interaction between supervisors and subordinates, by training them within a group of administrative tasks between them and role-playing parties and subordinates on social acquaintance in order to strengthen relations between them in order to reduce social projects.
 - Spreading values that do not encourage isolation and ostracism in the workplace.
 - Develop counseling and remedial programs to confront ostracism behavior in the workplace.
 - Facing the behavior of ostracism in the workplace from the beginning of its appearance, and not allowing it at the appropriate time.

9. RESEARCH LIMITATIONS

Due to the findings of prior research and these research, more research is still needed, therefore the current study investigate more enhancing to knowledge transfer.

- The sample size of this research is not sufficiently large, so this research limitation can be considered in future researches by targeting a large pool of homogenous groups.
- The respondents weren't willing to report those unpleasant behaviors.
- Researcher should design a demonstration for particular knowledge hiding dilemma scenario.
- Researcher should investigate and test what kind of knowledge employees are likely to hide and how they will hide the knowledge.
- Researcher should discuss the moderating effects of demographic variables and their effect on the research variables.
- Researcher should conduct a quantitative methodology in order to study the mechanism of the relationship between the research variables.

10. SUGGESTIONS FOR FUTURE RESEARCH

This research modifies to the psychological mechanism through how the dark triad of personality traits and workplace ostracism illuminated by how employees hiding knowledge.

- In the future researches, other personality traits like big five models can be studied to check which types of employees and what kinds of personality traits are mostly hiding knowledge.
- Motivation should be considered as another variable that can be studied that encourages employees to share knowledge.
- Despite the importance of knowledge hiding behavior, but academic researcher responses are still in the beginning stages. (Pan et al., 2018). Previous studies exploring the role of dark personality's traits and ostracized employees on knowledge hiding behaviors are still at a nascent stage.
- Future research should employ an experimental study to examine dark triad, ostracized employees and knowledge hiding accurately.
- Future research should use a big five personality traits model with the dark triads to develop a best fitting model to clarify knowledge hiding behavior.

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APPENDIX

The measurement scale	
Cod	Construct/ Indicators/ Source
DT	Dark Triad of Personality (Adapted from; Jonason and Webster, 2010)
	Machiavellianism
MACH1.	I tend to manipulate others to get my way.
MACH2.	I have used deceit or lie to get my way.
MACH3.	I have used flattery to get my way.
MACH4.	I tend to exploit others towards my own end.
	Narcissism
NARCI1.	I tend to want others to admire me.
NARCI2.	I tend to want others to pay attention to me.
NARCI3.	I tend to seek prestige or status.
NARCI4.	I tend to expect special favours from others.
	Psychopathy
PSYCH1.	I tend to lack remorse.
PSYCH2.	I tend to be unconcerned with the morality of my actions.
PSYCH3.	I tend to be callous or insensitive.
PSYCH4.	I tend to be cynical.
WO	Workplace Ostracism (Adapted from; Ferris et al., 2008).
WO1.	Others ignored you at work
WO2.	Others left the area when you entered.
WO3.	Your greetings have gone unanswered at work
WO4.	You involuntarily sat alone in a crowded lunchroom at work.
WO5.	Others avoided you at work
WO6.	You noticed others would not look at you at work.
WO7.	Others at work shut you out of the conversation
WO8.	Others refused to talk to you at work.
WO9.	Others at work treated you as if you weren't there.
WO10.	Others at work did not invite you or ask you if you wanted anything when they went out for a coffee break
KH	Knowledge Hiding (Adapted from; Connelly et al., 2012).
	Playing Dumb
PD1.	Pretended that I did not know the information
PD2.	Said that I did not know, even though I did.
PD3.	Pretended I did not know what s/he was talking about.
PD4.	Said that I was not very knowledgeable about the topic.
	Evasive Hiding
EH1.	Agreed to help him/her but never really intended to.
EH2.	Agreed to help him/her but instead gave him/her information different from what s/he wanted.
EH3.	Told him/her that I would help him/her out later but stalled as much as possible.
EH4.	Offered him/her some other information instead of what he/she really wanted.
	Rationalized Hiding
RH1.	Explained that I would like to tell him/her, but was not permitted by some other people.
RH2.	Explained that the information was confidential.
RH3.	Told him/her that my boss would not let anyone share this knowledge.
RH4.	Said that I would not answer his/her questions.

تأثير الثالث المظلم في شخصية المشرفين والنبذ في مكان العمل على سلوك إخفاء المعرفة لدى المرؤوسين داخل المنظمات الحكومية في القاهرة

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ملخص البحث باللغة العربية

يهتم هذا البحث بدراسة دور الثالث المظلم في شخصية المشرفين، والنبذ في مكان العمل وتأثيرهما على سلوك إخفاء المعرفة لدى المرؤوسين. كما أنه يركز على التحقيق في الكيفية التي يؤدي بها الثالث المظلم في شخصية المشرفين والنبذ في مكان العمل إلى إخفاء معرفة المرؤوسين كإجراء وقائي ضد تهديدات المشرفين عليهم. الغرض من هذا البحث هو إظهار تأثير الثالث المظلم في شخصية المشرفين (السيكوباتية - النرجسية - الميكافيلية) والنبذ في مكان العمل وتأثيرهما على أبعاد سلوك إخفاء المعرفة (التغليس - إخفاء المراوغة/ التملص - الإخفاء المبرر).

وباستخدام الاستبيان وتطبيق تحليل المسار على عينة قوامها 352 موظفًا يعملون في المنظمات الحكومية بالقاهرة. توصلت النتائج إلى قبول فرضيتين الدراسة، حيث أشارت النتائج إلى وجود تأثير إيجابي ومعنوي للثالث المظلم في شخصية المشرفين والنبذ في مكان العمل على سلوك إخفاء المعرفة لدى المرؤوسين داخل المنظمات الحكومية بالقاهرة، والتي كانت تتماشى مع الأدبيات السابقة وتحقق أهداف البحث الحالي.

الكلمات الدالة: الثالث المظلم في الشخصية، النبذ في مكان العمل، إخفاء المعرفة، المنظمات الحكومية في القاهرة.

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