

Revealing the Knowledge Concealment Predictors in the Malaysian Public Sector

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ABSTRACT

Knowledge is considered a vital resource that affects the effectiveness and sustainability of any organization since it is a limited and scarce resource. Hence, possessing it can enhance and maintain an organization's competitive advantages. Organizations nowadays are mushrooming in managing their knowledge, as it is a vital strategic asset to their organizational success.

Knowledge sharing is essential in knowledge management. Awkwardly, not sharing and concealing knowledge among employees in an organization has emerged as a significant impediment. Consequently, it could prohibit the organization's ongoing growth and survival. Knowledge concealment has clear detrimental repercussions on organizations, as it stifles creativity, obstructs teamwork and collaboration, and ultimately impacts organizational performance. Therefore, the aim of the study is to test the instrument on the knowledge concealment (KC) predictors among knowledge professionals in the Malaysian public sector. A quantitative research methodology was employed to collect data from knowledge professionals in five prominent ministries in Malaysia. The data were subsequently analyzed using the Statistical Package for Social Sciences (SPSS). The findings indicate that all variables in the study achieved a reliability score exceeding 0.7, thereby confirming their reliability. As a result, all items are deemed appropriate for inclusion in the research. These results contribute to the understanding of knowledge concealment and have a practical impact on the public sector for cultivating knowledge sharing and minimizing the concealment of knowledge among their employees.

INTRODUCTION

Knowledge management is a systematic procedure encompassing capturing, organizing, managing, and sharing knowledge throughout a business Sukumaran and Lanke (2021). Hence, in the current knowledge-driven economy, organizations are rapidly expanding and intensifying their investments in knowledge management initiatives aimed at acquiring, assessing, and disseminating knowledge (Ode, 2020; Ali & Tang, 2022). Thus, organizations have prioritized managing their employees' knowledge and acknowledged its significance as a valuable and enduring asset (Ugwu et al., 2020; Joo et al., 2024). Organizational knowledge management is crucial as it acts as a valuable resource, encouraging innovation catalyst, effective decision-making mechanism, ongoing learning platform, and offering flexibility while enhancing competitiveness by boosting productivity, strategic positioning and customer happiness (Otundo, 2023). Numerous studies have demonstrated knowledge management's pivotal role in driving an organization's success (Fauzi, 2019). For instance, Sukumaran and Lanke (2021) confirmed that knowledge management influences long-term growth and market success. Nevertheless, this knowledge will only become the intellectual property of an organization when it is preserved and reused by employees (Kamal et al., 2020); hence, sharing is a must. Knowledge sharing is a crucial part of the knowledge management process, and it occurs when two or more individuals communicate with each other Osman et al., (2015). The employee's utilization of knowledge management through knowledge-sharing practices has been proven to enhance the organization's efficiency and bolster the competitive edge; hence, organizations establish robust policies to encourage knowledge-sharing within the organizational framework (Singh, 2019; Fonseca et al., 2021). The act of sharing knowledge is contingent upon the individual's motivation (Arias-Perez & Jaramillo, 2022; Pereira & Mohiya, 2021). Regrettably, certain employees failed to share their knowledge with others, as demonstrated by prior research (Connelley et al., 2012, Gagne et al., 2019). They continue to avoid the practices of knowledge sharing in the workplace (Ruparel & Choubisa, 2021). Their reluctance to share and conceal their knowledge from others has emerged as a significant barrier in organizational settings revealing the difficulties in overseeing the flow of knowledge in organizational settings (Akbarzadeh et al., 2022; Issac et al., 2022).

