

UNDERSTANDING THE NEXUS BETWEEN ABUSIVE SUPERVISION, KNOWLEDGE HIDING BEHAVIOR, WORK DISENGAGEMENT, AND PERCEIVED ORGANIZATIONAL SUPPORT IN TOURISM AND HOSPITALITY INDUSTRY

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Abstract: Supervisors' dispositions have not received enough attention as potential antecedents to employees' knowledge-hiding behaviors. Based on this, the current study investigates the impact of abusive supervision on knowledge-hiding behaviors, considering the mediating role of work disengagement in this relationship, as well as investigating the moderating role of perceived organizational support in the study model. Data was obtained from frontline service employees of five-star hotels in Sharm El-Sheikh and tourism companies in Cairo, Egypt, by a questionnaire that surveyed 298 employees. The collected data was scrutinized using the Smart PLS-structural equation modeling technique. The PLS-SEM statistics proved the highly positive and significant effect of abusive supervision on knowledge-hiding behavior and employees' work disengagement, supported the mediating effect of work disengagement, and the moderating effect of perceived organizational support. The study highlights some practical implications for hotels, such as implementing integrated knowledge offering a digital library, continuous management and administrative skills training, and behavioral training to facilitate the gaining of knowledge and enhance staff skills, self-confidence, loyalty, and job security. It also strongly suggests adopting a strategy to monitor abusive supervisors through open communication channels, regularly conducting exit interviews to reduce turnover, and enhancing engagement, thereby preventing abusive practices.

Keywords: Abusive supervision; evasive hiding; playing dumb; rationalized hiding; knowledge hiding; work disengagement

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INTRODUCTION

In an increasingly fast and competitive world, the success of hotel establishments depends on the knowledge exchange among its' personnel, which encourages them to continuously innovate and thus ensures excellence in hospitality service, enhance consumer confidence in services' quality, and ensures sustainable demand.

Knowledge transfer is essential in hospitality, where the effective sharing of knowledge about professional tricks, belief in the unity of targets, and teamwork shape creative performance (Arthur and Huntley, 2005).

In the hospitality field, supervisors play a vital role in increasing the service quality of frontline staff, as they can improve their subordinates' service behavior and performance by providing effective leadership, ideal role modeling, and mitigating negative stimuli, such as coworker mistreatment and supervisors' incivility. Social learning theory posits employees learn from others actions by spotting and reproducing it (Bandura, 1986; Bandura and Walters, 1977) supervisors are more likely to be considered as role models by their subordinates due to their position, experience, power, and potential influence. Employees typically turn to their managers for normative and proper behavior. Supervisors may engage in deviant activities and negative behaviors, such as verbally abusing and disrespecting subordinates. Unfortunately,

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employees are affected by such behaviors, and instead of the supervisor being a role model for them in good behavior, he becomes a role model for practicing negative and abusive behaviors and they practice these behaviors towards each other. Although, the effect of negative role modeling has gotten less attention in academic studies than positive role modeling, despite its ability to lead to individual deviance through social learning (Xiao and Mao, 2022).

However, hotel employees, especially those working at the entry level, suffer from many bad organizational behaviors and habits, including knowledge hiding (KH), hesitation or fear of sharing information, and abusive supervision (AS). This leads to a deterioration in trust between the subordinators and their supervisors and the tendency toward achieving personal goals, poor individual performance, and withdrawal from work (Ayub et al., 2021; Pu et al., 2024). When an employee encounters negative managerial behaviors from supervisors, he/she might consider quitting the job and seeking employment elsewhere, possibly with a competitor, resulting in not only higher turnover costs but also the leakage of employee knowledge to competing organizations (Fatima et al., 2023; Pu et al., 2024).

Khalid et al. (2018) proved the positive connections between Abusive Supervision (AS) and Knowledge Hiding Behavior (KHB) and he called researchers to study the impact of (AS) on other aspects such as playing dumb, evasive hiding and rationalized hiding. A recent research stated that there are many negative effects of (AS) including psychological contract violations, emotional weariness, distrust, and KH behaviors in employees (Islam et al., 2022; Wang et al., 2020).

Khoreva and Wechtler (2020) confirmed the positive effect of (AS) on employees' to practicing (KHB) activities toward their peers. Employees who have been exposed to (AS) will blame the supervisor who committed the abuse or the organization for failing to put in place measures to protect personnels' interests or offer them the perceived organizational support (POS) and this leads them to disengage from work. Employees are more willing to share important resources, such as knowledge and information, with their co-workers when they believe their supervisor is truly supportive and encourages them to improve their performance. In contrast, they are more hesitant to share when they believe their supervisor practices bullying and abusive attitude toward them so, they hide their knowledge to protect themselves. Additionally, they avoid admitting their shortcomings, fearing being subjected by their superiors, and being exposed to more bullying and abuse. As a result, they will tend to utilize subtle retaliatory techniques, such as hiding knowledge, which frequently goes undetected (Agarwal et al., 2022; Connelly et al., 2012; Wang et al., 2020). Employee knowledge concealment, or the willful concealing of information, is a serious issue; as occupations in the hospitality industry grow increasingly complex and call for original problem-solving techniques. Employee actions, such as information gathering, storing, processing, and sharing throughout the organization, have a big impact on hotel knowledge management. The actions of knowledge hidiers can hinder a hotel's advancement, regardless of how sophisticated they are (Atamba et al., 2023; Ayub et al., 2021; Parhamnia et al., 2022).

Many researchers stated that management should resort to offering their support (POS) to mitigate the effect of supervisory abusive activities and hiding of knowledge on work disengagement by using the substitute-for-leadership theory that focuses on contextual factors to enhance, negate, or replace leadership and facilitate staff members effectively communicating and managing their task duties, thereby replacing a formal team leader. This theory supports the idea that effective self-management by team members serves as a substitute for leadership. Management leadership has a rich history, with early assumptions focusing on specific traits of the leader like intelligence, charisma, assertiveness, and conscientiousness (Byun et al., 2023; Kessler, 2013). Kerr and Jermier (1978) established the substitutes-for-leadership theory, which has attracted significant attention in management knowledge. This theory, introduced in 1978, continues to be studied in management. Substitutes-for-leadership theory suggests that various situational factors, including subordinate, task, and organizational characteristics, can alter a leader's behavior, impacting subordinate attitudes and effectiveness (Kerr and Jermier, 1978). Substitutes reduce a leader's power over subordinates, effectively replacing them. In this instance, expertise, thorough training, and interdependence replace directive leadership. Technology is another example of a replacement, as it has been implemented in many firms to replace managerial duties (Kessler, 2013).

The substitutes-for-leadership theory suggests that leader behavior and subordinate outcomes are influenced by factors such as subordinates, tasks, and organizational characteristics. Leaders should consider these factors to understand their effectiveness and adapt their strategies. The theory also emphasizes that leaders cannot do it all themselves and must learn to rely on others to assist in the leadership process (Kerr and Jermier, 1978; Kessler, 2013).

