(Investigating Job Insecurity's Impact on Employee Productivity in Pakistan's Telecom Sector: The Role of Knowledge Hiding Behavior and Top Management Support)

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ABSTRACT

Current study aimed to assess the impact of job insecurity on employee productivity in Pakistan's telecom sector with knowledge hiding behavior playing the mediating role and top management support acting as moderator. This study used job insecurity as independent variable and knowledge hiding behavior as mediator. Top management support was used as moderator and employee productivity was considered as the dependent variable. Employees working in telecom sector of Pakistan were the study's targeted audience for exploring the connections between the aforementioned variables. Present research has utilized quantitative research design based on primary data, as a questionnaire was distributed to 250 participants (employees working in telecom sector of Pakistan) during survey to collect data and establish the relationship between the research variables. Data collected from respondents was analyzed using SPSS software with the help of statistical tests (correlation, regression, mediation, and moderation analysis). Findings of correlation and regression analysis have proved the negative impact of job insecurity and knowledge hiding behavior on employee productivity in Pakistan's telecom sector. Moreover, findings of correlation and regression analysis have proved the positive impact of job insecurity on knowledge hiding behavior in Pakistan's telecom sector. Additionally, mediation analysis has proved significant mediating role of knowledge hiding behavior in relationship between job insecurity (independent variable) and employee productivity (dependent variable) in telecom sector of Pakistan. Finally, moderation analysis has proved significant moderating effect of top management support in relationship between job insecurity (independent variable) and knowledge hiding behavior (mediator) in telecom sector of Pakistan.

Keywords: Job Insecurity, Knowledge Hiding Behavior, Top Management Support, Employee Productivity, Telecom Sector, Pakistan etc.

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Chapter 1

INTRODUCTION

1.1 Background of the Study

Several big crises that occurred during the past three decades have had an impact on the attitudes and actions of employees at work (Aguiar-Quintana et al., 2021; Darvishmotevali & Ali, 2020; Arain et al., 2020). One of the worst catastrophes in human history, the COVID-19 pandemic may take years to fully recover from its effects (Anand et al., 2020). Numerous businesses have gone through organizational crises as a result of having to close, combine, downsize, or reorganize in order to survive the pandemic and keep expenses to a minimum (Nguyen et al., 2022; Singh, 2019). Organizational crises can contribute to knowledge concealing by causing long-lasting employee job insecurity (Khoreva & Wechtler, 2020). Employees could be required to perform additional duties, which they might feel unequipped to fulfill because of lack of skills and knowledge, leading to poor workplace engagement and reluctance towards imparting knowledge to others. Employees hold the information to maintain their competitive advantage since they are uncertain about their job security (Chatterjee et al., 2021). Employee job insecurity might result from such an atmosphere, which can have a number of negative effects, including knowledge-hiding tendencies on the part of employees (Etehadi & Karatepe, 2019).

Knowledge hiding is known to have serious adverse effects (Zhang et al., 2022; Bari et al., 2020). For instance, it was estimated that productivity losses brought on by information and knowledge hiding behavior costs millions of dollars to organizations (Arain et al., 2020). According to Arain et al. (2020), employees tend to experience significant delays in their job tasks as a result of their coworkers not sharing information or knowledge with them. Knowledge hidden by the employees also leads to employees' non-compliance with work standards, lack of employee engagement, lack of innovation and growth (Irum et al., 2020). Although companies frequently make great efforts for encouraging employees towards sharing information and voice concerns, numerous employees intentionally opt to keep their knowledge to themselves rather than share it. Some, however, release information in accordance with their perceptions of pay confidentiality policies (Butt & Ahmad, 2021). According to Anand & Hassan (2019), employees may purposefully withhold or hide knowledge that their coworkers have sought;

therefore, knowledge hiding does not imply a lack of expertise. As a result, it becomes necessary to look at the causes of knowledge hiding behavior.

Considering the significance of knowledge hiding, there hasn't been much research done on the subject. Knowledge hiding is often controlled by an implicit and occasionally explicit social exchange that takes place when two or more coworkers communicate (Ali et al., 2021). Where social engagement between coworkers is expected to be reciprocal, knowledge hiding is minimal (Karatepe et al., 2020). A totally distinct set of resources and motives for employees' knowledge-hiding behaviors, however, might be triggered during times of a significant worldwide crisis, like COVID-19 catastrophe, due to possible economic loss of livelihood and resources (Akhtar et al., 2022). Employees may hide information in these situations in order to avoid any negative consequences of resource sharing, particularly during times of crisis when employees tend to hold onto their endangered resources (Xiao & Cooke, 2019). In order to prevent knowledge hiding, organizations must look into its causes, and they must look into its repercussions in order to comprehend its detrimental effects (He et al., 2021).

Furthermore, relatively few research studies have looked at the causes of knowledge hiding behavior in organizational setting. In previous research studies, knowledge hiding behavior is seen as a form of human communication, cognition, and relationship building between individuals in organizations or other social structures that is often overlooked in studies of corporate culture, organizational communication, and group dynamics (Afshan et al., 2022). The idea of knowledge hiding has been explored from a variety of perspectives, including psychology, sociology, anthropology, economics and business strategy/organizational behavior but more research needs to be done to better understand the motivations behind this type of behavior as well as its effects on individual performance and organizational outcomes (Sverke et al., 2019). However, it appears that there has not been much research conducted on knowledge hiding behavior and this is an area with great potential for exploration and study (Koay & Lim, 2022).

Top management support is essential for assisting businesses in overcoming obstacles and challenges during times of organizational crisis. Linking top management support to employees' responses has garnered more attention (Peng et al., 2021; Zhao et al., 2019). Agarwal et al. (2022) discovered that knowledge sharing behavior was positively benefited by top management

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support. Yet, antecedents of knowledge hiding behavior may also be moderated by top management support. Employees could be inspired and motivated for creativity, embracing change, willingness of performing additional tasks, and contributing in organizational growth through top management support (Agarwal et al., 2022). Notwithstanding the advantages listed above, limited research work was performed to determine how top management support may impact knowledge hiding practices, which involve purposefully withholding information that coworkers have asked for (Feng & Wang, 2019). Addressing this is crucial since knowledge hiding, which is common in businesses, can have a detrimental effect on ability of employees to execute their jobs (Connelly et al., 2019). To best of our knowledge, moderating effect of top management support on causes of knowledge hiding behavior has not been studied.

1.2 Rationale of the Study

The rationale of this study is to investigate the impact of job insecurity on employee productivity with mediating effect of knowledge hiding behavior and moderation of top management support. Knowledge hiding behavior is an act to intentionally withhold information from colleagues or superiors in an organization, which can include both technical and non-technical knowledge. This research aims to identify how knowledge hiding behavior impacts employee productivity and mediates the association among employee productivity and job insecurity. It also seeks to understand how organizations can encourage greater knowledge sharing among their staff and reduce excessive knowledge hiding behavior. This research will provide a deeper understanding of the relationship between information disclosure within an organization and employee productivity. Through its findings, it will contribute to a better understanding of how organizations can create environments that encourage employees to share rather than hoard valuable organizational knowledge.

1.3 Problem Statement

Although few research studies have investigated the impact of job insecurity on employee productivity, there has been a lack of research examining the mediating effect of knowledge hiding behavior and the moderating effect of top management support (Darvishmotevali & Ali, 2020). Moreover, prior studies (e.g. Aguiar-Quintana et al., 2021; Sverke et al., 2019) have largely used survey data or subjective measures to examine job insecurity and its related outcomes. Little is known about how job insecurity affects employee productivity in highly

specific contexts, such as in particular industries or organizations (Karatepe et al., 2020). Thus, further empirical investigation is needed to understand how job insecurity shapes employee productivity and whether knowledge hiding behavior and top management support play a role in that relationship (Nguyen et al., 2022).

1.4 Research Gap

The current landscape of research on job insecurity's impact on employee productivity in Pakistan's telecom sector reveals several critical gaps. First and foremost, the existing literature lacks dedicated studies that specifically delve into the telecom sector's unique dynamics in Pakistan (Nguyen et al., 2022; Aguiar-Quintana et al., 2021). This study aims to address this void by focusing on job insecurity and its consequences within the telecom sector, contributing context-specific insights to the broader body of knowledge.

Furthermore, there is a noticeable gap in understanding the mediating mechanisms between job insecurity and productivity (Karatepe et al., 2020; Sverke et al., 2019). The proposed study introduces the concept of knowledge hiding behavior as a potential mediator, exploring how the concealment of information exacerbates the negative effects of job insecurity. Additionally, there is limited exploration of top management support as a moderator in the job insecurity-productivity relationship within the Pakistani telecom sector. By addressing these gaps, the research seeks to offer a more comprehensive understanding of the complexities associated with job insecurity, knowledge hiding behavior, and the moderating influence of top management support in the unique context of Pakistan's telecom sector.

1.5 Research Aim

Current study aims to assess the impact of job insecurity on employee productivity in a workplace, mediated by knowledge hiding behavior and moderated by top management support in telecom sector of Pakistan.

1.6 Research Objectives

- To investigate the impact of job insecurity on employee productivity in telecom sector of Pakistan.

- To assess the impact of job insecurity on knowledge hiding behavior in telecom sector of Pakistan.

- To identify the impact of knowledge hiding behavior on employee productivity in telecom sector of Pakistan.

- To inspect the mediating effect of knowledge hiding behavior in relationship between job insecurity and employee productivity in telecom sector of Pakistan.

- To find out the moderation of top management support in relationship between job insecurity and knowledge hiding behavior in telecom sector of Pakistan.

1.7 Research Questions

1. What is the relationship between job insecurity, knowledge hiding behavior, and employee productivity in telecom sector of Pakistan?

2. What is the effect of knowledge hiding behavior in relationship between job insecurity and employee productivity in telecom sector of Pakistan?

3. What is the role of top management support in relationship between job insecurity and knowledge hiding behavior in telecom sector of Pakistan?

