

Majors: HRM
S. No. 24

IMPACT OF CONSTRUCTIVE AND DESTRUCTIVE
CONFLICTS ON KNOWLEDGE MANAGEMENT IN
PROJECTIZED ORGANIZATIONS OF PAKISTAN



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01-321202-012

A thesis submitted in fulfilment of the requirements for the award of
the degree of Masters of Business Administration (Business
Administration)

Department of Business Administration
BAHRIA UNIVERSITY ISLAMABAD

Fall 2021

FINAL THESIS APPROVAL SHEET

Viva-Voce Examination

Viva Date 22/02/2022

Topic of Research: Impact of constructive and destructive conflicts on knowledge management in projectized organizations of Pakistan

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Acknowledgements

First and foremost, all praise and thank to Allah Almighty for giving me enough motivation and courage to complete this research work. Secondly, I am finding genuine pleasure in expressing my deepest gratitude and appreciation for my Dissertation to my supervisor Ms. Sadaf Alam. I would never have been able to complete my research work in such short time period without her constant guidance and focused assistance. I am extremely thankful for Ms. Sadaf Alam, as she has taken along with us in this journey to explore different dimensions of research. She has been extremely passionate since the beginning of this research work. Due to her undivided attention and constant feedback, I was able to stay motivated and focused on the completion of my project. Moreover, I am thankful for all the participants of the research, who filled the survey and made it possible for us to complete it in time.

Abstract

Due to development and advancements in the field of science and technology, all the organizations need to cope up with the innovation, which in return would help them to gain the confidence and trust of their customers. In addition, it would help them in their own evolution. In this process, different researchers have considered knowledge management as a key factor in order to enhance the overall performance of the organization. Moreover, Conflicts are also an undeniable fact of any workplace. For the analysis purposes, the nature of the relationship is considered deductive, as the study aim to find out the impact of constructive and destructive conflicts on knowledge management in projectized organizations of Pakistan. In addition, the research type is quantitative, as the questionnaires are being filled by employees of projectized organizations. This data then went through multiple tests including Reliability test, Correlation test, and Regression test, with the help of a software to analyze the impact of variables. Other than collecting primary data, secondary data has also been analyzed in the form of existing literature on these specific topics, with the help of different journals and articles. The study concluded that Destructive conflict only have a relationship with Knowledge Hiding and not Knowledge Sharing. And similarly, Constructive Conflict only showed a relationship with Knowledge Sharing and not Knowledge Hiding. These results partially conflict the existing literature, which can be a possibility due to the cultural differences or sample size. For future research, it is suggested that for the future research if the qualitative study would have been done on these aspects inside of the quantitative this research, it may provide better data and information. In this research will be able to conduct interviews from different professionals in the practical market and analyze and assess whether they are actually getting such kind of results or not. Moreover, compare that research with the existing results in the research.

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Chapter 1

Introduction

In this modern market of constantly changing dynamics, organizations need to maintain a highly diversified workforce. Companies are more prone to hire people who show opinionated behaviors along with boosted confidence, and have the ability to think outside the box. But with high diversity comes high level of conflicts and it can be observed that now organizations are facing more conflicts than before. (Rahim, 1985; Chanya, 2017). When the level of conflicts increases within the organization, it ultimately causes hindrance in the knowledge flow among different employees of the organization. If an organization do not work on the conflict management among its employees, it ultimately results into the loss of competitive edge and ultimately the organizational performance. The world economy is highly unpredictable and turbulent, which means that the competition is high and companies needs to focus on their performance, which is directly linked with their employees. Moreover, one of the major features in the process of gaining competitive edge is having excellent knowledge management within the organization.

1.1. Background

Due to development and advancements in the field of science and technology, all the organizations need to cope up with the innovation, which in return would help them to gain the confidence and trust of their customers. In addition, it would help them in their own evolution. In this process, different researchers have considered knowledge sharing as a key factor in order to enhance the overall performance of the organization (Riege, 2005). Knowledge sharing can be defined as the transfer of information from one person to another

(Ipe, 2003). However, knowledge hiding can be defined as the intentional attempt made by any individual to conceal or withhold information from the other individual (Demirkasimoglu, 2015). Knowledge hiding happens to be a part of the organizational culture in different firms from different sectors besides the fact that how important knowledge sharing is for the organizational performance on multiple levels (Connelly, et. al., 2012).

A review of the literature (Lee, Park, & Lee, 2015; Hsu, 2008) concluded that organizations which promote knowledge sharing, gain many benefits like increasing the performance of employee and the organization as a whole; increased skills, competencies and innovativeness. Knowledge hiding is considered one of the important subject matters among practitioners and scholars (Connelly, & Zweig, 2015; Černe, Nerstad, Dysvik, & Škerlavaj, 2019; Qureshi, & Evans, 2015), knowledge hiding is defined as “an intentional attempt by an individual to withhold or conceal knowledge that has been requested by another person” (Connelly et al., 2012; p. 65).

Moreover, conflicts are also a part of the culture in any organization. It can be due to both personal reason or difference of opinion on company policy and the competition among employees within the same organization. Papa and Canary, (1995) have explained conflict as the expressed struggle among two or more individuals or parties, who perceive scarce rewards, incompatible goals, and other party interference is the hindering their achievement of goals. Major reason behind conflicts varies from situation to situation and individual to individual. Most common reasons are competition in terms of scarce resources, differentials, negative interdependence among different work units, tendencies for differentiation, and ambiguity over jurisdiction and responsibilities.

It can be said by the analysis of the previous studies, conflict has two basic dimensions, one is positive conflict and the other one is negative conflict. Basic concept of constructive conflict depicts a constructive sense, where everyone gets a positive outcome (Dickinson, 2013). Ultimately, it helps in improving efficiency and workplace environment for employee (Leon-Perez, Notelaers, & Leon-Rubio, 2016). In addition, it helps in the better development mutual creation of value among workers of the organization (Mele, 2011); Schwenk (1989) and Tjosvold (1985) also contributes by suggesting that constructive conflicts have favorable effects because of the constructive interactions between different members of organization,

happens due to constructive conflict. According to them, these constructive interactions are possible because everyone have the right to express their opinion and to challenge other's ideas and opinions. (Rasheed, Zaheer, & Manzoor, 2020)

According to Rasheed, Zaheer, and Manzoor (2020), there are a number of benefits related to different conflicts. First, it allows getting different opinions, and these results into productive suggestions and it point out the problems and issues, which have been ignored or neglected previously. As a matter of fact, the identification of problems is a crucial step, and a conflict can be of much help in this regard (Baron, 1990a). Second, the new ideas and different opinion from different people can become a platform for change and innovation. Third, the researcher suggests that when employee of an organization confront with different conflicts among different people at individual and group level, the participants of the groups usually encounter increased loyalty and cohesiveness. Such transformations have productive effect on organizational environment, as well as productivity. (Rasheed, Zaheer, & Manzoor, 2020)

1.2. Problem Statement

The aim of this study is to analyze the relationship that how constructive and destructive conflicts have an impact on the knowledge management especially with reference to knowledge hiding and knowledge sharing within the Project Based Organizations of Pakistan.

1.3. Purpose of Study

Different papers have found out the relationship of knowledge management among different cultures but it has not been studies in a pure Pakistani Culture before. Especially in the relationship of positive and negative conflicts with knowledge sharing and hiding. This research will therefore fill in the gap and explore the impact of constructive and destructive conflicts on knowledge sharing and knowledge hiding in a Pakistani Organization.

1.4. Research Significance

The purpose of this research is to highlight the underlying core reasons that lead to constructive and destructive conflicts in the employees of organizations and their impact on knowledge sharing and knowledge hiding respectively. The study focuses on one, organizations where knowledge sharing plays major role Other than this, knowledge hiding can also be an important factor when employee intentionally conceal their knowledge and do

not share it with others. The results of this study will help organizations cope with this massive hindrance in achieving their corporate goals. When it comes to the relationship between knowledge flow and conflict, there is no significant work done in recent years, and this study will contribute to the literature related to these areas and will help in understanding the relationships between these factors, which can further facilitate organizations about their decision making and strategies.

1.5. Research Questions

- What is the relationship between constructive conflict and knowledge sharing?
- How knowledge hiding gets effected by constructive conflict?
- What are the factors which effect the relationship of destructive conflict and knowledge sharing?
- How destructive conflict impacts knowledge hiding?

