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Research Article

Organizational justice and knowledge hiding, moderating role of self-monitoring in the banking sector of Pakistan

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ABSTRACT

The study validated the association of organizational justice, and knowledge hiding with moderating role of self-monitoring in the cross-cultural environment. The empirical validity was searched and tested from the banking sector of Pakistan by collecting data through research questionnaires which evaluated that organizational justice; knowledge hiding, and self-monitoring are associated with one another. Non-probability sampling technique was used due to limitations in the generalizability of the hypothesis. The research questionnaires were distributed to 150 banking sector employees, while 124 employees responded. Results showed that organizational justice influences the knowledge hiding behavior in the organizations and self-monitoring moderates this relationship. It proved that in the absence of self-monitoring, organizational justice decreases the level of knowledge hiding and when employees self-monitor their behavior, the effectiveness of organizational justice reduces.

Keywords: *Knowledge Hiding; Organizational Justice; Self-Monitoring; Knowledge Sharing; Injustice; Pakistan*

1. INTRODUCTION

Man hides and conceals knowledge which is the knowledge-hiding (KH) behavior (Connelly et al., 2012). Millions are spent on employees-trainings so they share knowledge with other employees (Peng, 2013). In Social-Exchange-Theory (Blau, P., 2017), human beings act and react to different situations (stimuli) in their social life toward fair or unfair treatment from the society. Similarly, in organizations, fair or unfair treatment of employees comes under the purview of organizational justice (OJ). In retaliation to negative or positive treatment, s/he acts accordingly with self-monitoring (SM).

1.1. Background of the Study

Organizations need systems to remain competitive in the market. KH, as exhibited by the employees' behavior interrupts the transfer of knowledge in the organizations. Its outcome may be positive or negative.

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Edward Snowden, a former employee of the CIA blew the whistle on NSA in 2013 for its mass surveillance programs on the American public. He opined that NSA did not follow the legislative procedure for enactment of surveillance programs without the permission of the American public. Wrongdoings in organizations are perceived to be more pervasive than in the ethical cultures of organizations (Watts & Buckley, 2015). The justice environment within the organizations thus influences the behavior of employees to act by the moral values, being the moral judge for the society. This compelled him to monitor his actions and expose them of their wrongdoings in front of the American public.

The intelligence of employees is not owned by organizations and employees cannot be forced to share their knowledge with other colleagues (Kelloway & Barling, 2000). Effective knowledge management is a key to success for organizations of the 21st century through knowledge-sharing, and discouraging the knowledge-hiding behavior within organizational members (Peng, 2013) but the knowledge-sharing initiatives, taken by organizations might not succeed due to knowledge-hiding behavior exhibited by employees (Connelly et al., 2012).

On 17th September 2011, the “Occupy Wall Street” movement began in New York’s Financial District against economic and social inequality, corruption, greed, and injustice worldwide. Those protests gave voice to the widespread of economic-injustice (Hardt & Negri, 2011). The Occupy Movement found the main causes of economic issues to be inequality and corporate structures responsible (Hammond, 2013).

1.2. Gap Analysis

C.E. Connelly developed KH measures in literature in 2012. The validity and reliability of the measures needed cross-cultural validation. The study will address the literature gap for testing the reliability and validity of knowledge hiding measures in a cross-cultural setting from the banking sector. OJ has many outcomes, and KH is also one of its outcomes. KH was not investigated in the literature and researchers had emphasized empirically testing the relation with moderating role of self-monitoring (Connelly et al., 2012). The second gap addressed by the study is to find the association between organizational justice, knowledge-hiding, and self-monitoring.

Employer treatment has many impacts on the employee’s behavior, and organizational justice is a key factor with a strong effect on both organizational-citizenship-behavior and job satisfaction (Nadiri & Tanova, 2010).

Social-Exchange-Theory (Peter Michael Blau, 1964a) suggested that past reciprocity between employees may affect the probability of KH behavior (Connelly et al., 2012). So, therefore, the third gap addressed in the study is that organizational-justice influences knowledge-hiding behavior.

Organizational justice has significant effects on contextual performance, and counterproductive work behavior while emotional-intelligence moderates the relationship (Devonish & Greenidge, 2010). Interpersonal relations are managed both by the knowledge-hider/seeker, who very carefully monitors their relations from the past, present, and future.

High self-monitors are more responsive to different situations than low self-monitors (Chi & Yang, 2015). The fourth literary gap addressed in the study is that; self-monitoring moderates the relationship between organizational justice and knowledge-hiding in the organizations. The study explains that organizational-justice influences employees to hide knowledge in organizations and can be moderated behaviorally by self-monitoring. People, who monitor their actions, are much more aware of what they will gain and what they will lose. It leads them to keep taking appropriate actions for their future relationship (Schwarzer et al., 2015).

1.3. Scope of the Study

Pakistan's Banking sector is subjected to data analysis and establishes theoretical relation that KH is practiced by employees and is affected by OJ, and SM moderates this relation. People may use knowledge for; power, progress/success, income, or to obtain different prioritized personal/organizational objectives with suitable/monitored actions.

Specific nations have developed specific cultural traits, embedded in individuals along with specific economic standards, with different mindsets and cultural values (Hofstede & Bond, 1988). So will be the OJ, KH, and SM levels varying region to region in different economies. The current study will be beneficial to understanding human behavior in; HRM, public policy, research, marketing, psychology, anthropology, and other related disciplines.

1.4. Type of the Study

This is a context-specific explanatory study, where a survey method has been adopted to study the banking sector of Pakistan for the collection of primary data. Organizational justice (independent variable) is responsible for the occurrence of knowledge-hiding (dependent variable). If justice is not provided at every individual level, knowledge-hiding will exist, and self-monitoring (SM) is moderating variable which influences the relationship between KH and OJ both.

