

*Linking organizational politics with knowledge hiding through the serial mediation of  
perceived injustice and workplace jealousy in the telecom sector of Pakistan*



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**Abdul Rehman Malik**

## **Abstract**

In the modern organizational setting, knowledge is viewed as a vital strategic advantage, particularly in Pakistan's information-intensive telecoms industry. However, this value may be jeopardized by organizational politics. This study looks into the causes of worker's knowledge hiding in the context of organizational politics. The study used a survey strategy and a deductive approach to gather data from 250 telecom sector personnel with a positivist mentality and an explanatory purpose. The results provided compelling evidence for a complete serial mediation mechanism by demonstrating how organizational politics lead to information concealment through the stages of perceived unfairness and workplace envy. By demonstrating that knowledge hiding is a protective reaction to relational dangers, this study theoretically supports affective events theory. Practically speaking, it means that management needs to encourage transparency and meritocracy in order to reduce the injustice and jealousy that drive information hiding. This will guarantee that knowledge continues to be a flexible strategic asset.

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### 1. Introduction

#### 1.1 Background of the Study

The present economic landscape's crucial reliance on intangible assets makes the organizational environment incredibly information-intensive. Instead of being merely a resource, knowledge is now viewed as a crucial strategic asset that affects an organization's long-term viability and market position in this competitive climate. This is particularly evident in Pakistan's telecom industry, which is marked by rapid technological development, fierce competition among mobile network providers, and continuous regulatory change. In an economy that is so volatile and fast-paced, knowledge is essential for innovation, enabling companies to swiftly develop new digital services and implement cutting-edge technologies. The effective use of internal knowledge, which allows companies to optimize operational effectiveness and effectively handle market restrictions, is another important source of competitiveness. Ultimately, a well-managed knowledge base ensures resilience and adaptation throughout the many strategy adjustments and reorganizations that are common in this high-pressure environment. As a result, actions that make it easier to transmit and use this asset like exchanging information are widely promoted as ideal organizational behavior (Connelly et al., 2022).

Consequently, information sharing is extensively pushed as a desirable organizational behavior. However, empirical data shows that employees often participate in knowledge concealing, which is defined as purposefully suppressing information when questioned by others, even when they are aware of the pertinent details (Connelly, Zweig, Webster, & Trougakos, 2012). Companies in this highly competitive sector are confronting various HR-related difficulties, including high turnover rates, strong work pressure, and skills deficits fueled by fast technological innovation. The perception of organizational politics is one of these essential precursors that sticks out and requires quick attention because of its serious implications for innovation and trust. This sector provides a fertile ground for organizational politics to occur because the industry is technologically developing at high speed, highly competitive, and constantly undergoing reorganization (regulatory changes), which makes decisions about promotions, resource allocation, and strategy appear ambiguous, inflexible, and non-merit-based to workers (Ferris et al., 2021).

Organizational politics are pervasive and lead to a number of negative outcomes, such as reduced job satisfaction and elevated stress. One of the worst consequences of organizational politics is knowledge concealing, which is also a direct defense tactic against a hostile work environment. Knowledge concealing is not only a failure to communicate knowledge; it is a planned conduct that directly decreases trust, inhibits collaboration, obstructs organizational learning, and affects overall team effectiveness. Widespread information concealment frequently results in sluggish problem-solving, less creativity, and eventually technical backwardness, which is deadly in a field as technologically advanced as telecoms. Therefore, controlling the perception of organizational politics is crucial to preventing the predominance of information hiding. To do this, we must first comprehend the psychological mechanism by which organizational politics negatively affects knowledge-hiding behavior (Connelly et al., 2024).

Because it frequently occurs in work environments, jealousy is a significant workplace emotion (Vecchio, 1997a, 2000b), and its correlation with violent actions (DeSteno et al., 2006; Gunalan & Ceylan 2014), Unfortunately, though, not much research has been done on envy in workplace environments. Furthermore, we don't know much about the precise circumstances that trigger jealousy or how jealousy may affect certain employment outcomes (Vecchio, 2000).

Therefore, this error represents a significant research gap. “The negative emotional state generated in response to a threatening or actual loss of a valued interaction due to the presence of a real or imagined rival” is the definition of jealousy (DeSteno et al., 2006).

The deliberate attempt to conceal or withhold particular information that someone has asked for is known as "knowledge hiding", and it is generally considered a significant detrimental professional behavior. (Connelly et al., 2022). Its reasons are various, frequently rooted in interpersonal mistrust, a lack of psychological safety, or perceived unfairness. At the human level, information concealing is connected with heightened protective behaviors and self-serving goals, while at the organizational level, it damages the culture of openness and collaboration required for innovation (Serenko and Bontis, 2022).

Given that the Telecommunications industry is essentially knowledge-intensive and its future is based on the prompt and correct interchange of expert technical, commercial, and regulatory know-how, it is important to manage knowledge hidden in these organizations.

Significant operational inefficiencies, dissatisfied customers, and a loss of competitive advantage in the Pakistani market might result from even minor problems with information transfer (Bontis, 2023).

To conceptually trace the underlying road from organizational politics to knowledge hiding, this study depends largely upon social exchange theory, supported by conservation of resources theory. Social exchange theory suggests that the sense of political intrigue and injustice in the workplace undermines the mutual exchange connection, forcing employees to utilize negative reciprocity (such knowledge concealing) instead of collaboration (Zhang et al., 2025).

It is very likely that organizational politics initially results in an instantaneous feeling of anguish, which is known as perceived injustice. This feeling of unjust treatment eventually leads to the protective behavior of knowledge hiding. The perception that one's treatment, procedures, or results inside the organization are unjust and inequitable is known as perceived injustice, which consists of distributive, procedural, and interactional components. Thus, Perceived Injustice is a sequential mediator via which organizational politics leads to knowledge hiding. In other words, feeling injustice is the underlying psychological mechanism explaining the influence of a politically charged atmosphere on employee knowledge-hiding behavior (Iqbal, Ali, & Azam, 2022).

## **1.2 Contextual Analysis**

One of the most important and active areas of Pakistan's economy is the telecommunications sector. This sector includes internet service providers, mobile network operators, fixed-line providers, and supporting infrastructure companies. Since liberalization, it has grown significantly and now forms the basis of the country's economic activity and digital connectedness, impacting millions of individuals and businesses. The industry operates within a complex regulatory environment that necessitates constant technological advancement and adaptability. High reliance on technology, capital intensity, and intense competition amongst a small number of dominant enterprises are its defining characteristics (Kakar, 2023).

Presently, the industry is characterized by intense competition as well as quick digital advancement. The current situation is being defined by the introduction of 4G/5G technology, the growth of mobile financial services (MFS), and evolving regulatory requirements (such as

spectrum auction procedures). This environment pushes businesses to constantly restructure and streamline procedures, which leads to times of significant uncertainty and intense pressure for employees. Its extremely optimistic future economic prospects are a result of its youthful population, growing smartphone penetration, and the government's push for a "Digital Pakistan" strategy. Analysts predict that the telecom sector will continue to expand, particularly in data services and FinTech, making it essential to achieving Pakistan's objectives for digital and economic advancement (Bashir, Fanchen, & Bari, 2024).

The telecom sector makes significant and wide-ranging contributions to Pakistan's economy and society. Economically, it generates hundreds of thousands of official and informal job opportunities, attracts significant foreign direct investment (FDI), and makes a significant contribution to the country's GDP. More importantly, by supplying the necessary communication infrastructure, it serves as the essential enabler for other industries (banking, e-commerce, education). Socially, the sector improves quality of life by fostering remote learning and healthcare, expanding financial inclusion through mobile money, and preserving national ties. Given its crucial role in both the social and economic spheres, the sector's continued growth depends on maintaining an ethical and productive workplace free from detrimental practices like knowledge hiding (Tella et al., 2007)

### **1.3 Research Gap**

Even though organizational politics has received a lot of scholarly attention, much more has to be thoroughly investigated, particularly with regard to its intricate and potentially lethal employee-level consequences like knowledge concealment. The psychological mechanisms underlying how and why politics lead to this particular counterproductive behavior are still theoretically debatable and have not been sufficiently investigated in non-Western contexts, necessitating more precise theoretical clarification even though literature confirms that politics can undermine cooperation (Colquitt et al., 2020).

Employee's perceptions of perceived injustice and the detrimental practice of knowledge hiding are two of the most significant effects of perception of organizational politics, which go well beyond ordinary discontent. Although earlier studies have investigated basic mediation routes and found independent direct linkages, the whole psychological process is yet unknown. This study theoretically suggests that political influences are transmitted in a more complex and sequential manner. It is believed that the widespread experience of

organizational politics would first trigger the instantaneous emotive and cognitive response of perceived injustice (a breach of the fairness standard), based firmly on the Social Exchange Theory. However, the inclusion of workplace jealousy as a second crucial phase in the cycle is the study's primary theoretical contribution. In a politicized environment, employees' feelings of injustice often direct their ensuing rage and misery onto perceived competitors, intensifying their fear of losing important resources to them the fundamental emotion of workplace jealousy.

According to the Conservation of Resources Theory, this emotional state workplace jealousy, which is motivated by the previous injustice, then acts as the last, direct precursor that sets off the defensive, resource-protecting activity of knowledge hiding. Thus, there is a substantial theoretical and contextual vacuum that this research aims to fill: the simultaneous, serial mediation connection has not previously been examined in a single, complete model within the particular, competitive environment of the Pakistani telecommunications business.