1.8 Significance of the Study

Knowledge hiding behavior has increasingly become a part of organizations in practice and research. Lack of attention paid to knowledge hiding behavior is damaging the organization outcomes at an alarming rate. This study will be evident in helping to understand the importance of knowledge hiding behavior, as current study will assess the impact of job insecurity on employee productivity with mediating effect of knowledge hiding behavior and moderation of top management support in telecom sector of Pakistan. Present study is helpful to the telecom firms of Pakistan towards understanding the significance of knowledge hiding behavior in affecting employee productivity as well as mediating the relationship between job insecurity and employee productivity.

Furthermore, this study increases the awareness of researchers towards understanding the role of job insecurity in impacting employee productivity with intervening factors (knowledge hiding behavior as mediator and top management support as moderator). Similar to that, this study will

show the need of fostering research students' in-depth knowledge of the field of literature. The current research also provides human resource management students with the assistance they need to understand the connections between the study's variables (job insecurity, knowledge hiding behavior, top management support, and employee productivity).

Chapter Summary

This chapter has started with introduction and background of the topic. It has covered details relevant to research gap and purpose of the study regarding the impact of job insecurity on employee productivity mediated by knowledge hiding behavior and top management support playing the moderating role. It has also highlighted the research aim, objectives, and questions. Furthermore, the research study's significance is presented at the end of this chapter.

In the subsequent chapters, this research will delve into the literature review, research framework, research methodology, data findings and analysis, conclusions, and recommendations with the aim of shedding light on the multifaceted relationship between job insecurity, knowledge hiding behavior, top management support, and employee productivity.

Chapter 2

LITERATURE REVIEW

2.1 Definitions & Concepts

2.1.1 Job Insecurity

Job insecurity is a term used to describe a situation where an employee feels their job is at risk of being lost due to changes in the business environment or decisions made by higher-level management (Karatepe et al., 2020). Job insecurity can be caused by several factors, including decreased demand for products and services, new technology, restructuring and reorganization of departments, and changing workplace dynamics. Job insecurity can lead to increased stress levels in employees which can have serious impacts on health and emotional well-being. This feeling of uncertainty about job security can have a negative effect on employees' motivation and productivity. It can also make it difficult for them to focus on their work (Etehadi & Karatepe, 2019). Employees may become more likely to leave their current job if they are feeling insecure about their position in the organization, leading to costly turnover for employers (Zhang et al., 2022). Employers can help reduce job insecurity by offering secure employment contracts, transparent communication with staff regarding changes, regular feedback and support with skill development, as well as providing an open dialogue between management and workers on any potential issues with job security (Sverke et al., 2019).

2.1.2 Knowledge Hiding Behavior

Information, abilities, and experiences gained via perception, discovery, or learning are frequently referred to as knowledge (Arain et al., 2020). Knowledge is often divided into explicit and tacit categories. Grammar rules, policy declarations, mathematical expressions, and manuals are examples of information that can be conveyed in writing, but personal skills, thoughts, and experiences are examples of knowledge which is hard to communicate to others through writing or speaking (Ali et al., 2021). Because it is difficult, if not impossible, to conceal, explicit information may be transferred more easily than implicit knowledge (Anand et al., 2020). Many elements have been noted as potential indicators of information concealment behavior in the research on the subject. For instance, because "knowledge is power," employees may conceal

information in order to advance professionally, perform well in comparison to others, or receive favorable evaluations (Nguyen et al., 2022). Knowledge hiding sometimes seeks to stay away from the negative, like disclosing information to rivals. Moreover, cultural influences and personality attributes may have an impact on knowledge hiding behavior. Those who are not chatty frequently exhibit introversion while discussing ideas with coworkers (Khoreva & Wechtler, 2020). Cultural circumstances may also influence how employees feel about keeping knowledge hidden (Singh, 2019).

2.1.3 Top Management Support

Top management support is when senior leadership in an organization provides guidance, resources, and acknowledgment for a project or initiative. It occurs when leaders demonstrate that they believe the project is important to their organization's goals and objectives by providing clear direction; ensuring that sufficient resources are available; and communicating their commitment to these initiatives both internally and externally (Zhao et al., 2019). Top management support involves key components including direction, resources, accountability, and communication. Leaders set a clear direction for the project or initiative through predefined goals, strategies, and plans of action. This provides clarity of purpose so employees can focus their efforts on achieving the stated objectives (Agarwal et al., 2022). Top management ensures that adequate resources (time, money, personnel) are made available to carry out the project or initiative (Feng & Wang, 2019). In addition, leaders hold people accountable for meeting objectives and delivering results on time and on budget using key performance indicators (KPIs). Senior executives communicate their commitment to the project through internal meetings, emails, memos, etc., as well as external statements to stakeholders such as press releases or social media updates. This both reinforces employee commitment and also builds public confidence in the organization's ability to deliver on its promises (Peng et al., 2021).

2.1.4 Employee Productivity

Employee productivity is a measure of how efficiently an employee can use their skills, knowledge and resources to generate results or reach desired goals. It is typically calculated by taking the total amount of work that was accomplished in a given period of time, such as an hour or a day, and dividing it by the number of hours worked in that same period (Darvishmotevali & Ali, 2020). The resulting figure gives an indication of the employee's productivity level. Factors

that can affect employee productivity include physical and mental health, motivation, working environment, access to resources, technology and tools, delegation of tasks and scheduling. Improving productivity requires employers to pay attention to these factors and create a work culture that encourages employees to be productive (Etehadi & Karatepe, 2019). Employee productivity is determined by the amount of work completed within a given time period compared to what could have been completed if all the resources had been utilized. Factors such as experience, motivation, skills and tools can affect employee productivity (Khoreva & Wechtler, 2020). To improve employee productivity, employers should focus on creating an environment where employees feel valued and respected, and ensure that they have access to adequate training and resources (Akhtar et al., 2022).

2.2 Theoretical Background

Based on complexity of knowledge hiding phenomenon, it makes sense to base further understanding of knowledge hiding behavior in organizational crises on a pertinent theoretical frameworks Conservation of Resources Theory (COR) (Guo et al., 2021). The COR theory explains why employees hide their knowledge, a valuable resource (Lin et al., 2019). Job security is an example of the risks, which is frequently brought on by organizational crises. Organizations and their employees are frequently exposed to serious risks as a result of severe, public crises. Mergers, downsizing, and restructuring may occur in crisis-ridden firms. Employees thus frequently sense a significant level of job insecurity at such periods (Feng & Wang, 2019).

According to literature of previous research studies, several key variables that have been studied in-depth in relation to the COR theory. Among them are elements like stress from job and family, burnout, and general stress (Aguiar-Quintana et al., 2021; Darvishmotevali & Ali, 2020). Indeed, the major elements of COR, including decision latitude, skill discretion, authority, autonomy, burnout, and task control, were assessed in Guo et al. (2021). Moreover, by include additional factors, such as personality characteristics, that was recognized as potential antecedents of information concealment behavior, this research expands on the COR research. Meanwhile, job insecurity has gone unstudied despite the fact that there are many antecedents of knowledge hiding literature.

2.3 Conceptual Framework
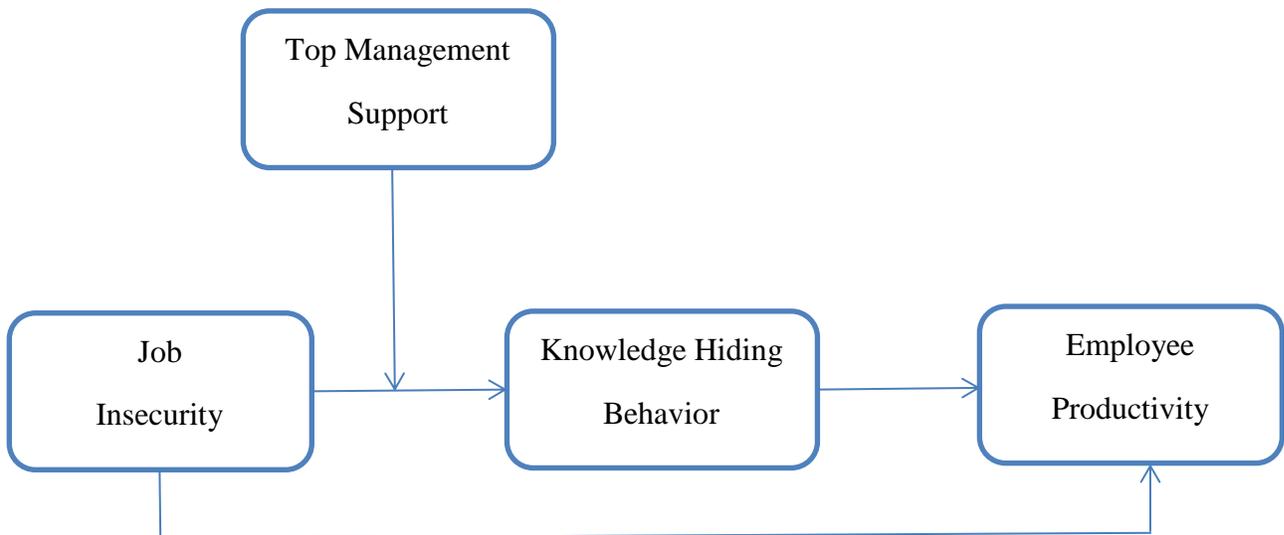
Figure: Conceptual Framework

2.4 Hypothesis Development

2.4.1 Job Insecurity and Employee Productivity

Studies have found that job insecurity can lead to decreased motivation, reduced effort, greater turnover intentions, and increased absenteeism among employees (Aguiar-Quintana et al., 2021; Sverke et al., 2019). Employees often become less conscientious and adopt a more defensive work style when faced with insecure employment (Etehadi & Karatepe, 2019). As a result, this can reduce performance on tasks requiring effort and skillful execution. In addition, employees may focus more attention on fulfilling basic obligations while neglecting tasks which require self-initiative. This further reduces levels of productivity within organizations (Shin et al., 2019). Furthermore, studies indicate that job insecurity can produce psychological strain leading to higher levels of stress and anxiety among workers. These symptoms are associated with impaired decision-making skills and difficulty focusing on tasks (Darvishmotevali & Ali, 2020). Thus, job insecurity may lead to lower levels of cognitive functioning among employees which adversely affects their ability to be productive at work. Finally, research has shown that job insecurity can

negatively impact organizational effectiveness by causing counterproductive workplace behaviors such as sabotage or stealing from the organization (Karatepe et al., 2020).

