Navigating Knowledge Hiding: The Influence of Supervisee Job Based Psychological Ownership on Job Performance in Manufacturing Settings

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Abstract
The objective of this study is to analyze the effects of supervisor knowledge hiding (SKH) on the job performance of supervisees in the manufacturing sector. The study creates a conceptual framework that depicts the relationships between SKH, supervisee job-based PO and supervisee job performance. The author investigated how SKH affects the output of subordinates as well how to mitigate SKH's detrimental impact on supervisee job performance, and in what way supervisee job-based PO act to decrease the negative effect. This paper examines a mediation model that is grounded on the conservation of resources (COR) theory. The data was obtained from 347 employees who were serving in the manufacturing industry of Southern Punjab, Pakistan. Through the implementation of a quantitative research design and extensive analysis of data, findings reveal that SKH negatively impact on subordinates that ultimately reduce the performance of supervisees at workplace. This research contributes to the recent finding that the adverse effects of SKH can potentially be buffered through the supervisee's possession. The model test with Partial Least Squares (PLS)-4 was used as the analysis technique in the study. Based on the available information, this is the first study to look into the relationship between SKH, supervisee job performance and supervisee job-based PO using conservation of resource (COR) theory. The authors switched the focus that conservation of resource (COR) theory offering new ideas into the process behind the link between SKH and supervisee job performance. This research also looked at how SKH hiding in the workplace affects job-based PO. This research focuses on workplace behavior. Employee attributes can dissuade a negative reaction to SKH. The effect of SKH on supervisees can be mitigated by focusing on supervisee job-based PO. This is an increasing push to focus on workplace positivity, which improves supervisees' job performance. It is imperative that we investigate the reasons how employees can perform effectively at work while remaining loyal and devoted to it.

Keywords: Supervisor Knowledge Hiding, Supervisee Job-based Psychological Ownership, Supervisee Job Performance, Conservation of Resource Theory

1. Introduction

Knowledge management is an essential resource for both organization and individuals that cannot be replaced and may be used strategically to obtain a competitive edge (Issac et al., 2021). Knowledge is the most ancient talents (Arain, Umrani, et al., 2020). In a knowledge-based economy, knowledge is regarded as the key to organizational success, plays a vital part in encouraging development, often irreplaceable and valuable strategic resource for firms aiming to achieve a competitive advantage (Minbaeva, 2013). Essentially, information is not merely a passive resource but a proactive driver for organizational achievement and growth. Researchers have shown keen interest in the issue of knowledge hiding in organizations because it can lead to a lot of detrimental outcomes, like competition, lack of career growth, and mistrust among coworkers. Depending on the knowledge hider's intentions, these negative effects can either slow down the process of productivity, effectiveness, and growth (Khoreva & Wechtler, 2020; Ullah & Sohail, 2019). Jiang et al., (2019) point out that a significant portion of financial resources is lost each year in large U.S. companies because of inadequate knowledge-sharing practices. According to estimates, as much as $47 billion is wasted due to inefficient methods of exchanging knowledge, resulting in a loss of production. This astounding figure shows how poor knowledge-sharing may affect organizational performance and financial results (Rose, 2016). Organizations lose efficiency, productivity, and creativity when important information, expertise, and insights fail to move smoothly across departments, teams, or divisions (Suliman, 2001). Some studies show that individuals exploit their knowledge to gain an advantage, especially in competitive environments (Anaza & Nowlin, 2017). The phenomenon of knowledge hiding has garnered increasing interest in diverse fields, including human resource management (Černe et al., 2017; Sivakumar & Kumar, 2017), organizational behavior (Connelly et al., 2012a; Sukumaran et al., 2021). Over the last decade, organizational research has focused heavily on knowledge concealment or hiding. The literature on knowledge hiding in the workplace originates from the subject of knowledge management. The present case demonstrates that certain manufacturing personnel did not disclose all their expertise. As a substitute, when information was requested, supervisors intentionally hide some information from their supervisees. According to the literature, this propensity is referred to as knowledge hiding, "an intentional attempt to conceal or withhold knowledge that others have requested" (Arain et al., 2020). Within the year 2012, Connely and other authors put up the idea of knowledge hiding, which is an autonomous emergent concept. Connelly et al., (2012), were the first to define the knowledge hiding by creating a multidimensional measurement of the construct. Scholars and researchers have investigated different elements of knowledge hiding, such as its causes, consequences and approaches for reducing its detrimental influence on organizations (Riaz et al., 2019). Knowledge is hide by three different conducts including i) playing dumb, ii) evasive hiding and iii) rationalized hiding. In playing dumb, the individual engaged in knowledge hiding playacts to ignore in order to provide the information to the requester; evasive hiding refers to the act of deliberately providing with false or misleading knowledge or information to requester; rationalized hiding refers to the logical justification for an individual's unwillingness to disclose information (Connelly et al., 2012a). Contact between supervisors and supervisees is a crucial conduit for the flow of information, knowledge and expertise (Chen, 2020a). Supervisors within the organization may hide the information from their subordinates due to preserve their authority and status within the workplace (Ali et al., 2020). Connelly et al., (2019), mentioned,