Finally, historical research on organizational politics and knowledge hiding is largely undertaken in the economically developed portions of the world. While some research is performed in developing and rising nations, the scope is sometimes confined to certain sectors such as education or industry. Pakistan is a South Asian nation that differs from Western individualistic cultures in its socio-political dynamics, collectivist orientation, and large power distance (Hofstede, 2022). Feelings of unfairness and the propensity to use defensive, resource-saving strategies are likely to be heightened by this sociocultural setting. Pakistan thus presents a unique and distinct cultural framework for future exploration into the dynamic interplay between organizational politics, perceived injustice, and knowledge hiding (Iqbal et al., 2022).

#### **1.4 Problem Statement**

Particularly in the context of fast-paced, competitive, and knowledge-intensive sectors, the integrated psychological process that links organizational politics to knowledge hiding through the sequential pathway of perceived injustice and workplace jealousy remains relatively studied. This suggests that the corpus of recent work has a sizable theoretical and sectoral deficit. Furthermore, because the unique socio-cultural dynamics of the Pakistani workplace where political meddling and perceptions of unfairness may be amplified have not been properly addressed, there is a contextual vacuum that contributes to this lack of empirical evidence.

This study explores the serial mediating mechanism by examining how perception of organizational politics causes perceived injustice, which in turn drives workplace jealousy in employees. It does this by using the Conservation of Resources Theory as the overarching theory (supplemented by Social Exchange Theory) to fill the theoretical and contextual research gaps mentioned above. This psychological cycle ultimately results in knowledge hiding behavior in the special and important context of Pakistan's telecom sector.

### **1.5 Research Objectives**

The following research goals serve as the basis for this investigation:

- To investigate if knowledge hiding among Pakistani employees in the telecommunications sector is directly impacted by organizational politics.
- To determine if perceived injustice has a favorable effect on workplace jealousy.
- To look at how the link between organizational politics and knowledge concealment is mediated by perceived injustice and workplace jealousy functioning sequentially.
- To use Social Exchange Theory and Conservation of Resources Theory to conceptually explain the process of information concealment in politicized contexts.
- To provide management recommendations for the telecom sector that deal with perceived unfairness and organizational politics to reduce knowledge concealment.

### **1.6 Research Questions**

The following research questions are the focus of this study:

- How much does knowledge hiding among Pakistani telecom workers relate to organizational politics?
- To what extent does perceived injustice contribute to the development of workplace envy among employees?
- How do perceived injustice and workplace jealousy sequentially mediate the relationship between organizational politics and knowledge hiding?
- How can the knowledge hiding conduct in politically sensitive organizational contexts be explained by Social Exchange Theory and Conservation of Resources Theory?
- What effects does managing organizational politics and perceived injustice have on organizational practices to reduce knowledge hiding?

## 1.7 Significance of the Study

There are important theoretical and practical ramifications to this work. By experimentally confirming the serial mediation impact of workplace jealousy and perceived injustice in the link between organizational politics and knowledge hiding, it theoretically contributes significantly to the literature. This study goes beyond simple mediation to identify a critical two-step psychological cascade that connects perceived organizational danger to counterproductive behavior: cognitive appraisal (perceived injustice) and an emotional, relational reaction (workplace jealousy). The study demonstrates how a breach of fairness (perceived injustice) triggers a defensive, resource-protection strategy (knowledge hiding), which is specifically intensified by the fear of losing relational resources (workplace jealousy) within a politically charged, non-Western organizational environment. The study strengthens the explanatory capacity of both the Conservation of Resources Theory and Social Exchange Theory by pinpointing this particular transmission mechanism. The serial model provides a comprehensive, complex framework for understanding the entire life cycle of political effects on employee behavior.

The study makes a substantial empirical contribution by addressing the shortcomings in Pakistan's telecom industry. This study focused on a subject that is highly dependent on quick innovation and real-time knowledge transfer, providing specific, context-aware evidence, in contrast to previous research on industry or education. The findings will shed light on the specific ways that Pakistan's sociocultural norms and the fiercely competitive telecom market impact the relationship between politics, injustice, and knowledge concealment.

The findings will shed light on the specific ways that Pakistan's sociocultural norms and the fiercely competitive telecom market impact the relationship between politics, injustice, and knowledge concealment. This study guides management towards the implementation of focused interventions such as open communication structures, merit-based promotion guidelines, and transparent performance management systems by offering evidence. In the end, this will aid in the eradication of defensive practices like information concealment, fostering a collaborative and innovative culture that is essential to the industry's sustained expansion and contribution to Pakistan's digital economy.

## **1.8 Structure of the Thesis**

To guarantee an organized and thorough presentation of the study, this thesis is logically divided into five major chapters.

Chapter 1: The research's framework is defined within the Introduction. The study's background is covered, along with a contextual analysis of the Pakistani telecom industry, a clear identification of the research gap, and a description of the particular problem statement, research objectives, and questions that direct the entire investigation.

Chapter 2: Organizational politics, perceived injustice, workplace jealousy and knowledge hiding are the four main concepts that will be covered in the Literature Review and Theoretical Framework. This chapter rigorously explores the theoretical arguments, outlining the roles of Social Exchange Theory and Conservation of Resources Theory, and ends in the presentation of the conceptual model and officially stated research hypotheses.

Chapter 3: Methodology explains the research design employed for the study. It specifies the quantitative, cross-sectional survey design, describes the target population and sampling strategy within the telecom sector, describes the instruments used for data collection (e.g., validated scales), and explains the analytical techniques (e.g., PROCESS macro or SEM) to be used for hypothesis testing.

Chapter 4: Results is dedicated to the methodical presentation of the empirical findings. The descriptive statistics, the measure's validity and reliability evaluation, and the specific findings of the statistical analysis particularly the examination of the mediating influence of perceived injustice are all included in this chapter.

Chapter 5: The results are interpreted in Discussion and Conclusion by relating them to the ideas and literature covered in Chapter 2. It highlights the theoretical and practical consequences of the study, recognizes the inherent limitations (such as common method bias and cross-sectional design), and makes realistic recommendations for both management practice and future research paths.

**2. LITERATURE REVIEW AND THEORETICAL FRAMEWORK****2.1. Overview of the Study Variables****2.1.1. Perception of Organizational Politics**

Perception of Organizational Politics refers to the subjective perception held by employees that their workplace is characterized by self-serving acts and behaviors that are not officially sanctioned, where results are based on favoritism, power games, and non-merit-based criteria (Ferris et al., 2021; Cheng et al., 2009). Because decision-making processes pertaining to promotions, rewards, and resource allocation are seen as unclear and manipulated by powerful people or organizations, this construct is frequently linked to feelings of uncertainty and a lack of control. According to the Job Demands-Resources model, organizational politics is seen as a substantial job demand as navigating a politically charged workplace necessitates constant cognitive and emotional effort, which results in psychological costs for the employee. The workplace becomes a hostile social space when employees sense political inclinations because they feel exposed and are compelled to engage in high conflict avoidance and defensive awareness to safeguard their interests (Bakker & Demerouti, 2007).

The relevance of investigating organizational politics originates from its extensive and persistently harmful implications across numerous organizational outcomes. Numerous detrimental work outcomes, including as decreased job satisfaction, increased tension and stress, decreased organizational commitment, and decreased interest in work that subsequently compromises job performance, are linked to organizational politics by substantial meta-analytic evidence (Zettler & Hilbig, 2010). Furthermore, a highly politicized atmosphere erodes confidence and diminishes employee willingness to provide knowledge, providing the door for retaliatory or self-protective behaviors. While generally seen unfavorably, organizational politics acts as a major situational aspect that must be recognized to regulate organizational behavior efficiently. In order to reduce the ambiguity that feeds political impressions, controlling organizational politics entails adopting transparent, consistent, and merit-based policies as well as making sure leaders convey choices in a fair and unambiguous manner (Chang et al., 2009; Vigoda, 2000).

**2.1.2. Perceived Injustice**

Perceived injustice is defined as an unsatisfactory mental state that affects outcomes, processes, and interpersonal interactions in the workplace due to a perceived discrepancy

between what is seen to be fair and what should be fair (Adams, 1965). The fundamental framework for perceived injustice is provided by organizational justice theory, which divides injustice into three categories: procedural justice, distributive justice, and interactional justice (Colquitt et al., 2001; Greenberg, 1990).

When they witness infractions in any of these components such as bias, a lack of transparency and rude treatment employees experience perceived injustice, which contributes to a general sense of unfairness. This sensation of unfairness plays a significant role in explaining negative emotional and behavioral reactions in the workplace, according to clinical research that relates feelings of injustice to poor health and mental health outcomes, including depressive symptoms (Sullivan et al., 2014; Freud, 1917).

Perceived injustice plays a crucial role in understanding the negative trajectory from a stressful work environment to unproductive employee behavior. Employees' psychological contract with the company breaks broken when they believe they are being treated unfairly, which violates the fundamental ideal of fairness. Perceived injustice acts as a potent emotional trigger that encourages defensive or punitive activities aimed to re-establish equity, restore resources, or express displeasure (Cohen-Charash & Spector, 2001). When it comes to knowledge management, employees claim that an unfair workplace encourages them to conceal their expertise (Abubakar et al., 2019). Therefore, perceived unfairness is a basic mechanism that converts contextual stress into specific defensive work behaviors rather than just a result of poor management. By implementing open performance assessment methods and making sure leaders give courteous, respectful, and well-reasoned justifications for all actions, management can control Perceived injustice.

### **2.1.3. Workplace Jealousy**

When an employee fears losing a valuable connection or resource (usually a supervisor's attention, favor, or chance) to a perceived competition, they experience workplace jealousy, which is defined as an undesirable emotional state. Jealousy is a three-person social dynamic motivated by the fear of loss, in contrast to envy, which is a two-person comparison based on lack. Perceptions of partiality and unfair treatment from influential people in an organizational context are especially likely to cause this reaction, which can result in anxiety, mistrust, and animosity towards the competing coworker (Moran & Schweitzer, 2008).