1.6. Objectives

- To examine the relationship of constructive conflict with sharing of knowledge
- To assess the relationship of knowledge sharing among employees and destructive conflicts
- To evaluate the factors which can affect the relationship between knowledge sharing and constructive conflicts
- To analyze multiple factors which can affect the relationship among destructive conflict and knowledge hiding

1.7. Theoretical and Practical Implications

This study will make addition to the current literature by firstly enhancing the concept of knowledge sharing and knowledge hiding, and that how they are affected by both constructive and destructive conflicts by identifying workplace ostracism leading to knowledge sharing.

The research will provide understanding into the components that help support the relationship among different categories of conflicts leading to different behaviors in terms of knowledge hiding and knowledge sharing in projectized organizations of Pakistan.

1.8. Definitions of Key Terms

Knowledge Sharing: “To absorb knowledge from research and experience systematically, manage and store knowledge and information for easy access and transfer or dissemination of knowledge, including the transfer of two directions”. (Ipe, M., 2003).

Knowledge Hiding: is “An intentional attempt by an individual to withhold or conceal knowledge that has been requested by another person” (Demirkasimoglu, 2015)

Conflict: “An expressed struggle between at least two inter-dependent parties who perceive incompatible goals, scarce rewards, and interference from the other party in achieving their goals” (Papa & Canary, 1995).

1.9. Key Words

- Knowledge Sharing
- Knowledge Hiding
- Constructive Conflicts
- Destructive Conflicts
- Projectized Organizations

Chapter 2

Literature review

This chapter sheds light on the variables with respect to work done in previous literature and further extends the information on the basis of nature of existing research work. It talks about knowledge management in different contexts, role of leadership and rationale for applying different leadership theories. It talks about the central behaviors of knowledge sharing and different components of knowledge hiding. This previous literature will help understand the relationships, which leads towards the hypothesis building and they will be further tested in the research process.

2.1. Knowledge Management

Knowledge management, on a very basic level is about “making the correct information or the correct information sources (including people), accessible to the right people at the ideal time. Knowledge sharing is therefore the most essential viewpoint in this procedure, since by far most of knowledge management activities rely on it” (Rubenstein-Montano, McCaw, Liebowitz, Rebeck, Buchwalter, Newman, & Team, 2001; Al-Busaidi, & Olfman, 2017). Information sharing can be depicted as either push or pull. Knowledge sharing relies upon the propensity and ability of the person to search out as well as be responsive to these information sources. The correct culture, motivators, etc. should accordingly be available. (Charband & Navimipour, 2018)

Knowledge management appears as a particular field of work that has been consistently established in individuals and their conduct. With the formalization of this field, consideration has moved vertically in the Map towards the frameworks and constructions that empower the

age, move, application, and re-invention of information in an organization. Quite a bit of this development has been occasioned that the data innovations work with one-to-one correspondence. It likewise infers that fruitful KM programs are conceptualized as process-based rather than static constructions. All things considered, the Map gives off an impression of being a useful perception of the sorts of exercises needed in various regions and at various levels (Despres & Chauvel, 1999). About knowledge sharing dilemmas, Cabrera and Cabrera (2002) highlight that the trading of data among authoritative representatives is a fundamental part of the information regarding the executives' interaction. Modern data and telecom innovation are accessible to help such trades across time and distance boundaries. In any case, associations putting resources into this kind of innovation regularly face hardships in empowering their representatives to utilize the framework to share their thoughts. They feature that imparting individual knowledge to one's colleagues might convey an expense for certain people which might yield, at the total level, a co-activity situation, like a public-decent predicament. These intercessions can be arranged into three classes that are mediations pointed toward rebuilding the adjustments for contributing, those that attempt to expand viability discernments, and those that comprehend bunch character and moral obligation more striking (pp. 687–710).

“Knowledge sharing, or the procedure of commonly exchanging information and together creating or making new information (de Vries Van, den Hooff, & de Ridder, 2006), is perceived as a source of competitive advantage” (Paulin & Suneson, 2015; Riege, 2005) and innovation (Ahmad, & Karim, 2019). The effective trade of information between the contributor and the gatherer is the crucial methods through which workers may add to information scattering or knowledge dispersion, and, as a result, profitability and execution at the group and organizational level of analysis. Specifically, research work by Wang and Noe (2010, p. 115) uncovers positive relationship between knowledge sharing and information mix and significant organizational outcomes, for example, diminished production costs, quicker and fast completion of new item advancement ventures and projects, group execution and team performance, firm development capacities, and firm execution. (Edwards, Cheng, Wong, Zhang, & Wu, 2017).

A review of the literature (Lee, Park, & Lee, 2015; Hsu, 2008) concluded that organizations which promote knowledge sharing, gain many benefits like increasing the performance of employee and the organization as a whole; increased skills, competencies and innovativeness. Knowledge hiding is considered one of the important subject matters among practitioners and scholars (Connelly, & Zweig, 2015; Černe, Nerstad, Dysvik, & Škerlavaj, 2019; Qureshi, & Evans, 2015), knowledge hiding is defined as “an intentional attempt by an individual to withhold or conceal knowledge that has been requested by another person” (Connelly et al., 2012; p. 65).

Connelly et al. (2012) concluded that people who are indulged in knowledge hiding, may sometimes consider themselves for having good and positive intentions for doing so. For instance, such people may say that they were doing so in order to abstain from hurting the sentiments and feelings of other people. (Pan, Zhang, Teo, & Lim, 2018) But on the flip side of coin, knowledge hiding can affect the performance of the employees and organization as a whole. (Hernaus, Cerne, Connelly, Vokic, & Škerlavaj, 2019). Babcock, P. (2004) found out that knowledge hiding resulted in big loss of \$31.5 billion in Forbes 500 companies.

Knowledge hiding additionally seems like counter productive work behavior, in light of the fact that both of them can be viewed as conflicting with moral models (Connelly et al., 2012; Issac, & Baral, 2019). Counter productive work behavior portrays a lot of voluntary acts done by workers or employee that mischief or plan to hurt the organizations and their stake holders (customers, collaborators, clients, and administrators) (Spector & Fox, 2005, pp. 151–152). Nevertheless, knowledge hiding isn't really planned to hurt someone else. For instance, a few workers may perform knowledge hiding practices, (for example, legitimized covering up) to secure themselves or abstain from hurting somebody's sentiments (Connelly et al., 2012; Demirkasimoglu, 2016). Likewise, counter productive work behavior might be coordinated toward people, (for example, obnoxiously manhandling somebody at work) or the organization, (for example, taking away or stealing something that belongs to the employer or the organization), while knowledge hiding just happens among people (Connelly et al., 2012; Zhao, Shen, Xiang, Zhang, Xie, Bai, & Chen, 2013; Zhao, Xia, He, Sheard, & Wan, 2016).

Furthermore, groups and associations put out agreeable objectives for their individuals, yet in actuality, some colleagues offer more than others to these objectives. Specialists, specifically,

face a social difficulty: according to the gathering's viewpoint, they should share their insight, though exclusively they are lucky to be not sharing, since procuring information is expensive and they would surrender an upper hand. He Furthermore featured that the information contrasts among master and beginner individuals that can be viewed as a part of gathering variety. Variety in information and word-related foundation ought to, in principle, lead to an expansion in bunch execution, just because more information is accessible to the gathering. Notwithstanding, the impacts of variety on execution are exceptionally disputable, as in certain examples variety has been found to increment and in others to diminish bunch execution (Moser, 2017, pp. 674-709). Halisah et al (2021) Furthermore explored this matter that information sharing society and execution environment are hierarchical mediations utilized by associations to impact and shape workers' mentalities and conduct toward information sharing. While every system straightforwardly impacts representatives to react as needs are, the interchange between the incongruent destinations of these two methodologies could prompt social problems in information sharing. Numerous associations endeavored to advance and work with the progression of information inside the association by building up the fundamental stages for information sharing, by giving positive assessments, and by compensating their representatives for their insight-sharing practices. The techniques utilized are essential to guarantee that the associations basic information stays inside the association in any event, when their key human resources choose to leave or look for new position openings somewhere else. The outcomes featured that that inside bad information sharing societies people are accepted to focus on themselves over the others and beat the others is a definitive objective (pp. 1708-1725). When it comes to knowledge hiding phenomenon, ČErne et al. (2014) state that information stowing away keeps associates from producing inventive thoughts, however, it might likewise have unfortunate results for the inventiveness of an information hider. Drawing on the friendly trade hypothesis, they recommend that when workers conceal information, they trigger a complementary doubt circle in which collaborators are reluctant to impart information to them. The adverse consequences of a singular's concealing information on his/her inventiveness are upgraded in a presentation environment and weakened in a dominant environment (pp. 172-192).