Knowledge concealment (KC) is a significant hurdle for organizations aiming to enhance their knowledge management efforts (Xiong et al., 2021; Jasimuddin & Saci, 2022). Although these organizations generally strive to foster a culture of knowledge sharing, many employees try to conceal their knowledge and expertise (Ruparel & Choubisa, 2020; Xiong et al., 2021). The act of purposefully concealing knowledge from employees who requested it is detrimental to individuals and organizations has been confirmed by recent studies (Jasimuddin & Saci, 2022). It aligns with findings by prior researchers who argued that knowledge concealment (KC) is widely viewed as damaging to organizational development since most studies on knowledge concealment (KC) in businesses defined it as an unethical, harmful, and unproductive activity that impedes employee innovation and impacts organizational accomplishment (Nguyen et al., 2022; Bhatti et al., 2023; Goncalves et al., 2023, Andreeva and Zappa, 2023). The prevalence of knowledge concealment (KC) within an organization impedes the organization's performance and growth, thereby obstructing the dissemination of knowledge throughout the organization (Afshar-Jalili et al., 2021; Siachou et al., 2021). Many employees intentionally conceal their knowledge, information, abilities, and expertise simultaneously, which can significantly impede the sharing of knowledge and harm individual performance (Gagne et al., 2019; Xiao & Cooke, 2019; Pereira & Mohiya, 2021; Xiong et al., 2021; Chatterjee et al., 2021; Hadjielias et al., 2021). Consequently, it obstructs the expression of originality and invention among employees, impeding their capacity for collaboration and cooperation, so undermining the attainment of the organization's objectives (Yingfei et al., 2021), hindering individual progress (Zulkeflee et al., 2022), inhibit individuals' creativity (Jahanzeb et al., 2019; Malik et al., 2019), deter individuals' innovation (Jiang, 2021; Mohamed et al., 2023), and prevent the generation of

new ideas and long-term success in businesses (Zutshi et al., 2021; Lei, 2024). Koay and Lim (2022) have proven that when someone conceals knowledge from others, the knowledge requester must spend additional time searching for it elsewhere, resulting in decreased job efficiency. Subsequently, people who deliberately conceal knowledge can result in decreased income, less team effectiveness, lower employee performance and impede the management of organizational knowledge (Xiong et al., 2019; Arain et al., 2021).

Several studies have focused on the consequences of KC, leading to a lack of interest in investigating its predictors, as evidenced by several researchers (Yingfei et al., 2021; Hoseinpour et al., 2022). Therefore, this study is conducted to determine the knowledge concealment predictors. This paper aims to test the instrument on the knowledge concealment (KC) predictors among knowledge professionals in the Malaysian public sector. Besides this introductory section, the remainder of this study is organized as follows: First, the underlying theory is outlined in section two. Section three then discusses the literature review by various authors and the proposed research model. The methodology follows this in section four. Then, the study findings and discussion are explained in section five. Lastly, section six provides a conclusion.

UNDERPINNING THEORY (SOCIAL EXCHANGE THEORY)

The Social Exchange Theory (SET) was presented by sociologist George Homan in 1958 and is used as the underpinning theory in this study. This theory explains how individuals within a social system engage in the exchange process based on their self-interest. For instance, trust allows employees to share knowledge with their colleagues, in the hope of receiving something valuable in return (Serenko & Bontis, 2016). Previous researchers (Schwarz et al., 2023) have proven that SET is widely used to elucidate working behaviour and relationships. Besides, SET has a proven track record in examining various aspects of human behavior, including knowledge sharing and knowledge concealment (Serenko & Bontis, 2016). When employees are offered a lack of rewards for their knowledge sharing, they conceal and hide their knowledge because they do not receive any benefits in return for participating in social exchange (Min and Zhang, 2023). Moreover, internal competition in an organization reduces the chance of losing their power and control over that knowledge, as discussed by Cen et al., (2024). Hence, that knowledge will lead to psychological entitlement and employees believe they are entitled to more than others and hide the knowledge (Lin et al., 2023). Nevertheless, employees who conceal their knowledge are a factor in the erosion of moral values among workers moral disengagement Khan et al., (2023). Thus, these five variables could help to enhance the existing idea of theory particularly in SET.