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hiding may emanate from supervisors to followers, its often perceived as a trivial behavior in the workplace. This issue arises when individual have the opportunity to share their knowledge but choose not to do so in a variety of social context, such as the workplace or academic settings. For instance, a knowledge seeker who missed an important meeting may approach colleague who was there. Knowledge provider hold the information because of concerns about diminishing their value within the organization and may maintain it by controlling the knowledge or covey the false information to knowledge seeker that s/he was missed due to non-attend. Furthermore, the knowledge providers may hesitate to offer their expertise and information because they fear that their performance would be evaluated based on the knowledge, they possess (Peng, 2013; Peng et al., 2019). There have been a number of academics who have claimed that the practice of knowledge hiding has a negative influence on both individuals and organizations (Chen, 2020b; Connelly et al., 2012b; Md-Sidin et al., 2009; Rasheed, 2018). The act of concealing knowledge is a prevalent behavior in workplace, but it has only recently started to attract attention in organizational studies (Xiao et al., 2019a). In an ever-changing organizational environment, where creativity and adaptability are increasingly valued, organizations are relying more on employees who willingly contribute to achieving organizational objectives (Ismail & Ali, 2017; Kim et al., 2020).

In an era of rapid technical innovations, globalization, and dynamic market forces, organizations face more competition and instability, necessitating a never-ending pursuit of performance excellence (Moin et al., 2022). A sense of psychological ownership promotes to positive on both organizational and individual performance. Employees that possess a profound affinity for their jobs and organizations are more inclined to exhibit engagement, productivity, and satisfaction (Batool et al., 2019). The process by which subordinate develop a psychological attachment particularly the part of work of individual attributes in the presence of SKH, has garnered little study (Butt, 2020a; Xiao et al., 2019a). There is a complex link between supervisor's knowledge hiding and supervisee job-based psychological ownership. When supervisors purposely hide information or expertise from supervisees then their job roles and responsibilities can be greatly affected (Pierce et al., 2001). A strong sense of job-based PO has been connected to favorable organizational outcomes, including higher job satisfaction, performance, and organizational commitment (Pierce et al., 2004). Employees that possess a sense of psychological ownership tend to exhibit more productive attitudes and behavioral outcomes (Pierce et al., 1991). Psychological ownership refers as "the state in which individuals feel as though the target of ownership or a piece of that target is 'theirs' (Olckers et al., 2012). Pierce et al., (2001) define the psychological ownership is a situation in which an individual feels a sense of possession (i.e., it is "MINE" or it is "YOURS") for a target or thing, whether it be immaterial or material. Therefore, experiencing a sense of psychological ownership over a job can make individuals feel like unique members of the organization (Avey et al., 2009). Job-based PO facilitates the subordinate to stimulate a sense of ownership over their work that consequently contribute to boost job performance at workplace (Pierce et al., 2001, 2003). Psychological ownership serves as a motivating factor for subordinates and inspire them to perform excellent job. Subordinates who have a sense of ownership over the organization may begin to actively defend it and assume more accountability for accomplishing organizational goals (Han et al., 2015). Subordinate possession on job increases by using the conservation of resource (COR) theory.

We will emphasis on conservation of resource (COR) theory in conjunction with supervisee job-based PO that will describe role of supervisee job-based PO as a mediation relationship intermediary between the SKH and supervisee job performance. To better understand the underlying mechanisms influencing the impact of SKH on supervisee job performance, this study incorporates conservation of resource (COR) theory, an established model in organizational psychology that emphasizes the importance of resource preservation and acquisition strategies in mitigating stressors and enhancing wellbeing.

This theoretical framework will offer new insights into comprehending the various through which employee's level of motivation and can be assessed and their organizational goals predicted.

2. Literature Review

In order to maintain a competitive advantage in the current changing business landscape, firms must continuously pursue high performance, innovation through idea generation, distribution, and execution (Liao & Chun, 2016; Tsai, 2018). The practice of hide the knowledge within organizational contexts has a long history, reaching back to the founding of organizations. Knowledge hiding idea originates from the field of knowledge management by (Connelly et al., 2012a), through the development of multidimensional measure of construct. According to (Connelly et al., 2012a), "knowledge hiding is an intentional attempt by an individual to withhold and conceal knowledge that has been requested by another person". There are three sorts of categories of knowledge hiding: i) playing dumb, ii) evasive hiding and iii) rationalized hiding. In first sort, namely playing dumb knowledge hider pretends to ignore in order to provide the information to the requester; in second sort, evasive knowledge hiding occurs when the individual who hide knowledge s/he tries to offer improper and incomplete data or makes an untrue promise to provide data in future; in third sort, rationalized hiding, the knowledge hider shifts the blame onto others for not providing essential information or presents a purpose for not being able to provide the demanded data (Čonnelly, et al., 2019; 2012a). Contact between supervisors and supervisees is a crucial conduit for the flow of information and knowledge.