Furthermore, information hiding process works as a hierarchical peculiarity has begun to draw in research consideration just somewhat recently or somewhere in the vicinity, even though it

might be a generally expected conduct in the work environment. They zeniths out that information stowing away isn't a negative demonstration with unfavorable results. Human asset of the board mediations might be embraced to limit information concealing practices and to fabricate trust among representatives and upgrade hierarchical viability (Xiao & Cooke, 2018, pp. 470-502). In addition, Zhao et al. (2016) states that an unavoidable work environment peculiarity in assistance associations, information stowing away can make genuine financial misfortunes organizations. They recognize another relational forerunner of information stowing away, explicitly working environment exclusion. They center around the directing jobs of negative correspondence convictions and moral withdrawal in the connection between working environment segregation and information stowing away in assistance associations. They express that work environment alienation was emphatically identified with cordiality representatives' shifty stowing away and acting ignorant, however not identified with supported stowing away. Specifically, work environment segregation was most emphatically identified with equivocal stowing away and acting ignorant when both negative correspondence convictions and moral separation were high. Nonetheless, working environment shunning was not identified with equivocal stowing away and acting ignorant when administration laborers have low levels in one or the other or both (pp. 84-94).

2.2. Conflicts

There are six major “literature streams” in the terms of organizational conflicts research, “micro-level” (or psychological) approach, “macro-level” (or sociological) approach, “bargaining and negotiation” approach, “economic analysis” approach, “labor relations” approach, and “third-party dispute” approach (Lewicki, Weiss, & Lewin, 1992). Lewicki, Weiss, and Lewin, (1992), further explains that “micro-level” approach is more concerned about the conflicts at individual level, and deals with the factors of interpersonal conflicts. On the other hand, “macro-level” approach deals with the conflicts within and among groups or departments or even organizations. Coming towards the “economic analysis”, it focuses on the economic rationality model and its effects on the individual level, that how it effects the decisions of people. Whereas the remaining three approaches, are basically related to the workplace strategies to resolve any conflicts between employees.

For over two decades, many researchers have worked on the conflicts in the perspective that they have both positive and negative aspects (e.g. Anderson, & Weitz, 1992; Frazier & Rody 1991; Stern & El Ansary 1977; Elvitigala, & Jayasooriya, 2019). According to the Baron (1991) the basic definition of conflict is “a process in which groups or individuals recognize the existence of opposing interests between them and the possibility that this will result in significant thwarting”. However, on the other hand conflicts can be conceptualized and operationalized in different business literature in terms of negative behaviors between supervisors and subordinates, and with other colleagues as well, and this ultimately results into unhealthy and unproductive environment to work in (Weerarathna, 2017). Moreover, besides the general conceptualization of conflict in unhealthy way, all the forms of intense dialogues, unproductive debated, and confrontation comes under the umbrella (Menon, Bharadwaj & Howell 1996). The managers also share this perception of conflict (Şahin Yarbağ, 2015).

Menon, Bharadwaj and Howell (1996) argue that there is also a strong possibility that conflicts have positive effects as well. However, they have not placed this argument based on any empirical evidence, but on the basis of “theory”, “anecdotal evidence”, and “post hoc rationalizations of conflicting or non-significant findings”. “It is thus argued and speculated that conflict may benefit overall channel performance” (Menon, Bharadwaj & Howell 1996) (Pg 300) if (a) the conflicts which are at balanced levels, do not harm the environment as such (Eliashberg, Gauvin, Lilien, & Rangaswamy, 1992), (b) different opinions from different school of thoughts ultimately end up with unique and better ideas (cf. Anderson & Weitz 1992, Kim, Nicotera, & McNulty, 2015; Lusch 1976), (c) any hostility in any situation is not always harmful or irrational (Eliashberg, Gauvin, Lilien, & Rangaswamy, 1992), (d) it can be reason to strengthen the relationship between different members of organization (Burkaltseva, Reznikova, Betskov, Kilyaskhanov, Ostriak, Yakushev, & Plaksa, 2020), and (e) the conflict is resolved with the positive gesture from both parties (cf. Wong, Wei, Wang, & Tjosvold, 2018; Morgan & Hunt 1994). However, according to Menon, Bharadwaj and Howell (1996), neither of these studies operationalized conflict in terms of constructive and destructive conflict, nor does it provide empirical tests for similar conceptualizations. (Pg 301) In addition to all the above arguments, a lot of literature in context of marketing strategy formulation and implementation (Kwon, Ahn, Kwak, & Yun, 2019; Ruekert & Walker 1987a, 1987b; Mustafa,

Berani, & Berisha, 2019; Jaworski & Kohli 1993) put an emphasis on the argument that conflicts have a significant role in the effectiveness and productivity of any organization.

It can be said by the analysis of the previous studies, conflict has two basic dimensions, one is positive conflict and the other one is negative conflict. Basic concept of constructive conflict depicts a constructive sense, where everyone gets a positive outcome (Dickinson, 2013). Ultimately, it helps in improving efficiency and workplace environment for employee (Leon-Perez, Notelaers, & Leon-Rubio, 2016). In addition, it helps in the better development mutual creation of value among workers of the organization (Mele, 2011); Schwenk (1989) and Tjosvold (1985) also contributes by suggesting that constructive conflicts have favorable effects because of the constructive interactions between different members of organization, happens due to constructive conflict. According to them, these constructive interactions are possible because everyone have the right to express their opinion and to challenge other's ideas and opinions. (Rasheed, Zaheer, & Manzoor, 2020)

According to Rasheed, Zaheer, and Manzoor (2020), there are a number of benefits related to different conflicts. First, it allows getting different opinions, and these results into productive suggestions and it point out the problems and issues, which have been ignored or neglected previously. As a matter of fact, the identification of problems is a crucial step, and a conflict can be of much help in this regard (Baron, 1990a). Second, the new ideas and different opinion from different people can become a platform for change and innovation. Third, the researcher suggests that when employee of an organization confront with different conflicts among different people at individual and group level, the participants of the groups usually encounter increased loyalty and cohesiveness. Such transformations have productive effect on organizational environment, as well as productivity. (Rasheed, Zaheer, & Manzoor, 2020)

In previous years, a number of researchers have worked on the positive effects of conflicts, and therefore have given a number of empirical evidence in this regard. For example, many studies concluded that the cognitive conflict, the disagreements between two parties on the basis of their different views and perspectives, helps in the better and productive decision making (Tjosvold, 1985; Lumineau, Eckerd, & Handley, 2015). According to Schwenk, a balanced critique on anyone's ideas by the colleagues and other people around the person can strengthen the concept of giving more ideas based of proper evaluation the ideas, and it also

results that basic logical structure of person on which his/her thoughts were based will get strengthen with the process. Similarly, “Controversy- the discussion of incompatible ideas-- may increase decision makers' motivation to understand each other’s ideas” (Baron, 1991). In the result of these, opponents will get better environment for reasoning, and they can have open-minded approached towards the issues they are facing. In addition, a number of studies have provided empirical evidence that the organizations with open environment for opinions and ideas and which are open to conflicts, are tend to be more successful than those organizations who avoids conflicts (Lumineau, Eckerd, & Handley, 2015). It can be stated that, this kind of blunt exchange of opinions between employees tend to increase resilience and therefore have a productive environment, which promotes better performance (Mustafa, Berani, & Berisha, 2019.). Finally, the most impressive comment or finding in this regard is associated to Cosier and Dalton (1990). They stated that the openness in overall environment and especially in the discussion of important problems have a positive relation with organizational commitment, this also shows a degree of cognitive conflict.