The dynamic nature of modern workplaces has led to the emergence of job insecurity as a major element impacting employee productivity. The term "job insecurity" pertains to the possibility of losing one's job, whether real or perceived, and its consequences surpass the mere anxiety of being unemployed (Darvishmotevali & Ali, 2020). This review examines the many ways that job insecurity affects employees' levels of productivity. Organizations frequently go through restructuring, downsizing, or leadership changes in the modern business environment, which is characterized by technology breakthroughs, globalization, and economic concerns. These organizational changes affect employees' views of job security by creating an environment of uncertainty. Studies show that increased job insecurity may have a number of detrimental effects, one of which is a major influence on employee productivity (Aguiar-Quintana et al., 2021).

Employees who experience job insecurity tend to suffers psychologically, which has an impact on their mental health and job satisfaction. Employee stress, worry, and a sense of helplessness can all rise when they believe there is insecurity in their jobs. These emotional reactions may then lead to a decline in concentration, morale, and general productivity (Karatepe et al., 2020). Furthermore, employees who experience job insecurity may develop coping strategies that are detrimental to their ability to accomplish their jobs. Employees who are afraid of losing their jobs may be less likely to take chances, come up with creative solutions, or even work together with others. Although natural, this self-preservation tendency undermines the creative and collaborative qualities necessary for modern workplace effectiveness (Shin et al., 2019).

In the face of job insecurity, organizational commitment and loyalty also frequently deteriorate. Employees who are unsure of their futures in a firm may stop caring about their jobs and become less committed to the objectives of the organization. Decreased effort, a lack of initiative, and a drop in the caliber of work are all signs of reduced commitment, and they all have an adverse effect on total output (Etehadi & Karatepe, 2019). Job insecurity affects employees' emotional and psychological health, and it also has a physical impact. Prolonged stress, frequently linked to insecure employment, can lead to health problems like sleeplessness, exhaustion, and more serious ailments. These negative effects on health have been linked to both more absenteeism

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and lower presenteeism—the condition in which employees are physically present but not totally focused on their jobs (Sverke et al., 2019).

The impact of job insecurity on employee productivity is not limited to its direct effects on people; it is compounded when paired with other organizational issues. For example, a leadership that does not effectively communicate changes occurring inside the organization might exacerbate emotions of uneasiness. On the other hand, open communication and transparent leadership can serve as a protective barrier, reducing the negative consequences of job insecurity (Aguiar-Quintana et al., 2021; Karatepe et al., 2020). Conclusively, there is a wide range of complexity to how job insecurity affects employee productivity. The psychological effects of job insecurity on individuals as well as the wider organizational implications make it imperative to address in order to cultivate a resilient and effective workforce. For an organization to foster a work climate that encourages stability, engagement, and peak performance, it must acknowledge the relationship between job security, employee well-being, and overall productivity. As a result, it is hypothesized that:

H1: *Job insecurity negatively impacts employee productivity in telecom sector of Pakistan.*

2.4.2 Job Insecurity and Knowledge Hiding Behavior

Job insecurity is the unpredictability of an employee's ability to maintain their position. Employees often have a low level of job security at a time marked by rapidly advancing information technology and artificial intelligence, as well as increasingly turbulent and competitive work conditions (Ali et al., 2021). It has been suggested that employees' knowledge-hiding behavior is impacted by job insecurity. The majority of workers see essential knowledge as a source of strength that ensures job security (Zhang et al., 2022). High job insecurity among employees may lead them to believe they must hold onto their expertise in order to preserve their competitive advantage (Arain et al., 2020). The study of Butt (2021) suggests that job insecurity results in poor motivation in workers, which negatively affects other motivation levels. In this context, Arain et al. (2020) identified job security as one of the top three drivers of workplace interaction, knowledge sharing, and mutual support for improved job performance. One factor for knowledge hiding and a high personnel turnover rate might be a lack of job security. According to Anand et al. (2020), job insecurity has a significant role in the development of

detrimental work behaviors such knowledge hiding, a lack of workplace innovation, and resignation-related thoughts.

In the modern world of organizational dynamics, job insecurity has emerged as a major issue that affects many facets of employee behavior and relationships at work. This review explores the complex link between knowledge hiding behavior and job insecurity, highlighting the part that job insecurity plays in creating a climate where individuals are more likely to keep information to themselves rather than share it with others (Ali et al., 2021). The deliberate withholding or hiding of information by employees from their coworkers or the company is referred to as knowledge hiding behavior. This conduct can manifest in a number of ways, such as failing to provide pertinent insights, withholding important information, or declining to help when an employee is capable of doing so. Organizations looking to foster a culture of openness, cooperation, and creativity must comprehend the elements that lead to knowledge hiding (Arain et al., 2020).

For employees, job insecurity—which is defined as the possibility of losing their job—can be a major source of stress and worry. The anxiety associated with an undefined career path can lead to psychological strain that affects how people function in their workplaces. There are a number of unfavorable consequences linked to increased job insecurity, and knowledge hiding is one of them. Employees who are uneasy about their jobs could view their coworkers as rivals rather than allies (Anand et al., 2020). People who are unsure about their own situations may adopt a self-preservation mentality in which they put their own expertise and information first. This change in viewpoint may impede the open exchange of information necessary for organizational learning and development by fostering a culture of secrecy. Any organization's ability to collaborate and share knowledge effectively is based on trust. This foundation is eroded by job insecurity, which works as a catalyst by fostering a culture of distrust and caution (Zhang et al., 2022).

Employees are less inclined to trust people with important information when they believe that their coworkers may be threats because of job insecurity. Because of this lack of trust, employees start to prioritize their own survival over the performance of the company as a whole, which fosters knowledge hiding behavior. The leadership style and company culture have a significant impact on whether knowledge hiding behavior resulting from job insecurity is

mitigated or continues (Butt, 2021). The detrimental impacts of job insecurity can be mitigated by fostering a culture that values transparency, tolerance for differing viewpoints, and teamwork. Clear communication from the top about upcoming initiatives, organizational changes, and job security can reduce some of the uncertainty that encourages knowledge hiding. It is impossible to overestimate the importance of leadership in creating a safe and appreciated work environment. An organizational culture that actively addresses job insecurity prioritizes the development of a trusting relationship, and models open communication is one that makes knowledge hiding less likely to proliferate (Arain et al., 2020). Based on above literature, it is hypothesized that:

H2: *Job insecurity positively impacts knowledge hiding behavior in telecom sector of Pakistan.*

2.4.3 Knowledge Hiding Behavior and Employee Productivity

Studies have highlighted the potential losses that knowledge hiding can bring to an organization, including reduced collaboration, decreased innovation, lower-quality decision-making, lower job satisfaction, and lower motivation (Akhtar et al., 2022; Khoreva & Wechtler, 2020). Khoreva & Wechtler (2020) highlights how knowledge hiding results in failure of employees acquiring new skills and expertise that they can then use in their roles, leading to decreased productivity. Akhtar et al. (2022) found that when knowledge is not shared across an organization it cannot be used more efficiently, thus resulting in inaccurate decision-making which leads to lower productivity throughout the organization. Research into the impact of different types of knowledge hiding behavior on employee productivity has indicated some negative relationships. Nguyen et al. (2022) finds that lack of personal networks between individuals who hide information are mainly responsible for fostering a culture where knowledge is hidden and not shared. Chatterjee et al. (2021) also identified that low trust between colleagues is an important factor for encouraging employees not to actively participate in knowledge sharing activities, leading ultimately to decreased levels of productivity across teams and departments. Bari et al. (2020) suggests indicates a negative effect exerted by knowledge hiding behaviors upon employee productivity.

The problem of knowledge hiding behavior has become a major factor impacting employee productivity in the current environment of organizational dynamics. The purpose of this review is to investigate the complex link between knowledge hiding behavior and how it affects

employees' overall productivity in an organizational context (Chatterjee et al., 2021). A variety of behaviors are included in knowledge hiding behavior, which is when staff members purposefully withhold ideas, information, or insights from the company or their peers. This can take many different forms, such as a refusal to provide important information, a refusal to work together, or a deliberate hiding of knowledge. Recognizing the reasons for and effects of knowledge hiding is crucial for companies looking to increase output and promote teamwork in the workplace (Khoreva & Wechtler, 2020).

Employee productivity is a broad term that includes efficiency and quality of work in addition to quantity. It encompasses the capacity of staff members to fulfill deadlines, successfully work with peers, and make a significant contribution to the objectives of the company. Productivity is closely linked to the dynamics of the workplace as a whole and is not only the outcome of individual efforts. Collaboration is hampered by knowledge hiding behavior, which is one of the main ways it lowers productivity (Bari et al., 2020). Knowledge hiding instead of sharing reduces the possibility of group problem-solving and synergy in the workplace. Employees might have to start from scratch or struggle with issues that might be effectively resolved with shared knowledge (Akhtar et al., 2022).

Knowledge hiding stifles free exchange of ideas and fosters a climate of distrust among participants. For fear of encountering opposition, colleagues may grow reluctant to ask for assistance or to share their knowledge. This reluctance kills the spirit of teamwork, which is necessary to take on challenging assignments and accomplish group objectives (Singh, 2019). Employee productivity and an organization's culture of innovation and ongoing learning are strongly related. By restricting the spread of novel concepts and obstructing the transmission of knowledge, knowledge hiding impedes these processes. An organization loses out on potential for innovative problem-solving, process improvement, and remaining up to date with industry innovations when individuals are unwilling to share their expertise (Nguyen et al., 2022).

An open and knowledge-sharing culture at work tends to make an organization more flexible and creative. An atmosphere that is supportive of learning and experimenting is created when staff members are encouraged to express their views without worrying about criticism or retaliation. On the other hand, hiding knowledge creates obstacles that make it harder for the company to take advantage of new possibilities and adjust to change (Peng et al., 2021). Employees may

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have significant psychological effects from knowledge hiding, which might further reduce their output. Employees who perceive that their colleagues are withholding information from them may feel devalued, alienated, or excluded. Their morale and engagement may suffer as a result of this feeling of isolation, which will have an immediate impact on the caliber and volume of their work (Koay & Lim, 2022).