1.5. Problem Statement

"Why do people hide knowledge in the organizations?"

KH is one of the biggest problems faced by organizations. Therefore, organizations all around the world are eager to understand the causes of KH. This study is intended to identify and test the causes of KH in Pakistan's banking sector. Fortune-best-500-companies in the world lose approximately $500 billion yearly due to the KH behavior because employees in those companies fail to share knowledge with their co-workers (Peng, 2013).

1.6. Contribution

The study contributes and explains theoretically/practically in the body of knowledge of socio-economic, political, and management sciences how the variables of OJ, KH, and SM are associated in a social dyadic situation.

The study contributes theoretically to the literature on KH in two ways. Firstly, it has investigated the antecedent of KH measures which were first developed by Connelly (2012). Secondly, it has empirically tested the relation of OJ, KH, and SM, with evidence for its reliability, and theoretical relation from a developing South-Asian country like Pakistan.

It also theorizes the association of OJ, KH, and SM in a frame of reference as predicted in literature by previous researchers. It addresses the dilemma of KH which is practiced in most organizations.

Researchers, employers, HR managers, psychologists, teachers/students, social theorists/thinkers, and readers will find the results of this study very useful to understand the dilemma of KH as human behavior in the organizational/social setting which will further enhance HR practices to be based on the principles of justice. There may be many HR implications to providing a justified work structure and environment for employees when their; moral/ethical, personal, social, emotional, and economic values are satisfied. OJ or justice-environment may have many positive and negative outcomes. It has been explained by many researchers about other variables. Future researchers will be able to apply the association of this study with considerable statistical evidence for its associational occurrence in other sectors of Pakistan and abroad.

In Pakistan, injustice, and inequality dominate in the socio-political setup and economic distribution. This study will provide the awareness to the masses for raising their voice against injustice in the society, especially in the organizations, highlighting the importance of justice in the organizational, social, financial, and economic structure.

2. LITERATURE REVIEW

2.1. Organizational Justice

Organizational justice (OJ) is an organizational term, first used by Jerald Greenberg in 1987 (Greenberg, 1990a). It refers to the fair organizational treatment, fair evaluation of the ethical, as well as the moral affairs of an individual in a particular act(s) or conduct(s) (Wright et al., 2007). Justice is the process of implementing laws in administration to fairly judge, punish or reward the law (M. Webster, 2006). An employee shows different attitudes towards different treatments received from society. He or she evaluates the fair or unfair treatment with cognitive ability by experience, knowledge, and reasonable thinking and then responds or reacts in accordance to those social stimuli.

Organizational justice (OJ) has been explained with four dimensions which are; Procedural-justice, Distributive-justice, Interpersonal-justice, and Informational-justice (Colquitt, 2001) which should be practiced in organizations. However, justice perception gives an insight into a better understanding of the OJ construct as compared to the ‘types’ of justice, which more effectively predict outcomes than type-based perceptions of justice (Rupp et al., 2014). Better HRD practices, equal opportunity, weightage to merit, and better HR information systems improve the human-development processes with better standards and quality-climate in organizations (Hassan et al., 2006).

Successful organizations have dedicated employees. And those organizations have to focus on motivating a supportive environment to engage them to be dedicated leaders (Strom et al., 2014). Justified working practices can create a huge impact on the perception of individuals and workgroups at the workplace (Al-Shammari & Ebrahim, 2014). The dimensional debate draws attention to the measurement of justice, which has implications for how to understand the meaning of justice (Miller et al., 2012).

The perceptions of employees on fair treatment at the workplace and their different responses to the provision of justice are known as organizational justice (Li & Cropanzano, 2009). OJ has the power to generate benefits for employees and organizations like; employee loyalty, commitment, better performance, customer satisfaction, and decreased conflicts (Wright et al., 2007). There are three kinds of justice concerning performance-appraisal of employees, which are; distributive-justice, procedural justice, and interactional justice (Palaiologos et al., 2011) and performance-appraisal is the most vital and important developmental process in organizations (Chen & Kuo, 2004). OJ unites the employees and resolves conflicts that arise between them (Konovsky, 2000) while bureaucratic-management-style in organizations severely confines, and reduces the creativity and innovative employees (Wright et al., 2007).

Employees who report an ethical failure are more satisfied with the organizational response, they feel supported by their organizations and keep on perceiving that their organization is more ethical than those employees who did not observe any ethical failure at all, revealing an ethical-recovery-paradox to enhance employee perceptions for organizations to be more positive (Schminke et al., 2014). Introduction of ethics and compliance-officer in organizations can play challenging roles which can help to ensure employee's ethical and legal behavior (Treviño et al., 2014), OJ can act as a mediator between institutional structure and organizational effectiveness (Amin & Naqvi, 2014), while it is reviewed that OJ, behavioral-ethics, and corporate-social-responsibility shall merge to address the issues for fair and ethical organizational-practices (Rupp et al., 2015).

Four different dimensions of OJ and justice perceptions have different dimensional effects following the organizational structure. Perceived justice is found to be the main determinant of complainant's negative word-of-mouth behavior and patronage intentions in marketing and retailing to customers (Blodgett et al., 1994), interactional-justice has the largest impact on complainant's patronage as well as negative word-of-mouth intentions (Blodgett et al., 1997), and interactional-justice has a greater impact on customer's complaint satisfaction and customer-loyalty than distributive and procedural-justice (Karatepe, 2006), while in the cell-phone sector, the dimension of procedural-justice plays a dominant role in customer-satisfaction with service-recovery and having direct effects of justice on satisfaction, along with its indirect effects with human-emotions (del Río-Lanza et al., 2009).

2.2. Knowledge Hiding

The purposeful act of hiding or concealing knowledge desired by another person is known as knowledge hiding (Connelly et al., 2012). The state of knowing something achieved via experience or association is known as knowledge (M. Webster, 2006). Hiding something is putting it out of sight or keeping it a secret (M. Webster, 2006).