LITERATURE REVIEW

Knowledge concealment (KC)

In the beginning, researchers Connelly et al., (2012) established the idea of knowledge concealment (KC) and defined it as the deliberate act of hiding or concealing information when requested by a colleague inside the organization. Next, Serenko and Bontis (2016) defined KC as the intentional act of concealing knowledge when using workplace technology, usually motivated by self-interest and limited time. It was then extended by Yang and Lee (2021) when KC was described as one's deliberate attempt to withhold or conceal requested knowledge from another person, influenced by personal traits and sustaining personal knowledge advantage. In recent years, numerous scholars have undertaken initiatives to formulate a comprehensive definition of Knowledge concealment (KC). For instance, Xia et al., (2022) asserted KC as the intentional act of an individual hiding or concealing knowledge that a coworker has asked for. KC has also been known for the deliberate act of concealing information from a colleague who has specifically asked for it, which may harm individuals and organizations (Andreeva & Zappa, 2023). Studies showed

that when employees conceal knowledge from others, it can hinder an organization's ability to manage knowledge effectively (Connelly et al., 2012; Ghani et al., 2020; Zutshi et al., 2021). Prior studies indicated that many employees are engaged in KC. For instance, Satoto's (2017) study proved that 42 percent of employees in Indonesia are involved in KC. Similarly, 46 percent of respondents from China admitted they concealed knowledge even when they were asked to share it Peng (2013). Meanwhile, Connelly (2012) discovered that 76 percent of respondents from the United States concealed knowledge to keep their social standing. Studies also have shown that concealing knowledge leads to financial losses and worse than ideal operational performance (Hamza et al., 2021; Pereira & Mohiya, 2021; Zhang et al., 2021; Rubbab et al., 2022). This is consistent with the findings of the financial impact of concealing knowledge for the Fortune 500 companies was a substantial \$31.5 billion (Banagou et al., 2021).

A study by Cerne et al., (2014) has demonstrated that the drawbacks of concealing knowledge affect those seeking knowledge and diminish the creativity of personnel possessing such knowledge. KC involves taking specific actions that might unexpectedly affect both conditions and communication channels. For example, employees intentionally conceal knowledge for the organization's benefit (Arain et al., 2021). The lack of transparency among employees within diverse organizations can significantly hinder a company's ability to compete and grow, ultimately devastating customer relationships (Avotra et al., 2021). Consequently, it will impede the employees' capacity to acclimate and accommodate changes in their everyday lives Anand and Hassan (2019), and the individuals involved may suffer from Jha and Varkkey, (2018). Relying on the knowledge concealment (KC) concept by Connelly et al., (2012), there are three dimensions of knowledge concealment which are playing dumb (refers to when the person with knowledge pretends not to know it), rational hiding (occurs when the person with knowledge provides reasons for not sharing it), and evasive hiding (involves the person with knowledge intentionally giving incorrect or incomplete information).

Knowledge professional

Knowledge professional is defined by an understanding of the contextual specifics of professional issues, where material relationships determine the relevance of knowledge (Wolmarans, 2022). This knowledge professional is influenced by context, continuing professional education, and various modes of knowledge use and creation (Eraut, 1994).

Malaysian Public Sector

The Malaysian public sector is a non-profit organization, making establishing a defined niche essential. It does not engage in traditional sales but seeks to promote its missions, programs, and services to stakeholders. Consequently, all organizations, whether profit-driven or non-profit, are in competition for resources and must continually seek methods to optimize value for their stakeholders. The public sector must distinguish its services by establishing competitive advantages to enhance value for the public and maintain relevance (Ridwan Kamarulzaman et al., 2021).

The Predictors of Knowledge Concealment

Trust

According to Connelly et al., (2012), trust is an essential antecedent of knowledge concealment (KC). Trust increases the probability that the learned knowledge is effectively assimilated, comprehended, and used. Hence, trust among members in an organization enables the sharing of knowledge (Koranteng et al., 2018). McAllister (1995) defined trust as the extent to which a person is confident and willing to act based