Supervisors are hesitant to share required expertise with their subordinates due to departmental and prosocial competitiveness. Knowledge hiding has a detrimental effect on organizational performance and productivity. In most cases, knowledge hiding harms incorporate the operations and their productivity (Ali, 2021). The concept of knowledge hiding is convincing, with clearly evident negative repercussions for organizations, (Chatterjee et al., 2021). Effective knowledge utilization can boost organizational performance and as it hampers innovation, hinders teamwork and collaboration, and ultimately impacts organizational effectiveness (Kakada, 2023; Pradhan et al., 2020). Sharing knowledge is essential for organizational success in knowledge-intensive industries like manufacturing industry. Our model is based on prior research (Butt, 2020b), and review studies (Siachou et al., 2021), which identify potential causes and repercussions of hide the knowledge. There is proficient literature on knowledge sharing, but scant literature on knowledge hiding with the link of supervisee job-based PO, especially among the manufacturing industry. According to Van Dyne & Pierce, (2004), this study focuses for the most part on the actions of individuals working within the organization. PO develops when an individual has authority over a particular thing, deep knowledge, devotes their time, energy,

resources, and abilities to it (Batool et al., 2019). Subordinates who feel possession with their job report better attitudes and behavioral outcomes at workplace (Pierce et al., 1991). An individual more control over an object when s/he will be considered a part of the self (Belk, 1988; Furby, 1978). Employee job performance has a substantial impact on organizational performance, particularly in the service sector. This study centers on the conduct of individuals in the workplace. According to (Hannang et al., 2020), employees play a crucial role in the functioning of a firm. When subordinate performance improves, it leads to an overall improvement in organizational performance.

Our literature assessment identifies gaps, establishes a conceptual framework, and influences the study technique. The literature is organized chronologically, with highlights on methodology, major findings, limits, and future study objectives.

2.1. Supervisor knowledge hiding and supervisee job performance

Waheed, (2016), emphasizes that knowledge hiding is more than just withholding information, however, it has been perceived as a negative behavior in which individuals diligently hide information from others. Connelly et al., (2012a), found that individuals intentionally withhold their knowledge. Employees to conceal their most advanced expertise of knowledge when there is a scenario of competition and professional advancement. According to Serenko et al., (2016), managers may hide information when they sense a threat to their job security. When employees impede knowledge or information from their subordinates, it creates distrust and hinders teamwork, and detrimental effects on various aspects, such as employees' self-worth, trust among colleagues, innovative work methods, individual and collective creativity, task and financial achievements, overall well-being, willingness to express opinions, organizational commitment, and knowledge exchange (Moin et al., 2022). Sukumaran & Lanke, (2021), explains that knowledge concealment lowers organizational performance, learning, growth, undermines working relationships, creates knowledge gaps, and reduce individual performance. Several studies exhibited that KH has adverse effect on work environment within the organizations (Arain et al., 2020; Arain, Bhatti, Hameed, et al., 2020; Butt, 2021; Butt et al., 2020a; Connelly et al., 2012a; Nguyen et al., 2022; Zhang et al., 2023), and on supervisee job performance (Nguyen et al., 2022). This research suggest that supervisors hide the information from their supervisees in manufacturing industry, which impedes the performance of subordinates.

H1: There is a significant negative relationship between Supervisor knowledge hiding and supervisee job performance.

2.2. Supervisor knowledge hiding and supervisee job-based PO

Work has a significant impact on both individuals and organizations. One can not only work for material benefits e.g., financial, but also for the satisfaction of the individual's psychological needs (Pierce et al., 2003). PO has positive relation with job performance. SKH generate negative relation with the supervisee job-based PO. The hypothesis states that there is an adverse connection between SKH and supervisee job-based PO. When supervisors suppress information, it negatively affects supervisees' psychological sense of ownership for their work responsibilities and undermines the sense of ownership that supervisees have over their responsibilities, potentially leading to decreased motivation and engagement with work. Organizations who care about creating a positive work environment for their employees must be aware of this negative association.

The performance of employees is the foundation in developing the effectiveness and success in the organization. Performance is an accomplishment of assigned tasks (Suliman, 2001). Knowledge is viewed as a critical asset for an organization's long-term success (Caputo et al., 2019; Carayannis et al., 2017; Lindner & Wald, 2011). The supervisee takes pride in being an integral part of the company and works hard to contribute to its success, they feel ownership with job. Such employees are essential to organizations because they drive success and performance. Understanding this adverse relationship is crucial for organizations aiming to foster a work environment conducive to both employee well-being, productivity and performance.

H2: There is a significant negative relationship between Supervisor knowledge hiding and supervisee job-based PO.