By reviewing the theoretical research on abusive supervision and its repercussions, it was discovered that the majority of these research advocated additional studies to understand more about the repercussions of abusive supervision and hiding of knowledge, its causes, and how to overcome them (Dhali et al., 2023; Gallegos et al., 2022; Khalid et al., 2018; Zhang and Yu, 2022). As a result, the current study looked at abusive supervision and knowledge withholding (hiding) and how this affected work engagement. This research sheds light on the effects of some negative habits and behaviors of knowledge management (KM) such as knowledge hiding and abusive supervision on employees' feeling of work disengagement towards their employer and their perceived support from their organization. The following section gives a theoretical background on the connected relationships between the study's primary concepts to fulfill the research objectives. The theoretical background will be followed by a section that covers the research methodologies and materials used for data collecting and analysis. The findings of the acquired data are then discussed. The discussion and implications are elaborated in the following section. Finally, conclusions, limits, and potential future research directions are addressed.

The study touched on a variety of theories. Social exchange theory (SET) by Homans (1958) that argued social behavior and its impact on the exchange process and evaluate the benefits and risks of their relationships. Conservation of Resources (COR) theory, adopted by Hobfoll (1989) and Emerson (1976), assumes that employees can be more engaged with their work when job resources are provided in abundance. The affect-as-information theory (Schwarz and

Clare, 2003) suggests that work disengagement is linked to employees' emotional states and knowledge hiding. Perceived organizational support (POS) (Eisenberger et al., 1986) refers to employees' perception of their organization's value for their contributions, well-being, and socioemotional needs.

THE HYPOTHESES DEVELOPMENT

1. Abusive Supervision (AS) and Knowledge Hiding Behavior (KHB)

Hospitality and lodging business is more labor intensive (Riley, 2014). A good relationship between supervisors and employees is vital for staff members and hospitality businesses (Tsai et al., 2010). Thus, employees must be well-organized, with clearly defined roles and duties, that help hospitality organizations to efficiently supervise staff (Riley, 2014). Abusive supervision is seriously likely to take place in the hospitality industry due to its vast number of casual workers. Lin et al. (2013) indicated that abusive supervision negatively impacts their feelings of well-being. In addition, Li et al. (2016), Al-Hawari et al. (2020); and Wang et al. (2020) concluded that abusive supervision has a detrimental impact on employees' feelings of satisfaction, commitment, and ability to satisfy customers. According to Lee et al. (2016), addressing abusive supervision is important in hospitality contexts.

Tepper (2000) defined abusive supervision as “subordinates’ perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors”. It has been revealed to have numerous negative repercussions (for example, workplace deviance, poor service quality, productivity and efficiency reductions, and an elevated employee turnover rate (Elshaer et al., 2023; Mackey et al., 2015; Yu et al., 2020; Zhang and Frenkel, 2018). Abusive supervision is considered the dark side of leadership, and it has effects on employees' physical and psychological health, resulting in damaging outcomes in the workplace (Mackey et al., 2017; Mahar et al., 2019). The abuse of supervisors is a popular type of mistreatment and is status-degrading (Rice et al., 2020). It has been conceived as an administrative stressor that leads to employees’ unfavorable negative reactions to their employment (Wang et al., 2020).

Employees do not express abuse towards their superiors because they rely on them for job aspects such as promotions, rewards, and continuous employment (Ayub et al., 2021; Zhang et al., 2019). Thus, employees adopt counterproductive knowledge behavior that is (KHB) (Connelly et al., 2012). Mitchell and Ambrose (2007) and Islam et al. (2020) concluded that abusive supervision influences employees' inclination to engage in those behaviors, such as knowledge concealment.

Hotels need staff who can offer suggestions and feedback about enhanced service and display effective completion of tasks to fulfill customer expectations (Kaya and Karatepe, 2020). Sharing knowledge helps employees to accomplish their daily duties and tasks (Lim and Ok, 2021; Rao et al., 2021), and improve organizations' growth and long-term success (Arain et al., 2022; Higuchi and Yamanaka, 2017). Connelly and Zweig (2015), Zhao et al. (2016), and Lin et al. (2020) argued that despite the fact that employees in the hospitality industry must constantly exchange their knowledge in order to deliver innovative customer service, many employees conceal knowledge from their co-workers (Elshaer et al., 2022).

Knowledge hiding KH refers to “an intentional attempt by an individual to withhold or conceal knowledge that has been requested by another person” (Connelly et al., 2012). Knowledge hiding increase negative and counterproductive behaviors (Arain et al., 2020); interpersonal distrust (Černe et al., 2014); damage workplace relationships (Connelly and Zweig, 2015; Hernaus et al., 2019); reciprocal knowledge hiding (Černe et al., 2014); employee turnover (Offergelt et al., 2019); and organizational swerve (Singh, 2019). Also, it decrease creativity and innovation (Bogilović et al., 2017; Černe et al., 2017; Liu et al., 2020; Singh, 2019); job satisfaction (Offergelt et al., 2019); supervisor-directed behaviors OCB (Arain et al., 2020); and impacts the individual performance (Arain et al., 2020; Bogilović et al., 2017; Butt and Ahmad, 2019; Muhammed and Zaim, 2020; Škerlavaj et al., 2018; Syed et al., 2021). Moreover, knowledge-hiding is a kind of abusive supervision (Khalid et al., 2018); time pressure (Škerlavaj et al., 2018); workplace ostracism (Zhao et al., 2016); and complexity of knowledge (Connelly et al., 2012; Singh, 2019).

Connelly et al. (2012) and Issac and Baral (2018), specify dimensions an employee uses to hide knowledge called by a fellow worker that is evasive hiding which is referred to as “the hider provides incorrect information or a misleading promise of a complete answer in the future, even though there is no intention to provide this” (Connelly and Zweig, 2015); playing dumb that is appearing to be clueless and not highly skilled and enough knowledgeable (Zhao et al., 2016); and rationalized hiding that is justifying the inability to provide the called information and knowledge due to authorization and confidentiality reasons or blaming another party (Connelly et al., 2019). Zhao et al. (2019) suggest that employees who are subjected to abusive supervision will react by evasive hiding and playing dumb, rather than reasoned hiding. Evasive hiding and playing dumb enable employees to take indirect retaliation against their abusive supervisor by transferring their unfavorable reaction toward their colleagues (Venz and Neshor Shoshan, 2022).

This is not an excuse for rationalized hiding, as employees are unlikely to execute rationalized hiding in response to abusive supervision (Offergelt and Venz, 2023). Whenever employees understand that their supervisors indulge in KHB, they realize that sufficient information, skills, and resources to produce better or be creative are missing and are withheld by their superior (Agarwal et al., 2023; Akhtar et al., 2022).