About knowledge conflicts, Liu and Dong (2016) highlight that the impact of different types of social connections on information conflicts during information exchange depends on the hypothesis of the connection model. The results show that public sharing and scientific power have an effective impact on the negative effects of intellectual and enthusiastic information conflicts. Expected affiliations have a greater impact on information conflicts than expected awards. The distribution of costs affects information warfare, and the willingness to exchange information acts as an intermediary between friendships and conflicts of information. They express that the event component of information clashes and it means to investigate the impact elements of information clashes and clarify their relationship. Through the experimental examination and investigation, it is observed that the public sharing connection is the best friendly connection in a group, which has a critical beneficial outcome on intellectual information clashes and huge adverse consequences on enthusiastic information clashes. Thinking about the impact of the scholastic power, there is sure contrast with different groups in the impact of the power positioning on the logical exploration group, in which, the power degree has a critical beneficial outcome on information clashes (pp. 8-18). Furthermore, Tan et al. (2005) state that the idea of contentions in information that the executives can be seen as the exchange of the kind of information struggle event and the premise of the conflict.

Consolidating these attributes, a two-dimensional system for conceptualizing information clashes might be developed. These sorts of information problems recognized are valuable information clashes, potential information clashes, problematic information clashes, and dangerous information clashes. The subject of struggles in inter-organizational information the board by investigating the presence of intellectual and emotional contentions in cross-boundary information exercises. The problem s structure is a fundamental piece of information on the board and relying upon how they are made due, clashes might be considerable accomplices or perilous foes in the corporate journey for a comprehensive information system (pp. 1187-1199).

Knowledge and conflict work side by side as Scarbrough (1999) highlights the rise and the executives of information specialist gatherings. It recommends that information work is a valuable method of describing some significant changes in the idea of work across a scope of various word-related and proficient gatherings. These progressions have significant ramifications for the executives and hierarchical execution. He talks about the ramifications through a conflict-based investigation which features the intrinsic clash between 'knowing' as a component of the work insight and 'information' as a monetary product. This contention is communicated at both institutional and hierarchical levels. The administration of information laborers along these lines fixates on the semi goal of such clash. He features that the final achievement relies generally upon the tricky capacity to accommodate this contention between the social creation of information and the financial assignment of benefit (pp. 5-16). Furthermore, struggle in groups is unavoidable and surprisingly alluring for improving group execution. Struggle happens because of the contrasts in groups and is regularly amplified by segment and practical variety. It is essential to examine the effect of group struggle in basic group results, for example, information sharing. The consequences of this exploration show that while task clashes sway information sharing decidedly, just moderate degrees of relationship struggles are useful for information sharing. Both high and low degrees of relationship clashes are not favorable for information sharing. Furthermore, significant degrees of relationship clashes moderate the immediate effects of undertaking clashes on information sharing antagonistically, while low degrees of relationship clashes amplify the effect of assignment clashes on information sharing. The connections between task struggle,

relationship struggle, and information sharing have valuable ramifications for both practice and future exploration (Kakar, 2017, pp. 21-31).

Aarnio et al. (2012) give a careful elucidating examination of various kinds of contentions on information in instructional exercise meetings, and how understudies manage these struggles. The review features the components of discussion that should be worked on to acquire possibly productive contentions on the information. They feature that that undergraduates' abilities to bring out contrasts in one another's applied thinking and to expand on these distinctions cooperatively ought to be improved. The profundity of argumentation and the utilization of inquiries that evoke elaboration are especially needing improvement. Guides' abilities to work with the shared settling of contentions, while abstaining from tackling the issues themselves, additionally call for improvement (pp. 215-230). Hence, irreconcilable situations and clashes of qualities remain between college-based exploration and commercialization of that information. Such contentions are implanted in science resources and serve to delay, rechanneled, or stop the business utilizations of exploration. Scales estimating these struggles are created and introduced and the Impact on pioneering conduct and college jobs is noted. An examination among science and the board workforce outlines the distinctions in qualities and directions that dwell inside the college organization (Bird et al., 1993, pp. 57-77).

2.3. Relationship Between Constructive and Destructive Conflict and Knowledge Management

When there is a constructive conflict, whose ultimate goal is the benefit of the people and organization, employee do not withhold or conceal knowledge to themselves, and rather they tend to share it among the group of individuals. It ultimately leads them to achieve their goals and objectives and also helps them to improve their performance as a whole. Conflicts affect the performance but this affect is not the same all the times. (cf. Menguc, Auh, Katsikeas, & Jung, 2016). On the other hand, the use of coercion or compulsion results in increased tension among the individuals and consequently results in destructive behavior in the relationship (e.g., Tikoo, 2005; Zhuang et al., 2010). Constructive conflict helps employee and their organizations or firms to work in a harder and smarter way in order to achieve fruitful results for their performance at the workplace (Jehn & Chatman, 2000; Jehn & Mannix, 2001).

Different types of conflicts can occur within the organization. And these conflicts particularly constructive and destructive conflicts have different relationship with knowledge flow i.e. knowledge sharing and knowledge hiding. (Eythórsson, Tombre, & Madsen, 2017)

A recent and current view among different types of literature that explored and analyzed conflict is that it has two basic measurements and capacities, which are constructive conflict and destructive conflict. The first and original notion and perception of conflict is that of a destructive conflict (for example Pondy, 1967), where it is considered that conflict is undesirable and it is considered to be related with negative results, for example misinterpretation and retaining of data to the disadvantage of others inside the association (Schünemann, et al., 2015; Zillman, 1988). Some people are also of the view that destructive conflict is related with “practical and urbane behavior” (Schünemann, et al., 2015), “information gate keeping” (Jiang, Hu, Wang, and Jiang, 2019), and “making hindrances and obstacles to the process of decision making” (Ruekert & Walker, 1987b). Destructive conflict is also believed to lessen group execution, since it produces pressure and enmity, and occupies individuals from their task performance (De Dreu & Weingart, 2003). So accordingly, it has been characterized destructive conflict in the traditional sense as undesirable, related to useless practices, disappointment, and poor individual group performance.

Negative conflicts tend to create negative outcomes on team performance and knowledge flow. Whereas the impact of positive conflict is uncertain and vague. Different researchers have observed that there is a positive (e.g., Jiang, Hu, Wang, & Jiang, 2019), negative (e.g., Lovelace, Shapiro, & Weingart, 2001; Jiang, Hu, Wang, & Jiang, 2019) and even a non-significant impact on team outcomes (e.g., Schünemann, et al., 2015; Kurtzberg, 2000).

By reviewing the literature, it was found that earlier studies have only focused towards the harmful and negative impact of conflicts on knowledge flow and overall performance of the team. (Brown, 1983; Hackman & Morns, 1975; Pondy, 1967; Wall & Callister, 1995). When conflicts arise within a team, the individuals tend to refrain from sharing their ideas with other coworkers as conflicts lead to distrust between the workers, reduced performance and increased dissatisfaction across all the members. (Gladstein, 1984; Aljawarneh, & Atan, 2018; Wall & Nolan, 1986). However, on the flip side of the coin, some studies have also suggested that since the impact of positive conflict is vague and uncertain, yet it can be good for the

team performance and knowledge flow between the members. (Coser, 1956; Aljawarneh, & Atan, 2018). In such conflicts; whenever an issue arises, all the team members sit and confront the issues, discuss different ways and methods to overcome these issues. They look into different perspectives and tend to be creative as well in order to solve these issues. (Levine, Resnick, & Higgins, 1993; Nemeth, & Kwan, 1987; Liu, & Dong, 2016). In this scenario when they discuss different ideas so solve the issue that has been raised, knowledge flow also takes place in the form of knowledge sharing. So, it can be said that positive conflicts may lead to knowledge sharing.

The coordinating neighborhood information with logical information can offer huge advantages for developing ecological navigation. Be that, this is particularly difficult in natural struggle circumstances where counsel is missing, and no single methodology can encourage struggle change. To comprehend partner information and its mix in a contention change process in Scotland, they feature that partner associations contain energized power partaking in the task's administration. Partners having restricting perspectives commonly focused on information holes and recognized future shared activities (Ainsworth et al., 2020, pp. 46-55). Hodgson et al. (2019) state that research-based information is utilized, deciphered, and conveyed by various entertainers can impact the elements of protection clashes. The contention that happens between grouse shooting interests and the protection of flying predators in Scotland is famously complicated, including various entertainers at numerous levels, and formed by the qualities and world perspectives on these entertainers. The huge difficulties to struggle alleviation endeavors; while some might hope to explore foreground information as the carrier of truth. Its translation is done by various entertainers that might worsen existing breaks between partners and advancing polarization of perspectives. Relief methodologies ought to be delicate to this, and expect to work on the comprehensiveness and straightforwardness of the information move process (pp. 1065-1075).