Workplace jealousy is frequently seen as an emotional and cognitive result of an organizational environment that lacks meritocracy and is marked by ambiguity, such as one that is filled with organizational politics. Employees grow apprehensive about their own status and become more watchful of possible competitors who might jeopardize their access to vital resources when they see that attention and incentives are distributed based more on political scheming than on merit. Because of this fear of losing, workplace jealousy is a powerful motivator for a number of unproductive work practices as workers try to neutralize the rival's threat. Therefore, workplace jealousy is a crucial emotional state that comes before self-serving, protective behaviors like Knowledge Hiding (Vecchio, 1995)

#### **2.1.4. Knowledge Hiding**

Knowledge hiding is conceptualized as the purposeful attempt by an individual to withhold or conceal certain knowledge that has been requested by another person (Connelly et al., 2012). Knowledge hiding is a conscious, reactive, and frequently strategic behavior that indicates a direct request and a planned answer to avoid or deceive, as contrast to passive non-sharing or hoarding. Playing Dumb (pretending to be ignorant), knowledge hiding (giving inaccurate, partial, or delayed information), and Rationalized hiding (justifying the denial based on rules or secrecy to prevent personal disadvantage) are the three basic behaviors that make up this complex construct. (Connelly et al., 2012). Knowledge becomes a personal, defensive asset instead of a common organizational resource when information is purposefully withheld.

The value of knowledge hiding resides in its high organizational cost. One of the most important tools for gaining a competitive edge is knowledge, and when employees obstruct it, the effectiveness, efficiency, and capacity for innovation of the company are immediately jeopardized (Perira & Mohiya, 2021). Knowledge concealing undermines mutual trust among coworkers, stifles creativity, impedes organizational innovation, and interferes with interdependent teamwork. Outcomes include poor team performance, interference with knowledge management procedures, and ultimately, employee attrition. As employees in information-intensive businesses like telecoms prioritize individual knowledge ownership for competitive advantage, recognizing and mitigating the causes for knowledge hiding is vital. Knowledge hiding may be managed by making sure that information sharing is seen as a fair, mutually beneficial trade and by cultivating a high-trust, low-politics culture where knowledge contributions are truly valued (Shi et al., 2021; Zibenberg, 2021).

## **2.2. Theoretical Framework**

### **2.2.1. Conservation of Resources (COR) Theory**

The Conservation of Resources Theory, initially created by (Hobfoll, 1989), presents a comprehensive framework for grasping how individuals manage stress and conserve their resources in the face of environmental challenges. The core idea is that individuals attempt to obtain, keep, and defend resources that they value, which include items (e.g., housing), circumstances (e.g., job stability), personal qualities (e.g., self-efficacy), and energy (e.g., time, knowledge, self-worth). According to the hypothesis, stress develops when individuals confront an actual or threatened loss of resources, when they are unable to obtain new resources following resource investment, or when they experience the failure of resource return. In a work situation, employees are encouraged to take measures that either limit further resource depletion or assist them achieve a sense of balance (Hobfoll et al., 2018; Halbesleben et al., 2014).

In the context of this investigation, COR gives a powerful lens: organizational Politics is considered as a systemic stressor that depletes resources including energy, social support, and self-worth. This loss is psychologically represented as perceived injustice, which implies a drain on their resources of trust and fair treatment. As a result, workers utilize knowledge hiding as a defensive strategy to shield their most precious intangible asset their specialized knowledge from alleged abuse or exploitation in a hostile, political setting. By keeping information, they preserve a source of power and indispensability, so reducing additional resource loss and restoring a sense of control and survival in the job (Serenko & Bontis, 2016).

### **2.2.2. Social Exchange Theory (SET)**

In addition to COR, Social Exchange Theory (SET) explains the motive for Knowledge Hiding as an act of negative reciprocity. SET asserts that workplace interactions are regulated by a mutual give-and-take: employees supply effort, loyalty, and knowledge, anticipating important returns like fair treatment, acknowledgement, and trust from the organization or colleagues. As long as the perceived trade is equal and useful, employees gladly participate in good behaviors like knowledge sharing (Cropanzano & Mitchell, 2005).

However, when employees sense that the social exchange is disrupted, for as when they encounter organizational politics, they feel their contributions are not acknowledged or reciprocated. This apparent violation is ultimately an act of apparent injustice, which upsets the intended equilibrium. In response, employees are encouraged to rectify the situation by

engaging in negative reciprocity. Knowledge hiding is a very effective, low-risk strategy for the employee to penalize the organization or colleagues for the perceived unfairness by withholding the valuable resource that was asked. SET therefore explains why, in politically tense and unfair contexts, the employee chooses to prioritize self-defense and resource hoarding above cooperative behavior, shifting the relationship from one of mutual support to one of strategic self-protection (Connelly et al., 2012).

## **2.3. Hypotheses Development**

### **2.3.1. The Relationship between Organizational Politics and Knowledge Hiding**

The evidence strongly shows a clear relationship between the sense of a politically charged atmosphere and an increase in defensive work behaviors. Drawing on Cognitive Appraisal Theory personnel regularly assess the workplace to discover hazards (Lazarus & Folkman, 1984). When organizational politics is high, the environment is perceived as unpredictable, unfair, and possibly harmful to one's personal and professional resources.

Defensive coping techniques come from this severe judgement. In this scenario, knowledge hiding arises as a protective behavior. In a competitive, non-merit-based environment, workers who see knowledge as a personal asset conceal information to preserve expertise supremacy, protect their standing, and avoid abuse (Huo et al., 2016; Cerne et al., 2014). This response helps control further resource loss and supports survival in a perceived self-serving organizational climate, so creating a direct, positive link.

Hypothesis 1: Perception of organizational politics is positively connected to knowledge hiding among Telecommunications industry personnel in Pakistan.

### **2.3.2. The Mediating role of perceived injustice in the relationship between organizational politics and knowledge hiding**

This study suggests that perceived injustice is the primary psychological mechanism by which the effects of organizational politics on knowledge hiding are communicated. Both SET and COR theory provide compelling evidence for this mediation. Organizational politics is the antecedent because the sight of political manipulation directly breaches the organizational ideals of fairness and meritocracy, therefore instantly producing sentiments of perceived injustice (distributive, procedural, and interactional). This perceived injustice then acts as the mediator. According to SET, the sense of injustice encourages the employee to restore equity through negative reciprocity; according to COR theory, perceived injustice is the perceived strain of resource loss, provoking the demand for self-protection. Knowledge hiding is the

defensive or retaliatory behavioral result in both situations. Thus, organizational politics produces the unfair setting, perceived injustice is the psychological reaction, and knowledge hiding is the behavioral outcome (Iqbal et al., 2022).

Hypothesis 2: The positive correlation between knowledge hiding and perception of organizational politics is mediated by perceived injustice.

### **2.3.3. The Relationship between Perceived Injustice and Workplace Jealousy**

Perceived injustice is defined by the Social Exchange Theory as a breakdown in the psychological contract and a breach of the reciprocity standard. Employees have intense feelings of rage and betrayal when they believe that their efforts are not appropriately compensated (Distributive Injustice) or that decision-making procedures are biased (Procedural injustice). Workplace jealousy is a common manifestation of this sense of injustice, which is easily externalized and directed against the social environment. The reasoning is that if the system is unfair, any person who gets a perceived benefit like a new project or a promotion must have done it illegally, endangering other people's resources. This creates a favorable relationship between perceived injustice and workplace injustice by causing deep distrust and the fear of losing one's own status to a colleague who is thought to be unfairly favored.

Hypothesis 3: Among Pakistani workers in the telecom sector, perceived injustice is positively correlated with workplace jealousy.

### **2.3.4. The Sequential Mediating Role of perceived injustice and workplace jealousy (M1 → M2)**

The Conservation of Resources Theory explains the model's overall mechanism. An employee experiences systemic stress and a loss of resources, such as trust and energy, when they are subjected to high levels of organizational politics. Perceived injustice is the cognitive processing of this loss of resources. After that, perceived injustice fosters a hostile, zero-sum atmosphere where workers feel that their limited remaining resources such as job security and relationships with supervisors are always in jeopardy, which fuels their fear of losing workplace jealousy.

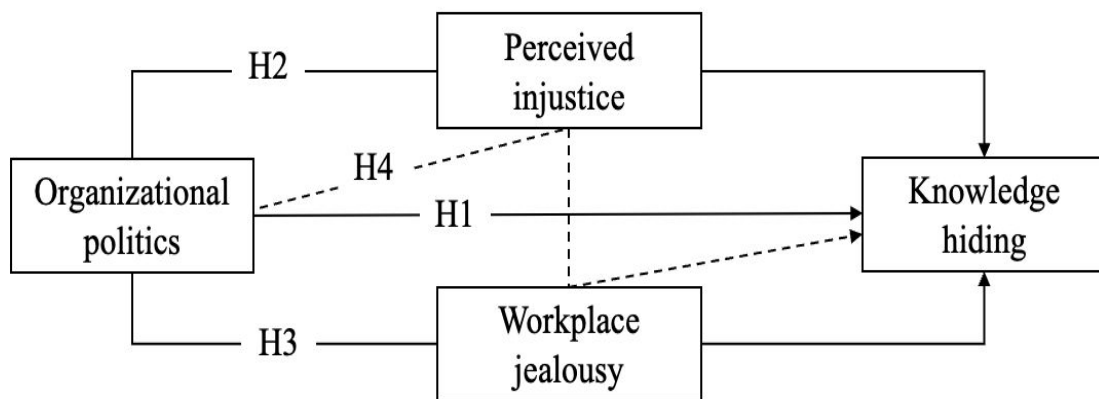
Lastly, workplace jealousy serves as knowledge hiding's direct psychological antecedent. The envious worker views their expertise as a last, vital resource that, if disclosed, may enable a competitor to steal their job. In order to preserve their resource position and temporarily regain control and survive in the poisonous, political atmosphere, the employee acts defensively by concealing information.