Studies found a positive relationship between abusive supervision and knowledge-hiding behavior (Agarwal et al., 2022; Awan et al., 2021; Farooq and Sultana, 2021; Feng and Wang, 2019; Gul et al., 2021; Khalid et al., 2018; Lin et al., 2020; Pradhan et al., 2020). Additionally, previous studies demonstrated negative links between abusive supervision and knowledge sharing (Choi et al., 2019; Hao et al., 2022; Kim et al., 2018; Lee et al., 2018). On the basis of Social Exchange Theory (SET), Employees exhibit negative reactions and undesirable behaviors, such as knowledge hid, in response to noxious monitoring and the abuse of their superior (Zhang and Yu, 2022). As a result, the following hypothesis is put forth:

Hypothesis 1a. AS is positively correlated with evasive hiding (EH).

Hypothesis 1b. AS is positively correlated with playing dumb (PD).

Hypothesis 1c. AS is positively correlated with rationalized hiding (RH).

2. Abusive Supervision (AS) and Work Disengagement (WD)

As stated by Saks et al. (2022) and Zhang and Yu (2022), work engagement has been stated as the result of both organizational and supervisory support. Thus, it implies many consequences, such as increased economic returns on employees, organizational dedication and commitment, satisfaction with employment, business success, and customer satisfaction (Shen and Jiang, 2019). By Kahn (1990), employees reveal their feelings of work engagement mentally, emotionally, cognitively, and physically while performing their daily roles. Harter et al. (2002) have focused on job satisfaction as an essential factor to feel engagement with work and proposed the definition, "The term employee engagement refers to an individual's involvement and satisfaction with, as well as enthusiasm for work". Here, work engagement is defined as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (Schaufeli et al., 2002). Saks et al. (2022) explain 'employee engagement' as a workplace technique premeditated to cultivate employees' feelings and demonstrative affection with the organization, activities of job duties, and care for peers and workplace culture. Supervisor abuse negatively affected job outcomes, as it diminishes job feelings of dedication and commitment (Greenbaum et al., 2013; Mackey et al., 2017; Michel et al., 2016); increases levels of turnover, and has a detrimental impact on performance and the business atmosphere (Khan et al., 2022); intensifies employees' negative emotional states (Bernardo et al., 2018); and decreases job engagement (Barnes et al., 2015; Lyu et al., 2016); job satisfaction; and innovation work behavior (Wang et al., 2020). Conservation of resources (COR) theory adopted by (Hobfoll, 1989) indicates that if job resources are abundantly available (e.g. if supervisors are supportive), employees will engage more with their work (Xanthopoulou et al., 2009). In contrast, if resources are limited (e.g., a lack of support from superiors), personnel will be less involved with their job to reduce additional consumption of resources (Xanthopoulou et al., 2009). Abusive supervision exhausts employees' power, and physical, and psychological resources (Whitman et al., 2014; Xu et al., 2015). Following this discussion, the following hypothesis is formulated:

Hypothesis 2. AS is positively correlated with WD.

3. Work Disengagement (WD) and Knowledge Hiding Behavior (KHB)

Work engagement is a "state of mind characterized by vigorous attention and dedication to work and a high level of enthusiasm at work" (Schaufeli and Bakker, 2004). Work disengagement may increase knowledge-hiding behaviors (Zhao et al., 2023; Zhao and Xia, 2019). KHB is considered evasive hiding, playing dumb, and feelings of guilt and accusing oneself (Zhao et al., 2016). However, Work disengagement can alleviate feelings of guilt and accuse oneself of nullifying the function of moral self-regulation (Arain et al., 2020; Bandura et al., 2001). Zhao and Xia (2019) propose that work disengagement is a key mediator between employees' negative affective and emotional states and knowledge-hiding capabilities. Affect-as-information theory supports this assumption (Schwarz and Clore, 2003). This theory involves that affective indications act as motivations of mental processing that direct behaviors (Schwarz and Clore, 2003). Negative emotional states send worthless and challenging information to impede dominant mental processing and trigger work disengagement, leading to hiding information without feeling guilty (Zhao and Xia, 2019). In addition, Ogunfowora et al. (2022) pointed out that negative leadership behaviors play an important role in employees' work disengagement. Following this discussion, the following hypotheses are formulated:

Hypothesis 3a. WD is positively correlated with evasive hiding (EH).

Hypothesis 3b. WD is positively correlated with playing dumb (PD).

Hypothesis 3c. WD is positively correlated with rationalized hiding (RH).

4. Work disengagement (WD) as a Mediator

As previously stated, research indicates a connection between abusive supervision (AS) and work disengagement (WD) and between work disengagement (WD) and evasive hiding (EH), playing dumb (PD), and rationalized hiding (RH). Thus, the following three hypotheses for the mediation links are put out in light of the integrated introductory evidence as well as the mentioned justifications of these proposed direct relationships in the study model:

Hypothesis 4a. WD has a mediating effect on the influence of AS on evasive hiding (EH).

Hypothesis 4b. WD has a mediating effect on the influence of AS on playing dumb (PD)

Hypothesis 4c. WD has a mediating effect on the influence of AS on rationalized hiding (RH).

5. Perceived Organizational Support (POS) as a Moderator

Organizational support is determined through employees' confidence in the organization's respect for employees' work, concern for well-being, their willingness to reward employees' contributions, the fulfillment of current needs, future rewards, and comfort (Chen et al., 2009; Eisenberger et al., 1986; Halbesleben et al., 2014; Kurtessis et al., 2017; Rhoades and Eisenberger, 2002). By the social exchange theory, theorists saw employment as an interchange of workers' loyalty and efforts for benefits and social resources offered by the employer (Byun et al., 2023). Perceived organizational support (POS) comprises the employees' perspectives concerning the backing, procedures, policies, and decisions made by their employer to functionally support them (Eisenberger et al., 2001). Furthermore, it is considered as a source to strengthen the sensation of commitment to the employer (Ferris et al., 2009). POS is enhanced by employees' propensity for

"anthropomorphic ascription of dispositional traits to the organization," according to organizational support theory (Eisenberger et al., 1986). POS refers to employees with "General beliefs concerning how much the organization values their contributions and cares about their well-being" (Rhoades et al., 2001). A supervisor's positive behaviors towards subordinates may increase POS. According to Rhoades and Eisenberger (2002), Rupp (2011), and Kurtessis et al. (2017), organizational justice is the strongest indication of positive POS. Also, POS may meet employees' socio-emotional needs, including approval, respect, esteem, and emotional support (Armeli et al., 1998). Organizational support reduces stress and the likelihood of becoming victimized to abusive supervision (Dorenbosch et al., 2005; Khan et al., 2022; Kim et al., 2015; Meshi and Ellithorpe, 2021; Schweisfurth and Raasch, 2020; Wu and Changya Hu, 2009).

A supervisor's negative behaviors, such as abusive supervision, have the opposite effect on POS (Xu et al., 2018). If an employer fails to fulfill some of its obligations to its employees and leaves them to subject abusive supervision, employees might consider this lack of organizational support as an adequate explanation for their absence of loyalty, engagement and devotion to their employer (Mitchell and Ambrose, 2007; Rafferty and Restubog, 2011), and point out a poor-quality and unbalanced social exchange relationship between the organization and the employee (Dirican and Erdil, 2022; Eisenberger et al., 2004). Accordingly, the next hypothesis is put forth:

Hypothesis 5a. POS moderates the relationship between AS and WD.