When it comes to destructive conflicts, the main aim is to know that relationship struggle has greater effects on learning execution than processes struggle. Conflicting outcomes in the connection between baseless struggle and learning execution have been found in past investigations. The impacts of the broken clash on learning execution in a Chinese social setting were investigated with intellectual style as an arbitrator as the connection between

process struggle and learning execution is quadratic. Significantly, it was observed that relationship struggle greatly affects learning execution than processes struggle. Intellectual style is an arbitrator in the connection between process struggle and learning execution and under and scientific intellectual style, the relationship is U-modeled (Miao et al., 2010, pp. 169-186). Massey and Dawes (2007) state that the functioning connections between Marketing Managers and Sales Managers, this exploration inspects two components of relational struggle: baseless conflict and utilitarian struggle. Based on key hypotheses, we integrate three corresponding elements such as return, interactivity, and quality into the underlying model. The results show that two of the three response factors, such as communication quality and interactivity, basically affect the suitability of the two types of conflicts and relationships, but the communication repeats. The marketing managers and sales managers. In addition, the factors in our model can more accurately predict the extent of practical conflicts in the marketing-sales relationship than wasteful battles. Finally, significant new results of this study are the degree of general fracture between these two utilitarian supervisors is reasonably low and the useful struggle is high. (pp. 1118–1129).

Tulung et al. (2020) feature the impact of correspondence and broken struggle toward work fulfillment of the educators in Junior Secondary School in Wanea District Manado. They dissected that there is a positive direct impact of correspondence toward work fulfillment, there is a negative direct impact of baseless struggle toward work fulfillment and there is a negative direct impact of correspondence toward broken struggle. Correspondence has a positive direct impact on work fulfillment, the broken struggle has a negative direct impact on work fulfillment, and correspondence has a negative direct impact on baseless problems (pp. 290-305). Ariani and Chashmi (2011) state that associations go through various changes in the desire to have a superior presentation and effectiveness. In new conditions and later change, one major issue that might emerge is a broken struggle. The connection between more seasoned offices was changed and new offices, for example, Sales and Marketing were added. Notwithstanding, in the new framework representatives, were not all around informed with regards to the progressions in the association, particularly about their new position depictions. Henceforth, it prompted a serious level of occupation impedances among staff which thusly caused a significant degree of broken clashes in the working environment. Among the five peace-making styles, the contending style positively affects the ascent of the broken clash.

What's more, it is found that the nature of extensive correspondence negatively affects the ascent of the baseless clash. Anyway, the impact of other peacemaking styles that are staying away from, working together, compromising and participating and the nature of correspondence inside work-gatherings doesn't have a direct impact on broken clashes.

Furthermore, Rahim (2010) differentiates between constructive and destructive strategies and highlight those systems for taking care of relational struggle that can be delegated useful and broken and gives some proofs of the practical techniques are related with more prominent positive results than baseless methodologies. There are different styles of relational struggle, like coordinating, obliging, overwhelming, keeping away from, and compromising, and utilizing one mix of styles might be practical than utilizing one more blend of styles. A useful methodology is related with more noteworthy utilization of the coordinating and lower utilization of keeping away from styles in addition to more prominent utilization of the obliging and lower utilization of the overwhelming styles. A baseless technique is related with more noteworthy utilization of the keeping away from and lower utilization of the incorporating styles in addition to more prominent utilization of the overwhelming and lower utilization of the obliging styles. Rechberg and Syed (2013) furthermore highlight that the moral issues innate in the theorization and practice of knowledge of the executives (KM) with explicit consideration regarding the contention of information possession among associations and individual representatives. The contention of information proprietorship among associations and people and among people to clarify why a moral way to deal with KM is required for people to enthusiastically take part in information processes. The typical hierarchical accentuation on "information is power" may make a contention of information proprietorship between those initially possessing information (people) and those asserting responsibility for the information (associations) (pp. 828-847).

About conflict and knowledge management, de Long and Fahey (2000) state that hierarchical culture is continuously seen as a critical hindrance to using academic assets. The four habits by which culture impacts the practices are vital to data creation, sharing, and use. In the first place, culture and particularly subcultures shape assumptions concerning what data is and which data justifies making due. Second, culture portrays the associations among individual and definitive data, sorting out who is depended upon to control unequivocal data, similarly

as who should share it and who can store it. Third, culture makes the setting for social joint effort that concludes how the data will be used explicitly conditions. Fourth, culture shapes the cycles by which new data with its going with weaknesses are made, legitimated, and dispersed in affiliations (pp. 113-127). Furthermore, Southon and Todd (2001) highlight that the degree of interest recommends the information that executives should be treated seriously as an issue for data experts and the fields of librarianship and data science. Information is seen to offer a considerable upgrade of the job of the data proficient. In any case, the disarray, varieties, and concerns communicated show that information related to the executives is a troublesome region requiring huge investigation and improvement. In any case, the expansiveness of approaches addressed just by this gathering of data experts recommends shared characteristics might be hard to accomplish inside the calling, let alone outside (pp. 259-281).

H 1: Constructive conflicts have a positive impact on knowledge sharing of employees

H 2: Constructive conflicts have a negative impact on knowledge hiding of employees

H 3: Destructive conflicts have a positive impact on to knowledge hiding of employees

H 4: Destructive conflicts have a negative impact on knowledge sharing of employees

Chapter 3

Methodology

In this chapter, the process of method selection in terms of choosing the procedures for collection and then analysis of data, will be described in detail along with the reasoning behind the selection. Methodology of the study have a direct relationship with the purpose of the study, and according to the aim, a cause-and-effect relationship is to be analyzed by evaluation the relationship between organizational conflicts and knowledge management.

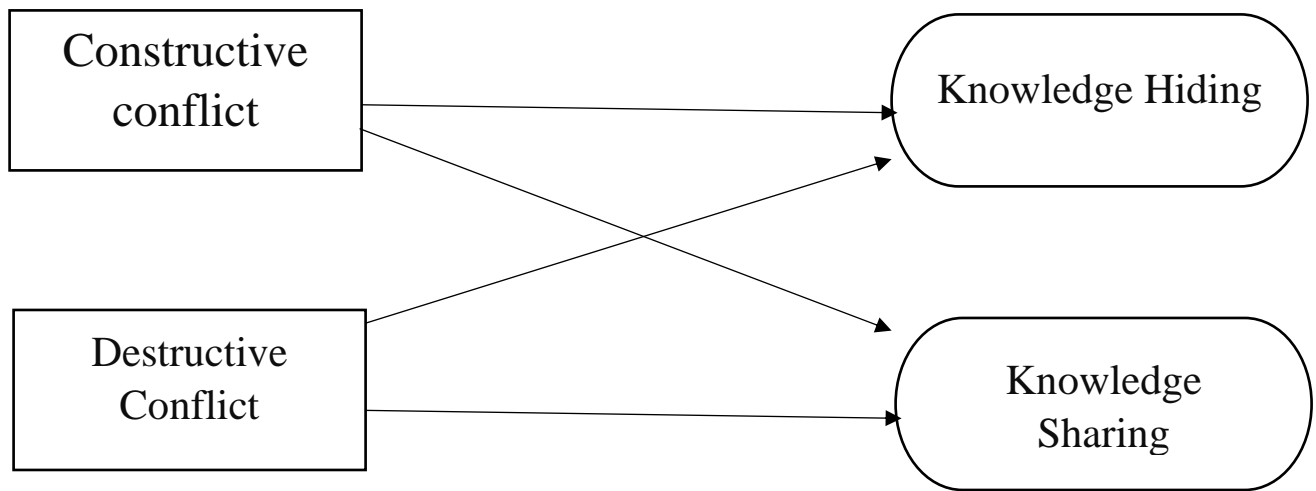
3.1. Research Design

For the analysis purposes, the nature of the relationship is considered deductive, as the study aim to find out the impact of constructive and destructive conflicts on knowledge management in projectized organizations of Pakistan. In addition, the research type is quantitative, as the questionnaires are being filled by employees of projectized organizations. This data then went through multiple tests including Reliability test, Correlation test, and Regression test, with the help of a software to analyze the impact of variables. Other than collecting primary data, secondary data has also been analyzed in the form of existing literature on these specific topics, with the help of different journals and articles.