Knowledge hiding has a psychological cost that goes beyond its direct effects on output. It may lead to a poisonous workplace environment where employees become defensive, hesitant to work together, and more preoccupied with their own survival than the success of the company as a whole. Maintaining a pleasant work environment requires acknowledging and resolving the psychological aspects of knowledge hiding (Xiao & Cooke, 2019). Businesses that are serious about increasing employee productivity have to take proactive measures to reduce the tendency of employees to hide knowledge. This entails fostering an environment that encourages knowledge exchange, prioritizes openness, and deals with the underlying issues that lead to knowledge hiding (Akhtar et al., 2022). When it comes to demonstrating and encouraging these habits, leadership is essential. A fundamental first step is to encourage an environment of open communication where staff members are empowered to share their knowledge without worrying about repercussions. The impediments to knowledge hiding can be removed in part by putting in place mentorship programs, information-sharing platforms, and incentives for cooperative work (Butt & Ahmad, 2021). Based on above literature, it is hypothesized that:

H3: *Knowledge hiding behavior negatively impacts employee productivity in telecom sector of Pakistan.*

2.4.4 Mediation of Knowledge Hiding Behavior

Employees frequently experience greater levels of job insecurity during organizational crises. As a result, individuals are more prone to be in a condition of psychological exhaustion (He et al., 2021). Workers frequently believe that their coworkers have less faith in them and that most individuals in companies only have their own interests in mind (Anand & Hassan, 2019). In accordance to COR theory, employees frequently engage in information hiding behavior as a way to deal with job insecurity in order to safeguard their limited resources. Because of job uncertainty, people who are predisposed to knowledge hiding to prevent additional loss frequently do not want to share their invaluable talents and experience with colleagues (Xiao &

Cooke, 2019). Employees are unable to learn from one another if knowledge is kept secret, which is more likely to reduce the process of knowledge sharing (Irum et al., 2020). Thus, knowledge hiding behavior frequently turns job insecurity in an organizational crisis into knowledge sharing obstacles, which frequently have a detrimental influence on employee productivity (Butt & Ahmad, 2021).

Understanding the complex interactions between knowledge-hiding behavior, job insecurity, and employee productivity is critical in today's organizational dynamics environment. In order to clarify the details of these interrelated variables, this review explores the mediating function of knowledge hiding behavior in the link between job insecurity and employee productivity. In today's unstable labor market, job insecurity—which is defined by employees' perceived fear of losing their jobs—is a common issue (Afshan et al., 2022). The psychological effects of job insecurity can have a ripple effect on employee attitudes, actions, and general work performance across a company. Studies indicate that job insecurity is negatively correlated with a number of work-related outcomes, which makes it an important topic to look at (He et al., 2021).

When faced with the uncertainty that comes with job insecurity, employees frequently turn to coping strategies in order to get by in the workplace. As a coping mechanism, knowledge hiding—a type of unproductive work behavior—can appear. When employees don't know what the future holds for them at the company, they could hide their knowledge to protect their information and experience (Butt & Ahmad, 2021). The complex link between knowledge hiding and job insecurity is influenced by psychological processes that are activated in unsettling work settings. Employees who are feeling insecure about their jobs could view their expertise as a type of employment security. In order to retain control over their career paths, people could so hide knowledge, concepts, or abilities (Anand & Hassan, 2019).

It is necessary to explore the psychological foundations of knowledge hiding in order comprehending this relationship. Employees may adopt a defensive posture out of fear of losing their jobs, protecting their intellectual property. This protective stance might show itself in actions like withholding information, refusing to work together, or opposing the sharing of knowledge (Xiao & Cooke, 2019). When taking into account its influence on organizational dynamics, the mediating function of knowledge hiding behavior in the link between job insecurity and employee productivity becomes clear. A further element of difficulty is

introduced when knowledge hiding manifests it and employees struggle with job insecurity. Job insecurity affects productivity through a route known as knowledge hiding (Irum et al., 2020).

With knowledge being a major source of productivity in the workplace, withholding information on purpose throws off the workday schedule. Employees can struggle with redundant information, ineffective procedures, or missing information, which would make it harder for them to satisfy performance standards. The negative impacts of job uncertainty on employee productivity are accentuated by the mediating function of knowledge hiding (Aguiar-Quintana et al., 2021). The relationship between job insecurity and knowledge hiding has a significant impact on employee productivity, which is essential to the success of a business. Employee withholding of vital information directly affects the organization's overall effectiveness. Task completion times increase, teamwork is hampered, and output quality may deteriorate (Zhang et al., 2022).

Furthermore, navigating a workplace full of knowledge hiding and job insecurity can have a psychological toll that makes employees more stressed and burned out. Consequently, this makes it more difficult to sustain high output levels (Arain et al., 2020). For sustainable productivity, organizations must understand the complex interplay between these components and put focused measures in place. Organizational leadership must take deliberate measures to address the knowledge hiding that mediates the link between job insecurity and employee productivity. It is critical to cultivate an environment of openness and transparency. Employees are less likely to hide knowledge when they feel confident in their positions and that their efforts are recognized (Shin et al., 2019). Companies can put in place training initiatives to provide staff members and executives the know-how to properly handle uncertainty. Reducing job uncertainty and, consequently, knowledge hiding may be achieved in part by establishing mentoring opportunities, honest communication about organizational changes, and well-defined career progression routes (He et al., 2021). In conclusion, it is forecasted that knowledge hiding behavior, as suggested in the following hypothesis, mediates the impact of job insecurity on employee productivity. As a result, it is hypothesized that:

H4: *Knowledge hiding behavior significantly mediates the relationship between job insecurity and employee productivity in telecom sector of Pakistan.*

2.4.5 Moderation of Top Management Support

Because of the high degree of respect and admiration for the top management, research has demonstrated that the conduct of top management might be having moderating effect on impact of antecedents of knowledge hiding behavior (Agarwal et al., 2022). Addressing job insecurity, top management encourages workers to achieve shared objectives, motivates them to contribute to the organization, and evokes favorable views towards knowledge-sharing behavior (Feng & Wang, 2019). The importance of top management support and its potential effects on employee attitudes and behavior towards imparting knowledge and skills to coworkers are highlighted by Koay & Lim (2022). Employees so prefer to interact with coworkers less secretively and assist one another in overcoming obstacles at work for the benefit of the organization (Peng et al., 2021). In a similar vein, Connelly et al. (2019) contend that top management frequently make use of staff members' organizational citizenship behavior (OCB), which lessens knowledge hiding behavior. It is possible that top management support can reduce the effect of job insecurity on knowledge hiding. Top management support emphasizes on the value of employee involvement in businesses (Connelly et al., 2019). Employee satisfaction and confidence in their top management increase as a consequence, which lessens the detrimental impact of job insecurity on knowledge hiding (Zhao et al., 2019).

The significance of top management support in moderating the association between knowledge hiding behavior and job insecurity appears as a significant focus point in the dynamically changing field of organizational dynamics (Peng et al., 2021). This review explores the complex interactions between these variables, illuminating how top management support—or lack thereof—affects the coping strategies employees choose to use while facing job insecurity. A prevalent worry in modern workplaces, job insecurity encompasses the anxiety and uncertainty employees have about the future of their jobs. It is a complex issue that includes challenges to work stability that are both real and perceived. Its detrimental effects on employee well-being, job satisfaction, and overall organizational performance have been shown by Koay & Lim (2022).

A type of unproductive work behavior known as "knowledge hiding" refers to employees purposefully withholding or hiding knowledge. This conduct can take many different forms, such as a reluctance to impart knowledge, hiding important information, or purposefully leading

coworkers astray. Determining the significance of knowledge hiding in an organizational setting requires an understanding of the motivations driving it (Agarwal et al., 2022). The intricate relationship between knowledge hiding and job insecurity highlights the possible mitigating impact of top management support. Strong managerial support is perceived by staff as a protective factor against the detrimental effects of job insecurity. Within the confines of the company, supportive leaders create an atmosphere of psychological safety that encourages candid communication and mutual trust (Zhao et al., 2019).

The key to moderation is to understand how the degree and direction of the association between knowledge hiding and job insecurity are influenced by top management support. When upper management provides active assistance, employees may feel more comfortable and are less likely to use knowledge hiding as a coping strategy (Connelly et al., 2019). On the other hand, a lack of assistance might worsen the consequences of job insecurity and encourage knowledge-hiding practices. Examining the psychological effects on employees reveals the methods by which assistance from upper management moderates the connection. At times of uncertainty, supportive leaders offer clarity, demonstrate their commitment to the well-being of their employees, and actively work to cultivate a good workplace culture (Arain et al., 2020). Together, these factors influence how employees react to job insecurity and whether they choose to hiding knowledge. Comprehending the degree to which top management support moderates the link between job insecurity and knowledge hiding has significant consequences for organizational initiatives (Feng & Wang, 2019).

Establishing a culture of leadership that places a high value on communication, openness, and support is crucial. This entails giving leaders an access to tools to improve their support abilities, highlighting the value of candid communication, and taking proactive measures to resolve issues with job insecurity (Etehadi & Karatepe, 2019). Additionally, organizations may put in place systems for evaluating and improving the support of top management, such frequent feedback sessions, leadership development courses, and the creation of private channels for communication. Organizations may lessen the possibility of knowledge hiding and promote a collaborative and innovative culture by proactively addressing job insecurity and creating a supportive atmosphere (Karatepe et al., 2020). Future study directions become clear as the investigation into the moderating of top management support in the association between

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knowledge hiding and job insecurity progresses. Examining the particular communication techniques and leadership behaviors that support top management effectiveness may provide insightful information. Furthermore, delving into cultural variances and industry-specific subtleties in the moderating function of top management support may enhance our comprehension of these dynamics (Koay & Lim, 2022). Thus, it is hypothesized that:

H5: *Top management support significantly moderates the relationship between job insecurity and knowledge hiding behavior in telecom sector of Pakistan.*

Chapter 3

RESEARCH METHODOLOGY

Introduction

Research methodology encompasses the procedures and techniques employed in obtaining, selecting, analyzing, and evaluating data on a specific subject. It encompasses the entire plan of a research study, including its design, philosophy, approach, strategy, and research type (Al-Ababneh, 2020). This section aims to elucidate the methodologies applied to investigate the interrelationships among job insecurity, knowledge hiding behavior, top management support, and employee productivity in telecom sector of Pakistan. It delves into various facets such as philosophy, population frame, sample size, data collection, data analysis, and other pertinent factors. Additionally, the section provides a comprehensive exploration of data collection and analysis techniques, coupled with a discussion on research ethics.