Hypothesis 5b. POS moderates the relationship between WD and evasive hiding (EH).

Hypothesis 5c. POS moderates the relationship between WD and playing dumb (PD).

Hypothesis 5d. POS moderates the relationship between WD and rationalized hiding (RH).

Based on the literature review and hypotheses, we propose the research model in Figure 1.

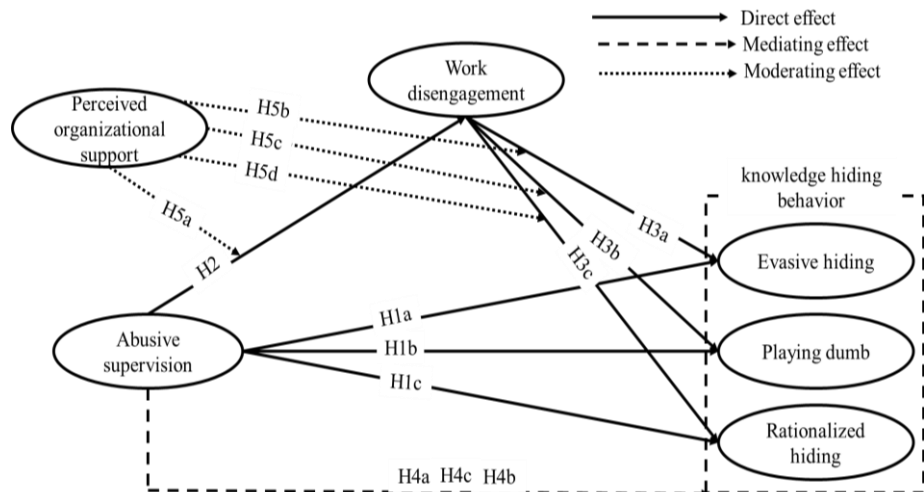


Figure 1. The research model

MATERIALS AND METHODS

1. Participants and Process of Data Collection

Sharm El-Sheikh city is the capital of tourism and hospitality services in Egypt. It was chosen because it contains the largest number of high-ranked five-star hotels. From a list of the city's top 43 hotels, we chose 25 five-star hotels at random for this study. We utilized the questionnaires to carry out "multi-wave and multi-source surveys", which minimized common method bias (Podsakoff et al., 2012). A time-lagged study approach was used, with two waves of data collected at two-month intervals from Sharm El-Sheikh hotels' guest-contact employees. Data were gathered from hotel employees and tourism companies from December 2023 to February 2024 operating "convenience sampling and drop-and-collect" methods. In the first wave survey, hotel and tourism companies employees measured abusive supervision (AS), work disengagement (WD), and demographic data. The second was held a month after that in the same places, and the three knowledge hiding behaviour dimensions and perceived organizational support (POS) were measured. The surveys were conducted with the support of human resources managers upon the recommendation of fellow postgraduate students enrolled in our college and working in these hotels and tourism companies. 400 survey forms were issued in each of the two survey rounds. 298 responses—with an efficient reply rate of 74.5%—were taken into consideration after the unqualified responses were eliminated. There were 106 girls (35.6%) and 192 males (64.4%) in the study sample, and the ages ranged from 20 to 55.

2. Measures

The study designed survey sections based on a thorough examination of the related literature, which we then improved through in-person interviews with eight professionals and nine academics who had a lot of experience interacting with hotel customers. The survey's substance was unchanged during this process and stayed the same. A Likert scale of five points was applied to assess each variable. The abusive supervision (AS) was scaled by six items based on the suggestion of (Harris et al., 2011). For instance, "my supervisor makes negative comments about me to others" and "my supervisor gives me the silent treatment." The work disengagement (WD) variable was measured by a reversed nine-item scale recommended by (Schaufeli, 2006). Sample items included: "At my work, I feel bursting with energy" and "I am

enthusiastic about my job”. For the knowledge-hiding behavior, items were adopted (Connelly et al., 2012). The knowledge hiding behavior scale items are divided into three dimensions, including four items for “Evasive hiding”, For instance, “in a specific situation, I agreed to help him/her but never really intended to.”, four items for “Playing dumb”, for instance, “in a specific situation, pretended that I did not know the information.”, and four items for “rationalized hiding”, for instance, “In a specific situation, Explained that I would like to tell him/her, but was not supposed to.” Whereas the measurement items for the perceived organizational support (POS) were adopted from Harris (Eisenberger et al., 2001). Sample items included: “The organization in which you work: It would help me if I needed a special favor.”

3. Data Analysis Methods

PLS-SEM using SmartPLS v. 3.0 was employed to test the proposed model. PLS is acceptable and viable when the primary goal of the study is to predict one or more dependent variables instead of validating an established theoretical model (Hair et al., 2017). Therefore, this technique is convenient for testing our proposed model because it analyzes links between the Abusive supervision (AS) and knowledge-hiding behavior variables with the mediating role of the work disengagement (WD) and the moderating role of the perceived organizational support (POS) variable. Additionally, the PLS method works well with various sample sizes and analysis of advanced models with fewer data restrictions (Hair et al., 2011).

THE STUDY RESULTS

1. Estimation of the outer model

Convergent validity (CV) and discriminant validity (DV) operate to assess the outer model. Cronbach's alpha (α), composite reliability (CR), Average Variance Extracted (AVE), and factor loading (λ) are the evaluation criteria of CV (Hair Jr et al., 2016). On the other hand, Fornell and Lacker's criterion (\sqrt{AVE}) (Fornell and Larcker, 1981), Heterotrait-Monotriat ratio of correlation (HTMT) (Sarstedt and Cheah, 2019), and cross-loading were used to determine the DV.

Table 1. Psychometric metrics

	$\lambda > 0.7$	$\alpha > 0.7$	C-R > 0.7	AVE > 0.5
Abusive supervision (AS)		0.897	0.921	0.659
AS_1	0.792			
AS_2	0.816			
AS_3	0.843			
AS_4	0.816			
AS_5	0.772			
AS_6	0.829			
Evasive hiding		0.862	0.907	0.708
KHB.1	0.870			
KHB.2	0.862			
KHB.3	0.859			
KHB.4	0.773			
Playing dumb		0.902	0.931	0.772
KHB.5	0.882			
KHB.6	0.880			
KHB.7	0.895			
KHB.8	0.859			
Rationalized hiding		0.888	0.923	0.749
KHB.9	0.838			
KHB.10	0.868			
KHB.11	0.864			
KHB.12	0.890			
Work disengagement (WD)		0.917	0.932	0.632
WD_1	0.756			
WD_2	0.800			
WD_3	0.816			
WD_4	0.759			
WD_5	0.800			
WD_6	0.777			
WD_7	0.815			
WD_8	0.774			
WD_9	0.802			
Perceived organizational support		0.905	0.926	0.677
POS_1	0.758			
POS_2	0.812			
POS_3	0.835			
POS_4	0.834			
POS_5	0.839			
POS_6	0.855			

Table 1's CV indices demonstrate that every recommended minimum or maximum cut-off was deemed acceptable, suggesting that the outer model is suitable. Similarly, the DV of the proposed model is accepted, as shown in Table 3, since the AVE of each variable is greater than the squared inter-construct correlations. Furthermore, the HTMT values are < 0.9 (Table 4). To further confirm the DV validity, Table 2 shows that an item loading within its construct is larger than any of its cross-loadings with other constructs.