3.2. Unit of Analysis

The units of analysis for the research would be employees of different projectized organizations of Pakistan and therefore individual.

3.3. Theoretical Framework



3.4. Time Horizon

This will be a cross sectional study in terms of time horizon. As the data will be collected once and then it will be further analyzed.

3.5. Population

As this research paper has planned to analyze the impact of constructive and destructive contracts on knowledge sharing and knowledge hiding in a Pakistani culture organization. Therefore, projectized organizations of Pakistan have been chosen for this activity. As there are a number of employees from different backgrounds working in different organizational environments and trying to maintain a good organizational culture as a whole.

3.6. Sample size and sample techniques

The sample size in the research is 323. The total of 323 employees from projectized organizations have filled the questionnaire. The sampling technique used for this purpose was random sampling, as it will be convenient to formulate the sample and also it will carry lesser risk of error along with the equal chance of selection. This will also reduce the chance of researcher bias.

3.7. Data Collection Procedure

In this research work the data collection technique, which is being used is questionnaire. Employees are going to fill in the surveys according to their own understanding and then the data will be assembled to further get analyzed. The permission of the respondent will be asked before they will fill the survey and for this purpose an overall consent form will get filled by their manager to keep the record of their permission.

3.8. Scale of measurement

Constructive and Destructive conflict

For both constructive and destructive conflicts, I have selected the scale developed by Jaworski, and Kohli, (1993). As the research is being conducted in different environments, therefore little bit of changes was made in the questionnaire. It only contains straight questions and no reverse questions. The scale is based on a 7-point Likert scale, 1 represents Never and 7 represents Always.

Knowledge Sharing

I measured Knowledge sharing using an eight-item scale developed by De Vries, Van den Hooff, and de Ridder, (2006). Respondents completed the measures using a 7-point Likert scale (1 = strongly disagree, 7 = strongly agree) for both categories i.e. “Knowledge Donating” and “Knowledge Collecting”.

Knowledge Hiding

Knowledge hiding is measured by using a ten-item scale taken from Demirkasimoglu, (2016), which was originally developed by Connelly et al (2012). Respondents completed the measures using a 7-point Likert scale (1 = strongly disagree, 7 = strongly agree).

Chapter 4

Data Analysis

4.1. Descriptive

For this research the data has been gathered from 323 people who belong with the projectized organizations of Pakistan and had different backgrounds. An online questionnaire was used to collect the data. The demographic analysis shows that 40.5% (131) of the participants were females and the rest of 59,5% (192) were males. The age bracket of the participants was 20-50. Majority of the participants were from the age bracket of 20-30 as the contributed as 51.4%. Rest of the 43.2% were from the age bracket of 30-40, and only 5.4% people from the age group of 40-50 participated in the study.

The value of Skewness for Gender is 0.402, which shows that data is fairly skewed. While for age, the value is 0.631, which interprets that the data is moderately skewed. On the other hand, for Kurtosis Gender the value is -1.947, it means that the distribution is too flat. However, in terms of age, the value is -0.478, which means that the value is closer to zero and has a normal distribution.

Table 4.1 (a): Descriptive Statistics

	Mean	Std. Deviation	Skewness	Kurtosis
Gender	1.4054	0.49774	0.402	-1.947
Age	1.5405	0.60528	0.631	-0.478

Table 4.1 (b) Frequency of Variables

	Frequency	Percent	Valid Percent	Cumulative Percent
Gender				
Male	179	58.5	58.5	58.5
Female	127	41.5	41.5	100
Total	306	100	100	
Age				
20-30	72	23.5	23.5	23.5
31-40	138	45.1	45.1	68.6
41-50	77	25.2	25.2	93.8
51 and above	19	6.2	6.2	100
Total	306	100	100	

4.2. Reliability

Reliability test was performed by using SPSS on all the variables in order to check the consistency among the responses of each variable. The Cronbach Alpha value of Destructive Conflict was 0.882 and there was a total of 6 items for this variable. The value shows that 82% of the data is consistent, and as this is above 0.6 it means that the data is reliable. Secondly, the Cronbach Alpha value of Constructive Conflict was 0.724 for a total of 6 items. Again, the value is above 0.6 all the data is reliable. Moreover, the Cronbach Alpha value for Knowledge Hiding was 0.899 for a total of 10 items. This shows the data is 89% consistent. Lastly, the value for Knowledge Sharing is 0.749 for a total of 10 items. This is again above 0.6 the value is reliable.

Table 4.2: Reliability

Sr. No.	Variable	Cronbach Alpha	No. of Items
1	Constructive Conflicts	0.724	6

2	Destructive Conflicts	0.882	6
3	Knowledge Sharing	0.749	10
4	Knowledge Hiding	0.899	10

4.3. Correlation

Table 4.3 Correlation

	KH_M	KS_M	DC_M	CC_M
KH_M	1			
KS_M	-0.189	1		
DC_M	0.929**	-0.220	1	
CC_M	-0.199	0.928**	-0.224	1

***.* Correlation is significant at 0.01 level (2 tailed).

Correlation test interprets the nature of a relationship among two variables along with explaining the strength as well. The coefficient of correlation ranges between -1.0, which is perfect negative, to +1.0, which is perfect positive. The more the value is near 1 or -1, stronger the relationship is between variables, and vice versa. The value of Pearson Correlation in the above-mentioned table shows the value of correlation among variables.

The Pearson correlation test analyzed the fact that whether the relationship is significant or not and if yes then and how strong the relationship is. The relationship between knowledge hiding and knowledge sharing has a negative relationship ($r = -0.189$, $p > .05$). The significance value is 0.263 which is more than 0.05 and indicates that the relationship is insignificant. Furthermore, the relationship of knowledge hiding and destructive conflict shows a positive Trend ($r = 0.929$, $p < .005$). Both variables have a positive and significant relationship as a significance value is 0.000 and it is less than 0.05. Moreover, the analysis of knowledge hiding

and constructive conflicts ($r = -0.199$, $p > .05$) also shows a negative relationship with an insignificant value of $p = 0.239$.

Furthermore, gives the analysis of knowledge sharing, which is the dependent variable and destructive conflict, the independent variable ($r = 0.220$, $p > .05$), are negatively correlate. However, the value is not significant as it is above 0.05 ($p = 0.191$). On the analysis of the relationship between knowledge sharing and constructive conflict ($r = 0.928$, $p < .01$) it was found out that they are positively correlated and this relationship is also highly significant as significance value is less than 0.01. Lastly if we look at constructive and destructive conflicts ($r = 0.104$, $p < .05$) are negatively correlated but this relationship is not significance as the value is 0.182 which is greater than 0.05.

4.4. Regression

Table 4.5 Regression

	Independent Variable	Dependent Variable	R2	F	Beta	t Test	Sig/p	Status
H1	Constructive Conflict	Knowledge Sharing	0.861	217.069	0.855	14.733	0.000	True
H2	Constructive Conflict	Knowledge Hiding	0.039	1.438	-0.275	-1.199	0.239	False
H3	Destructive Conflict	Knowledge Sharing	0.048	1.776	-0.149	-1.333	0.191	False
H4	Destructive Conflict	Knowledge Hiding	0.863	221.013	0.950	14.866	0.000	True

In terms of hypothesis testing, the very first hypothesis which got tested is “Constructive conflict has a positive impact on workers’ knowledge sharing”. As per the significance value, the hypothesis is true, as the value of ‘p’ is 0.000 and it is less than 0.05, which shows that the hypothesis is true. And the constructive conflict does have an impact on knowledge sharing.