Employees who work in companies engage in knowledge hiding conduct (Connelly et al., 2012). Economic interests, fear of exposure, losing competitive advantage, maintaining the status quo, and dominance is all variables that can lead to information hoarding in knowledge-management organizations (Willman et al., 2001). Employees may also have significant psychological attachments to their information (Pierce et al., 2001). There might be a variety of reasons why an employee withholds information from a potential employer. It might be any of a person's behavioral, socioeconomic, political, or emotional characteristics that lead him or her to keep knowledge hidden.

Employees believe they own the knowledge being shared; hence it is up to them whether they share it (Kelloway & Barling, 2000). (Pierce et al., 2001). Employees wanting to share their expertise have both negative and good sentiments (Pierce et al., 2001). Even if individuals are compensated for sharing information, they may be hesitant to do so (G.W. Bock et al., 2005). Organizations rely on more effective knowledge-management tools, which may be acquired by establishing and creating systematic procedures, in a fast-growing economy and competitive corporate environment (Peng, 2013). Within companies, people have a strong sense of ownership over a variety of tangible and intangible or abstract items.

Knowledge hiding is a purposeful, personal attempt to withhold or conceal information demanded by the other person (Connelly et al., 2012). It hinders a person or a coworker from coming up with fresh ideas, which are critical for HR managers who want to encourage creativity. Employees' innovative activities are stimulated by information exchange (Cerne, 2012), and the KH behavior triggers a reciprocal circle of distrust among coworkers, who then hide knowledge (Cerne et al., 2013) & (Cerne et al., 2014). KH may or may not be deceitful; for example, managers do not regard knowledge concealment to constitute deception (Takala & Urpilainen, 1999), and it may have positive objectives (Saxe, 1991).

The development of new ideas and incentive systems is stimulated by a socially-oriented organizational environment with management's support and open communication systems, which has good consequences and fosters knowledge-sharing (Lin & Lee, 2006). Knowledge is regarded as the cornerstone of a company's competitive advantage. The flow of information inside an individual and throughout an organization is dependent on employees' knowledge-sharing behavior, and there is a need for a rewards system that encourages the development of knowledge-sharing attitudes. Organizations should make it easier for workers to operate in flexible environments rather than forcing them to share their knowledge (G. W. Bock et al., 2005). Organizations become more effective when they have more knowledge (Huber, 1991) Global firms establish excellent knowledge-management systems to boost production and gain a competitive advantage (Mason, 2003), and it is the most valuable resource.

2.3. SELF-MONITORING

The degree to which an individual monitors, observes, regulates, and manages self-public appearance in a social context that aids in managing interpersonal relationships with others is referred to as self-monitoring (Gangestad & Snyder, 2000). A person who monitors, observes, listens, or checks anything for a specific reason over a period is said to be monitoring (M. Webster, 2006).

Personality and personality development are vital in a successful socialization process, which necessitates various SM traits in a person for self-regularization to accept diverse norms of conduct and self-evaluation of incentives and punishments based on expected performance (Bandura et al., 1967). The self-monitoring person is aware of other people's expressions and self-presentation in a social setting and uses these signals as a guide to monitor and regulate one's self-presentation through expressive behavior (Snyder, 1974). Self-monitoring is the process of paying close attention to and evaluating certain elements of a person's behavior, as well as keeping track of how often it occurs and how intensely it occurs.

A person evaluates their level of success to some performance standards during a self-evaluation process. While training develops a high degree of self-efficacy, objectivity, skill development, and achievement, it also develops a high level of self-efficacy, objectivity, skill development, and achievement (Schunk, 1982). It is a multidimensional personality construct in which how a person engages in social connection with others varies from person to person. People who have a high degree of self-monitoring: (a) react correctly to situations, (b) are attentive to others' reactions, (c) are skilled actors, and (d) can manage situations with their conduct (Carver, 1989).

People who practice high-level self-monitoring are more likely to be promoted and relocated, whereas those who practice low-level self-monitoring are less likely. Promotions, transfers, and postings, as well as other job changes, can drastically alter the lives of both individuals who are promoted and those who stay in the same position (Kilduff & Day, 1994). Continuous consideration of the predicted outcomes of mental activity is required for cognitive self-monitoring. While verbal self-monitoring necessitates a comparison of what one person stated to what he truly wanted to say (McGuire et al., 1996). High self-monitors behavior can be highly responsive to social and interpersonal stimuli of occasionally appropriate performances, whereas lower self-monitors show their own and inner-emotions, dispositions, and attitudes (Gangestad & Snyder, 2000), and high self-monitors are very much aware of their own and inner-emotions, dispositions, and attitudes.

Employee theft, damage to office equipment, spreading rumors, and other unproductive work activities are common among high self-monitors (Parks & Mount, 2005). Self-monitoring plays a critical role in predicting work-related results in jobs that require significant interpersonal skills (Barrick et al., 2005), but high self-monitor chameleons' counterproductive behavior is very harmful to organizational success because they monitor the environment in favor of themselves (Biais et al., 2005). (Oh et al., 2014). People who employ positive-impression-management strategies have a favorable impact on their target audience, whereas people who use negative-impression-management tactics have a negative impact on their performance (Su et al., 2014).

A more recent study suggests that high self-monitors are more responsive to situational variability than low self-monitors in conflict perceptions within workgroups by negative moods, forcing them to leave the job (Chi & Yang, 2015), as action control entails monitoring a person's progress for comparing performances to objectives, and when people note down their behaviors with a perfect check on it, they know their pros and cons, guiding them to take appropriate action (Schwarzer et al., 2015).