Table 2. Fac. Cross-loadings

	AS	Evasive hiding	Playing dumb	Rationalized hiding	WD	POS
AS_1	0.793	0.621	0.558	0.529	0.614	-0.354
AS_2	0.816	0.578	0.620	0.533	0.628	-0.290
AS_3	0.843	0.594	0.493	0.442	0.624	-0.274
AS_4	0.816	0.535	0.484	0.404	0.577	-0.190
AS_5	0.772	0.517	0.472	0.361	0.507	-0.256
AS_6	0.829	0.592	0.530	0.465	0.636	-0.229
KHB.1	0.636	0.870	0.574	0.384	0.601	-0.192
KHB.2	0.594	0.861	0.544	0.396	0.542	-0.237
KHB.3	0.580	0.858	0.662	0.553	0.567	-0.119
KHB.4	0.571	0.774	0.684	0.540	0.593	-0.158
KHB.5	0.611	0.631	0.882	0.641	0.648	-0.274
KHB.6	0.537	0.654	0.880	0.609	0.558	-0.191
KHB.7	0.566	0.644	0.895	0.592	0.586	-0.241
KHB.8	0.573	0.648	0.859	0.545	0.536	-0.252
KHB.9	0.477	0.432	0.583	0.838	0.442	-0.205
KHB.10	0.441	0.416	0.546	0.868	0.466	-0.217
KHB.11	0.475	0.483	0.595	0.864	0.481	-0.232
KHB.12	0.556	0.570	0.625	0.890	0.591	-0.228
WD_1	0.570	0.520	0.537	0.484	0.756	-0.296
WD_2	0.608	0.544	0.571	0.502	0.800	-0.210
WD_3	0.678	0.530	0.466	0.427	0.816	-0.256
WD_4	0.649	0.500	0.450	0.395	0.759	-0.074
WD_5	0.615	0.493	0.447	0.420	0.800	-0.154
WD_6	0.571	0.476	0.457	0.393	0.777	-0.071
WD_7	0.539	0.593	0.576	0.511	0.815	-0.219
WD_8	0.484	0.540	0.559	0.424	0.774	-0.212
WD_9	0.545	0.648	0.632	0.524	0.802	-0.250
POS_1	-0.238	-0.151	-0.194	-0.181	-0.164	0.758
POS_2	-0.217	-0.174	-0.209	-0.183	-0.212	0.812
POS_3	-0.232	-0.172	-0.267	-0.218	-0.165	0.835
POS_4	-0.280	-0.134	-0.225	-0.244	-0.175	0.834
POS_5	-0.303	-0.176	-0.238	-0.212	-0.267	0.839
POS_6	-0.347	-0.223	-0.218	-0.219	-0.234	0.855

Table 3. Fornell–Larcker criterion matrix

	1	2	3	4	5	6
Abusive supervision (AS)	0.812					
Evasive hiding	0.709	0.842				
Perceived organizational support (POS)	-0.330	-0.210	0.823			
Playing dumb	0.652	0.732	-0.274	0.879		
Rationalized hiding	0.567	0.555	-0.255	0.680	0.865	
Work disengagement (WD)	0.740	0.685	-0.249	0.665	0.578	0.789

Table 4. HTMT Matrix

	1	2	3	4	5	6
Abusive supervision (AS)						
Evasive hiding	0.802					
Perceived organizational support (POS)	0.361	0.236				
Playing dumb	0.719	0.832	0.301			
Rationalized hiding	0.624	0.630	0.284	0.757		
Work disengagement (WD)	0.810	0.764	0.267	0.721	0.628	

4.2. Hypotheses Testing (inner model assessment)

The study employed the VIF to ascertain whether or not there is a matter with collinearity among variables. $VIF < 5$ denotes that multicollinearity does not need to be fixed (Hair et al., 2011). R2 and Q2 were employed to determine the

regression model's explanatory accurateness. In behaviour examinations, an R2 of 0.20 is considered high (Hair et al., 2011); likewise, when Q2 is > 0.0, it is sufficient (Hair et al., 2014). Table 5 confirms that all indices are accepted.

Table 5. VIF, R2, and Q2 results

Items	VIF	Items	VIF	Items	VIF	Items	VIF	Items	VIF
AS_1	2.226	KHB.2	2.386	KHB.9	2.181	WD_4	2.606	POS_2	3.027
AS_2	2.238	KHB.3	2.235	KHB.10	2.514	WD_5	2.816	POS_3	3.196
AS_3	2.589	KHB.4	1.584	KHB.11	2.430	WD_6	2.371	POS_4	2.618
AS_4	2.720	KHB.5	2.562	KHB.12	2.543	WD_7	2.722	POS_5	2.471
AS_5	2.112	KHB.6	2.740	WD_1	2.127	WD_8	2.846	POS_6	2.710
AS_6	2.271	KHB.7	2.978	WD_2	2.335	WD_9	2.919		
KHB.1	2.435	KHB.8	2.446	WD_3	2.850	POS_1	1.852		
Evasive hiding				R ²	0.575	Q ²	0.381		
Playing dumb				R ²	0.519	Q ²	0.373		
Rationalized hiding				R ²	0.402	Q ²	0.277		
Work disengagement (WD)				R ²	0.560	Q ²	0.325		

Unlike CB-SEM, the PLS approach lacks a range of statistics for model validation (Henseler and Sarstedt, 2013). In this case, the GoF can be a tool for estimating the model validation of the PLS model, and calculating the below equation can evaluate the GoF. Validity is high when the result exceeds 0.36 (Tenenhaus et al., 2005). After using the equation, the proposed model's GoF is 0.487, supporting the good GoF.

$$Gof = \sqrt{AVE_{avy} \times R^2_{avy}}$$

Further, the study also estimated the SRMR criterion to evaluate the model fit. The SRMR of our model is 0.078 below 0.08, signifying a satisfactory model fit (Hu and Bentler, 1998).

Following the validation of both the outer and inner model validity, 5000 bootstrapping repeats by the Smart PLS3 were conducted in order to evaluate the study hypothesis, as indicated in Table 6.