Moreover, the value of R shows the strong relationship with high degree of correlation, as the value is closer to 1 (0.928). In addition, the value of R^2 is 0.861, which shows that 86.1% change in knowledge sharing is due to constructive conflict. Moreover, the positive value of coefficient indicates the positive relationship among variables, which fulfils the second part of hypothesis. Therefore, overall, the hypothesis is accepted that Constructive conflict has a positive impact on workers' knowledge sharing. The regression equation will be:

$$\text{Constructive Conflict} = 0.836 + 0.855 (\text{Knowledge Sharing})$$

On second attempt, second hypothesis which got tested is "Constructive conflict has a negative impact on workers' knowledge hiding". As per the significance value, the hypothesis is false, as the value of 'p' is 0.239 and it is greater than 0.05, which shows that the hypothesis is false. And the constructive conflict does not have any impact on knowledge hiding. Moreover, the value of R shows the weak relationship with low degree of correlation, as the value is closer to 0 (0.199). In addition, the value of R^2 is 0.039, which shows that 3.9% change in knowledge hiding is due to constructive conflict. Moreover, the negative value of coefficient indicates the negative relationship among variables, which fulfils the second part of hypothesis. Therefore, overall, the hypothesis is partially accepted that Constructive conflict does not any impact on workers' knowledge hiding. However, if the relationship existed, it would have been negative as intercepted in the hypothesis. The regression equation will be:

$$\text{Constructive Conflict} = 3.611 - 0.275 (\text{Knowledge Hiding})$$

Next, Hypothesis 3 got tested which states, "Destructive conflict has a positive impact on workers' knowledge hiding". As per the significance value, the hypothesis is true, as the value of 'p' is 0.000 and it is less than 0.05, which shows that the hypothesis is true. And the constructive conflict does have an impact on knowledge sharing. Moreover, the value of R shows the strong relationship with high degree of correlation, as the value is closer to 1 (0.929). In addition, the value of R^2 is 0.863, which shows that 86.3% change in knowledge sharing is due to constructive conflict. Moreover, the positive value of coefficient indicates the positive relationship among variables, which fulfils the second part of hypothesis. Therefore, overall, the hypothesis is accepted that Constructive conflict has a positive impact on workers' knowledge sharing. The regression equation will be:

$$\text{Destructive Conflict} = 0.203 + 0.950 (\text{Knowledge Hiding})$$

Lastly, fourth hypothesis which got tested, which states that “Destructive conflict has a negative impact on workers’ knowledge sharing”. As per the significance value, the hypothesis is false, as the value of ‘p’ is 0.191 and it is greater than 0.05, which shows that the hypothesis is false. And the constructive conflict does not have any impact on knowledge hiding. Moreover, the value of R shows the weak relationship with low degree of correlation, as the value is closer to 0 (0.220). In addition, the value of R² is 0.048, which shows that 4.8% change in knowledge hiding is due to constructive conflict. Moreover, the negative value of coefficient indicates the negative relationship among variables, which fulfils the second part of hypothesis. Therefore, overall, the hypothesis is partially accepted that Destructive conflict does not any impact on workers’ knowledge sharing. However, if the relationship existed, it would have been negative as intercepted in the hypothesis. The regression equation will be:

$$\text{Destructive Conflict} = 9.356 - 0.149 (\text{Knowledge Sharing})$$

4.5. Hypothesis Summary

Hypothesis	Statement	Accepted/Rejected
H1	Constructive conflict has a positive impact on workers’ knowledge sharing	Accepted
H2	Constructive conflict has a negative impact on workers’ knowledge hiding	Rejected
H3	Destructive conflict has a positive impact on workers’ knowledge hiding	Accepted
H4	Destructive conflict has a negative impact on workers’ knowledge sharing	Rejected

Table 1Hypothesis Summary Table

Chapter 5

Discussion

Many researchers have been studying the conflicts that occur between employee within organizations and its types. Different types of conflicts in context to their impacts, have been found during past 3 decades. Researchers have studied these types in different contexts. In this study the relationship of conflicts and knowledge management have been under discussion. Two specific types of conflicts (constructive conflict and destructive conflict) have been under observation in context to the two specific aspects of knowledge management (knowledge hiding and knowledge sharing). The relationship of knowledge management and conflicts have been under discussion for past few years and different results from those studies and have shown different aspects of the relationship.

For example, Menguc, Auh, Katsikeas, and Jung (2016) explained that when there is a constructive conflict, whose ultimate goal is the benefit of the people and organization, employee do not withhold or conceal knowledge to themselves, and rather they tend to share it among the group of individuals. It ultimately leads them to achieve their goals and objectives and also helps them to improve their performance as a whole. Conflicts affect the performance but this affect is not the same all the times. (cf. Menguc, Auh, Katsikeas, and Jung, 2016). Also, Tikoo, (2005) and Zhuang et al. (2010) concluded that, the use of coercion or compulsion results in increased tension among the individuals and consequently results in destructive behavior in the relationship. Constructive conflict helps employee and their organizations or firms to work in a harder and smarter way in order to achieve fruitful results for their performance at the workplace (Jehn and Chatman, 2000; Jehn and Mannix, 2001).

In light of all these aspects, it was supposed that the constructive conflict increase knowledge sharing and decrease knowledge hiding. Moreover, destructive conflict decrease knowledge sharing and increase knowledge hiding. As it was intercepted by various researchers like

Menguc, Auh, Katsikeas, and Jung, (2016) predicted that when there is a constructive conflict, whose ultimate goal is the benefit of the people and organization, employee do not withhold or conceal knowledge to themselves, and rather they tend to share it among the group of individuals. It ultimately leads them to achieve their goals and objectives and also helps them to improve their performance as a whole. Conflicts affect the performance but this affect is not the same all the times. On the other hand, the use of coercion or compulsion results in increased tension among the individuals and consequently results in destructive behavior in the relationship (e.g., Tikoo, 2005; Zhuang et al., 2010). Constructive conflict helps employee and their organizations or firms to work in a harder and smarter way in order to achieve fruitful results for their performance at the workplace (Jehn and Chatman, 2000; Jehn and Mannix, 2001). Different types of conflicts can occur within the organization. And these conflicts particularly constructive and destructive conflicts have different relationship with knowledge flow i.e. knowledge sharing and knowledge hiding. (Eythórsson, Tombre, and Madsen, 2017)

However, the results of this research have shown some different aspects. The impact of the conflicts is different to what was expected. Results showed that constructive conflict have a positive impact on knowledge sharing but do not have a negative impact on Knowledge Hiding. The results do not support the conclusions of researchers like According to Rasheed, Zaheer, and Manzoor (2020), there are a number of benefits related to different conflicts. First, it allows getting different opinions, and these results into productive suggestions and it point out the problems and issues, which have been ignored or neglected previously. As a matter of fact, the identification of problems is a crucial step, and a conflict can be of much help in this regard (Baron, 1990a). Second, the new ideas and different opinion from different people can become a platform for change and innovation. Third, the researcher suggests that when employee of an organization confront with different conflicts among different people at individual and group level, the participants of the groups usually encounter increased loyalty and cohesiveness. Such transformations have productive effect on organizational environment, as well as productivity. (Rasheed, Zaheer, and Manzoor, 2020)

In previous years, a number of researchers have worked on the positive effects of conflicts, and therefore have given a number of empirical evidence in this regard. For example, many studies concluded that the cognitive conflict, the disagreements between two parties on the

basis of their different views and perspectives, helps in the better and productive decision making (Tjosvold, 1985; Lumineau, Eckerd, and Handley, 2015). According to Schwenk, a balanced critique on anyone's ideas by the colleagues and other people around the person can strengthen the concept of giving more ideas based of proper evaluation the ideas, and it also results that basic logical structure of person on which his/her thoughts were based will get strengthen with the process. Similarly, "Controversy- the discussion of incompatible ideas-- may increase decision makers' motivation to understand each other's ideas" (Baron, 1991). In the result of these, opponents will get better environment for reasoning, and they can have open-minded approached towards the issues they are facing. In addition, a number of studies have provided empirical evidence that the organizations with open environment for opinions and ideas and which are open to conflicts, are tend to be more successful than those organizations who avoids conflicts (Lumineau, Eckerd, and Handley, 2015). It can be stated that, this kind of blunt exchange of opinions between employees tend to increase resilience and therefore have a productive environment, which promotes better performance (Mustafa, Berani, and Berisha, 2019.). Finally, the most impressive comment or finding in this regard is associated to Cosier and Dalton (1990). They stated that the openness in overall environment and especially in the discussion of important problems have a positive relation with organizational commitment, this also shows a degree of cognitive conflict. However, it does support the claim of Kakar, A. K. (2018).