2.3. Supervisor job-based PO and supervisee job performance

PO provides employees with a heightened sense of control, authority, and influence, potentially fostering a greater sense of job ownership and enhancing their overall performance. Pierce et al., (2004), assert that current arguments delve into the underlying causes that motivated individuals have a sense of ownership. People who have more ownership over their jobs are more likely to perform better (Pierce et al., 2003). PO gives individuals control, power, or influence (Liu et al., 2012). PO has positive relation with performance of an individual (Md-Sidin et al., 2009). PO is the emotional attachment and possessiveness to an object or part of it that indicates responsibility over an entity (Dawkins et al., 2017). Management theory and research consider employee performance the most significant outcome because it is a job behavior (LePine et al., 2016). Literature provides that there is positive correlation between PO and job performance (Batool et al., 2019; Pierce, 2015). Job-based PO prompts subordinate to perform well. The study revealed that subordinates who possess a profound sense of connection to their job are more inclined to exercise control and devote their skills and abilities towards it. This study adds to the literature on job-based PO, making a valuable contribution to human resource management and strategic management. Subordinates that feel a sense of ownership over their job tend to exhibit positive behavior. Employees who feel they own their jobs are more productive and loyal to their organization.

H3: There is a significant positive relationship between supervisee job-based PO and supervisee job performance.

2.4. Mediation role of supervisee job-based PO

Negative feelings, such as annoyance, disappointment, or tension, can have a significant influence on the motivation levels of subordinate. An individual's enthusiasm, involvement, and general drive to perform a good job at work, it could be impacted by negative emotions. Job satisfaction, productivity, and performance all can decrease when an individual is unable to maintain their motivation and concentrate due to negative emotions (Pushpakumari, 2008). Employers often need to assist and sympathize with their employees in order to handle these negative emotions in order to maintain a motivated and productive workforce. In such scenario the conservation of resource (COR) theory helps to sustain the subordinate motivation and dedication to accomplish the duty at work in the presence of knowledge hiding of supervisor. We propose that psychological ownership of a job fosters a sense of responsibility, which enhances employee job performance. It is expected that increased accountability, driven by a sense of ownership that will improve overall productivity. Employees with a personal connection to their work are expected to resulting in

increased job performance (Liu et al., 2012; Pushpakumari, 2008). Job-based PO helps the individual to stimulate the possession on work and also help to increase job performance, particularly if employee have strong ownership with job.

Job-based PO protects against resource depletion by mediating the connection between SKH and supervisee job performance. SKH depletes resources, whereas supervisees who own their job are more resilient. In order to make up for supervisors' ignorance, supervisees may be motivated to actively seek out other sources of information or use their own expertise.

In this research, we argue that supervisee job-based PO in organizations play a significant role in improving employee performance (Md-Sidin et al., 2009), and maintaining positive attitudes. According to White, (1959), people have a natural need to engage with and affect many parts of their surroundings. Employees come to consider the fruits of their labor (i.e., time and energy) as representations of themselves when they put out the effort and energy (Pierce et al., 2003). We use the tenets of the conservation of resources (COR) theory to formulate our research hypotheses.

H4: Supervisee job-based PO mediates the negative relationship between SKH and supervisee job performance.

2.5. Conservation of resource (COR) theory

Conservation of resources (COR) theory is considered as stress and motivational theory that takes gained a lot of consideration in the industry field. This article shifting the concentration from resource-setting strap to an awareness that "preparing" is a productive process that comprises both humans and surroundings changing (Hobfoll, 2011). So, with conservation of resources (COR) theory individuals feel motivation and take actively initiate and to engage in endeavors to restrict resource destruction and destructive effect on well-being (Halbesleben et al., 2014). Conservation of resource (COR) theory is applied with mediator to demonstrate the relevance of supervisee job-based PO to avoid from adverse consequences of SKH on job performance of subordinate (Bono & Colbert, 2005).

At its core, COR theory proposes that individuals are motivated by the desire to preserve resource reserves and collect more resources in order to meet their wants and achieve their goals. Using COR theory, which underscores the significance of psychological resources in preventing resource depletion, this study posits that supervisee job-based PO functions as an essential mediator in the relationship between SKH and supervisee job performance. Employees that have a feeling of ownership and investment in their work responsibilities may be able to lessen the adverse impact of knowledge hiding on job performance while still maintaining resource resilience. This motive arises from the perception that resources are essential for survival, well-being, and growth in a number of areas of life, including employment, relationships, and healthcare.
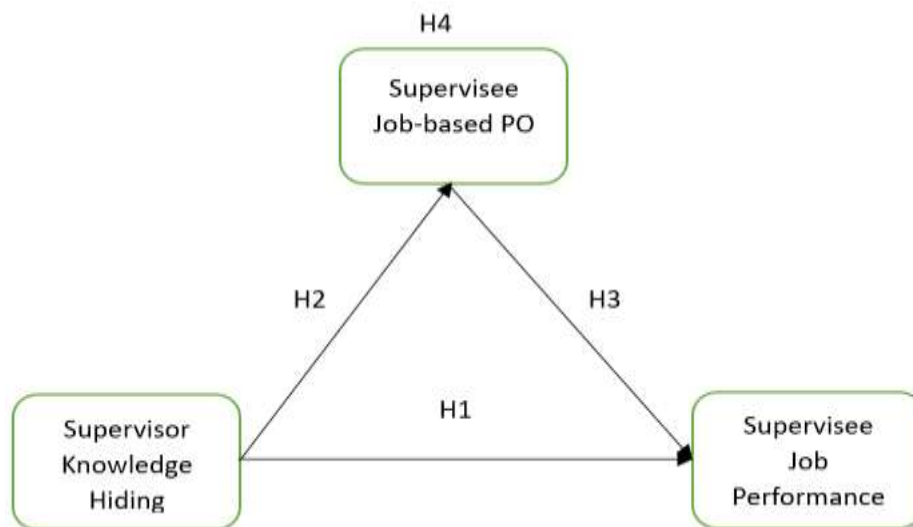
2.6. Research framework