2.4. Supporting Theory

The social exchange theory supports establishing the relation of this study which states that the mutual exchange in social and material resources is the basic form of human interaction and relationship in the past, present, and future. This exchange builds trust or distrust for the future relationship among them and dyadic interaction within the organizations is ruled by unspoken, abstract social interaction among the individuals (Peter Michael Blau, 1964b). The knowledge-hiding behavior occurs between knowledge-hider and knowledge-seeker as dyads in a social setup. Based on Blau's Social-Exchange-Theory, it is suggested that over a period, the two individuals in the dyadic interaction will exhibit reciprocal behavior toward knowledge-hiding.

According to the interdependence theory (Kelley & Thibault, 1978), employees adjust their behavior with other employees carefully so that their objectives do not interfere. Social exchange relations are a unit of analysis; there are several exchanges in relations, each competing with others towards a commitment of resources. Social exchange theory should not be taken as a theory; it is rather a frame of reference where valued resources are moved through a social process. And such resources will flow if there is a valued return dependent upon them. Psychologists call this contingent-return enforcement, while economists call this the reciprocally contingent flow of exchange (Emerson, 1976). The theory of social associations rests on a quantitative conception of social structure as the distributions of the population amongst the social positions in multidimensional positions (Peter M. Blau, 1977).

2.15. The Theoretical Framework

In each social situation within an organizational setup, when an employee hides knowledge, the variables of organizational justice, knowledge hiding, and self-monitoring work within a framework of actions and reactions with available social cues. The variables are associated in the framework, elaborated simply as follows:

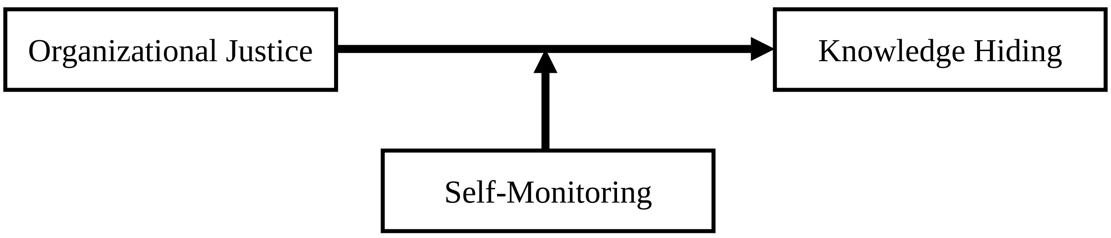

Fig. 1. The theoretical framework

The above association of the variables builds within social and organizational proximity. The provision of a justice and justice environment stimulates the behavioral act of knowledge-hiding within organizations. Those people or employees, who are always indulged in knowledge-hiding behavior with their colleagues, very carefully monitor and evaluate the consequences of their actions which ultimately affect their very own position with positive or negative impacts. Knowledge hiding is the main problem, and the justice environment may be the main reason that knowledge gets hidden from knowledge seekers. While the self-monitoring behavior by employees can moderate the magnitude of OJ and KH as it influences their relationship. As a result of SM, a manageable situation is created which is acceptable to the knowledge hider and the knowledge seeker relationship (kh – ks) within the available organizational justice environment.

2.6. Hypotheses

The relationships of the variables elaborate the hypotheses development with logical reasoning in the study that can operate in each situation within the theoretical framework. These relationships have been tested with the help of statistical analysis which provides reliable information among the variables which are operating in the problem situation.

2.7. Organizational Justice and Knowledge Hiding

Previous research has shown the significant relationship between knowledge-hiding the unfair treatment within organizations. There are several predictors of knowledge hiding within organizations. Other interpersonal dynamics can affect the behavior of knowledge-hiding, like distrust as a significant predictor. Possibly, the unfair interpersonal treatment can increase the volume of knowledge hiding behavior (Connelly et al., 2012). Similarly, behaviors like; interpersonal justice (Donovan et al., 1998) or even the justice climate (Colquitt et al., 2002) will have the same effects. And therefore, organizational justice and knowledge-hiding are associated in the theoretical framework such that organizational justice directly influences the behavior of knowledge-hiding which is exhibited by the employees working in an organizational setup. Here organizational-justice environment results in employees indulging in knowledge-hiding behavior, hence the first hypothesis states:

H1: "Organizational justice influences the knowledge-hiding behavior by employees"

2.8. The Moderating Role of Self-Monitoring

High self-monitors are sensitive to different social situations which are the guidance cues for monitoring and managing their expressive behaviors in situations with different treatments from others. When individuals with high levels of self-monitoring face fair or unfair treatment from society, their expressive behavior and self-presentation enable them to take the most appropriate social action which suits best for their future relationship. Non-self-monitors are less sensitive to such social cues and they pay less attention to the appropriateness of social situation and their expressive behavior to others or the expression for others (Snyder, 1974). People with high self-monitoring levels may more likely be engaged in rationalized hiding than those who play dumb as they may like direct communication to express their behavior. And similarly, committed professionals may never hide knowledge considering it a professional obligation (Connelly et al., 2012).

People with high levels of self-monitoring; manage the situation of social injustice with their appropriate expression of behavior and self-presentation. Or in situations when the organizational justice environment is not in their favor, they hide knowledge or share it accordingly and they may always try to show professional commitment to the attainment of their personal and organizational objectives. This influences the knowledge hiding/sharing environment.