In case of destructive conflict, the hypothesis was again proved half right. Destructive conflict does not have negative relationship with knowledge sharing but have a positive impact on knowledge hiding. Therefore, these results supported the conclusions of Jehn and Chatman (2000) and Jehn and Mannix (2001) and other such researchers. Tulung et al. (2020) feature the impact of correspondence and broken struggle toward work fulfillment of the educators in Junior Secondary School in Wanea District Manado. They dissected that there is a positive direct impact of correspondence toward work fulfillment, there is a negative direct impact of baseless struggle toward work fulfillment and there is a negative direct impact of correspondence toward broken struggle. Correspondence has a positive direct impact on work fulfillment, the broken struggle has a negative direct impact on work fulfillment, and correspondence has a negative direct impact on baseless problems (pp. 290-305). Ariani and Chashmi (2011) state that associations go through various changes in the desire to have a

superior presentation and effectiveness. In new conditions and later change, one major issue that might emerge is a broken struggle. The connection between more seasoned offices was changed and new offices, for example, Sales and Marketing were added. Notwithstanding, in the new framework representatives, were not all around informed with regards to the progressions in the association, particularly about their new position depictions. Henceforth, it prompted a serious level of occupation impedances among staff which thusly caused a significant degree of broken clashes in the working environment. Among the five peace-making styles, the contending style positively affects the ascent of the broken clash. What's more, it is found that the nature of extensive correspondence negatively affects the ascent of the baseless clash. Anyway, the impact of other peacemaking styles that are staying away from, working together, compromising and participating and the nature of correspondence inside work-gatherings doesn't have a direct impact on broken clashes.

Furthermore, Rahim (2010) differentiates between constructive and destructive strategies and highlight those systems for taking care of relational struggle that can be delegated useful and broken and gives some proofs of the practical techniques are related with more prominent positive results than baseless methodologies. There are different styles of relational struggle, like coordinating, obliging, overwhelming, keeping away from, and compromising, and utilizing one mix of styles might be practical than utilizing one more blend of styles. A useful methodology is related with more noteworthy utilization of the coordinating and lower utilization of keeping away from styles in addition to more prominent utilization of the obliging and lower utilization of the overwhelming styles. A baseless technique is related with more noteworthy utilization of the keeping away from and lower utilization of the incorporating styles in addition to more prominent utilization of the overwhelming and lower utilization of the obliging styles. Rechberg and Syed (2013) furthermore highlight that the moral issues innate in the theorization and practice of knowledge of the executives (KM) with explicit consideration regarding the contention of information possession among associations and individual representatives. The contention of information proprietorship among associations and people and among people to clarify why a moral way to deal with KM is required for people to enthusiastically take part in information processes. The typical hierarchical accentuation on "information is power" may make a contention of information

proprietorship between those initially possessing information (people) and those asserting responsibility for the information (associations) (pp. 828-847).

In the light of all these results, it can be stated that both constructive and destructive conflicts have not showed the same impact on the knowledge sharing. The reason for this result can also be further studied in different aspects. However, an understandable reason for this can be the organizational structure.

There could be multiple reasons of this result. It might be due to cultural context. As Pakistan is a collectivist country and people might have different mindset and approach towards their behavior or way of dealing with things. These results might be different in western culture or individualistic countries. Secondly, the sample size was of 323 individuals. Results could have been different if larger sample size is considered. Thirdly, everyone has a different personality and analyze/deal with the things their own way.

Chapter 6

Conclusion

In the current era, knowledge is considered as an important and significant resource. (Shieh-Cheih, Fu-Sheng, and Kuo-Chien, 2005; Sharif, Zakaria, Ching, and Fung, 2005). Therefore, knowledge-based activities are now becoming crucial in achieving competitive advantage by an organization. Among all the knowledge activities that take place, knowledge sharing is considered “the cornerstone of knowledge management” (Gupta and Govindarajan, 2000; Szulanski, 1996). Tacit knowledge sharing is become a growing concern (Bjørnson and Dingsøyr, 2008) with the business sector (Conboy and Fitzgerald, 2010). However, knowledge sharing cannot be “coerced, controlled or enforced”; and needs to be induced by creating sustainable team working environment.

About conflict and knowledge management, de Long and Fahey (2000) state that hierarchical culture is continuously seen as a critical hindrance to using academic assets. The four habits by which culture impacts the practices are vital to data creation, sharing, and use. In the first place, culture and particularly subcultures shape assumptions concerning what data is and which data justifies making due. Second, culture portrays the associations among individual and definitive data, sorting out who is depended upon to control unequivocal data, similarly as who should share it and who can store it. Third, culture makes the setting for social joint effort that concludes how the data will be used explicitly conditions. Fourth, culture shapes the cycles by which new data with its going with weaknesses are made, legitimated, and dispersed in affiliations (pp. 113-127). Furthermore, Southon and Todd (2001) highlight that the degree of interest recommends the information that executives should be treated seriously as an issue for data experts and the fields of librarianship and data science. Information is seen to offer a considerable upgrade of the job of the data proficient. In any case, the disarray, varieties, and concerns communicated show that information related to the executives is a

troublesome region requiring huge investigation and improvement. In any case, the expansiveness of approaches addressed just by this gathering of data experts recommends shared characteristics might be hard to accomplish inside the calling, let alone outside (pp. 259-281).

Keeping the above context in sight, this study hypothesizes and demonstrates the previously unexplored complex relationships between constructive conflicts, destructive conflicts and knowledge management. The findings of this study depict that, as evident from previous studies, constructive conflict has a positive linear relationship with knowledge sharing, indicating clearly that high level of constructive conflict is good for knowledge sharing and bad for knowledge hiding. However, the finding of the relation between destructive conflict and knowledge sharing defies previous research findings by indicating that both high and low levels of destructive conflict are not helpful to knowledge sharing, and imply that only limited levels of destructive conflict is bad for knowledge sharing.

However, this observation is also supported by another finding. Earlier studies have focused on the direct and independent impacts of constructive conflict and destructive conflict on knowledge hiding. As a first study to hypothesize and test the interaction impacts of constructive conflict and destructive conflict on knowledge hiding, the findings of the study shows that low levels of destructive conflict can leverage the positive impact of constructive conflict on knowledge sharing while high levels of destructive conflict can greatly undermine the impact of high constructive conflict on knowledge sharing and promote the knowledge hiding. Thus overall, Destructive conflict do not have any impact on knowledge sharing.

Sometimes employee withhold their knowledge from the coworkers, which creates distrust between the members or employee in the workplace. Those who hide Knowledge are deemed as ultimate losers as they withhold information from their colleagues, to which they respond with same hide knowledge behavior using “interpersonal distrust loops”. As such, knowledge hiding results in lowering the task performance and results in con

6.1. Theoretical and Practical Implications

This study will make addition to the current literature by firstly enhancing the concept of knowledge sharing and knowledge hiding, and that how they are affected by both constructive and destructive conflicts by identifying workplace ostracism leading to knowledge sharing.

The research will provide understanding into the components that help support the relationship among different categories of conflicts leading to different behaviors in terms of knowledge hiding and knowledge sharing in projectized organizations of Pakistan.

Conflicts between the employees. Knowledge hiding aftermath endangers the prosperity of an organization and its members and requires immediate response from managers or leaders.

6.2. Limitations

The findings that have been observed from this research work, should be evaluated under specific conditions. One of the greatest limitations was that of the COVID-19 pandemic. As a result of this, lockdown was imposed on different cities and all the activities became very slow and sluggish. The data that was required for this research work was also limited due to these conditions. It became very difficult to collect the quantitative data as well because one has to visit different places to convince the people and make them fill out the questionnaires. This study is cross-sectional which means that it includes a one-time activity which includes filling in the questionnaires. Being a single time activity, the causes and impacts of these variables could not be evaluated and observed due to less amount of time. There, in future this study should be conducted keeping in mind the longitudinal time frame. This would ultimately help to broaden the scope of the research work. The scale that has been used in this research was very long and complicated. As a result, the respondents did not show more interest. This deteriorated the quality of data which ultimately impacted the analysis work on SPSS software. This study could have been more effective and could yield better results if all the issues and loop holes would have been address and solved on time.

6.3. Future Directions

As per the above listed limitations, future directions can be:

1. The limited availability of information
2. Complex scales being used in the questionnaire resulting into lack of interest

3. Data acquisition issues

Based on the above-mentioned problems, it is suggested that for the future research if the qualitative study would have been done on these aspects inside of the quantitative this like I did, it may provide better data and information. In this research will be able to conduct interviews from different professionals in the practical market and analyze and assess whether they are actually getting such kind of results or not. Moreover, compare that research with the existing results in the research.

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