on another person's words, actions, and decisions and categorizes trust into two dimensions, which are affective-based trust and cognition-based trust under interpersonal trust. Similarly, Rezvani et al., (2018) defined trust as the willingness of trustors to expose themselves to trustees' actions beyond the trustors' control. Trust refers to an individual's level of trust, which can influence their relationships and behavioral outcomes, including intentions to leave, productive and counterproductive behaviours, and creative performance (Connelly et al., 2012; Cerne et al., 2014; Moulders et al., 2019). The recipient of an individual's trust, known as the trustee, maybe a person in a position of authority, a colleague, a group of team members, or an organization (Fulmer & Gelfand, 2012). In addition, a shared understanding within the workgroup establishes collective trust among team members, known as team-level trust (Rezvani et al., 2018). The trustee of team-level trust often refers to a collective of interdependent individuals working towards a common goal (Fulmer & Gelfand, 2012). Lower-level and higher-level members transmit trust at the organizational level based on their understanding and perception of the organization's rules and processes (Rezvani et al., 2018). At this level, trust refers to the organization as an entity (Fulmer & Gelfand, 2012). Blau (1964) discovered that trust is essential for every good social interaction. Therefore, it can be inferred that trust plays a significant role in hiding and concealing knowledge. Employees hesitate to disseminate knowledge due to uncertainty over the recipient's potential utilization of this knowledge. Besides, integrity is crucial for fostering trust among persons, ensuring that both sides have a shared understanding of which knowledge to utilize and how to use it in a coordinated manner. For instance, few studies have proven that KC leads to a decrease in trust between the individual seeking knowledge and the person who conceals information (Butt and Ahmad, 2019; Connelly et al., 2019).

Moral disengagement

Moral disengagement is a personal characteristic that influences how individuals process ethical decisions and behave unethically without feeling distress (Moore et al., 2012). It is a process that involves the interaction between cognition, organizational cues, and reciprocal causality (Moore, 2015). Moral disengagement has been recognized as a contributing factor to unethical behaviour that benefits the organization (Lian et al., 2022) and workplace harassment (Kowalski et al., 2021). Valle et al. (2019) found that moral disengagement is a cognitive process variable that examines the effect of leader humility on subordinates' mental justification and/or minimizing of deviant behaviors. Based on social cognitive theory (Bandura, 1990; 1991), moral disengagement refers to a collection of cognitive processes that individuals employ to modify and rationalize unethical actions to evade guilt cognitively. The cognitive variable elucidates the reasons for people's disrespect for common standards and their violation of ethical limits in different settings. Previous studies have shown a significant link between moral disengagement and workplace harassment and unethical acts (Newman et al., 2020; Zhang et al., 2021). Besides, studying the influence of human humility on follower moral disengagement is crucial since it has been proposed that it might reduce deviant or unethical conduct (Schyns et al., 2019).

The lack of rewards in knowledge sharing

An essential barrier in the organization is the lack of rewards in knowledge sharing as a mechanism that inspires employees to disseminate their expertise to others. Lack of knowledge-sharing rewards refers to a lack of public recognition and financial compensation for sharing market knowledge (Anaza & Nowlin, 2017). In the meantime, Kurniawan and Anindita (2021) found that recognition as part of rewards encourages individuals to share knowledge. It can be extrinsic and intrinsic rewards that aim to inspire employees inside the organization. Hence, acknowledging exceptional individuals inspires and drives the organization. Hussain et al., (2019) found that recognizing employees benefited their performance. Moreover, the research conducted by Ali and Anwar (2021) emphasized the significance of valuing

employees, as it directly impacts their job performance. These studies indicate that acknowledgment has a substantial impact on the overall productivity of employees. Recognition and awards can enhance organizational success by augmenting performance effectiveness (Masri & Abubakr, 2019). Hee and Rhung (2019) have proved that organizations using a motivational approach incorporating employee recognition experience higher worker morale and performance levels of worker morale and performance. Understanding employee motivation is crucial since it directly impacts service performance. Likewise, recognition enhances the worth of individuals, maintains their concentration on their tasks, and stimulates their progress and advancement. Recognition is employed to identify and acknowledge desired employee behaviors. McAdams (1995) noted that acknowledgment might take the form of either financial or non-financial rewards. Nevertheless, the outcome is contingent upon the prevailing culture and practices inside the organization.