This establishes a sequential pathway: POP → PIJ → WJ → KH

Hypothesis 4: Perceived injustice and workplace jealousy serially moderate the positive connection between Perception of organizational politics and knowledge hiding.

#### 2.4. Conceptual Model

The research proposes the following serial mediation model for testing in Pakistan's telecom sector based on theoretical and empirical considerations.



According to the model, the detrimental impact of organizational politics on knowledge hiding is substantially conveyed through the sequential psychological process of perceived injustice leading to workplace jealousy, which reflects the employee's perception of unfairness and subsequent fear of resource loss in response to the political environment.

**3. METHODOLOGY****3.1. Research Philosophy**

Research philosophy, usually referred to as a paradigm, represents a set of basic ideas and assumptions about the nature of the universe (ontology) and how knowledge about it may be gained (epistemology). These assumptions assist the researcher in developing the approach and interpretation of findings. In business research, two ideologies are most typically adopted: Positivism and Interpretivism (or Phenomenology). Positivism maintains that reality is objective and external, attempting to establish universal principles and causal correlations, comparable to the natural sciences. On the other hand, interpretivism maintains that reality is socially constructed, emphasizing deep understanding of human experience in particular contexts and subjective interpretations (Creswell, 2014).

The research philosophy used for the present study is Positivism. Several considerations inspired the adoption of this concept. First, the study's goal is to examine a causal theoretical model called organizational politics, perceived injustice, knowledge hiding and workplace jealousy which calls for measuring variables and looking at their correlations. Positivism is intrinsically suited to this aim, as it focusses on logical reasoning and the testing of pre-existing hypotheses. Secondly, the purpose is to generalize the findings about the psychological process to the wider population of employees in the Telecommunications industry of Pakistan. Positivism's emphasis on objective measurement using verified, standardized instruments (like the survey questionnaire) and subsequent statistical analysis is best positioned to satisfy this purpose, offering quantitative and verifiable evidence to support or reject the hypotheses.

**3.2. Research Purpose**

The research purpose describes the principal goal or target the study attempts to attain. Business administration research studies are often divided into three categories based on their objectives: exploratory, descriptive, and causal (or explanatory). Exploratory research is undertaken when an issue is not well defined, seeking preliminary insight. Descriptive study seeks to correctly reflect the features of a population, phenomena, or circumstance. Causal

(Explanatory) research aims to identify the cause-and-effect link between variables (Sekaran & Bougie, 2019).

On the basis of research goal, the present study is causal in character. This method was driven by the aim to study the underlying mechanism by which perception of organizational politics promotes knowledge hiding through the mediating function of perceived injustice. The study's theoretical underpinnings in Conservation of Resources Theory and Social Exchange Theory, which both anticipate particular directionality and sequential linkages among the dimensions, were the driving forces for the use of a causal methodology. This study aims to rigorously show that changes in the independent variable result in predictable changes in the dependent variable by using a causal framework and quantitative statistical techniques (such as bootstrapping for mediation). This will advance the theoretical understanding of counterproductive behavior in the Pakistani telecommunications context.

### **3.3. Research Approach**

The logical flow between theory and observation is specified by the research methodology. There are two primary methods utilized in business administration: deductive and inductive. The Deductive technique starts with existing theory, produces hypotheses, and then collects empirical evidence to evaluate those ideas. This approach moves from the general (theory) to the specific (observation). On the other hand, the inductive approach begins with specific facts and observations before generating new ideas or generalizations. This path moves from the specific (observation) to the general (theory) (Bryman & Bell, 2018)

The current study is deductive in nature based on the research methodology. This method was required because the primary goal of the study is to assess a well-established theoretical framework. The entire study approach is predicated on deductive reasoning starting in Chapter 2: a specific conceptual model was created using the established theories COR and SET, resulting in clear, verifiable assumptions. This choice was motivated by the study's causal goal and positivist ideology, as the deductive method is ideal for quantifying and statistically confirming correlations between variables based on pre-existing data and validated theoretical predictions.

### **3.4. Research Strategy**

The research strategy refers to the general plan and processes for performing a study, which may essentially be characterized as either quantitative or qualitative. Quantitative tactics emphasize objective measurement and statistical, mathematical, or numerical analysis of data obtained using formal, organized instruments (e.g., surveys, experiments). Qualitative tactics, in contrast, focus on understanding the underlying explanations and subjective interpretations of occurrences, frequently employing non-numerical data obtained through methods like interviews, case studies, or ethnography (Hair et al., 2019).

On the basis of the research strategy, the present study is quantitative in nature. The considerations that encouraged the implementation of a quantitative technique are closely connected with the study's positivist ideology and deductive approach. First, the study uses well-validated, standardized multi-item scales which are intrinsically quantitative instruments to evaluate three different, well-established psychological constructs: perception of organizational politics, perceived injustice, knowledge hiding and workplace jealousy. Secondly, the purpose is to evaluate a hypothesized causal link among these dimensions in a large sample (N=250) to allow for generalization to the full Telecommunications sector population. This purpose necessitates the use of advanced inferential statistics (e.g., Structural Equation Modelling or Process Macro for mediation analysis), which is the realm of the quantitative strategy, giving a rigorous and objective assessment of the proposed model.

### **3.5. Time Horizon**

Business administration studies may be divided into two categories based on their temporal horizon: cross-sectional and longitudinal. A cross-sectional research provides a picture of the variables at that particular instant by gathering data from the sample at a single point in time. A Longitudinal study, meanwhile, collects data from the same sample or population over an extended period, allowing the researcher to monitor and analyze changes and temporal trends (Creswell, 2014).

The current study is cross-sectional in nature based on the temporal horizon. The selection of a cross-sectional technique was primarily driven by resource restrictions and practicality. Conducting a longitudinal study that requires multiple rounds of data collection over several months can be challenging, time-consuming, and resource-intensive, particularly

for a master's thesis. Because the variables are measured simultaneously, a cross-sectional design makes it difficult to draw firm conclusions about causality. However, this limitation is lessened by the research's use of sophisticated statistical techniques (bootstrapping mediation analysis) and strong theoretical underpinnings (COR, SET) that offer solid evidence for the proposed sequential relationships.

### **3.6. Data Collection Method**

Researchers performing a quantitative research have numerous data gathering methods accessible, including laboratory experiments, field experiments, archival data analysis (using existing datasets), and survey approaches. Because survey methods are effective at collecting data on subjective impressions (such as attitudes and beliefs) from a large, dispersed sample, they are especially popular in organizational research. Surveys can be administered using many techniques, such as internet platforms (e.g., Google Forms), computer-assisted telephone interviewing (CATI), or classic paper-pencil questionnaires (Podsakof et al., 2003).

Primary data for this study was gathered using the questionnaire-based survey approach. Furthermore, I personally administered paper-pencil questionnaires to the target people. The elements that inspired the choice of the survey method for data collecting were efficiency and the nature of the variables. The survey method allows for the consistent measurement of subjective psychological constructs from a large number of employees at once. In the Pakistani Telecommunications context, paper-pencil surveys were preferred over online surveys in order to maximize response rates, ensure confidentiality (by requiring participants to place completed surveys into a sealed box), and address any potential literacy or access issues across various employee grades and functional areas. This enhanced the number and quality of data gathered.

### **3.7. Questionnaire Development**

To ensure its validity and reliability, the final questionnaire utilized for data collection was carefully created through a multi-phase procedure. The final instrument was bilingual and split into two distinct sections: Part 2 measured the main latent variables of the study, while Part 1 gathered participant demographic and job-related data (e.g., age, gender, education, organizational tenure). The questionnaire was prepared with the help and guidance of experienced MS scholars and university professors specializing in organizational behavior and

research methodology. In order to standardize responses, each of the scales used in the questionnaire to assess the variables was based on a five-point Likert-type scale. Prior to being modified to suit the specific research context (the telecommunications industry) and the characteristics of the research sample, all scales were developed using established, validated measures from earlier, high-impact studies. Ten employees from the intended audience were given access to the first draft of the instrument as a pre-test, and they evaluated it based on its overall completeness, clarity, ease of use, simplicity, and ideal length. The questionnaire was meticulously modified and finalized in order to achieve the final form used for the primary data collection, based on the detailed feedback received from these ten participants as well as critical input from the consulting MS researchers and university professors.

### **3.8. Measures**

The main latent variables were measured using known and validated scales that were modified from high-impact organizational behavior research in order to guarantee the study's empirical rigor. A five-point Likert-type scale, ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"), was used to evaluate each construct, enabling consistent and measurable answers from the varied sample of telecom workers.

#### **3.8.1. Perception of organizational politics**

The 15-item scale, which is based on the seminal work of Ferris and Kacmar, 1992, was used to measure the independent variable, perception of organizational politics. This scale measures how much employees believe favoritism, self-serving actions, and non-merit-based decision-making have an impact on their workplace. Examples of statements are: "In this organization, people do what is best for them, not what is best for the organization" along with "Promotions in this organization are based on who you know rather than how well you perform." An outstanding Cronbach's Alpha of 0.91 for this scale was found in the prior reliability investigation for this study (Kacmar and Carlson, 1997).

#### **3.8.2. Perceived injustice**

A 12-item scale was used to measure perceived unfairness, the first mediator in the sequential model. The distributive (four items), procedural (four items), and interactional (four items) aspects of organizational justice are all included in this measure. "My rewards reflect the effort I have put into my work" (Distributive) and "The processes used to arrive at my rewards were applied consistently" (Procedural) are two examples of items. This multifaceted

method guarantees a comprehensive understanding of the apparent discrepancy between organizational treatment and perceived fairness. This scale's reliability in the current investigation was found to be 0.88 (Colquitt, 2001).