3.1 Research Design

A pivotal component of research methodology is the research design, which encompasses techniques for gathering and analyzing essential data. It outlines the processes used to collect, analyze, and derive recommendations from the data (Mackey and Gass, 2015). Research investigations may employ qualitative, quantitative, or mixed designs, with qualitative delving into feelings and experiences, quantitative exploring statistical differences, and mixed methods combining both (Kumar, 2019).

Given the utilization of primary data in this study, a quantitative research methodology was employed. Quantitative research was chosen to collect and statistically analyze data, facilitating the evaluation of hypotheses and identification of patterns and correlations between variables. This approach aligned with the study's objectives of investigating variable connections and testing hypotheses. Furthermore, the quantitative approach enabled generalizability, allowing the findings from a sample size of 250 to be extrapolated to the broader population, a crucial consideration in drawing conclusions about Pakistan's telecom sector. This decision was driven by the need for objective, statistical data and techniques to ensure accurate and applicable results in line with the study's objectives.

3.2 Research Philosophy

The philosophy of research delves into the researcher's worldview and assumptions regarding the nature of reality and knowledge, shaping the methodologies and processes employed in the research journey. It acts as a foundational framework for interpreting reality and constructing knowledge. Research philosophies such as positivism, interpretivism, and critical theory represent varied approaches with distinct implications for the research process (McCusker & Gunaydin, 2015).

This study adopted positivism as its research philosophy. Positivism asserts that knowledge can be derived through empirical observation and hypothesis testing, facilitating an objective exploration of the social environment. Given the study's objective of investigating the relationships between study's variables, positivism aligned seamlessly. The selection of positivism over other philosophies was grounded in its compatibility with the pursuit of objective knowledge. Employing a positivist perspective, this study rigorously applied methods and statistical analyses to yield reliable results, contributing substantively to the project management field.

3.3 Research Approach

The research approach encapsulates the overall strategy for conducting the study. It delineates the comprehensive plan for executing the investigation, with inductive and deductive approaches representing the two primary types (Mukherjee, 2019). In this research, deductive research approach was employed. This approach involved formulating hypotheses before gathering facts. Adopting the deductive approach was fitting for this study as it entailed analyzing hypotheses derived from an existing theory or framework. The study utilized deductive approach to test hypotheses based on established theories and prior research, employing quantitative data and statistical analysis. Through deductive reasoning, the study experimentally examined hypotheses related to the associations among employee productivity, top management support, knowledge hiding behavior, and job insecurity, offering empirical evidence to either reject or accept hypothesized links.

3.4 Research Strategy

Research strategy encompasses the specific processes employed to execute the study, providing essential guidance for the research study (Mukherjee, 2019). In this study, a survey strategy was employed, utilizing an adapted structured questionnaire to gather data from respondents. The survey strategy was chosen for its efficiency in collecting data from a large number of participants, a crucial aspect given the study's aim to gather information from diverse individuals in Pakistan's telecom sector. The structured and systematic nature of the survey ensured uniformity in the questions posed and the response options provided, facilitating seamless data comparison and analysis.

The survey strategy was selected for several reasons. Firstly, it enabled the efficient collection of data from a broad spectrum of participants in the telecom sector, aligning with the study's aim. The organized approach of the survey ensured consistency in data gathering, contributed to the ease of subsequent data analysis. Moreover, the survey strategy permitted the collection of self-reported data, allowed participants to express their insights and opinions on variables such as job insecurity, knowledge hiding behavior, top management support, and employee productivity in telecom sector of Pakistan.

In the context of this study, understanding people's perspectives and experiences was paramount. The survey strategy facilitated this by providing a platform for participants to share their insights, contributing valuable qualitative data. This approach was particularly relevant given the study's focus on delving into individuals' viewpoints and experiences within the complex dynamics of job insecurity, knowledge hiding behavior, top management support, and employee productivity in telecom sector of Pakistan.

3.5 Research Type

The term "research type" denotes the specific category of research undertaken, identifying the study design employed to explore variable interactions. It discloses the technique used, be it experimental, descriptive, or correlational (Patel & Patel, 2019). Given the primary aim of investigating the role of job insecurity in impacting employee productivity mediated by knowledge hiding behavior and top management support playing moderating role, a correlational analysis was adopted. This research type facilitated the examination of statistical relationships

between variables, providing a comprehensive understanding of their association. Utilizing a correlational approach allowed for the analysis of correlations, unveiling patterns, trends, and potential linkages between the variables, thereby yielding valuable insights.

3.6 Time Horizon

The time horizon is a critical aspect of research methodology, dictating the duration of the research endeavor (Babii, 2020). In this study, a cross-sectional investigation was conducted, indicating that data collection transpired simultaneously. Spanning a three-month period from October to December 2023, data related to the study's variables was acquired. This timeframe was judicious, affording ample time for distributing questionnaires and collecting requisite data. The selection of a cross-sectional time horizon aligned with the study's objectives and scope, proving fitting for examining the relationships between job insecurity, knowledge hiding behavior, top management support, and employee productivity in telecom sector of Pakistan. This approach facilitated smooth data gathering and analysis within a defined timeframe, delivering significant insights into fundamental conditions of variables under scrutiny.

3.7 Unit of Analysis

The unit of analysis represents the specific level at which data is obtained and scrutinized (Al-Ababneh, 2020). In this study, individuals comprised on employees working telecom sector of Pakistan constituted the unit of analysis. Specifically, employees working in Pakistani telecom firms served as the primary focal point of the research, offering important information relevant to variables under examination. The choice of employees as the unit of analysis was strategic, considering their direct involvement in the dynamic landscape of Pakistan's telecom sector. By concentrating on this specific group, the study gained a detailed understanding of job insecurity and knowledge hiding behavior prevalent within industry, contributing to a comprehensive exploration of employee productivity.

3.8 Population

The population, as defined in research methodology, comprises the group of individuals or objects under investigation (Kumar, 2019). For this study, employees working in telecom sector of Pakistan constituted the targeted population for distribution of questionnaires and data collection. Given the impracticality of collecting data from every individual within the

population, a sample was chosen. Selected sample was carefully designed to reflect the characteristics and diversity present in the broader population of employees working in telecom sector of Pakistan. Selecting a sample became imperative to ensure the feasibility of data collection. The sample was meticulously chosen to mirror the key attributes of the overall population, enhancing the study's ability to draw meaningful and applicable conclusions.

3.9 Sample Size

Sample size pertains to number of individuals or items involved in a study (Kumar, 2019). In this research, the sample encompassed 250 employees working in telecom sector of Pakistan. The choice of this specific sample size was a deliberate decision influenced by methodological considerations and the unique characteristics of telecom sector in Pakistan. The determination of the sample size was rooted in established guidelines, where a minimum sample size of 50 is recommended for correlation research. However, recognizing the importance of robustness and generalizability, a larger sample size of 250 was chosen (Babii, 2020). This deliberate choice enhanced the reliability of the study's findings and facilitated the generalization of results to a broader context.

Morgan's Table, a recognized tool in research methodology, was employed to fine-tune the selection of the 250 respondents who are employees working in telecom sector of Pakistan. This meticulous approach ensured that the sample was representative and systematically chosen to yield meaningful insights. In the realm of management sciences, the sample size of 250 was considered adequate, offering heightened statistical power for precise assessments of variable relationships. It also aligned with the unique dynamics of Pakistan's telecom sector, capturing a diverse range of participants for a comprehensive representation of the population.

3.10 Sampling Technique

The selection of a suitable sampling technique is a crucial aspect of any research study, determining how participants are chosen from the target population. In this study, a pragmatic approach was taken, and convenience sampling was employed as the sampling technique. Convenience sampling involved selecting participants on basis of their willingness and accessibility of participation. While this method simplifies participant engagement, it was essential to acknowledge its limitations, including potential bias and constraints on the

generalizability of findings (Babii, 2020). The study focused on surveying employees working in telecom firms of Pakistan, utilizing the convenience sampling approach. This choice was influenced by constraints in terms of time, budget, and access to the target population, necessitating a practical and efficient sampling strategy.

3.11 Research Instrument

For data collection, an adapted questionnaire (drawing inspiration from previous research studies) was employed. The questionnaire was intentionally developed to be concise and straightforward, aligning with the goal of efficient distribution and data collection. It encompassed demographic inquiries and questions pertaining to key variables: job insecurity, knowledge hiding behavior, top management support, and employee productivity. Questionnaire utilized a five-point Likert scale for response evaluation, with respondents indicating their agreement levels on a scale ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). This structured scoring system facilitated the quantification of participant responses, adding a layer of precision to the data collection process.

3.12 Data Collection Procedure

The data collection process is a pivotal aspect of research methodology, determining how data is gathered for the study (Patel & Patel, 2019). In this study, a survey involving 250 employees from the Pakistani telecom firms was conducted, employing an adapted questionnaire. The survey unfolded over a three-month period, commencing from October to December 2023. The majority of the 250 surveys were distributed in person, ensuring a personal touch to the data collection approach. Additionally, social media platforms were leveraged to widen the reach of survey, fostering engagement and survey participation. The dual distribution method (both physical and electronic) facilitated widespread accessibility, leading to enthusiastic participation by employees associated with Pakistan's telecom sector.

3.13 Data Analysis Technique

The subsequent phase involved meticulous data analysis, aiming to unravel insights from the collected data (Al-Ababneh, 2020). Correlation, regression, mediation and moderation analyses were employed to assess complex relationships between job insecurity (independent variable), knowledge hiding behavior (mediator), top management support (moderator), and employee

productivity (dependent variable). SPSS Software served as analytical tool, applying statistical tests to reveal the underlying connections between the variables under scrutiny.