Psychological entitlement

Psychological entitlement (PE) is a sense of entitlement reflected in desired or actual behaviors (Campbell et al., 2004). Psychological entitlement also refers to the characteristics of people who constantly believe they deserve exceptional rewards and treatment, regardless of their natural attributes or performance levels. Individuals with high levels of psychological entitlement anticipate receiving more than their peers in various aspects, such as better job positions, increased authority, autonomy, power, rewards, and attention (Grubbs & Exline, 2016). Jordan et al., (2017) stated that PE in organizational psychology refers to relatively young people and is gaining more attention from scholars and organizational managers, which is aligned with Priesemuth and Taylor (2016). Hence, some psychologically entitled employees demonstrate abusive behavior towards their colleagues and are more likely to engage in political behaviors, as observed by Eissa and Lester (2021). Individuals with a high degree of psychological entitlement (PE) are more prone to displaying deviant and unproductive workplace actions based on their knowledge (Ellen et al., 2021). They may utilize efficient techniques and ethically dubious strategies (Lee et al., 2019). Discontent at work, mistreatment of others, relationship difficulties, and perceptions of supervisors as abusive are all associated with psychological entitlement (Harvey & Harris, 2010). Researchers have linked high levels of PE to unethical negotiation strategies (Neville & Fisk, 2019), below-average performance (Joplin et al., 2021), self-centered sharing of organizational information (Alnaimi & Rjoub, 2021), abusive supervision (Eissa & Lester, 2021), and involvement in corruption (Levine, 2005; Rosenthal & Pittinsky, 2006; Lin et al., 2023). Therefore, employees with a feeling of entitlement are more prone to displaying unethical and political conduct (Zitek & Jordan, 2019).

Internal competition

Internal competition occurs when employees become competitors, vying for limited resources such as compensation, recognition, promotion, and status (Anaza & Nowlin, 2017). Meanwhile, internal competition also known as internal rivalry Khoja (2008), pertains to the competitive dynamics within an organization, with individuals and business units vying for markets, technology, and organizational resources. Hence, managers foster rivalry among employees to enhance performance and efficiency, which is advantageous for all organizations Cen et al., (2024). This internal competition exists between two parties who are trying to establish supremacy in the workplace. It motivates individuals to compete for resources, rewards, status, and power, accomplishing corporate goals. Furthermore, internal competition has spurred personnel into positions of power, with knowledge assets acting as the motivating factor, thus accelerating the organization's operations. Scholars have conducted prior research revealing that a robust motivating element can significantly impact an individual's perception of competitiveness in the workplace. A strong motivating factor can also alter this perception (Sarfraz et al., 2019; Shah et al.,

2019; Kalra et al., 2021). Oliveira et al. (2019) stated that individuals within an organization concerned about the negative impact on their power or capacity to outperform others frequently conceal or hide their knowledge and are likely to be hostile to other employees. Individuals deliberately erase data for personal gain (Perotti et al., 2022) and participate in other detrimental actions, resulting in significant harm to the organization's performance. Competitive individuals prioritize their benefits and interests over the recognition, prestige, and rewards of others to protect their authority and status against rivals inside the company (Hernaus et al., 2019). Consequently, there is an increased likelihood that they will conceal their knowledge (Shirahada & Sekaran, 2022), as aligned with Issac and Baral's (2020) studies, which discovered that workers often employ the strategies of selective concealment and defensive quiet as purposeful means to achieve success and protect their positions inside businesses.