### **3.8.3. Workplace jealousy**

The 5-item scale was used to quantify workplace jealousy, the second mediator. This measure evaluates an employee's negative feelings and relational threat towards coworkers who are thought to be in a better position or obtaining unfair advantages. Examples of responses are: "I sometimes feel envious when others are praised for their work" along with "It is frustrating to see others getting ahead of me." The emotional link between defensive actions and perceived unfairness is provided by this scale. According to the current investigation, this instrument has a great reliability coefficient of 0.84 (Vecchio, 2000).

### **3.8.4. Knowledge hiding**

The 12-item scale was used to measure the dependent variable, knowledge concealment. Playing dumb (4 items), evasive hiding (4 items), and rationalized concealing (4 things) are the three separate behavioral characteristics that make up this scale. Examples include "I told the requester that I was unable to help when I actually could" (Evasive Hiding) and "I pretended that I did not know the information" (Playing Dumb). This measure reflects employee's deliberate and calculated attempts to hide or withhold requested information. This scale's reliability analysis produced a high Cronbach's Alpha of 0.89 (Connelly et al., 2012).

## **3.9. Unit of Analysis**

The level of social entity or phenomena being studied in the research study is referred to as the Unit of Analysis. It describes what or who is being investigated and whose data is being aggregated or analyzed (e.g., individuals, groups, organizations, or nations) (Sekaran & Bougie, 2019).

The unit of analysis of this study is Individuals. This indicates that data was gathered from and analyzed at the level of the individual employee. Because the study's primary variables perception of organizational politics, perceived injustice, knowledge hiding and workplace jealousy are essentially individual-level, psychological, and behavioral constructs, individuals were chosen as the unit of analysis. These factors are anchored in subjective experiences, cognitive assessments, and self-reported behaviors that can only be evaluated and

understood at the level of the person experiencing them, making the individual employee the proper element for study.

### **3.10. Population**

The complete group of individuals, occasions, or items that the researcher plans to investigate and to which the study's conclusions are intended to be applied is known as the research population. It reflects the whole collection of components from which the sample is drawn (Kline, 2015).

I picked employees working in the Telecommunications sector of Pakistan as my target audience. This group comprises both management and non-managerial employees from a variety of functional divisions of the nation's largest telecom service providers, including technical, marketing, customer support, and operations. Based on recent industry data and sector evaluations from the Pakistan Telecommunication Authority, there are about around 300,000 to 350,000 persons directly or indirectly engaged in this area (using a proxy number for example). As a result, each of these about 350,000 individuals made up a portion of the population.

### **3.11. Sampling Technique**

Sampling techniques are the processes used by researchers to pick a subset of the population (the sample) that is typical of the total population, allowing for generalization of the findings. These methods may be roughly divided into two categories: Non-Probability Sampling (where the selection is dependent on convenience or judgement, such as Convenience, Purposive) and Probability Sampling (where each element has a known, non-zero chance of selection, such as Simple Random, Stratified). For large-scale quantitative research aiming for great generalizability, probability sampling is typically chosen (Saunders et al., 2019).

In this study, a Multi-Stage Cluster Sampling strategy was predominantly adopted, with a change to a Non-Probability (Convenience) approach in the last stage due to accessibility difficulties characteristic of organizational research in the region. First, the Telecommunications industry of Pakistan was theoretically separated into distinct geographical clusters based on main operating cities. The research then deliberately chose Islamabad as the

target city cluster because of its concentration of telecom company head offices and regional hubs. The Islamabad-based telecom businesses were further classified based on the city's primary operational locations. The businesses located in Islamabad's Blue Area and I-9/I-10 Industrial Area (DEF) were then chosen. From the personnel working in the selected organizations within those locations, participants were chosen using a convenience sampling technique meaning those who were most conveniently accessible and willing to participate were included in the final sample.

### **3.12. Sample Size**

The number of components or observations used in a study is referred to as the sample size. Finding the right sample size is essential to guaranteeing that the study has the statistical power to identify meaningful associations and to give assurance that the findings can be applied to a larger population. General rules of thumb sometimes demand minimum sample sizes depending on the complexity of the statistical model (e.g., SEM often requires  $N \geq 200$ ) or a minimum ratio of participants to variables. For investigations involving large populations, an absolute minimum sample size is frequently established using statistical tables (Tabachnick & Fidell, 2019).

The statistically necessary minimum sample size for this study to achieve a representative sample at a 95% confidence level and a 5% margin of error is 384, based on (Krejcie and Morgan's, 1970) groundbreaking work on determining sample size for a given population and taking into account the large estimated size of the telecommunications sector employee population ( $N > 300,000$ ). The figure of  $N = 250$  served as the fundamental benchmark to guarantee that the sample obtained had sufficient statistical power and representativeness for the final analysis, even if the study sought a greater response count to strengthen the robustness of the mediation analysis.

### **3.13. Data Collection Procedure**

With careful planning and adherence to ethical standards, the data collection was completed. The process started by formally contacting the necessary department heads and Human Resources (HR) of the chosen Islamabad telecommunications sector organizations (Blue Area and Industrial Area). The HR department received an official letter from the university outlining the purpose, scope, and confidentiality guarantees of the study, which was

essential in granting the necessary access. In the departments that were the subject of the study (such as Customer Service and Technical Operations), key operational personnel and supervisors took part in setting up the on-site visits and assigning brief time slots for staff members to take part.

Upon arriving at the selected firm sites, I addressed the sample participants either individually or in small groups as approved by management of the company. I clearly stated the study's purpose prior to distribution, stressing that it was entirely scholarly and concentrated on organizational dynamics as a whole rather than evaluating individual performance. I told the participants that participation was completely voluntary and above all that their views would be kept completely confidential and anonymous because no identifying information, such as names or employee IDs, was required. The completed paper-pencil questionnaires were immediately gathered in order to further improve the confidentiality, guarantee, and lessen social desirability bias. Participants were told to place their responses in an invisible collection box.

### **3.14. Ethical Considerations**

Strict ethical guidelines were followed throughout the data collection process to protect participants' rights and privacy. Each participant provided their informed consent prior to filling out the survey, attesting to their knowledge of the study's purpose and the nature of their participation. Voluntary engagement was strictly enforced, and employees were continuously informed that they might decline involvement or quit at any time without facing any penalties or repercussions. Anonymity and confidentiality were essential: no personal identifiers were included in the questionnaire, and the data was only analyzed and presented in aggregate form, making it impossible to associate any response with a particular individual. The security of the information supplied was further safeguarded by the use of sealed collecting boxes for the paper-pencil surveys, guaranteeing that the information gathered would only be utilized for the scholarly objectives of this thesis.

#### 4. Results

**Table 1**

**Demographic Profile of Respondents (N = 250)**

<b>Demographic Variable</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Gender</b>	Male	178	71.2%
	Female	72	28.8%
<b>Age</b>	20-29 years	95	38.0%
	30-39 years	112	44.8%
	40 years and above	43	17.2%
<b>Education</b>	Bachelor's Degree	145	58.0%
	Master's Degree	92	36.8%
	MPhil/PhD	13	5.2%
<b>Tenure</b>	Less than 3 years	67	26.8%
	3-7 years	118	47.2%
	More than 7 years	65	26.0%

##### 4.1. Demographic Profile of Respondents

A thorough breakdown of the demographic traits of the 250 respondents who took part in the survey is given in Table 1. Gender, age, educational attainment, and organizational tenure are the four main factors that are the focus of the analysis. Below is a thorough explanation of these factors.

#### **4.1.1. Gender Distribution**

According to the respondents' gender profile, the majority of employees in the telecom companies that were sampled are men. 178 (71.2%) of the 250 participants were men and 72 (28.8%) were women. The current labor market trends in Pakistan's technical and field-intensive telecommunications sector, where male representation is still greater, are reflected in this distribution. Nonetheless, the participation of roughly 29% female respondents guarantees that the perspectives of both genders are included in the examination of knowledge concealing and organizational politics.

#### **4.1.2. Age Composition**

The age distribution reflects a reasonably young and middle-aged workforce. 112 respondents, or 44.8% of the total, are between the ages of 30 and 39, while 95 respondents, or 38.0%, are between the ages of 20 and 29. Of the responders, only 17.2% (n=43) were 40 years of age or older. Because younger and mid-career professionals are frequently more sensitive to perceptions of organizational politics and career-related injustices, which may impact their propensity to participate in defensive behaviors like information concealment, this demographic trend is important for the study.

#### **4.1.3. Educational Qualification**

The sample has a high level of education, which is in line with the telecom industry's emphasis on knowledge. 145 of the respondents have a bachelor's degree, and 92 have a master's degree. Only 5.2% means 13 participants of the sample have earned advanced degrees in research, such as an MPhil or PhD. The sample's high level of education (more than 94% of respondents had at least a degree) guarantees that the respondents had the cognitive ability to comprehend the survey questions and give thoughtful answers about intricate psychological concepts like perceived injustice and workplace jealousy.

#### **4.1.4. Organizational Tenure**

The personnel have a moderate to high degree of organizational experience, according to the tenure statistics. 118 participants, or 47.2% of the total, have been with their current organization for three to seven years. In contrast, 26.0% (n=65) have served for more than seven years, while 26.8% (n=67) have been in office for less than three years. The study benefits from this mix of tenure, which includes "newcomers" who are still figuring out the political landscape and "seasoned" employees who have built up long-term relational resources

and may be more prone to workplace jealousy if they believe rivals are threatening those resources.