Table 6. Hypotheses testing (inner model results)

Hypotheses	β	T-Value	p-Values	Results
Direct Paths				
H1- Abusive supervision (AS) -> Evasive hiding	0.423	5.091	0.000	✓
H2- Abusive supervision (AS) -> Playing dumb	0.301	2.556	0.011	✓
H3- Abusive supervision (AS) -> Rationalized hiding	0.247	2.522	0.012	✓
H4- Abusive supervision (AS) -> Work disengagement (WD)	0.743	14.877	0.000	✓
H5- Work disengagement (WD) -> Evasive hiding	0.383	5.092	0.000	✓
H6- Work disengagement (WD) -> Playing dumb	0.430	3.949	0.000	✓
H7- Work disengagement (WD) -> Rationalized hiding	0.380	3.482	0.001	✓
Indirect mediating Paths				
H8- Abusive supervision (AS) -> Work disengagement (WD) -> Evasive hiding	0.284	4.116	0.000	✓
H9- Abusive supervision (AS) -> Work disengagement (WD) -> Playing dumb	0.319	3.288	0.001	✓
H10- Abusive supervision (AS) -> Work disengagement (WD) -> Rationalized hiding	0.282	3.393	0.001	✓
Moderating Effects				
H11- AS x POS -> WD	-0.130	2.148	0.032	✓
H12- WD x POS -> Evasive hiding	-0.124	3.026	0.003	✓
H13- WD x POS -> Playing dumb	-0.129	2.544	0.011	✓
H14- WD x POS -> Rationalized hiding	-0.144	2.150	0.032	✓

In light of the outcomes shown in Figure 2 and Table 6, abusive supervision (AS) owned a significant and positive influence on evasive hiding ($\beta = 0.423$, $t = 5.091$, $p < 0.000$), playing dumb ($\beta = 0.301$, $t = 2.556$, $p < 0.011$), rationalized hiding ($\beta = 0.247$, $t = 2.522$, $p < 0.012$), and work disengagement (WD) ($\beta = 0.743$, $t = 14.877$, $p < 0.000$), supplying support for H1, H2, H3, and H4. The results furthermore demonstrated that work disengagement (WD) significantly and positively affected evasive hiding, playing dumb, and rationalized hiding at $\beta = 0.383$, $t = 5.092$, $p < 0.000$, at $\beta = 0.430$, $t = 3.949$, $p < 0.000$, and at $\beta = 0.380$, $t = 3.482$, $p < 0.001$, respectively, confirming H5, H6 and H5.

Additionally, the variables of work disengagement (WD) mediated the association between abusive supervision (AS) and evasive hiding at $\beta = 0.284$, $t = 4.116$, $p < 0.000$, between abusive supervision (AS) and playing dumb at $\beta = 0.319$, $t = 3.288$, $p < 0.001$, and between abusive supervision (AS) and rationalized hiding at $\beta = 0.282$, $t = 3.393$, $p < 0.001$. Meaning that H8 and H9, as well as H10, are supported. Concerning moderating influences, POS, as demonstrated in Figures 3, 4, 5, and 6, dampens the positive impact of AS on WD ($\beta = -0.130$, $t = 2.148$, and $p = 0.032$), WD on evasive hiding ($\beta = -0.124$, $t = 3.026$, and $p = 0.003$), WD on playing dumb ($\beta = -0.129$, $t = 2.544$, and $p = 0.011$), and WD on rationalized hiding ($\beta = -0.144$, $t = 2.150$, and $p = 0.032$), demonstrating support for H11, H12, H13, and H14.

Understanding the Nexus between Abusive Supervision, Knowledge Hiding Behavior, Work Disengagement, and Perceived Organizational Support in Tourism and Hospitality Industry