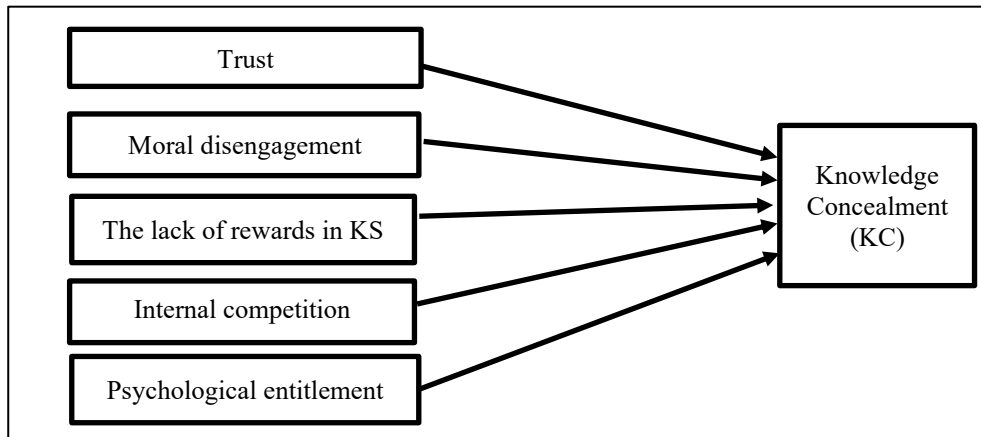


Figure 1 The proposed knowledge concealment predictors research model

METHODOLOGY

This study is a pilot study to test the instrument on the knowledge concealment (KC) predictors among knowledge professionals in the Malaysian public sector. As determined by Saunder et al., (2023), conducting a pilot test before the actual survey is a must to assess the reliability and validity of the questionnaire's constructs. Earlier researchers have recommended that a sample size for a pilot study ranging from 25 to 75 individuals is optimal (Converse & Presser, 1986). On the other hand, Whitehead et al., (2016) suggested that 30 respondents are sufficient to be selected for the pilot test. Therefore, referring to both authors, the number of people piloting this questionnaire involved thirty-five (35) knowledge professionals from five (5) prominent ministries in Malaysia. The selection of these ministries is backed by several vital factors, including their functions and duties within the organization, their strategic importance, the complexity and scope of their tasks, their alignment with national goals, the practical implications of the findings, and the representative nature of the sample. Hence, a structured questionnaire incorporating a Likert scale for response measurement was employed to gather data. All the items were taken from the validated scale (adopt scales) from previous researchers. Data was collected through an electronic survey using Google Forms, with questionnaires disseminated via WhatsApp. The compiled data was then analyzed using descriptive statistics, facilitated by the Statistical Package for Social Sciences (SPSS), to enhance data interpretation.

STUDY FINDINGS AND DISCUSSION

Descriptive Statistics

A total of 35 questionnaires were distributed to respondents and subsequently collected over a period of three weeks. Table 1 below shows the demographic profile of the respondents. Five items were questioned in the demographics section, which covered gender, age, highest education level, ministry, and service duration. Based on the gender result, more than half (55.0%) of the respondents are male while the rest (45.0%) are female. In terms of respondents age, 15 of them (42.9.0%) were 34 to 44 years old, 11 (31.4%) were 23 to 33 years old, and 9 (25.7%) were 45 to 55 years old. Meanwhile, for the highest education level, 21 of them were bachelor's degree holders (60.0%), 11 were Masters (31.4%), and 3 were Doctor of Philosophy (8.6%). Next, the type of crucial ministry chosen for this study consists of five, namely Ministry A consists of 10 respondents (29%), both Ministry B and C consist of 7 respondents (20%), Ministry D with 6 respondents (17%), and Ministry E with 5 respondents (14%). Finally, it is followed by the respondent's service duration whereby 15 of the respondents have serviced for 16-20 years (42.9%), 12 of the respondents for 1-5 years (34.3%), 4 of the respondents for 11-15 years (11.4%), 3 of the respondents for 6-10 years (8.6%), and only one of them have serviced for 21 years and above (2.9%).