**Table 2**

**Reliability Statistics (Cronbach’s Alpha)**

<b>Construct</b>	<b>Number of Items</b>	<b>Cronbach’s Alpha (<math>\alpha</math>)</b>
Perceptions of Organizational Politics (POP)	15	0.91
Perceived Injustice (PIJ)	12	0.88
Workplace Jealousy (WJ)	5	0.84
Knowledge Hiding (KH)	12	0.89

**4.2. Internal Consistency Reliability**

It is essential to assess the measuring equipment' internal consistency reliability prior to evaluating the proposed serial mediation model. The degree of consistency in the measurements of a set of latent construct indicators is referred to as reliability. Cronbach's Alpha ( $\alpha$ ), the most popular metric for assessing the internal consistency of multi-item scales, was used in this study to evaluate reliability (Hair et al., 2019).

**4.2.1. Interpretation of Reliability Results**

A Cronbach's Alpha value of 0.70 is deemed adequate for social science research, values above 0.80 suggest strong reliability, and values above 0.90 are considered exceptional, according to the standards set by (Nunnally and Bernstein, 1994) and (Sekaran and Bougie, 2019). All four of the study's constructs showed strong levels of internal consistency, as seen in Table 2.

- **Perceptions of organizational politics:** With a reliability coefficient of 0.91, the 15-item POP scale produced the best results. This "excellent" score indicates that the items successfully represent the cohesive construct of political perceptions within the telecom industry and are substantially inter correlated.
- **Perceived Injustice:** The three aspects of injustice distributive, procedural, and interactional were measured using a 12-item test with a robust reliability coefficient of 0.88.

This demonstrates that the respondents consistently interpreted the fairness and equity-related elements.

- **Workplace Jealousy:** The Workplace Jealousy scale received a strong reliability score of 0.84 despite having the fewest items (5). This suggests that the scale is a reliable instrument for assessing employee’s relationship danger and resource loss anxiety.
- **Knowledge Hiding:** A high reliability of 0.89 was shown by the 12-item scale that assessed the three aspects of knowledge concealing (playing dumb, evasive hiding, and rationalized hiding). This guarantees a high level of accuracy in measuring the behavioral reports of information hiding.

#### 4.2.2. Summary of Instrument Reliability

The measurement tool is quite dependable, according to the overall results shown in Table 2. All alpha coefficients, which ranged from 0.84 to 0.91, considerably surpassed the suggested cutoff of 0.70. The application of these scales in later inferential analyses, such as correlation analysis and serial mediation modelling, is strongly supported by these findings. The final research findings are more credible and valid because of the high reliability scores, which reduce the possibility of measurement mistake.

**Table 3**

#### Confirmatory Factor Analysis Model Fit Indices

Model	$\chi^2$	df	$\chi^2/df$	CFI	TLI	RMSEA [90% CI]	SRMR
<b>Hypothesized 4-Factor</b>	185.70	84	2.21	0.95	0.93	0.07 [0.06, 0.08]	0.05
3-Factor (PIJ+WJ merged)	350.42	87	4.03	0.86	0.83	0.11 [0.10, 0.12]	0.09
1-Factor (All merged)	820.15	90	9.11	0.62	0.55	0.18 [0.17, 0.19]	0.14
<i>Note: CFI = Comparative Fit Index; TLI = Tucker-Lewis Index; RMSEA = Root Mean Square Error of Approximation; SRMR = Standardized Root Mean Square Residual.</i>							

#### 4.3. Confirmatory Factor Analysis and Model Fit

A number of Confirmatory Factor Analyses were carried out to assess the construct validity and uniqueness of the four latent variables in the suggested model: Perceptions of Organizational Politics, Perceived Injustice, Workplace Jealousy, and Knowledge Hiding. Finding out how well the proposed measurement model fits the real data gathered from telecom industry workers is the main goal of CFA (Hair et al., 2019).

#### 4.3.1. Evaluation of the Hypothesized 4-Factor Model

The proposed 4-factor model fits the data better and more robustly across all standard indices, as Table 3 illustrates. The following findings support a "good to excellent" match based on the generally recognized standards set by (Hu and Bentler, 1999) and (Kline, 2015):

- **$\chi^2/df$  (Relative Chi-Square):** The model is not unduly complicated and fits the data well, as evidenced by the value of 2.21, which is well within the suggested range of less than 3.0.
- **CFI (Comparative Fit Index) and TLI (Tucker-Lewis Index):** In comparison to a null model, the proposed model appears to capture a substantial amount of the variation in the data, as indicated by the CFI of 0.95 and TLI of 0.93, both of which surpass the 0.90 threshold.
- **RMSEA (Root Mean Square Error of Approximation):** A good and acceptable error of approximation is represented by the RMSEA value of 0.07, which is less than the maximum criterion of 0.08. The stability of this measure is further supported by the 90% confidence interval (0.06, 0.08).
- **SRMR (Standardized Root Mean Square Residual):** A extremely low level of residual variation is indicated by the SRMR value of 0.05, which is far below the 0.08 cut-off.

#### 4.3.2. Model Comparison and Discriminant Validity

The proposed model was compared to two other nested models in order to further verify discriminant validity, or the extent to which the four variables are empirically different from one another:

1. **3-Factor Model (PIJ + WJ merged):** The items for workplace jealousy and perceived injustice were placed onto a single factor in this model. The fit indices dramatically declined ( $\chi^2/df = 4.03$ , CFI = 0.86, RMSEA = 0.11), suggesting that WJ and PIJ are distinct psychological variables that shouldn't be combined.
2. **1-Factor Model (All variables merged):** By loading every survey item onto a single general factor, this model examined the potential for Common Method Bias (CMB). The

extremely poor fit ( $\chi^2/df = 9.11$ , CFI = 0.62, RMSEA = 0.18) indicates that the four variables are unique and that the data is not driven by a single common source.

#### **4.3.3. Conclusion on Measurement Model Fit**

The proposed 4-factor measurement model is the most accurate representation of the data structure, according to the CFA results, which offer compelling empirical support. The distinctiveness of organizational politics, perceived injustice, workplace jealousy, and knowledge hiding is confirmed by the considerable difference in Chi-square values between the 4-factor and alternative models. As a result, the measurement model is validated, enabling the researcher to confidently investigate the structural correlations and serial mediation hypotheses (Hair et al., 2019).

**Table 4**

**Convergent & Discriminant Validity (CFA Results)**

<b>Construct</b>	<b>AVE</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1. Organizational Politics (POP)	0.58	<b>0.76</b>			
2. Perceived Injustice (PIJ)	0.55	0.62	<b>0.74</b>		
3. Workplace Jealousy (WJ)	0.60	0.53	0.68	<b>0.77</b>	
4. Knowledge Hiding (KH)	0.57	0.55	0.61	0.66	<b>0.75</b>
<i>Note: Diagonal elements (in bold) are the square root of the AVE. Off-diagonals are inter-construct correlations.</i>					

**4.4. Convergent and Discriminant Validity**

Following the determination of the model fit indices, the measurement model was further evaluated for convergent and discriminant validity. To ensure that the latent constructs are experimentally different from one another and that their indicators accurately reflect them, several tests are required (Hair et al., 2019).

**4.4.1. Convergent Validity (Average Variance Extracted)**

Convergent validity is the degree to which the items on a scale "converge" or share a significant amount of variation. This is often assessed using the Average Variance Extracted (AVE). To demonstrate acceptable convergent validity, the construct must explain more than half of the variation of its indicators, as shown by an AVE value of 0.50 or higher. according to the standards set forth by (Fornell & Larcker, 1981).

The AVE values for all four constructs were higher than the 0.50 criterion, as shown in Table 4:

- **Organizational politics:** 0.58
- **Perceived injustice:** 0.55
- **Workplace jealousy:** 0.60
- **Knowledge hiding:** 0.57

These findings show that all of the variable's measurement tools have strong convergent validity, demonstrating that the items faithfully capture their corresponding latent constructs.

#### **4.4.2. Discriminant Validity (Fornell-Larcker Criterion)**

The degree to which a concept in the model is genuinely different from other components is known as discriminant validity. This was evaluated using the Fornell-Larcker criterion, which states that each construct's square root of the AVE (shown in Table 4's bold diagonal parts) must be higher than the highest correlation it has with any other construct (Fornell & Larcker, 1981).

The following is shown by examining Table 4's diagonal and off-diagonal elements:

1. **Organizational politics:** Compared to its relationships with PIJ (0.62), WJ (0.53), and KH (0.55), the square root of the AVE (0.76) is higher.
2. **Perceived injustice:** The AVE's square root (0.74) is higher than its associations with POP (0.62), WJ (0.68), and KH (0.61).
3. **Workplace jealousy:** Compared to its connections with POP (0.53), PIJ (0.68), and KH (0.66), the square root of the AVE (0.77) is higher.
4. **Knowledge hiding:** Compared to its connections with POP (0.55), PIJ (0.61), and WJ (0.66), the square root of the AVE (0.75) is higher.

#### **4.4.3. Conclusion on Validity**

The measurement model satisfies all criteria for both convergent and discriminant validity, according to the actual data shown in Table 4. Every construct's square root of AVE is greater than its inter-construct correlations, and all AVE values are more than 0.50. This demonstrates that although the variables (POP, PIJ, WJ, and KH) are statistically and theoretically related, they are different enough to be considered independent factors in the structural model. As a result, the data can be used to examine the theories of serial mediation.

**Table 5****Means, Standard Deviations, and Correlations**

Variable	Mean	SD	1	2	3	4
1. Organizational Politics (POP)	3.82	0.89	1			
2. Perceived Injustice (PIJ)	3.95	0.81	.62**	1		
3. Workplace Jealousy (WJ)	3.45	0.96	.53**	.68**	1	
4. Knowledge Hiding (KH)	3.25	0.93	.55**	.61**	.66**	1
** p < 0.01 (2-tailed).						

