

## Impact of relationship conflict on evasive hiding: An Empirical evidence

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### ABSTRACT

**Purpose:** Knowledge is at the core of associations to accomplish and sustain a competitive edge to gain the optimum organizational performance due to its information resources, hence, for an organization it is necessary to encourage employees to share of knowledge they possess. The current study examines the impact of relationship conflict as an antecedent of evasive knowledge-hiding behavior with the underlying mechanism of frustration. The moderating role of the irritability trait has also been proposed between relationship conflict and frustration. Affective event theory has been employed as an overarching theory to explain the proposed theoretical model.

**Design/Methodology/Approach:** The current research is an empirical study using a time-lagged design. The data has been collected from employees of service sector organizations using the survey method, Data were collected from 290 workers of various public and private organizations of the service sector in Pakistan. After establishing the reliability and validity of the measure, hypotheses were tested using PROCESS by Hayes.

**Findings/Results:** The analysis provided good support for the proposed model. Relationship conflict is positively associated with evasive hiding and frustration mediates the relationship between relationship conflict and evasive hiding. Irritability moderates the positive relationship between relationship conflict and frustration such that the effects strengthen as irritability increases.

**Practical Implications:** In this study, the influence of determinants that effect knowledge hiding in teams is examining. The current research proposes that these factors play a significant part in evasive hiding behavior. Moreover, this study focus on the personality type that is how irritability backs up the link as moderator among the interpersonal relationship conflict and frustration and explain this association through Affective Event Theory and convey a proper mechanism that how individuals hide their knowledge from other team members when there is a conflict arise within team members which affect the team's productivity and affect the team's output.

**Originality/Value:** The current study addresses the issue covering to determine how relationship conflict will affect the negative emotions of the team members which leads to intentionally hide the knowledge from each other. It will also find out that frustrated team members are more inclined to hide their knowledge. Moreover in the presence of different personality type as a contextual factor like irritability will also be investigated through this study.

**Keywords:** *Relationship conflict, Evasive hiding, Frustration, Irritability*