Fig 1: The proposed framework

3. Methodology

A questionnaire was used to obtain data from subordinates of the manufacturing industry in South Punjab, Pakistan. We performed our survey in English, following the example of previous research performed in Pakistan (Butt et al., 2020b). Data was collected using recognized measuring scales and graded with a seven-point Likert scale. Pierce et al, (1998) opined that Likert Scale has shown good empirical results. In this study, the unit of analysis was supervisees from manufacturing industry that were working under the supervisors. The sample was gathered from manufacturing industry cities in southern Punjab. A total of 347 responses were obtained using convenient sampling, taking into account the authors' easy access to the sample. The final sample consists of 84.8% males and 15.2% of females.

3.1. Measures

In this study a cross-sectional design was used under convenience sampling technique to gather participant response. For this purpose, manufacturing industry subordinates were approached.

3.1.1. Supervisor knowledge hiding

The measurement of SKH was conducted using 12 items that were derived from a previous study (Connelly et al., 2012b). A representative item is: "I am confident I get the success I deserve in life". The respondents were given directions to judge the accuracy of each statement using a seven-point Likert scale ranging from 1 (Strongly Disagree) to 7 (Strongly Agree).

3.1.2. Supervisee job-based PO

When individuals perceive ownership over a group, organization, or target, they experience PO (Dyne et al., 2004). Pierce et al., (2001), defined that PO is a circumstance in which a person feels ownership over a material or immaterial thing or objective. Psychological ownership (PO) defined as "a state in which individuals perceive that the object of possession belongs to them (i.e., it is 'MINE')" (Pierce et al., 2003). The construct supervise job-based PO was measure on a seven-point Likert-scale i.e., ranging from 1 (Strongly Disagree) to 7 (Strongly Agree).

3.1.3. Supervisee job performance

Job performance was measured in this study by adapting the 07 items scale used by (Williams & Anderson, 1991). The supervisee job performance items were measure on a seven-point Likert scale i.e., ranging from 1 (Strongly Disagree) to 7 (Strongly Agree).

3.1.4. Control variables

We gathered data on gender, supervisor-supervisee relationship (SSRT) tenure and education to control the confounding influence of demographic characteristics on SKH, which has been observed in prior research (Arain et al., 2019; Fong et al., 2018).

4. Data Analysis

The data acquired in current study encompasses three phases. At first, an examination of demographic features was conducted, measurement model was then verified for its validity to assure the correctness and reliability of the data and how variables are measured. After that at third stage, the structural model (SM) is examined to explore the relationships proposed by hypotheses. The data examination in current research is conducted through SPSS and Smart-PLS.

The first stage involved analyzing respondents' demographics based on frequency and percentage of responses. The outcomes are shown in Table 1.

Table 1: Demographics of respondents

Variables	Category	Frequency	Percentage%
Gender	Male	294	84.8%
	Female	53	15.2%
Job Status	Regular	188	54%
	Contractual	159	46%
Education	Intermediate	160.314	46.2%
	Undergraduate	159	46%
	Graduate	27.1	7.8%
	Doctorate	-	0%
SSRT	1-7 years	170	49%
	8-14 years	156.2	45%
	15-25 years	20.82	6%

Measurement model: The measurement model is the first step in executing the Smart-PLS, as depicted in (Figure 2). The outcomes obtained from the measurement model are presented in Table 2. The results derived from the measurement model have been stated in Table 2. This section evaluates the reliability and validity of the constructs in the measurement model by employing Cronbach's alpha, composite reliability, and average variance extracted (AVE). Measurement model evaluates the internal consistency, reliability, validity of constructs and convergent and discriminant validity. Satisfactory construct reliability and validity results ranged i.e., the outer loading should be more than 0.7, Cronbach's alpha values should be exceeded 0.7, composite reliability should be above 0.7, and average variance extracted (AVE) should be surpass 0.5 (Hair et al., 2018).

Table 2: Construct reliabilities and AVE

Constructs	Cronbach's alpha	CR	AVE
SJBPO	0.875	0.876	0.618
SJP	0.834	0.862	0.506
SKH	0.824	0.851	0.502

The above table fulfill the criteria for all constructs. Outer loadings of all indicators are greater than 0.7 (SKH is ranged from 0.788 to 0.85, SJP ranged from 0.729 to 0.834 and SJBPO is ranged from 0.746 to 0.819), all the mentioned values in table 2 exceed the cutoff point of 0.7, so its statistically accepted. The AVE values are greater than 0.5, confirming that all constructs satisfy dependability standards.