Therefore, self-monitoring moderates the relationship of both variables. It balances the organizational-justice environment on fair or unfair treatment as well as moderates the knowledge-hiding behavior, whichever happens in the organization. Hence, the second hypothesis states that:

H2: "Self-monitoring moderates the relationship of organizational-justice and knowledge-hiding"

2.9. Relationship of the Variables

In the theoretical framework, the variables of organizational justice, knowledge-hiding, and self-monitoring are associated with one another (Connelly et al., 2012). When there is an act of injustice in the organization, employees hide knowledge. Employees with high self-monitoring levels anticipate the mistreatment by their employers and act accordingly which suits best for the attainment of their prioritized organizational and/or personal objectives. High self-monitoring employees will show the same anticipatory action towards knowledge-hiding events in the social/organizational setting. Hence the third hypothesis in the study describes that:

H3: "There is a relationship between organizational justice, knowledge-hiding, and self-monitoring"

Chameleonic characteristics of high self-monitors moderate the relationship between personality traits and performance (Barrick et al., 2005), and counterproductive work behavior (Parks & Mount, 2005; Oh et al., 2014). Similarly, individuals who have high levels of self-monitoring, engage in knowledge-hiding behavior and they can monitor their behavior in the best interest of their personal and organizational objectives within the available justice environment as they expect the perceived motivational climate (Černe et al., 2014) for their objectives with job satisfaction (Al-Zu'bi, 2010) or a better performance appraisal (Palaiologos et al., 2011).

The topics of organizational justice, behavioral ethics, and corporate social responsibility can be merged if there is a focus on fairness, individual rights, and morality-based decisions (Rupp et al., 2015).

3. RESEARCH METHODOLOGY

3.1. Type and Purpose of the Study

There may be different social cues that affect the phenomenon of knowledge-hiding (KH), and this study explains that organizational justice (OJ) is one of the cues that stimulate the KH behavior in organizations. This study is explanatory and intended to validate the relationship between OJ, KH, and self-monitoring (SM) in the banking sector of Pakistan and where the country's justice environment and the mechanism are not following the organizational aspirations of the employees in particular and national aspirations of its people in general. The study emphasizes the importance of justice and fair play in the workplace. SM moderates the relationship between OJ and KH. The phenomenon of KH behavior has been argued to have mostly negative impacts on organizational development.

3.2. Unit of Analysis

As the knowledge-hiding process occurs within organizations among the employees interacting in organizational setup, therefore the unit of analysis of this study is, a single person, an individual employee working in an organization where he or she practices the KH phenomenon with a colleague(s). Here one employee is a knowledge hider, and another is a knowledge seeker in a social setting. As commonly perceived, the justice environment within the organizational and social setup affects the behavior of employees.

3.3. Population

The Banking-Sector of Pakistan includes all white-collar bank employees operating within the geographical limits of Pakistan. The banking sector in Pakistan includes all the government-owned banks, semi-government banks, autonomous banks, privately owned banks, specialized banks, and international banks with all subsidiaries included.

3.4. Sampling Design

In Pakistan, the total number of employees working in the banks is unknown as there is no data found regarding the exact population size of the banking sector employees. Therefore, a non-probability sampling design is used when population size is unknown (Sekaran, 2003). There are convenience, judgment, snowball, and purposive sampling methods in the non-probability sampling design (Cooper & Schindler, 2003). Due to the unavailability of the sample frame and population data, convenience-sampling and snowball-sampling designs are used in the study. The questionnaire was distributed to 150 banking-sector employees which were conveniently accessible, and who were in the researcher's network. So, the questionnaire in almost all the banks operating within the geographical limits of Pakistan in all its provinces i.e., Punjab, Sindh, Khyber-Pakhtunkhwa, Baluchistan, Azad Jammu & Kashmir, and Gilgit Baltistan were collected.

3.5. Sample Size

A total of 150 bank employees have been included in the sample size for this study, selected from different banks. Out of those 150 questionnaires, 124 employees responded correctly. While the remaining 26 questionnaires were not returned or responded to or not correctly filled and thus were not included for data analysis.

3.6. Measures

All the measures were received by using a self-report questionnaire. Here in Pakistan, the English language is taught as a basic and compulsory subject from 1st grade and it is the primary medium of communications and instruction in all university education (Raja et al., 2004). Therefore, translation of the sample questionnaire into the native language Urdu was not required. The detailed design for the research questionnaires is planned for checking the validity of the hypotheses developed in the study for each variable, which is as follows:

3.6.1. Organizational justice

To measure the phenomenon of OJ in the study, the researcher used a 20-item organizational-justice scale developed by Colquitt (2001) which was distributed among 150 banking sector employees, while 124 sample questionnaires were returned. A 5-point Likert scale with anchors of small extent “Strongly-Disagree = 1” and a large extent with “Strongly-Agree = 5” was used to validate organizational justice with its dimensionality for, distributive-justice, procedural-justice, interpersonal-justice, and informational-justice. For instance, a question sample item is ‘Do your pay and rewards reflect the effort you have put into your work?’ was rated with “Strongly-agree”, to a large extent, up to “Strongly-Disagree” to a small extent.

3.6.2. Knowledge hiding

To measure the KH phenomenon, the researcher adopted a 12-item knowledge-hiding scale from the three dimensions of knowledge-hiding by C.E. Connelly (Connelly et al., 2012) i.e. evasive-hiding, playing-dumb, and rationalized-hiding have been adopted for the validation of the hypothesis. Sample item 1 for the dimension evasive hiding is; ‘I agreed to help him/her but never really intended to’ and so on with key choices of acceptance to the negation of answer from ‘Always = 5, to ‘Very Often = 4’, ‘Sometimes = 3’, ‘Rarely = 2’ and ‘Never = 1’.

3.6.3. Self-monitoring

To measure the phenomenon of SM, the researcher used an 18-item self-monitoring scale first developed for research by Snyder and Gangestad, (1986) which was distributed among 150 bank employees with 5 key choices of Likert-scale from “Strongly-Agree = 5” to “Strongly-Disagree = 1”. For example, item 1 is ‘I find it hard to imitate the behavior of other people’ which was replied by the above 5 key choices given on the questionnaire from a large extent to a small extent.

3.7. Data Collection Method

Data were collected by using the research tools of the previous researchers and merging them into one comprehensive sample questionnaire supported by some demographic-based questions, appended at the end under the appendix.