3.14 Research Ethics

Research ethics, a fundamental component of the research process, encompasses the principles guiding the conduct of study (Patel & Patel, 2019). This study adhered to ethical considerations throughout its duration. Fundamental principles such as anonymity, confidentiality, informed consent, and voluntary participation were meticulously honored. Participants were provided with comprehensive information about the study's objectives, methodology, potential risks, and benefits before consenting to participate. The acquired information was safeguarded with the utmost confidentiality and anonymity to preserve the privacy of participants. Moreover, participants retained the freedom to withdraw from the study without facing adverse consequences. The study abided by all pertinent laws and norms governing business and management research, underscoring its commitment to ethical research practices.

Chapter 4

DATA ANALYSIS AND FINDINGS

Introduction

This chapter presents the outcomes of a survey conducted to gather pertinent information regarding the research hypotheses. Participant responses were meticulously categorized into two sections for comprehensive analysis. The initial section offers a demographic breakdown, shedding light on the subjects' characteristics, while the subsequent section delves into the hypotheses and the interrelationships among the research variables. A specifically designed questionnaire was distributed to a sample of 250 respondents, comprising employees working in telecom sector of Pakistan, to gain insights into their perspectives on the subject matter. Post data collection, the responses were meticulously compiled and subjected to relevant statistical analysis techniques.

The results provide a detailed explanation, elucidating significant relationships, patterns, and trends discerned in the dataset. These findings contribute to detailed understanding of study's subject by presenting authentic data that either accepts or rejects the initial hypotheses. This chapter highlights key discoveries from the survey, offering an overview of the primary concepts. Through this chapter, the study articulates vital conclusions derived from data analysis, providing insightful information on the objectives and research questions. These results not only carry implications for interpretation and further investigation within this chapter but also lay the groundwork for future research.

4.1 Data Analysis

4.1.1 Descriptive Frequencies

The questionnaire organized the data for facilitation of comprehensive analysis and interpretation of the findings. This classification enabled a detailed understanding of the study data. The demographic section of the questionnaire included several sub-sections, such as gender, age, education, experience, and annual income. By incorporating these demographic characteristics, the dataset's richness and diversity were heightened, capturing a broad spectrum of perspectives and traits.

Descriptive Frequencies

Demographics		Frequency	Percentage	Cumulative Percentage
Gender	Male	169	68	68
	Female	81	32	100
	Prefer Not to Say	0	0	100
Age	30 years or less	27	11	11
	31 to 40 years	96	38	49
	41 to 50 years	79	32	81
	50 years or more	48	19	100
Education	Undergraduate	62	25	25
	Graduate	111	44	69
	Postgraduate	77	31	100
Experience	Less than 5 years	119	48	48
	5 to 10 years	78	31	79
	More than 10 years	53	21	100
Annual Income	Less than 500,000	115	46	46
	500,000 to 1,000,000	77	31	77
	More than 1,000,000	58	23	100

The table presents a detailed overview of the demographic characteristics of the surveyed population, offering valuable insights into the composition of the respondents. In terms of gender, the majority of participants in the data collection process were male, constituting 68% (169 responses), while females represented 32% (32 responses). Not a single respondent has selected option of "Prefer not to say". The breakdown by age reveals that 11% of respondents (27 responses) were 30 years or less, 38% (96 responses) fell between the ages of 31 and 40

years, 32% (79 responses) fell between the ages of 41 and 50 years, and 19% (48 responses) were 50 years or above.

Analyzing the educational background, 25% of participants (62 responses) were undergraduates, 44% (111 responses) held graduate degrees, and 31% (77 responses) were postgraduates. Examining respondents' experience in the telecom sector of Pakistan, 48% (119 responses) reported having less than 5 years of experience, 31% (78 responses) had between 5 to 10 years of experience, and 21% (53 responses) possessed over 10 years of experience. Concerning annual income, 46% of respondents (115 responses) earned less than 500,000 per year, 31% (77 responses) earned between 500,000 to 1,000,000 annually, and 23% (58 responses) earned more than 1,000,000 each year. The interpretive significance of the data is heightened as the cumulative percentages within each category provide a holistic perspective on the distribution patterns within these demographic characteristics.

4.1.2 Reliability Analysis

Ensuring the accuracy and consistency of collected data necessitates the reliability of questionnaire. Rigorous evaluation of both the questionnaire items and responses obtained during data collection is undertaken to assess their relevance, coherence, and reliability. In this study, reliability analysis plays a crucial role in evaluating overall dependability of questionnaire and the resultant dataset. The objective is to investigate whether survey questions consistently assess vital aspects, ensuring the validity and reliability of the collected data for subsequent analysis.

A commonly employed measure for assessing dependability is the reliability analysis score. A score of 0.7 or higher is often considered good, signifying a strong level of dependability. This threshold ensures that the survey items accurately capture the essential elements, affirming the trustworthiness and accuracy of information derived from respondent responses. In the context of this study, reliability analysis, specifically using Cronbach's alpha, is employed for assessment of questionnaire's internal consistency.

Cronbach's alpha is utilized as a metric to determine the reliability score, assessing the consistency and connection between the scale's items. The findings of the reliability analysis, presented below, confirm the reliability of questionnaire and the accuracy of gathered data.

These results not only affirm the validity and consistency of the study's conclusions but also underscore the robustness of survey instrument employed in this particular research study.

Reliability Statistics

Variable	Cronbach's Alpha	N of Items
Job Insecurity	.768	6
Knowledge Hiding Behavior	.791	6
Top Management Support	.735	6
Employee Productivity	.753	6
Total	**.762**	**24**

The reliability analysis, depicted in the table, meticulously assesses internal consistency of various variables scrutinized in this research. For each variable, Cronbach's Alpha, serving as the general measure of internal reliability, is employed alongside the number of items contributing to the evaluation of that variable. The cumulative Cronbach's Alpha of 0.762 across all 24 items reflects a robust level of reliability, indicating that the questionnaire items adeptly capture the intended constructs. This overall measure signifies a high degree of internal consistency across the entire spectrum of variables.

Upon disaggregating the variables, each exhibits a commendable level of dependability. Notably, "Job Insecurity" stands out with a Cronbach's Alpha of 0.768 among the six items, indicating an exceptionally strong level of internal consistency. Other variables also demonstrate robust internal consistency, surpassing the widely accepted standard of 0.7, such as "Knowledge Hiding Behavior" (Cronbach's Alpha = 0.791), "Top Management Support" (Cronbach's Alpha = 0.735), and "Employee Productivity" (Cronbach's Alpha = 0.753).

In conclusion, the outcomes of the reliability analysis affirm the questionnaire's validity and the information derived from it. The high Cronbach's Alpha values for all variables and the overall score validate the internal consistency of survey items, indicating their effectiveness in measuring the desired characteristics. These findings underscore the soundness of the research

methodology employed and enhance confidence in the study's conclusions, providing assurance that the obtained data is accurate and internally consistent.

4.1.3 Correlation Analysis

One statistical method employed to ascertain the connection between two or more variables is correlation, which elucidates the proximity of fluctuations in one variable to those in another. This analytical method not only delineates the type and magnitude of the relationship between variables but also unveils potential linkages. Correlation stands as a widely utilized tool in research and data analysis, allowing researchers to scrutinize the extent of association between variables. To gauge direction and strength of observed connection, researchers rely on correlation coefficient, a metric that ranges from -1 to +1.

Understanding correlations empowers researchers to identify trends, discern patterns, and explore potential causation. It provides valuable insights for forecasting and elucidating the interrelationship between alterations in one variable and those in another. It is imperative to note that not all correlations signify a cause-and-effect relationship. Mere correlation between two variables does not always imply a direct influence of one on the other. Scholars employ diverse statistical techniques to compute and evaluate correlations. These methodologies enhance the comprehensiveness and precision of data interpretation in research studies, offering a detailed and nuanced examination of the complex relationships among variables.

Correlation Analysis

	1	2	3	4
1. Job Insecurity	1			
2. Knowledge Hiding Behavior	.491	1		
3. Top Management Support	-.432	-.468	1	
4. Employee Productivity	-.481	-.523	.459	1

The table presents a comprehensive examination of correlations among various variables, elucidating the strength and direction of these connections. Notably, job insecurity and knowledge hiding behavior exhibit a moderately significant positive correlation (r = 0.491), signifying a favorable association between the two. This implies that an increase in knowledge hiding behavior is often accompanied by an increase in job insecurity, and vice versa.

Furthermore, job insecurity (0.432) displays a negative and moderately significant association with top management support. This indicates that top management support tends to decrease with an increase in job insecurity, and vice versa. Additionally, knowledge hiding behavior (0.468) exhibits a negative and moderately significant association with top management support, suggesting that top management support has a negative connection with knowledge hiding behavior. An increase in knowledge hiding behavior is associated with a decrease in top management support, and vice versa.

Job insecurity (0.481) also reveals a negative and moderately significant association with employee productivity. This suggests that employee productivity tends to decrease with an increase in job insecurity, and vice versa. Similarly, knowledge hiding behavior (0.523) shows a negative and moderately significant association with employee productivity, indicating an inverse connection between knowledge hiding behavior and employee productivity. An increase in knowledge hiding behavior is linked to decrease in employee productivity, and vice versa. Moreover, top management support (0.459) displays a positive and moderately significant association with employee productivity, highlighting a direct connection where an increase in top management support corresponds to an increase in employee productivity, and vice versa.

In conclusion, the correlation analysis provides valuable insights into the relationships between the variables. Notably, the negative associations underscore the importance of job insecurity and knowledge hiding behavior in influencing employee productivity. Overall, these findings contribute to a better understanding of the correlations among job insecurity, knowledge hiding behavior, top management support, and employee productivity in telecom sector of Pakistan.

4.1.4 Regression Analysis

Regression analysis involves estimating the coefficients of the regression equation to model and quantify the effect of independent variables over dependent variable. The subsequent table

summarizes the outcomes of linear regression analysis, providing insights into correlations among the studied variables.