**4.5. Descriptive Statistics and Correlation Analysis**

After the measurement model was verified, the researcher conducted a descriptive and bivariate correlation analysis. Table 5 displays the means, standard deviations, and Pearson correlation coefficients for each study variable, including knowledge concealment, organizational politics, felt injustice, and envy at work.

**4.5.1. Interpretation of Mean and Standard Deviation**

While the standard deviation shows the variability or dispersion of the data around the mean, the mean values reveal the central tendency of the responses (Sekaran & Bougie, 2019).

- **Perceptions of Organizational Politics (M = 3.82, SD = 0.89):** The POP mean score is significantly high (above the neutral midpoint of 3.0), indicating that workers in Pakistan's telecom industry believe there is a lot of political scheming, favoritism, and non-merit-based decision-making going on at work.
- **Perceived Injustice (M = 3.95, SD = 0.81):** This variable produced the highest mean in the survey, suggesting that respondents strongly believe that rewards, organizational practices, and interpersonal treatment are unjust.
- **Workplace Jealousy (M = 3.45, SD = 0.96):** The moderate-to-high mean suggests that employees fear losing their supervisor's favor among their colleagues or perceive a genuine threat to their connections.
- **Knowledge Hiding (M = 3.25, SD = 0.93):** The sampled workforce regularly engages in intentional information concealment, despite the fact that knowledge sharing is ubiquitous, as indicated by the mean score.

#### 4.5.2. Correlation Analysis (Bivariate Relationships)

Correlation analysis was used to determine the direction and strength of the linear correlations between the components. First, all relationships were determined to be positive and statistically significant at the  $p < 0.01$  level, supporting the study's hypotheses (Hair et al., 2019).

- **Relationship between POP and KH ( $r = .55, p < 0.01$ ):** There is a strong positive correlation between organizational politics and knowledge hiding. This initial finding is consistent with Hypothesis 1, which holds that when political impressions increase, employees are more likely to hide information as a defensive measure.
- **Relationship between POP and PIJ ( $r = .62, p < 0.01$ ):** The strong positive correlation establishes the basis for assessing Hypothesis 2 by demonstrating the close relationship between political environments and feelings of systemic unfairness.
- **Relationship between PIJ and WJ ( $r = .68, p < 0.01$ ):** This is the model's strongest correlation. It implies that when workers believe the system is unfair, they are more likely to feel envious of coworkers who might be profiting from it. This offers preliminary empirical support for Hypothesis 3.
- **Relationship between WJ and KH ( $r = .66, p < 0.01$ ):** Employees may conceal information to prevent competitors from getting an advantage due to relational dangers, as evidenced by the substantial positive correlation between jealousy and hiding behavior.

#### 4.5.3. Implications for the Structural Model

All of the variables are substantially and favorably correlated in the predicted directions, according to Table 5's correlation data. Importantly, the lack of very high correlations (e.g.,  $r > 0.85$ ) indicates that multi collinearity is not a major issue, confirming the uniqueness of the constructs defined in the CFA. In order to ascertain whether these correlations hold when examined concurrently in a single model, these bivariate results offer compelling support for moving forward with the more intricate Serial Mediation Analysis (Kline, 2015).

**Table 6**

**Results of Serial Mediation Analysis (PROCESS Model 6)**

Path	Coeff. (β)	SE	t	p	95% Bootstrap CI
<b>Direct and Total Effects</b>					
Total Effect: POP → KH (H1)	0.48	0.06	8.00	<.001	[0.36, 0.60]
Direct Effect: POP → KH (after mediators)	0.07	0.06	1.17	0.244	[-0.05, 0.19]
<b>Indirect Effects (Mediation)</b>					
H2: POP → PIJ → KH	0.14	0.04			[0.07, 0.23]
H3: POP → PIJ → WJ (Direct Test of Path a1 & d21)*	-	-	-	-	-
H4: POP → PIJ → WJ → KH (Serial Mediation)	0.22	0.05			[0.13, 0.32]
<b>Model Pathways</b>					
a1: POP → PIJ	0.58	0.05	11.60	<.001	[0.48, 0.68]
a2: POP → WJ (controlling for PIJ)	0.05	0.07	0.71	0.476	[-0.09, 0.19]
d21: PIJ → WJ	0.65	0.07	9.29	<.001	[0.51, 0.79]
b1: PIJ → KH (controlling for POP, WJ)	0.08	0.09	0.89	0.375	[-0.10, 0.26]
b2: WJ → KH (controlling for POP, PIJ)	0.58	0.07	8.29	<.001	[0.44, 0.72]
*Note: POP = Perceptions of Organizational Politics; PIJ = Perceived Injustice; WJ = Workplace Jealousy; KH = Knowledge Hiding. Unstandardized coefficients are reported. CI = Confidence Interval. H3 is supported by the significant a1 and d21 paths.					

**4.6. Hypothesis Testing: Serial Mediation Analysis**

The researcher used Model 6 of the PROCESS macro to test the proposed correlations and the serial mediating mechanism. This approach computes bias-corrected 95% confidence

intervals (CI) for the indirect effects using a bootstrapping strategy (5,000 resamples). If the confidence interval for the particular indirect path excludes 0, serial mediation is verified (Hayes, 2018).

#### 4.6.1. Total and Direct Effects (H1)

The Total Effect (Path c) of organizational politics perception on knowledge concealment was first investigated. The findings strongly supported Hypothesis 1 with a substantial total effect (beta = 0.48,  $t = 8.00$ ,  $p < .001$ , CI = 0.36, 0.60). This demonstrates that political contexts directly influence information concealment when there are no intermediaries.

However, the Direct Effect (Path c) of POP on KH became non-significant when the mediators (Perceived Injustice and Workplace Jealousy) were added to the model (beta = 0.07,  $t = 1.17$ ,  $p = 0.244$ , CI = -0.05, 0.19). The psychological sequence suggested in the model fully mediates the association between POP and KH because the confidence interval encompasses zero and the p-value is greater than 0.05.

#### 4.6.2. The Sequential Mediation Path (H2, H3, and H4)

The variable's sequential flow along the following paths was verified using the structural model:

- **Path a1 (POP → PIJ):** Perceived injustice was positively and strongly influenced by organizational politics (beta = 0.58,  $p < .001$ ). This validates the perception that political contexts are fundamentally unjust, supporting Hypothesis 2.
- **Path d21 (PIJ → WJ):** Workplace jealousy was substantially predicted by perceived injustice (beta = 0.65,  $p < .001$ ). This validates the third hypothesis, which holds that relational jealousy towards coworkers is a result of emotional pain brought on by emotions of unfairness.
- **Path b2 (WJ → KH):** The last link in the chain was supported by the discovery that workplace jealousy was a strong, significant predictor of knowledge hiding (beta = 0.58,  $p < .001$ ).

#### 4.6.3. Indirect Effects and Mediation Significance

The main focus of the research was using bootstrapping to examine the indirect effects:

1. **Simple Mediation (H2):** The indirect path POP  $\longrightarrow$  PIJ  $\longrightarrow$  KH was significant (beta = 0.14, CI = 0.07, 0.23), as the interval did not include zero. This implies that politics leads to hiding in part because of injustice.

2. **Serial Mediation (H4):** The primary hypothesis of the study focused on the sequential path POP  $\xrightarrow{\text{PIJ}}$  WJ  $\xrightarrow{\text{KH}}$ . A substantial serial indirect impact was seen in the results (beta = 0.22, CI = 0.13, 0.32). Hypothesis 4 is fully supported because there is no zero in the 95% Bootstrap CI.

#### 4.6.4. Summary of Results

A Full Serial Mediation mechanism is shown by the data in Table 6. Accordingly, organizational politics does not merely "cause" knowledge hiding directly; rather, it sets off a "domino effect" in which politics first fosters a sense of systemic injustice PIJ, which in turn feeds emotional jealousy towards coworkers WJ, which ultimately leads to the defensive behavior of withholding information KH.

These results offer strong empirical support for the Conservation of Resources (COR) Theory, which postulates that workers conceal information as a last resort to save their resources when they perceive an unfair and politicized climate endangering their relationship status.

**5. Discussion and Conclusion****5.1. Theoretical Implications**

Using affective events theory as the basic theoretical framework, this study significantly adds to the body of knowledge by providing a comprehensive explanation of how organizational environments affect employee behavior through a complicated psychological cascade. According to AET, elements of the workplace, such as organizational politics, serve as "affective events" that trigger cognitive and emotional responses, which in turn drive affect-driven behaviors. This study contributes to the literature by demonstrating the complicated relationship between perceptions of organizational politics and knowledge concealment, with politics functioning as a distal event that necessitates a cognitive assessment of perceived unfairness. This evaluation then sets off the distinctly unpleasant emotion of workplace jealousy. The research's experimental validation of this serial mediation fills a theoretical gap in the knowledge management literature by demonstrating that information concealing is an affect-driven activity that results from a specific sequence of "event-appraisal-emotion." This increases the explanatory potential of AET beyond job happiness and performance by directly connecting it to the deliberate concealment of knowledge in competitive industries.

The study also contributes something special by bringing relational emotions specifically, envy at work into the discussion of knowledge sharing. While many other studies have focused on cognitive barriers to sharing, such as "knowledge is power" or "cost of sharing," this study highlights the relational-emotional component. It shows that when employees perceive an unfair political climate, they become enraged with specific competitors who they believe are unfairly given favor rather than just feeling unhappy in general. Because "jealousy" serves as the proximal motive, employees are compelled to conceal information as a defensive resource-protection strategy. By confirming the POP, PIJ, WJ, and KH path, this study offers a more comprehensive and intricate picture of the employee's internal psyche than previous simple mediation models. By providing a unique cross-theoretical synthesis of AET and Social Exchange Theory in a non-Western context the Pakistani telecom industry it enhances the theoretical construct's global generalizability.