3.8. Time Horizon

Data was collected by distributing questionnaires to 150 bank employees working in different banks just once; therefore, it is a cross-sectional study. Employees working in the banking sector were distributed the research questionnaires for the collection of data for validation of the hypotheses and to validate the association of the OJ, KH, and SM variables. The data-collection time was estimated to be 3 to 6 months, which prolonged to almost a year.

4. RESULTS AND ANALYSES

4.1. Descriptive Statistics

Here the descriptive statistics are presented about the demographic information collected from the employees working in the banking sector of Pakistan, which is explained one by one as follows:

4.1.1. Gender

Table 1. Gender wise distribution:

Gender	Frequency	Percent
Male	51	41.10
Female	73	58.90
Total	124	100.00

4.1.2. Geographical area

Table 2. Geographical area-wise distribution:

Geographical area	Frequency	Percent
Punjab	83	66.90
KPK	19	15.30
Sindh	13	10.50
Gilgit Baltistan	4	3.20
AJK	3	2.40
Balochistan	2	1.60
Total	124	100.00

4.1.3. Education

Table 3. Education-wise distribution:

Education	Frequency	Percent
Bachelor	48	38.70
Master	47	37.90
Intermediate	16	12.90
M.Phil. / M.S.	13	10.50
Total	124	100.00

4.1.4. Experience

Table 4. Experience wise distribution:

Experience	Frequency	Percent
Less than one year	18	14.50
1 – 5	39	31.50
6 – 10	38	30.60
More than ten years	29	23.40
Total	124	100.00

4.1.5. Age

Table 5. Age wise distribution:

Age (years)	Frequency	Percent
20 – 35	85	70.97
36 – 57	39	29.03
Total	124	100.00

4.1.6. Position

Table 6. Position wise distribution:

Position	Frequency	Percent
Non-Managerial	26	21.00
Lower Management	48	38.70
Middle Management	47	37.90
Upper Management	3	2.40
Total	124	100.00

4.2. Correlation Analysis

Knowledge-hiding is negatively and significantly correlated with organizational-justice (p = 0.01. r = -0.252) and positively/significantly associated with self-monitoring (p = 0.01, r = 0.425) as shown in table 7. It shows that when organizational justice is perceived as low, the people will hide knowledge more. Self-monitoring is negatively and significantly associated with organizational justice (p = 0.05, r = -0.137) as shown in table 7. It shows that when employees perceived organizational-justice low, they will self-monitor them more.

Table 7. Correlation Analysis:

No	Variables	1	2	3
1	OJ			
2	KH	-0.252**		
3	SM	-0.137	0.425**	

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

4.3. Regression Analysis

Table 8. Model 1 & Model 2 regression analysis results:

Predictor Variable	Dependent Variable					
	β	R^2	ΔR^2	t	Std. Error	Sig.
Model 1:						
(Constant)	1.369			[3.191]	(0.429)	.002

Predictor Variable	Dependent Variable					
	β	R^2	ΔR^2	t	Std. Error	Sig.
OJ	-0.181	.219	.206	[-2.433]	(0.074)	.016
SM	0.566			[4.903]	(0.115)	.000
Model 2:						
(Constant)	5.885			[6.102]	(0.964)	.000
OJ	-2.157	.359	.343	[-5.505]	(0.392)	.000
SM	-0.951			[-3.027]	(0.314)	.003
OJ×SM	0.667			[5.120]	(0.130)	.000

*n=124   ** Correlation is significant at the 0.01 level (2-tailed)*

In Model 1, the value of the constant is (α = 1.369, p = 0.002), which is low and significant, it shows that the variables which are not included in the model are also contributing to change in the knowledge-hiding. The values of the coefficient of organizational justice are (β_{OJ} = -0.181, p = 0.016) which shows that the organizational-justice is highly and negatively affects the knowledge hiding. The value of the coefficient of self-monitoring, (β_{SM} = 0.566, p = 0.000) shows that self-monitoring is positively affecting knowledge-hiding.

In Model 2, when self-monitoring is entered as the moderator or as an interaction term in the model, the values of the coefficients and their respective p-values changed. The value of constant changed from (α = 1.369, p = 0.002), to (α = 5.885, p = 0.000), which became high and highly significant. The values of the coefficient of organizational justice changed from (β_{OJ} = -0.181, p = 0.016) to (β_{OJ} = -2.157, p = 0.000) which shows the effect of organizational justice on knowledge-hiding became stronger. It shows that Self-monitoring is moderating the relationship between organizational justice and knowledge-hiding because the coefficient of interaction term was significant (β_{OJxSM} = 0.667, p = 0.000).

From the analysis, it was found that the OJ is affecting the KH inversely and the self-monitoring is moderating the relationship between OJ and KH. But, instead of organizational justice and self-monitoring.

The p-values for OJ, KH, and SM were found to be highly significant. The beta values in the above regression analysis suggest that organizational-justice decreases the level of knowledge-hiding in the absence of self-monitoring. On the other hand, if employees indulged in self-monitoring behavior, the effectiveness of organizational justice can be reduced by a little fraction which supports the theories that are discussed in the study. In general conditions, a moderator may sometimes be a qualitative or quantitative variable that affects the direction and/or strength of the relationship between an independent and a dependent variable and it changes the direction of correlation (Baron & Kenny, 1986). As shown from the table of regression analysis that the direction of the variable has been increased and intensified when self-monitoring acted with organizational justice, a predictor variable that supports the theory and supports the association of the variables.

4.3. Reliability Analysis – Cronbach-Alpha Values

The reliability test was applied and the average Cronbach-alpha values for OJ, KH, and SM were found to be more than 0.70 as shown in the overall value from the table below.