Discriminant validity: After examining measurement model (MM), the second step was to assessed the structural model (SM). In this step model is judged by calculation sample data in different ways and by measuring the values of relations of variables (Hair et al., 2018). Discriminant validity measurement is a widely and commonly accepted method for measuring relationship between latent variables. The Fornell-Larcker Criterion and Heterotrait-Monotrait (HTMT) ratio are the best suited approaches for structural equation modeling (SEM) such as PLS. Additionally, the study of cross loadings is recommended for the determination of

discriminant validity (Henseler et al., 2015). The average variance extracted (AVE) square should be above than the correlation values of the other variables, to confirm the discriminant validity. The table 3 presented the discriminant validity outcomes.

Table 3: HTMT ratio

	SJBPO	SJP	SKH
SJBPO	-	-	-
SJP	0.437	-	-
SKH	0.333	0.346	-

In assessing the discriminant validity, the Heterotrait-Monotrait (HTMT) ratio for each construct was used to test, and values continuously fell below the recommended thresholds of 0.9 and 0.85 for the liberal and conservative criteria, respectively (H, 2017; Nawaz et al., 2021). The square root of the average variance extracted (AVE) was determined to be greater than the correlation values of the other constructs. Thus, it satisfies the criteria for discriminant validity. This shows that acceptable discriminant validity within the measurement model. The HTMT ratio results are presented in Table 3.

Structural model: In first step the reliability and validity examined through measurement model (SM). Afterwards, in second step structural model was assessed. In this step model is proceeded by calculated sample data in different ways and by measuring the values of relations of variables (Hair et al., 2018). Developed hypothesis were tested by using PLS techniques; correlation analysis, used to find and define relationship between variables of interest. On the basis of the predetermined criteria, three direct hypotheses and one mediation hypothesis were examined (Hair et al., 2018). Structural model examines all the hypothetical dependencies based on path analysis.

It reports β values, t-values, p-values, SRMR, variance explained that is denoted R^2, effect size denoted as f^2, and predictive relevance which is denoted as Q^2 of the routes included in the final research model. The PLS analysis measures the statistics of associations, including direct and mediated effects, as well as their significant levels. The SRMR showing 0.07 value, that is below 0.08 defined by (Bush et al., 1985). The findings revealed that R^2 score for SJBPO was 0.091 showing weak relation. Moreover, R^2 for SJP was 0.676 showing moderately strong/substantial scores (Hair et al., 2011). Further, F^2 for SJBPO was 0.77 showing small and 0.016 for SKH showing large effect size, as per guidelines by (Cohen, 1988). Q^2 is the acceptance of predictive relevance of endogenous constructs of model. Moreover, SJBPO showing 0.081 value and SJP is showing 0.09. In this research, predictive relevance is greater than 0 it determines that predictive relevance exist in this research model. The results of model fit are given in Table 4.

Table 4

Goodness of fit indices	Threshold values	Actual results
SRMR	< 0.08	0.07

The results derived from the structural model (SM) produced via bootstrapping with Smart-PLS 4 is shown in Table 5.

Table 5: Results for structural model

Hypothesis	Relationships	Path coefficients	Std. error	p-value	t-value	Results
H1	SKH → SJP	-0.316	-0.327	0.000	8.358	Accepted
H2	SKH → SJBPO	-0.301	-0.312	0.000	7.440	Accepted
H3	SJPBO → SJP	0.796	0.796	0.000	44.205	Accepted
H4	SKH → SJBPO → SJP	-0.240	-0.249	0.000	7.422	Accepted

N = 347, H = hypotheses, ***p ≤ 0.005, SKH = supervisor knowledge hiding, SJP = supervisee job performance, SJBPO = supervisee job-based psychological ownership

The hypothesis (H1) is supported and statistically significant, as measured by (β = -0.316; p-value = 0.000; t-value = 8.358;). the path coefficient values shows that H1 has negative significant direct relationship of SKH (IV) on SJP (DV). Hence, H1 is accepted. Concerning H2, SKH revealed the negative and significant effect on (β = -0.301, t-value = 7.440, p-value = 0.041) SJBPO. Therefore, H2 is accepted.

Regarding H3, values (β = 0.796, t value= 44.205 and p value = 0.000) represent positively significant direct effect on SJP. So, hypothesis H3 is accepted.

The mediation effect was statistically significant, with a (β = -0.240, t-value = 7.422, p = 0.000), indicating that SJBPO mediates between the relationship of SKH and SJP.