4.1.4.1 Impact of Job Insecurity and Knowledge Hiding Behavior on Employee Productivity

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.712[a]	.507	.491	.37214	2.018

a. Predictors: (Constant), Job Insecurity, Knowledge Hiding Behavior

Table above furnishes essential details about the effectiveness and appropriateness of regression model utilized in the research. The Multiple Correlation Coefficient (R) for the model stands at 0.712. This value signifies the magnitude and direction of linear connection among the set of dependent variable and independent variables, with an R value of 0.712 indicating a reasonably high correlation.

The coefficient of determination, or R Square, is 0.507. This figure represents percentage of variability within dependent variable that independent variables cause. In this instance, job insecurity and knowledge hiding behavior (independent variables) collectively account for approximately 50.7% of the variability in employee productivity (dependent variable).

The Adjusted R Square, which modifies the R Square value for number of predictors within model, is 0.491. This implies that a significant amount of variability within dependent variable can still be elucidated by the model, even after considering the number of predictors. Additionally, the Durbin-Watson statistic is 2.018, assessing whether the residuals exhibit autocorrelation. Generally, values in the range of 1.5 to 2.5 are deemed acceptable, and a value of 2.018 indicates an absence of substantial autocorrelation in the residuals.

ANOVA is a statistical method utilized to compare means among two or more groups, aiming to determine whether statistically significant differences exist between them. This approach

scrutinizes mean differences to discern whether they result from chance fluctuations or genuinely signify distinctions within the entire population. By assessing variation both within and between groups through ANOVA, potential differences in means across the studied groups can be explored. The ensuing table displays the results of the ANOVA, offering insights into conceivable variations in means across the examined groups.

ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	7.039	2	3.520	11.694	.000[b]
1	Residual	74.218	247	.301		
	Total	81.257	249			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Job Insecurity, Knowledge Hiding Behavior

The ANOVA table serves as a comprehensive summary of the conducted statistical analysis, with a specific focus on the regression model's ability to predict variations observed in the dependent variable, employee productivity. A noteworthy portion of the variation in employee productivity can be accounted for by the regression model, evident through the statistically significant F-statistic (F = 11.694) and a p-value (Sig.) of .000. Given the modest p-value, it appears plausible that the model holds significance, indicating association among job insecurity (independent variable), knowledge hiding behavior (mediator), and employee productivity (dependent variable).

Two components contribute to the overall variance in employee productivity: the residual sum of squares (74.218) and regression sum of squares (7.039). The regression sum of squares represents variation within model explained by predictor, while residual sum of squares captures the unexplained variance. Additionally, both the regression and residual sum of squares have degrees of freedom of 2 and 247, respectively. Consequently, the model possesses a total of 249 degrees of freedom (2 + 247).

The ratio of the regression mean square to the residual mean square forms the F-statistic (11.694). The robust F-statistic in this context suggests that the model is significantly more adept at explaining variation than what would be anticipated by chance alone. Furthermore, the table's "b" signifies the p-value of .000 corresponding to the F-statistic. The exceedingly low p-value indicates the statistical significance of the regression model.

Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	1.017	.164		3.072	.002
1	Job Insecurity	-.383	.062	-.374	2.419	.002
	Knowledge Hiding Behavior	-.471	.074	-.477	2.624	.001

a. Dependent Variable: Employee Productivity

In the regression model predictor, the coefficient table demonstrates detailed information on both standardized and unstandardized coefficients, along with their associated statistics. Notably, job insecurity exhibits an unstandardized coefficient of -0.383. This indicates that the anticipated value of employee productivity reduces by 0.383 units with each one-unit increase in job insecurity. Similarly, knowledge hiding behavior carries an unstandardized coefficient of -0.471, suggesting that the expected value of employee productivity reduces by 0.471 units for every one-unit increase in knowledge hiding behavior.

4.1.4.2 Impact of Job Insecurity on Knowledge Hiding Behavior

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.649[a]	.421	.409	.40183	1.895

a. Predictors: (Constant), Job Insecurity

Value of Correlation Coefficient (R) is 0.649 indicating a reasonably high correlation in this situation. Value of R Square is 0.409 indicating that job insecurity (independent variable) accounts for around 42.1% of the variation in knowledge hiding behavior (dependent variable). Adjusted R is 0.409, indicating a significant amount of variation in knowledge hiding behavior can be explained by model even after taking job insecurity into account. Moreover, value of 1.895 indicates that the residuals do not exhibit any substantial autocorrelation.

ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	2.823	1	2.823	10.010	.000[b]
1	Residual	70.126	248	.282		
	Total	72.949	249			

a. Mediating Variable: Knowledge Hiding Behavior

b. Predictors: (Constant), Job Insecurity

A substantial amount of variation in knowledge hiding behavior can be explained by regression model, as demonstrated by the statistically significant F-statistic (F = 10.010) and p-value (Sig.) of .000. Given the modest p-value, it seems likely that the model is significant and relationship exists among knowledge hiding behavior and job insecurity.

Strong F-statistic in this case suggests that the model is substantially better at explaining variation than would be predicted by chance alone. In addition, the table's "b" indicates the p-value of .000 that corresponds to the F-statistic. The incredibly low p-value suggests that the regression model is statistically significant.

Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	1.137	.174		3.227	.001
1	Job Insecurity	.748	.086	.744	2.717	.000

a. Mediating Variable: Knowledge Hiding Behavior

For the predictor in regression model, job insecurity has an unstandardized coefficient of 0.748. This suggests that the expected value of knowledge hiding behavior increases by 0.748 units for every unit increase in job insecurity and vice versa.

4.1.5 Mediation Analysis

Mediation Analysis

H4: Knowledge hiding behavior significantly mediates the relationship between job insecurity and employee productivity in telecom sector of Pakistan.

	Effect	SE	t-value	P
Direct Effect of JI on EP	.3741	.0526	2.410	.0000
Indirect Effect of JI on EP	.6048	.0643	2.771	.0000

Study's findings indicate that job insecurity significantly predicts employee productivity with a p-value of .0000 (less than 0.05), standard error (SE) of 0.0643, and regression coefficient (B) of 0.6048. However, after adjusting for knowledge hiding behavior, job insecurity no longer serves as a significant predictor of employee productivity, as evidenced by p-value of .0000 (less than 0.05), standard error of 0.0526, and coefficient (B) of 0.3741. This suggests the presence of partial mediation. Knowledge hiding behavior, identified as mediating variable, exerts a 0.6048-unit effect on the association between job insecurity and employee productivity, as indicated by value of R denoting the indirect effect (R2 = 0.6048). These results highlight that knowledge hiding behavior, accounting for 60.43% of effect, significantly mediating connection between job insecurity and employee productivity, thereby supporting acceptance of H4.

4.1.6 Moderation Analysis

Moderation Analysis					
R	R-Square	F	df1	df2	P
.6851	.4694	47.2913	3.0000	154.0000	.0000
Model					
		Coefficient	Standard Error	t	p
Constant		1.4593	.6428	5.2833	.0012
Top Management Support		.7285	.4247	3.8293	.0011
Job Insecurity		.8391	.4590	3.9864	.0019
int_1		.0729	.0784	2.2149	.0005

Interactions: int_1 = Job Insecurity x Top Management Support

Outcome Variable: Knowledge Hiding Behavior

The findings indicate a robust association between job insecurity (X) and knowledge hiding behavior (Y) (Coefficient: 0.8391, p<0.05). Additionally, a substantial correlation is observed between top management support (M) and knowledge hiding behavior (Y) (Coefficient: 0.7285, p<0.05), and the interaction term (Job Insecurity x Top Management Support) is deemed significant (Coefficient: 0.0729, p<0.05). Based on these results, it is inferred that top management support significantly moderates the relationship between job insecurity and knowledge hiding behavior, thereby supporting the acceptance of H5.

4.2 Data Findings

Data Findings

Hypothesis	Statement	Accepted/Rejected
H1	Job insecurity negatively impacts employee productivity in telecom sector of Pakistan.	Accepted
H2	Job insecurity positively impacts knowledge hiding behavior in telecom sector of Pakistan.	Accepted
H3	Knowledge hiding behavior negatively impacts employee productivity in telecom sector of Pakistan.	Accepted
H4	Knowledge hiding behavior significantly mediates the relationship between job insecurity and employee productivity in telecom sector of Pakistan.	Accepted
H5	Top management support significantly moderates the relationship between job insecurity and knowledge hiding behavior in telecom sector of Pakistan.	Accepted

Chapter 5

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

Current study aimed on assessing the impact of job insecurity on employee productivity in Pakistan's telecom sector with knowledge hiding behavior playing the mediating role and top management support acting as moderator. This study has used job insecurity as independent variable and knowledge hiding behavior as mediator. In addition, present study has used top management support as moderator and employee productivity as dependent variable. Employees working in telecom sector of Pakistan were the study's targeted audience for exploring the connections between the aforementioned variables. A questionnaire was distributed to 250 participants (employees working in telecom sector of Pakistan) for collecting data and establishing the relationship between the research variables.

To test the correlation between study's variables, job insecurity and knowledge hiding behavior were empirically tested with employee productivity to investigate the relationships, and it was discovered that there were significant negative relationships between them with magnitude of 0.481 and 0.523 respectively. In addition, job insecurity was empirically tested with knowledge hiding behavior to investigate the relationship, and it was discovered that there was significant positive relationship between them with magnitude of 0.491. In regression analysis, the study's hypotheses were either accepted or rejected using a significance level scale with a threshold of up to 5%.

The significance level for job insecurity and knowledge hiding behavior in connection to employee productivity was found to be less than 0.05. Hence, research hypotheses (H1 and H2) were accepted as a consequence. The significance level for job insecurity in connection to knowledge hiding behavior was found to be less than 0.05. Hence, research hypothesis (H3) was accepted as a consequence. Findings of correlation and regression analysis has revealed the negative impact of job insecurity and knowledge hiding behavior on employee productivity in telecom sector of Pakistan, highlighting that increase in job insecurity and knowledge hiding behavior results in decreasing productivity of employees working in Pakistani telecom firms. Moreover, findings of correlation and regression analysis has revealed the positive impact of job

insecurity on knowledge hiding behavior in telecom sector of Pakistan, highlighting that increase in job insecurity results in increasing knowledge hiding behavior among employees working in Pakistani telecom firms.