Cronbach-alpha value for OJ is 0.90, KH is valued at 0.87, and SM is valued at 0.62, which are reliable from the test. The Cronbach-alpha values are tabulated as follows:

Table 9. Reliability analysis – Cronbach alpha values:

Sr. No.	Variable	Cronbach Alpha
1.	OJ	0.90
2.	KH	0.87
3.	SM	0.62
4.	Overall	0.775

5. CONCLUSIONS AND RECOMMENDATIONS

5.1. Results and Major Findings

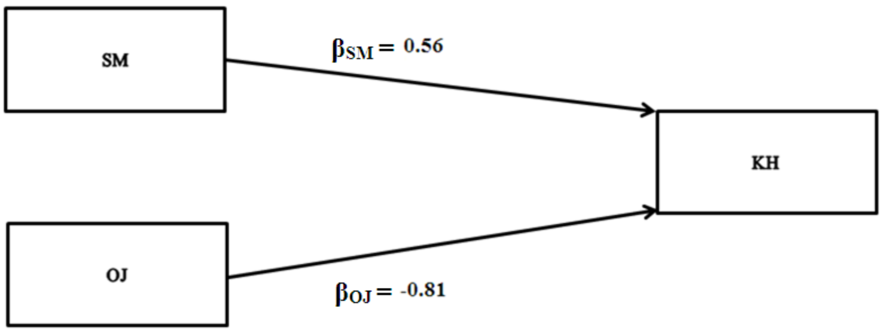

Fig. 2. Model 1:

Predictor variables = OJ and SM   Dependent variable = KH   OJ=Organizational justice, KH=Knowledge hiding,   SM=Self monitoring

In Model 1 from Fig. 2, the value of the constant is (α = 1.369, p = 0.002), which is lower and more significant, it shows that the variables that are not included in the model are also contributing to change in the knowledge hiding phenomenon. The values of the coefficient of organizational justice are (β_{OJ} = -0.181, p = 0.016) which shows that organizational justice is highly and negatively affects the knowledge hiding. The value of the coefficient of self-monitoring (β_{SM} = 0.566, p = 0.000). This shows that self-monitoring is positively affecting the knowledge hiding behavior. Hence.

H1: "Organizational justice influences the knowledge hiding behavior by employees" CONFIRMED and SUPPORTED

In Model 1 from Fig. 2, the value of the constant is (α = 1.369, p = 0.002), which is lower and more significant, it shows that the variables that are not included in the model; also contribute to change in the knowledge-hiding phenomenon. The values of the coefficient of organizational justice are (β_{OJ} = -0.181, p = 0.016) which shows that the organizational-justice is highly and negatively affects knowledge hiding. The value of the coefficient of self-monitoring is (β_{SM} = 0.566, p = 0.000). This shows that self-monitoring is positively affecting knowledge-hiding behavior. Hence,

H1: "Organizational justice influences the knowledge hiding behavior by employees" CONFIRMED and SUPPORTED

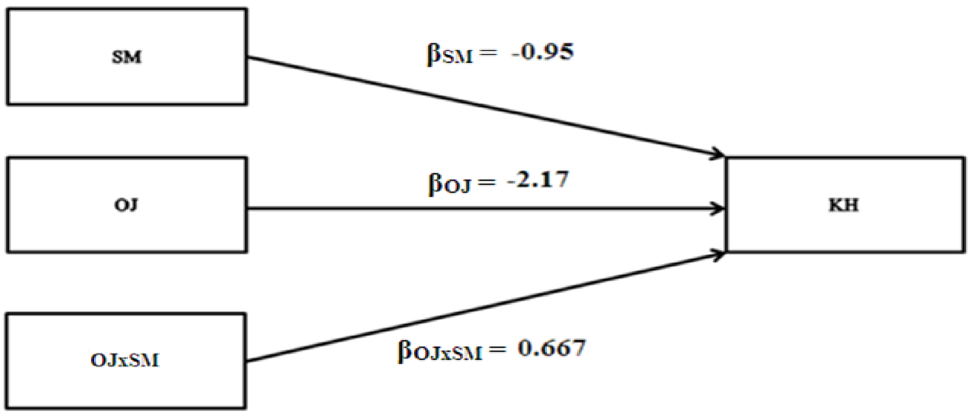

Fig. 3. Model 2:

Predictor variables = OJ and SM Predictor variable (Moderator) = SMxOJ Dependent variable = KH
OJ=Organizational justice, KH=Knowledge hiding, SM=Self monitoring,
SMxOJ=Moderator variable of organizational justice with self-monitoring

In model 2 from Fig. 3, when self-monitoring was entered as the moderator or as an interaction term in the model, the values of the coefficients and their respective p-values changed. The value of the constant changing from (α = 1.369, p = 0.002), to (α = 5.885, p = 0.000), which increased and became highly significant, shows that the variables that are not included in the model are also contributing to change in the knowledge hiding variable. The values of the coefficient of organizational justice changed from (β_{OJ} = -0.181, p= 0.016) to (β_{OJ} = -2.157, p = 0.000) which shows the effect of organizational justice on knowledge hiding became stronger. It shows that self-monitoring is moderating the relationship between organizational justice and knowledge hiding because the coefficient of interaction term was significant (β_{OJxSM} = 0.667, p = 0.000). Hence the second hypothesis.

H2: "Self-monitoring moderates the relationship of organizational justice and knowledge hiding" CONFIRMED and SUPPORTED.

From the Model 1, the constant value is (α = 1.369, p = 0.002), which is lower, but significant. The value of the coefficient of organizational justice is found to be (β_{OJ} = -0.181, p = 0.016) which shows that the organizational-justice is highly and negatively affects the knowledge-hiding behavior. The value of the coefficient of self-monitoring i.e. (β_{SM} = 0.566, p = 0.000), shows that self-monitoring is positively affecting the knowledge-hiding.