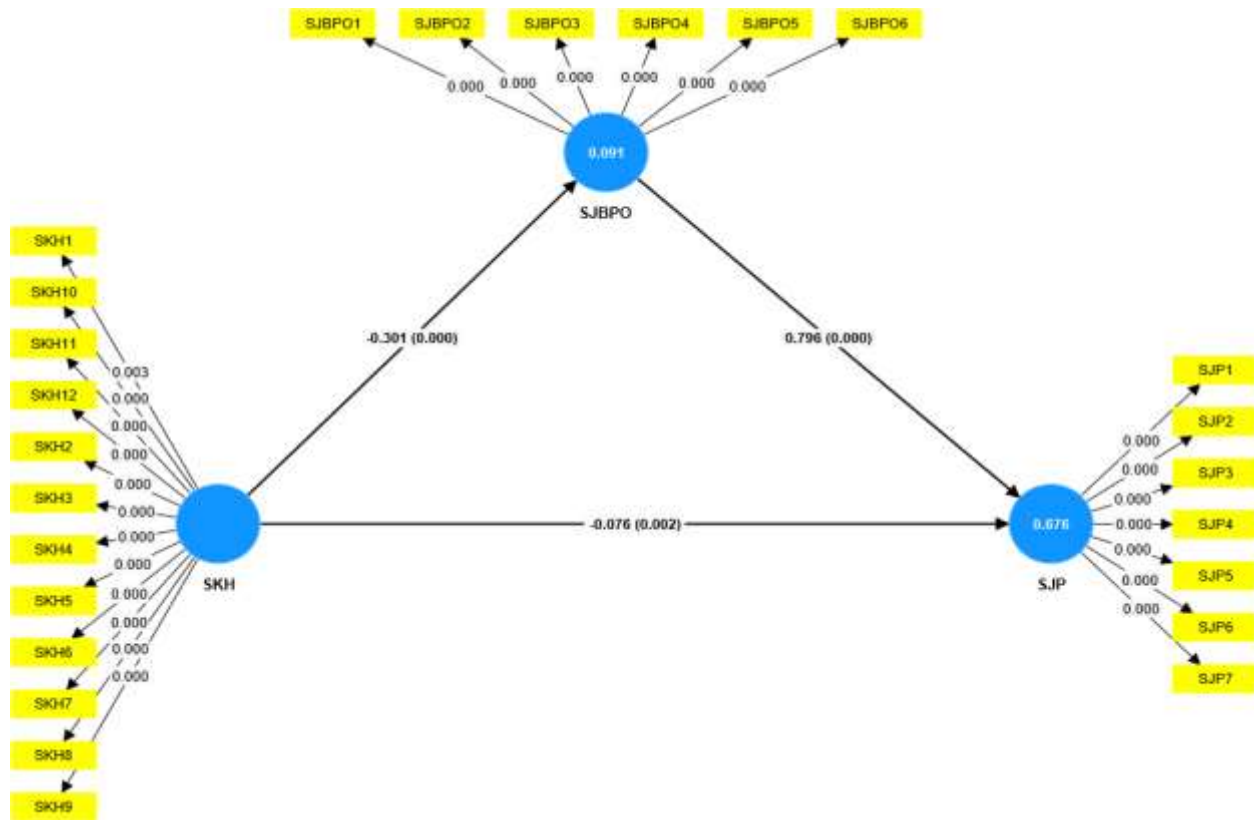**Fig 2: Structural Equation Model**

Note: Supervisor Knowledge Hiding (SKH), Supervisee Job Performance (SJP), Supervisee job-based PO (SJBPO)

4.1. Discussion on Results

The findings of this investigation demonstrate a strong alignment between the model and the hypotheses, with all direct and mediating hypotheses displaying statistical significance. The H1 investigated the link between SKH and supervisee job performance. The study revealed that SKH had an adverse impact on supervisee job performance, it explains the fact that knowledge hiding by supervisors decrease the performance of subordinates at workplace. The findings of the research align with the results of previous investigations (Kakada, 2023). When testing hypotheses 2, we discovered that SKH negatively impact on supervisee job-based PO, but the hypotheses 3 results revealed that supervisee job-based PO had positive relation with supervisee job performance, which confirms that subordinate perform well with positive attitude and behavior and strong sense of ownership. Furthermore, the H4 studied the mediation role of supervisee job-based PO in the connection of SKH and supervisee job performance, that illustrates supervisee job-based PO reduces the negative impact of SKH on supervisee job performance, that a subordinate's high and strong possessiveness towards his or her job does not result in poor performance or other adverse effects due to establish strong attachment with job.

The study's findings imply that supervisee job-based PO mediates the connotation between SKH and supervisee job performance. While SKH initially reduces subordinate performance, the mediation of supervisee job-based PO together with the conservation of resources (COR) theory, mitigates this negative effect. Individuals who have a sturdy sense of ownership over their duties, that individuals are better equipped to counteract the detrimental impacts of supervisor knowledge concealing on their performance. The study's results revealed that there is a strong correlation between SJBPO and supervisee job-based PO. The study's findings align with the theoretical assumptions.

Organizations have changed greatly over the last decade. In a knowledge-based economy, efficient knowledge management is crucial for organizations to gain a competitive advantage (Rasheed et al., 2022). In the manufacturing industry, bosses hide knowledge and skills from their subordinates that can be problematic. In this study, we investigated the adverse effects of knowledge hiding on both the performance and learning of an organization. Intention to hide knowledge among employees in the firm may lose their ability to find out about its employees which will weaken its capacity to manage changes. The study was aimed to fulfill three objectives. The study aimed to evaluate how supervisor knowledge concealing affects supervisee job performance. The study's second purpose was to gain a better understanding of how SKH reduces supervisee job-based PO. The third target was supervisee job-based PO, which had a beneficial impact on supervisee job performance. The final goal was for the supervisor job-based PO to mediate between the SKH and supervisee job performance, so reducing the detrimental impact of information concealment on subordinate performance through the use of supervisee job-based PO and conservation of resource (COR) theory.