Mediation analysis has proved significant mediating role of knowledge hiding behavior in relationship between job insecurity (independent variable) and employee productivity (dependent variable) in telecom sector of Pakistan, accepting H4. Finally, moderation analysis has proved significant moderating effect of top management support in relationship between job insecurity (independent variable) and knowledge hiding behavior (mediator) in telecom sector of Pakistan, accepting H5.

5.2 Research Implications

Following are theoretical and practical implications of this research provide valuable insights for both academics and practitioners, offering a foundation for further exploration and actionable recommendations for organizations in Pakistan's telecom sector:

5.2.1 Theoretical Implications

Advancement in Job Insecurity Research: This study makes contribution towards existing literature by advancing the understanding of correlation among job insecurity and employee productivity, specifically within the context of Pakistan's telecom sector. By exploring the intricate dynamics between these variables, the research adds depth to the theoretical foundations of job insecurity research.

Integration of Knowledge Hiding and Employee Productivity: This study integrates the concept of knowledge hiding behavior as a mediating factor within association between job insecurity and employee productivity. The theoretical framework builds on existing literature on both job insecurity and knowledge hiding, providing a more comprehensive perspective on the factors influencing productivity in telecom sector.

Mediating Role of Knowledge Hiding: Identification of knowledge hiding behavior as a mediator sheds light over underlying mechanisms through which job insecurity affects employee productivity. This theoretical insight improves our understanding of complex processes in work

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environment, emphasizing on the importance of addressing knowledge hiding behavior to mitigate the negative impact of job insecurity on productivity.

Moderation by Top Management Support: The study extends theoretical knowledge by examining the moderating role of top management support within association among knowledge hiding behavior and job insecurity. This introduces a detailed perspective, emphasizing on the significance of leadership support in influencing employees' responses to job insecurity.

5.2.2 Practical Implications

Policy Formulation: Organizations within Pakistan's telecom sector can use the findings to develop and implement policies aimed at mitigating the impact of job insecurity on employee productivity. Strategies that address knowledge hiding behavior and focus on top management support can be integrated into HR practices.

Training and Development Initiatives: Human resource development programs can be tailored to address knowledge hiding behavior and enhance the resilience of employees in the face of job insecurity. Training programs focusing on communication, emotional intelligence, and stress management can be effective tools for building a more supportive work environment.

Leadership Training for Top Management: Understanding the moderating role of top management support highlights the importance of leadership training. Executives and managers can undergo training to enhance their ability to provide effective support during periods of job insecurity, fostering a more positive and resilient organizational culture.

Employee Well-being Programs: Organizations may consider implementing well-being programs that specifically target the psychological impact of job insecurity. These initiatives could include counseling services, mentorship programs, and forums for open communication, creating a supportive environment that helps employees cope with uncertainties and maintains their productivity.

5.3 Research Limitations

Despite the valuable contributions that current research makes to understanding of job insecurity's impact on employee productivity in Pakistan's telecom sector, it is important to acknowledge several limitations inherent in the study.

Firstly, study's dependence over limited sample size may affect the generalizability of results. Telecom sector in Pakistan is diverse, and a more extensive sample would provide a broader perspective on associations among employee productivity, knowledge hiding behavior, and job insecurity. The findings, therefore, should be interpreted with caution, recognizing that they may not be universally applicable to all sub-sectors or organizational sizes within telecom sector.

Secondly, the research is constrained by a limited time frame, restricting the depth and breadth of data collection and analysis. Complex dynamics of job insecurity and its consequences on knowledge hiding and productivity may evolve over a more extended period. The temporal limitations of the study imply that certain details and variations within the variables might not be fully captured, potentially impacting the study's comprehensiveness.

The study's focus solely on the telecom sector in Pakistan introduces another limitation. Different sectors may exhibit unique organizational cultures, management styles, and employee expectations. Extrapolating findings beyond the telecom industry may require caution, as the specific characteristics of this sector may not align with those of other industries.

Moreover, study's emphasis on a certain geographical and industrial context might limit its applicability to a global or cross-industry audience. The cultural, economic, and regulatory factors influencing job insecurity and employee responses in Pakistan's telecom sector may differ significantly from those in other regions or industries.

Furthermore, the research primarily explores the relationships among job insecurity, knowledge hiding behavior, and employee productivity, leaving room for additional factors that could influence these dynamics. The study's scope is confined to the variables identified in the research objectives, and while these are critical, other unexplored elements may contribute towards further detailed understanding of phenomena being studied.

5.4 Recommendations for Future Research

To address the limitations identified in this study and contribute to a more comprehensive understanding of complex associations among employee productivity, knowledge hiding behavior, and job insecurity, future research studies should consider the following recommendations:

- **Diverse Industry Exploration:** Future studies could benefit from a comparative analysis across various industries, transcending the limitations associated with a single-sector focus. By exploring how job insecurity manifests and influences employee behavior in different organizational contexts, researchers can provide insights that are more broadly applicable and capture the diversity of workplace dynamics.

- **Extended Time Frame:** Researchers should consider adopting longitudinal research designs with extended time frames to capture the temporal evolution of job insecurity, knowledge hiding, and productivity dynamics. More prolonged study duration would facilitate a deeper understanding of how these phenomena unfold over time, allowing for the identification of potential patterns and fluctuations.

- **Expanded Geographical Scope:** To enhance the generalizability of findings, future studies could expand their geographical scope beyond the specific context of Pakistan. Comparative cross-cultural analyses would enable researchers to explore how cultural nuances may influence the impact of job insecurity on knowledge hiding and employee productivity in diverse global settings.

- **Inclusive Sampling Strategies:** Researchers should employ more inclusive sampling strategies, encompassing a larger and more diverse participant pool. This would address the limitation associated with a limited sample size, allowing for a more robust exploration of the relationships under investigation. Stratified sampling based on organizational size, structure, and demographic variables could contribute to a richer dataset.

- **Comprehensive Variable Exploration:** Future studies could explore the interplay of variables such as organizational culture, leadership styles, and employee well-being could provide a more holistic understanding of dynamics involved in job insecurity, knowledge hiding, and productivity.

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APPENDIX

Hi. I am a student of Bahria University, Islamabad. I am collecting information for my research thesis, for which I have designed a questionnaire and sharing it with you to gather information. This questionnaire has been designed for the sole purpose of collecting data regarding 'Investigating Job Insecurity's Impact on Employee Productivity in Pakistan's Telecom Sector: The Role of Knowledge Hiding Behavior and Top Management Support'. The data collected will be treated with very high degree confidentiality and it is meant for academic purpose only. You are kindly asked to fill out this questionnaire by circling appropriate answers.

Section A: General Information

Gender:

- Male
- Female
- Prefer not to say

Age:

- 30 years or less
- 31 to 40 years
- 41 to 50 years
- 50 years or more

Education:

- Undergraduate
- Graduate
- Postgraduate

Experience:

- Less than 5 years
- 5 to 10 years
- More than 10 years

Annual Income:

- Less than 500,000
- 500,000 to 1,000,000
- More than 1,000,000

Section B: Independent Variable

Based on your experience of working in telecom sector of Pakistan, please indicate your level of agreement or disagreement with each of these statements by ticking the appropriate option.

Job Insecurity	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The telecom industry's dynamic nature raises concerns about the stability of my employment.	1	2	3	4	5
I am concerned about the potential downsizing or restructuring in the telecom sector.	1	2	3	4	5
Uncertainties related to job continuity affect my overall job satisfaction.	1	2	3	4	5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My confidence in the long-term security of my position in the telecom sector is low.	1	2	3	4	5
Changes in the organizational structure make me anxious about my job security.	1	2	3	4	5
I feel uncertain about the stability of my job in the telecom sector.	1	2	3	4	5

Section C: Mediator

Based on your experience of working in telecom sector of Pakistan, please indicate your level of agreement or disagreement with each of these statements by ticking the appropriate option.

Knowledge Hiding Behavior	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I sometimes withhold information or expertise from colleagues in the telecom sector.	1	2	3	4	5
Concealing relevant data from team members is a strategy I use in certain situations.	1	2	3	4	5
I find myself intentionally avoiding sharing critical knowledge with coworkers.	1	2	3	4	5

There are instances when I choose not to disclose information that could benefit my colleagues.	1	2	3	4	5
I engage in knowledge hiding behaviors when I perceive threats to job security.	1	2	3	4	5
My reluctance to share information increases during periods of heightened job insecurity.	1	2	3	4	5

Section D: Moderator

Based on your experience of working in telecom sector of Pakistan, please indicate your level of agreement or disagreement with each of these statements by ticking the appropriate option.

Top Management Support	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I believe that strong top management support can mitigate the effects of job insecurity.	1	2	3	4	5
Top management's efforts to provide clarity during uncertain times positively impact my job satisfaction.	1	2	3	4	5
The telecom sector's leadership actively seeks employee input on	1	2	3	4	5

job security matters.					
Open communication channels with top management help alleviate concerns about job security.	1	2	3	4	5
I feel supported by top management when dealing with job-related uncertainties.	1	2	3	4	5
The top management in the telecom sector demonstrates a commitment to employee well-being.	1	2	3	4	5

Section E: Dependent Variable

Based on your experience of working in telecom sector of Pakistan, please indicate your level of agreement or disagreement with each of these statements by ticking the appropriate option.

Employee Productivity	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Despite job insecurity, I am able to maintain a high level of productivity in the telecom sector.	1	2	3	4	5
A supportive work environment, especially during job uncertainties, enhances my productivity.	1	2	3	4	5
Job security directly influences my	1	2	3	4	5

Abdullah

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motivation to excel in my telecom sector responsibilities.					
Concerns about job continuity sometimes distract me from my tasks, affecting productivity.	1	2	3	4	5
My productivity tends to decrease during periods of heightened job insecurity.	1	2	3	4	5
Job insecurity has a noticeable impact on my overall work performance in the telecom sector.	1	2	3	4	5

Thank You!