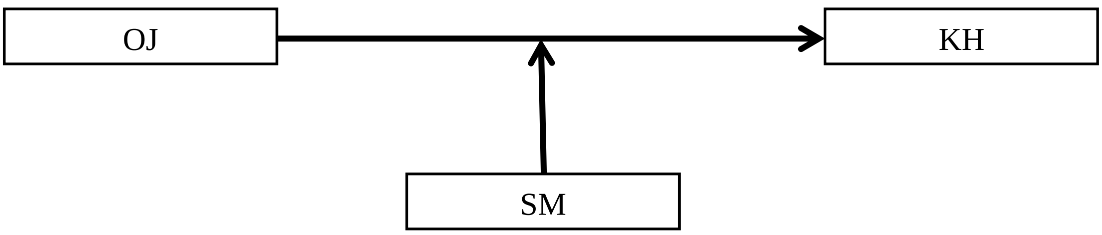

Fig. 4. Relationship of organizational justice, knowledge hiding, and self-monitoring

In Model 2, when the interaction term is introduced as the moderator or as the interaction term in the model, the values of the coefficients and their respective p-values changed, which shows a mutual association among the variables. Thus, the value of constant changed from (α = 1.369, p = 0.002), to (α = 5.885, p = 0.000), which became higher and highly significant. The values of the coefficient of organizational justice changed from (β_{OJ} = -0.181, p = 0.016) to (β_{OJ} = -2.157, p = 0.000) showing that the effect of organizational justice on knowledge-hiding became stronger. It shows that Self-monitoring is moderating the relationship between OJ and KH because the coefficient of interaction term was significant (β_{OJxSM} = 0.667, p = 0.000).

From these analyses, it was found that the OJ is affecting the KH inversely and the SM is moderating the relationship between OJ and KH. While, instead of organizational justice and self-monitoring, some other variables are causing the change in the knowledge-hiding and should be incorporated in the study of the knowledge-hiding like; age, gender, knowledge-sharing climate, justice climate, power or authority (as independent variables), or moderating variables like; professional-commitment and social-norms, etc. (Connelly et al., 2012). From the Model 1 and Model 2, hence proved the third hypothesis stated that.

H3: "There is a relationship between organizational justice, knowledge hiding, and self-monitoring" CONFIRMED and SUPPORTED.

The relationship between organizational justice, knowledge-hiding, and self-monitoring has been found to exist and to be associated in the banking sector of Pakistan, other than the previous research from the Western countries. The results state that organizational-justice influences the knowledge-hiding within organizations in the absence of self-monitoring, and thus employees hide knowledge. However, a higher level of self-monitoring influences the relationship between organizational justice and knowledge-hiding by a small margin.

5.2. RESEARCH LIMITATIONS AND FUTURE RESEARCH

Since the research questionnaires were distributed only in the banking sector of Pakistan, therefore future research can be conducted in other sectors of different businesses/organizations to check the reliability of the hypotheses and association of the variables discussed in the study. Future research can be conducted on the indulgence of the upper management in connivance with the middle management as the perpetrator of an injustice in the organizations who were 40.30% in this study. Another sector of organizations can also be included to test the validity of the hypotheses discussed.

Furthermore, it can also be hypothesized for future research that only high-level self-monitoring employees anticipate the social situation for organizational justice with knowledge-hiding in anticipating the injustice from the organizational environment. Thus, employees with a low level of self-monitoring might not be able to anticipate the social situation which will not fit in the theoretical framework of this study.

High self-monitoring employees might be more progressive with better performance than those with lower self-monitoring. Injustice by the employers might result in a lower level of performance because of knowledge-hiding, while self-monitored employees might perform better than those lower in self-monitoring and only self-monitoring employees might share knowledge. Therefore, knowledge-sharing can be considered an important outcome when employees are highly self-monitored. Organizational objectives can be achieved with the help provision of a justified working environment if employees are self-monitored and they may share knowledge.

5.3. Research Implications

Only banking sector employees were selected within the geographical limits of Pakistan. Most of the employees who were given the sample questionnaire were educated and English comprehension was not a problem for them. However, those non-clerical employees, who were less educated and had difficulty understanding the sample questionnaire, were explained every question in detail so the answers given to them were well understood, clarified, and well comprehended.

5.4. Managerial and Behavioral Implications

Most of the employees from the upper management refused to answer the research questionnaire without assigning any reason or they did not properly fill the questionnaire with true spirits. Such questionnaires were excluded from the study. Women (lower management) opined those men in the upper management are responsible for injustice in organizations. They also complained about the unethical and immoral treatment of them by the men in the workplace. This is the reason that there were more responses from women than men in the statistics. Male employees (lower management) also complained about a lack of justice and mistreatment from the upper management.

5.5. Conclusions

The phenomenon of knowledge-hiding has been found to exist within the banking sector, in a cross-cultural setting. There may be other reasons or social cues that influence employees to hide knowledge, and organizational justice is one of the many reasons that influence knowledge-hiding. The results from the data analyses showed that in the absence of self-monitoring, organizational-justice influences and increases the knowledge-hiding behavior. However, if employees are self-monitored, the effectiveness of knowledge hiding can be decreased and influenced by a little, but significant margin.

5.6. Recommendations

Organizational justice should be practiced in every aspect of HRM, financial management, planning, policymaking, behavioral treatment, and all business operations. Injustice with employees should be discouraged and minimized by the upper management with the help of suitable policy/regulations. Discrimination in the workplace should be discouraged. HR policy and decision-makers should restructure the systematic processes to provide a justified working environment for employees. The knowledge-sharing environment should be created within organizations through different training and awareness programs directed toward the attainment of organizational objectives. Rule of law should be strictly implemented so that no one can ever bend the rules for personal or financial gains through political will or influence, which are external environmental forces that influence organizations, especially in Pakistan.

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