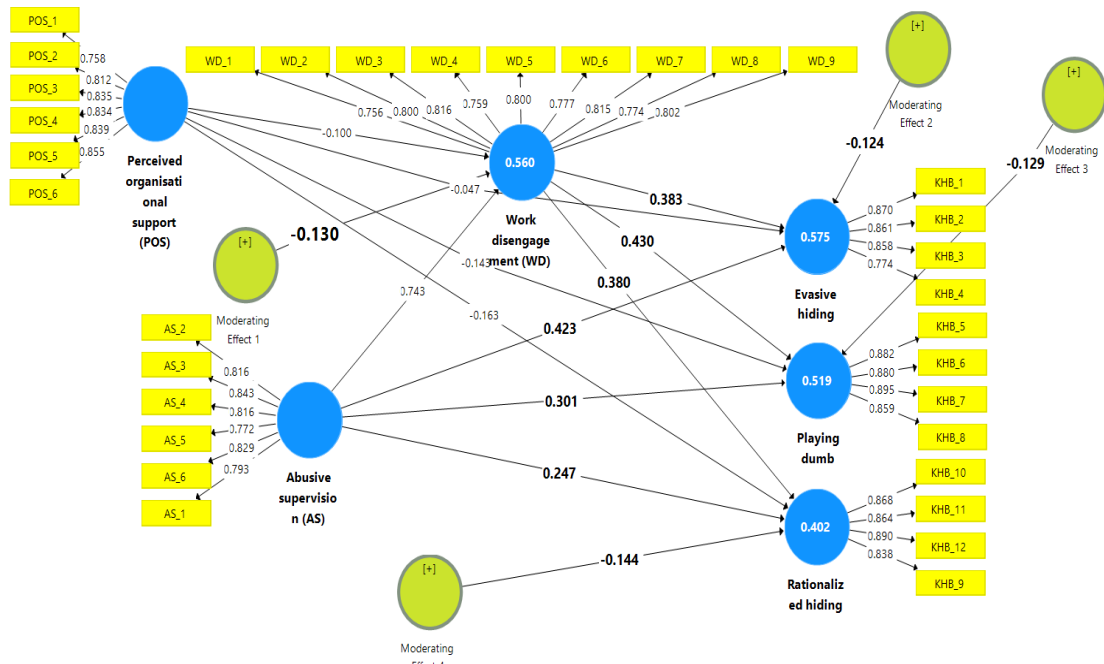


Figure 2. The study model

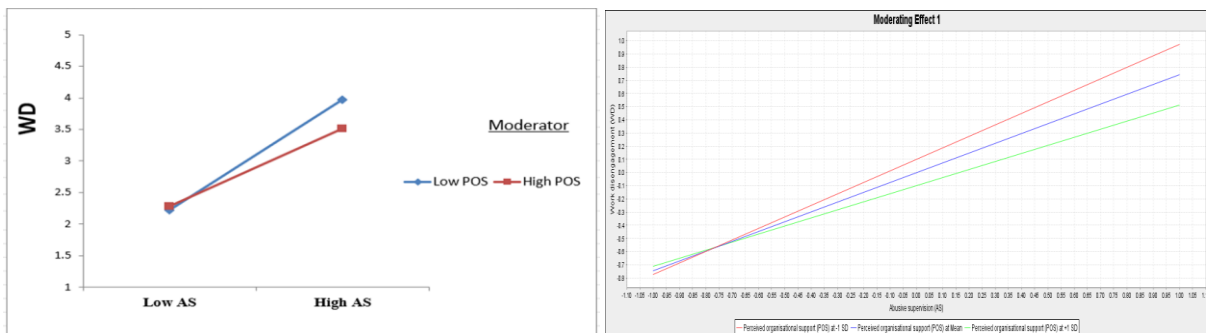


Figure 3. The effect of POS as a moderator on the connection between AS and WD

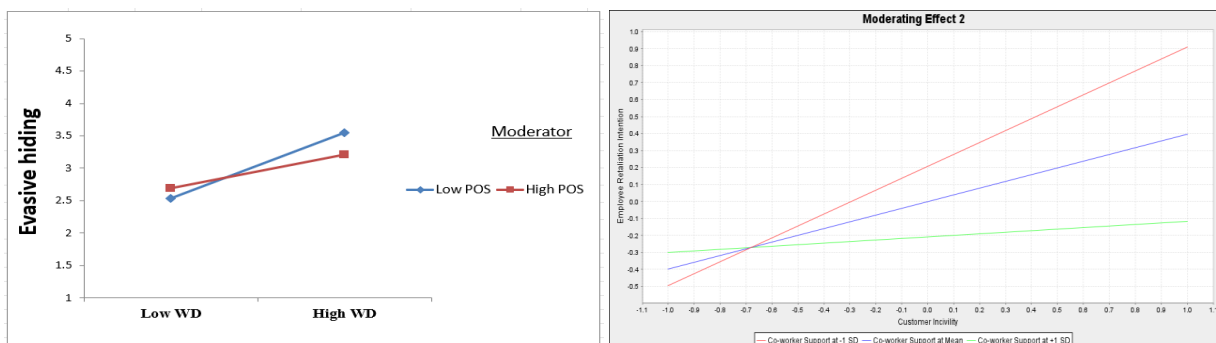


Figure 4. The moderating role of POS in the relationship between WD and evasive hiding

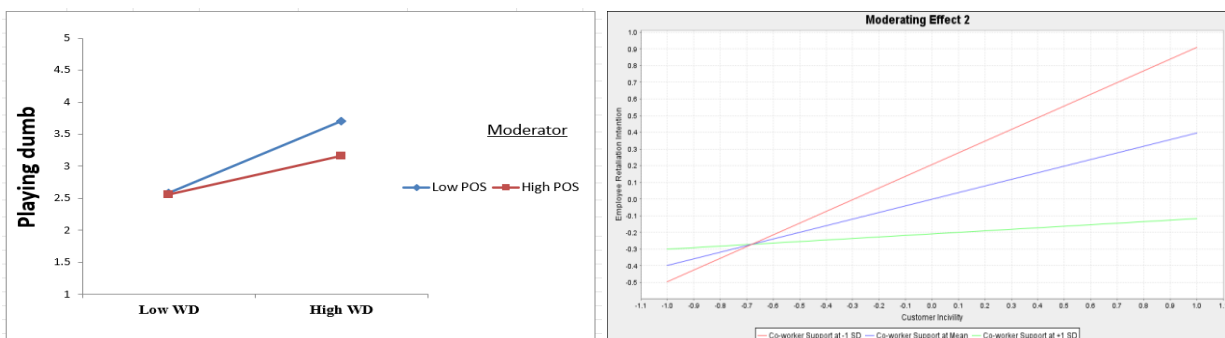


Figure 5. The moderating role of POS in the relationship between WD towards playing dumb

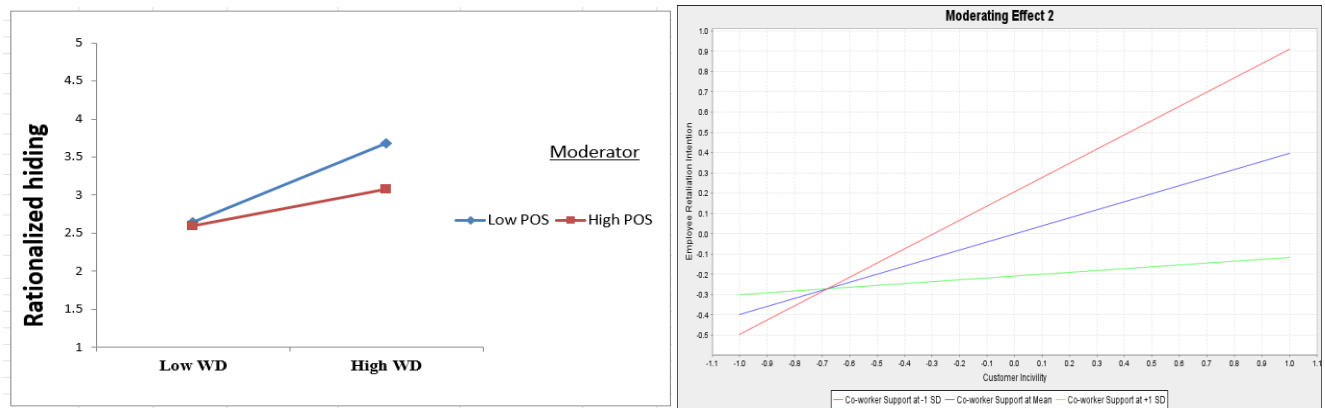


Figure 6. The moderating role of POS in the relationship between WD towards rationalized hiding

CONCLUSIONS AND IMPLICATION

1. Conclusions

The study aimed to provide a better understanding of the effects of abusive supervision on knowledge-hiding behavior, considering the work disengagement as a mediator, and the role that perceived organizational support plays as a moderator. It is considered an extension of prior literature on studying the repercussions of abusive supervision and employees' knowledge-hiding behavior in the hospitality and tourism sector and how it threatens their feeling of engagement towards their employer.

2. Theoretical implications

The first initial addition of the research was dedicated to the knowledge management literature in the field of hospitality by exploring the impact of abusive supervision on employees and its connection to the practice of hiding knowledge among employees as regressive behavior to maintain their job status. The findings corroborate the first hypothesis of the study, that there is a positive link between abusive supervision (AS) and knowledge-hiding behaviour (KHB). The hospitality industry has a nature that depends mainly on labor-intensive activities that require effective supervision, cooperation, and sharing knowledge with others to enhance the quality of service. However, many employees in this field are exposed to aspects of abusive supervision, especially those who recently joined the job and have limited or no experience (Agina et al., 2023; Feng and Wang, 2019; Gul et al., 2021; Rice et al., 2020).

Employees often avoid direct mistreatment because of job characteristics such as promotions, rewards, and to ensure continued employment. As a result, employees engage in cognitive behavior that leads to counterproductive results and practices the behavior of hiding information from their peers at work, which inevitably harms the quality of services and leads to deteriorating customer satisfaction levels. Some of supervisors may unintentionally practice abusive supervision due to their limited experience in managing individuals. In contrast, others practice this behavior intentionally, especially if they feel a threat to their potential promotion. Negative comments, silent treatment, excessive expression of anger, being rude, breaking promises, ostracizing them, or bullying on their performance are considered aspects of abusive supervision (Harris et al., 2011). These may require precautions from management and firm actions toward supervisors who practice those behaviors. It also requires designing programs for continuous development for employees at all administrative levels to support a sense of strength and self-confidence (Elshaer et al., 2024).