Table 1 Demographic profiles of respondents

Variable	Frequency (n)	Percentage (100%)
Gender		
Male	19	54.3
Female	16	45.7
Age		
23 - 33 years	11	31.4
34 - 44 years	15	42.9
45 - 55 years	9	25.7
Highest Education Level		
Bachelor's Degree	21	60.0
Master's	11	31.4
Doctor of Philosophy (PhD)	3	8.6
Ministry		
Ministry A	10	29
Ministry B	7	20
Ministry C	7	20
Ministry D	6	17
Ministry E	5	14
Service Duration		
1 - 5 years	12	34.3
6 - 10 years	3	8.6
11- 15 years	4	11.4
16 - 20 years	15	42.9
21 years or more	1	2.9

Reliability Analysis

This study utilized two different Likert scales to measure all the predictors involved. Knowledge concealment (KC), the study's target construct, was assessed using a seven-point Likert scale (1=strongly disagree to 7=strongly agree). Meanwhile, the other variables were measured using a five-point Likert scale (1=strongly disagree to 5=strongly agree). To assess the reliability of this study, these variables were tested using Cronbach's Alpha value. Table 2 summarizes the value of Cronbach's Alpha for latent variables. Table 2, Cronbach's Alpha coefficients for knowledge concealment were divided into three dimensions, which are playing dump, evasive hiding, and rationalized hiding. Next, Cronbach's Alpha coefficients for trust are also divided into two dimensions, which are affective-based trust and cognition-based trust. On the other hand, the rest of Cronbach's Alpha coefficient is for moral disengagement, the lack of rewards in knowledge sharing, psychological entitlement, and internal competition.

Table 2 Result of reliability test

Variables	Cronbach's Alpha	N of Items
Knowledge Concealment		
• Playing Dump	0.790	4
• Evasive Hiding	0.740	4
• Rationalized Hiding	0.947	4
Trust		
• Affective-based-trust	0.881	5
• Cognition-based-trust	0.785	6
Moral disengagement	0.816	8
The lack of rewards in knowledge sharing	0.923	6
Psychological entitlement	0.896	9
Internal competition	0.919	4

Among the variables measured using the seven-point Likert scale, rationalized hiding dominates the KC dimension with 0.947. The rest dimensions are playing dump (0.790) and evasive hiding (0.740). Next, among the variables measured using a five-point Likert scale, the lack of rewards in knowledge sharing scored the highest value of 0.923, followed by internal competition with 0.919, psychological entitlement with 0.896, and moral disengagement with 0.816. For trust, affective-based trust has a greater value of 0.881 than cognition-based trust with 0.785. The acceptable Cronbach's Alpha for the research study is 0.7 (Hair et al., 2023). Given that, all the results for the variables in this study were above 0.7, thus it meets the rule of thumb by Hair et al. (2023). Accordingly, it can be concluded that all the variables were reliable, and all items can be used in the study.

CONCLUSION

This study is an extension of an article published in Information Management and Business Review. The aim of this study is to test the instrument on the knowledge concealment (KC) predictors among knowledge professionals in the Malaysian public sector. Based on the results of the pilot study, all the items from these five predictors of knowledge concealment, namely trust, moral disengagement, the lack of rewards in knowledge sharing, psychological entitlement, and internal competition are valid and acceptable to be used. This study also proposed a knowledge concealment research model to be used by other researchers interested in this topic. It is important to understand the existence of knowledge concealment in organizations because of its drawbacks. Accordingly, knowledge professionals could enhance job

performance through better knowledge sharing and decision-making. This study engages in the Sustainable Development Goals (SDGs) Pillar 8, Decent Jobs and Economic Growth SDG 8, as it offers decision-makers within the organization insights into policies meant for enhancing efficiency and diligence and thus supporting programs that generate quality jobs and equitable economic growth. This study also aligns with the Sustainable Development Goals (SDGs) Pillar 9 relating to Industry, Innovation, and Infrastructure by examining how knowledge concealment affects organizational innovation and infrastructure efficiency among knowledge professionals. Nevertheless, this study also aligns with the objectives of the Twelfth Malaysia Plan (2021-2025) by highlighting the necessity for reforms in the Malaysian public sector. This analysis supports government initiatives to achieve the transformation envisioned in this policy. The study articulates how local factors, including organizational culture and individual work experience in Malaysia, affect the practice of knowledge concealing. Therefore, rendering to the findings of this study, it is evident that there is a tremendous need to study the knowledge concealment predictors as it will benefit the Malaysian public sector, the policymakers, the knowledge professionals, and also the government to cultivate a culture of sharing.

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