Individuals try to get, keep, and protect resources that are important to their well-being and efficiency, for example, time, money, and physical energy are all examples of intangible resources. On the other hand, self-esteem, knowledge, and social support are examples of intangible resources. when supervisors hide knowledge from their supervisees. This leaves that supervisee being supervised with fewer resources, in this situation s/he feels more stressed, frustrated and inefficient due to lack of access to necessary information. supervisee job-based PO is an intangible resource that the supervisee acquires which shows how much they care about

and own their job duties and tasks. when supervisees feel strong, they invest their psychological resources into their work like time, effort and skills. with strong sense of job-based PO, supervisee cope deficit resources and figure out how to handle challenging situations. They might be more aggressive about finding new information sources, using the skills and knowledge they already have, and coming up with solutions to overcome obstacles, ultimately boost the job performance.

As a result, supervisee job-based PO acts as a mediator between SKH and supervisee job performance by buffering the negative effect of SKH on supervisee job performance through conservation of resource (COR) theory. Supervisee with higher levels of supervisee job-based PO is better able to handle a lack of resources, which leads to better job performance.

5. Theoretical and Practical Implications

This research contains several theoretical implications. Initially, we elaborate detailed discussion of supervisor knowledge hiding associates with supervisee job performance. In manufacturing industry, supervisors hide the essential information from their supervisees such as process optimization, troubleshooting procedures and safety protocols. Such type of knowledge hiding deplete the subordinate's resources like confidence, time and experience, these all knowledge are important for effective job execution (Connelly et al., 2012a), and to solve the problems in manufacturing setting.

Second, this research indicates the inverse correlation between supervisor knowledge hiding and supervisees' job-based PO, emphasizing psychological resources' significance on stress reactions. Knowledge hiding reduces supervisees' job-based psychological ownership and control over their work. Organizations must promote transparency and knowledge sharing to protect employees' psychological resources and build ownership and commitment.

Third, our study has contributions to the positive association between supervisee job-based PO and job performance. Supervisees are more inclined to mobilize resources and perform better when they have ownership over their responsibilities (Han et al., 2015; Van Dyne & Pierce, 2004). Empowering people, providing skill development, and appreciating their contributions can boost resource accumulation and job success.

Finally, SKH and supervisee job performance are mediated by supervisee job-based PO, emphasizing COR theory's resource preservation and acquisition mechanisms. Conservation of resource (COR) theory with job-based PO helps the supervisees to maintain resource levels and reduce the negative impacts of knowledge hiding on job performance. Employee psychological ownership should be prioritized to combat knowledge hiding and improve resource management resilience.

Manufacturing industries may cultivate an ownership and empowerment culture among their employees by recognizing and capturing JBPO's mediating effect. Encouraging supervisees to take ownership of their activities and offering opportunities for skill growth and autonomy may boost their capacity to deal with knowledge hiding instances while maintaining high levels of performance.

In summary, the theoretical implications highlight the significance of conservation of resource (COR) theory in comprehending the relationship of SKH, supervisee job-based PO, and supervisee job performance within the manufacturing setting. It emphasizes the importance recognizing and addressing SKH behaviors while at the same time encouraging the job-based PO among supervisees in order to maintain productivity and performance standards. Organizations can boost employee engagement, productivity, and overall performance by tackling knowledge hiding behaviors and cultivating a supportive work environment that promotes psychological ownership. To mitigate the inclination to hide knowledge, organizations should establish clear job roles and cultivate a conducive environment for sharing knowledge. By leveraging the insights from conservations of resource (COR) theory, organizations can devise strategies to optimize resource allocation, promote employee well-being, and enhance organizational outcomes. In line with the conservation of resource (COR) theory (Hobfoll et al., 2018). We hypothesize that individuals will exert significant levels of effort when their central resources are either accumulated or conserved.

5.1. Limitations and future recommendations

Several limitations present in this study's investigation. First, this study used cross-sectional data in the study which cannot fully explain cause-effect relationships between components. Additional research should utilize time-lagged data for improved results, such as collecting data at multiple stage. Second, this study only looked at southern Punjab, but to get a full picture, it could have looked from all over Pakistan. The study might be expanded to include additional behavioral-related theories such as knowledge-based view theory and social learning theory, in order to comprehensively investigate SKH in Pakistan. Finally, this study only focused on a certain element of the topic, and it is possible that other factors contribute to the relationship between the variables. The study considers one potential mediating variable that could alter the relationship between SKH and SJP. Therefore, Future research should examine the moderating impact of these variables, look into other characteristics like psychological distress, psychological stress and person-job fit.

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