The research results were also consistent with the second hypothesis, as they supported the existence of a positive relationship between Abusive Supervision (AS) and Work Disengagement (WD). As it reveals that (AS) has a detrimental impact on employees' well-being, job satisfaction and lead to poor service performance, loss of passion, lack of productivity, poor relationships in the workplace, reliance on personal goals and interests, organizational deviation, organizational lack of loyalty towards their employers, and high employee turnover rates. Work engagement is the result of organizational and supervisory support, leading to financial returns, commitment, job satisfaction, organizational success, and customer satisfaction. It involves employees expressing themselves physically, cognitively, emotionally and mentally while performing the role. Job satisfaction is a key factor in work engagement, which is characterized by enthusiasm and activity. It is a workplace technique to develop employees' feelings and attitudes towards the organization, their job duties and workplace culture. Conservation of Resources (COR) theory suggests that there is a direct relationship between the availability of resources and the willingness to share experiences (Hobfoll, 1989). Studies have also confirmed the ability of abusive supervision to exhaust employees' energy and physical and emotional resources, leading to decreased job satisfaction and innovation (Losada-Otálora et al., 2020; Rice et al., 2020; Srivastava et al., 2024; Wang et al., 2020; Wang et al., 2022; Wang, 2022).

Regarding the third hypothesis, findings are consistent with other researchers' opinions as (Aliane et al., 2023; Connelly et al., 2012; Schaufeli and Bakker, 2004), who claimed that hiding knowledge affected their insecurity and instability with their jobs. According to our study, work disengagement increases an employee's willingness to suppress knowledge. Knowledge concealing or hiding makes it difficult to sustain an organization's competitive advantage and achieve success in a dynamic and continuously changing organizational environment by preventing people from sharing and transferring critical work-related information, knowledge, and experience. Although previous research has paid little attention to the

relationship between job disengagement and knowledge hiding, we use the conservation of resources theory to argue that job uneasiness and decreased commitment may increase the extent to which an employee hides knowledge from his coworkers.

Despite the importance of the topic and its severe impact on work success, it has not been studied in detail academically to explore the relationship between job disengagement and knowledge hiding. The re-research used the conservation of resources theory to study the strong negative impact of job disengagement on the employee's hiding of knowledge from his peers. According to conservation of resources theory, when an individual faces the possibility of resource loss, he or she is likely to attempt to conserve his or her energy and resources within the context or environment around him. As a result, when an employee experiences job disengagement, they are more likely to divert their attention and resources away from their work responsibilities and they will not make enough effort to share what they have.

Concerning the fifth hypothesis, the study's outcomes lined up with some earlier research's opinions about Perceived organizational support (POS) (Cheng et al., 2013; Eisenberger et al., 1986; Al-Imamand Al-Abad, 2023) as the results claimed that organizational support is a critical factor in employee satisfaction and loyalty. It is determined by employees' confidence in the organization's respect for their work, interest in investing on them and increasing their knowledge, supporting their level of expertise, and raising their performance levels. Organizational support from management also means recognizing the employees' contribution to the success of the work and their willingness to reward contributions and meet current needs. Perceived organizational support (POS) is a source of belonging within an organization and is enhanced by employees' tendency to attribute anthropomorphic attributes to the organization. Positive supervisor behaviors can increase (POS), and (POS) can meet employees' social and emotional needs, such as approval, respect, and emotional support. However, negative behaviors, such as abusive supervision, can negatively impact (POS).

3. Practical implications

The purpose of this study is to investigate the effects of (AS) and (KHB), taking into account the mediating roles of work disengagement and perceived organizational support. The study has many practical implications for hotel management to with attitudes that are considered undesirable, such as (AS) and (KHB). It also highlights the significance of dealing with abusive behaviors and knowledge hiding from the side of high management level, particularly when it comes from supervisors toward their subordinates, due to its impact on employees on the entry-level and on their work-engagement. The supervisor's abusive behavior has ramifications not just for the employees but also for the organizations, as high turnover harms the hotels' reputation, successes, guest satisfaction and profitability.

First, the study suggests that hotels' management must establish rules and a system to furnish their employees at any managerial level with the necessary and required knowledge, information, and techniques. This could be accomplished via numerous channels as; training programs from in-sider and outsider trainers and experts in the hospitality field, on job training, and providing a digital library with contents consistent with the skills required in each job and making it available to all employees. Single, integrated knowledge management system facilitates open knowledge generation and sharing knowledge will enable them the access to the most current and pertinent information through unrestricted flow of information. It is recommended to activate continuous training programs for all administrative levels on technical and administrative skills, especially modern techniques, to raise all staff skills, as well as to provide different channels and sources of knowledge and enhance their sense of self-confidence. This will reflect on their desire to share knowledge with others and raise their loyalty, work engagements feelings, and job security. The findings of the study are in line with the opinions of (Khan et al., 2023; Parhamnia et al., 2022; Pradhan et al., 2020).

Second, the study recommends that hotel establishments' administrations must adopt an effective method with clear standards when selecting and promoting people to the supervisory level (Islam et al., 2022). Also, adopting behavioral training for those who are promoted or will be potentially promoted to the supervisory category and higher administrative levels to support the development of their abilities to deal positively with their subordinates, avoid negative supervisory behaviors, and fulfil their role as knowledge facilitators. Through these behavioral training programs, employees' behaviors must be studied, the appropriate methods for improving their functional and general skills, and how to invest professionally in them.

The study also shed light on the necessity of adopting a strategy to monitor abusive supervisors and those who practice hiding knowledge through opening channels of communication between high management and all employees to monitor any negative behaviors from the supervisory level that would affect the success of the work and the progress and development of employees' performance, through periodic meetings and interviews conducted regularly by the human resources manager with employees (Jeong et al., 2023). Linking performance measurements of supervisory levels with their subordinates' performance progress and using knowledge sharing as one of the elements of their performance evaluation. Using subordinate evaluation forms for supervisors as one of the criteria for promotion to higher administrative positions. focusing on conducting exit interviews with employees who quit their jobs in order to lower employee turnover rates, enhance personnel work engagement, and monitor any abusive supervising practices. Finally, hotel management operations must support their employees' development at all administrative levels by offering them continuous support and help, continuing training and development, recognizing their achievements on the personal level and the organizational level, appreciating their contribution to its success, achieving its goals and prosperity, as well as supporting job empowerment policies and the possibility of redesigning job specifications that will help creativity and innovation.

Limitations and future research

The current study has certain limitations, much as earlier studies in this field, and it is suggested that alternative research avenues be followed. First, the study tested the impact of abusive supervision (AS) on knowledge-hiding

behaviour (KHB). At the same time, the work disengagement (WD) role was examined as a mediator and perceived organizational support (POS) as a moderator. Other aspects, such as pay satisfaction, promotion focus, and/or torture, can be investigated and assessed as moderators, while other factors, such as voice behaviour, proactive activity, and/or gossip behaviour, can be studied as mediators. Second, it is impossible to pinpoint the precise causal links between latent variables when analysing cross-sectional data. Moreover, researchers using multiple or longitudinal data sources might validate the structural model described in this work in a different setting. Furthermore, because the study's exclusive focus was on hospitality-related enterprises, its conclusions might not apply to other industries or larger organizations.

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