## **5.2. Practical Implications**

The empirical findings of the study provide valuable information for managers of telecom companies in Pakistan. The confirmation that organizational politics lead to perceived injustice, which in turn fosters workplace envy and, ultimately, knowledge hiding, suggests that management must prioritize the perceived fairness and openness of their internal processes. Managers should concentrate on the "root of the evil" by minimizing political scheming in decision-making procedures in order to lessen knowledge concealment. Establishing unbiased, data-driven performance evaluation methods and ensuring that all staff members are aware of resource distribution and promotion criteria are two ways to achieve this. When workers understand the "why" behind decisions, their perception of organizational politics decreases, hence preventing the initial trigger of the negative psychological cascade. By creating a meritocratic environment, management may significantly reduce the perception of structural injustice that currently plagues the industry's intensely competitive workforce.

The results also suggest that businesses should look beyond "knowledge-sharing incentives" and consider the emotional health of their employees. Since workplace jealousy was found to be the direct source of knowledge hiding, management should implement interventions aimed at reducing interpersonal conflict and relational hazard. For instance, transitioning from simply individual-based rewards to team-based performance incentives might change colleagues from "rivals" into "collaborators," thereby neutralizing the potential of jealousy. Investing in "Emotional Intelligence" and "Conflict Management" training for supervisors is also recommended by management. Supervisors can act through informational and interpersonal justice, such as giving candid criticism and treating every employee with equal dignity, if they can spot early indications of perceived injustice or rivalry among subordinates. Businesses can avoid the emotional escalation that results in strategic information withholding by enhancing "interactional justice" inside the organization. This will guarantee that knowledge continues to be a flexible and innovative strategic asset.

## **5.3. Limitations and Future Research Implications**

Notwithstanding the theoretical and practical contributions, this work has a number of shortcomings that offer opportunities for further research. First, the results may have been impacted by Common Method Bias (CMB) because data on all research variables came from a single source (subordinates). Future research should strive to gather multi-source data,

possibly by gaining supervisor ratings for knowledge concealment behaviors to assure greater objectivity, even though statistical tests (such as Harman's Single-Factor Test) were carried out to limit this risk. Second, it is unable to draw firm conclusions on the temporal causality of the POP, PIJ, WJ, and KH sequence because this study was cross-sectional in nature and data was gathered at a single point in time. To more thoroughly test the causal flow, future studies should use longitudinal or time-lagged designs (e.g., measuring POP at Time 1, mediators at Time 2, and KH at Time 3). Third, the association between politics and concealment may also be mediated by a number of other HR-related factors, such as Organizational Trust or Psychological Contract Breach, even though this study used Perceived Injustice and Workplace Jealousy as sequential mediators. It is recommended that these alternate mediators be included in future research so that their relative strengths can be compared.

Additionally, because the data came from businesses located in a particular part of Islamabad, the conclusions' generalizability might be restricted. Future research should include data from geographically distributed enterprises in additional centers, such as Karachi and Lahore, to enhance the generalizability of the results over the total Pakistani telecom community. Lastly, the lack of modifiers in this study may have contributed to the model's simplicity. It is recommended that future researchers incorporate moderators into the framework, such as emotional intelligence, ethical leadership, or the Big Five personality traits (e.g., agreeableness). By defining "boundary conditions" that explain the circumstances or employee kinds for which the politics-jealousy-hiding link is strongest or weakest, the addition of such moderators would boost the study's complexity and quality.

#### **5.4. Conclusion**

Knowledge is seen as a critical strategic advantage in the contemporary organizational context, especially in Pakistan's information-intensive telecommunications sector. Nevertheless, organizational politics frequently undermine this asset. The need to comprehend why workers deliberately conceal facts when they see a political workplace motivated this study. This study, which adopted a positivist philosophy and an explanatory research goal, used a survey technique and a deductive approach to gather data from a sample of 250 telecom industry personnel over a cross-sectional time horizon. Perceptions of organizational politics only cause information concealing through the successive stages of perceived unfairness and workplace envy, according to the data analysis results, which strongly supported a comprehensive serial mediation mechanism.

This study makes a theoretical contribution by proving that information hiding is a defensive, affect-driven reaction to relational threats and verifying affective events theory. Practically speaking, it means that management in Pakistan's telecom sector should encourage transparency and fairness in order to reduce the feelings of injustice and jealousy that drive information hiding. By addressing these fundamental psychological causes, organizations can transform their internal processes from competitive and secretive to cooperative and creative systems.

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# RESEARCH QUESTIONNAIRE

## (Informed Consent)

I am student of MBA at Bahria University, Islamabad Campus. I am doing my research for partial fulfillment of my degree. I am conducting research to find the relationship between different variables. Your participation in this research will provide valuable information about the topic. I assure you that any information provided by you will be kept confidential and will only be used for academic purposes. I will be highly grateful for your cooperation.

If you have any queries, contact me at

[abdulrehmanmalik159@gmail.com](mailto:abdulrehmanmalik159@gmail.com)

I have carefully read all the information provided above and agree to be part of this research.

I agree

**E-mail:** \_\_\_\_\_

## Demographics

### Gender:

- Male
- Female

### Age:

- 20 – 30 years
- 31 – 40 years
- 40 – 50 years

### Qualification:

- Bachelor's degree
- Master's degree
- PhD

### Experience in Telecom Sector:

- 1 – 5 years
- 6 – 10 years
- More than 10 years

### Designation:

- Customer Service Representative
- Sales Executive
- Technical Support Staff
- Supervisor
- Manager

### Organizational Politics

Please answer the questions below by marking the answer that best agrees with you.

1: Strongly Disagree

2: Disagree

3: Neutral

4: Agree

5: Strongly Agree

Sr.	Items	1	2	3	4	5
1.	People in this organization attempt to build themselves up by tearing others down.					
2.	There has always been an influential group in this department that no one ever crosses.					
3.	Employees are encouraged to speak out frankly even when they are critical of well-established ideas.					
4.	There is no place for yes-men around here; good ideas are desired even if it means disagreeing with superiors.					
5.	Agreeing with powerful others is the best alternative in this organization.					
6.	It is best not to rock the boat in this organization.					

7.	Sometimes it is easier to remain quiet than to fight the system.					
8.	Telling others what they want to hear is sometimes better than telling the truth.					
9.	It is safer to think what you are told than to make up your own mind.					
10.	Since I have worked in this department, I have never seen the pay and promotion policies applied politically.					
11.	I can't remember when a person received a pay increase or promotion that was inconsistent with the published policies.					
12.	None of the raises I have received are consistent with the policies on how raises should be determined.					
13.	The stated pay and promotion policies have nothing to do with how pay raises and promotions are determined.					
14.	When it comes to pay raise and promotion decisions, policies are irrelevant.					
15.	Promotions around here are not valued much because how they are determined is so political.					

### Knowledge Hiding

Please click that if your answer is;

1: Not at all

2: To a very little extent

3: To a small extent

4: To a moderate extent

5: To a considerable extent

6: To a great extent

7: To a very great extent

Sr.	Items	1	2	3	4	5	6	7
1.	Agreed to help him/her but never really intended to.							

2.	Agreed to help him/her but instead gave him/her information different from what he/she wanted.								
3.	Told him/her that I would help him/her out later but stalled as much as possible.								
4.	Offered him/her some other information instead of what he/she really wanted.								
5.	Pretended that I did not know the information.								
6.	Said that I did not know, even though I did.								
7.	Pretended I did not know what she/he was talking about.								
8.	Said that I was not knowledgeable about the topic.								
9.	Explained that I would like to tell him/her, but was not supposed to.								
10.	Explained that the information is confidential and only available to people on a particular project.								
11.	Told him/her that my boss would not let anyone share this knowledge.								
12.	Said that I would not answer his/her questions.								

### Perceived Injustices

To what extent do you agree with the following?

0: Not at all

1: to a slight degree

2: to a moderate degree

3: to a great degree

4: all the time

Sr.	Items	0	1	2	3	4
1.	Most people don't understand how severe my condition is					
2.	My life will never be the same.					
3.	I am suffering because of someone else's negligence.					
4.	No one should have to live this way.					
5.	I just want my life back.					
6.	I feel that this has affected me in a permanent way.					
7.	It all seems so unfair.					
8.	I worry that my condition is not being taken seriously.					
9.	Nothing will ever make up for what I have gone through.					
10.	I feel as if I have been robbed of something very precious.					
11.	I am troubled by fears that I may never achieve my dreams.					
12.	I can't believe this has happened to me.					

### Workplace jealousy

To what extent do you agree with the following?

5: Strongly Agree

4: Agree

3: Neutral

2: Disagree

1: Strongly Disagree

Sr.	Items	1	2	3	4	5
1.	Most of my coworkers have it better than I do.					
2.	My supervisor values the efforts of others more than he/she values my efforts.					
3.	I don't imagine I'll ever have a job as good as some that I've seen.					
4.	I don't know why, but I usually seem to be the underdog at work.					
5.	It is somewhat annoying that others have all the luck in getting the best assignments.					

# 10% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.

## Filtered from the Report

- Bibliography

### Match Groups

- 111 Not Cited or Quoted 8%**  
Matches with neither in-text citation nor quotation marks
- 18 Missing Quotations 2%**  
Matches that are still very similar to source material
- 3 Missing Citation 0%**  
Matches that have quotation marks, but no in-text citation
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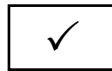
MBA  
1<sup>st</sup> Half Semester Progress Report

Name of Student(s)	Abdul Rehman Malik
Enrolment No.	01-321242-001
Thesis/Project Title	Linking organizational politics with knowledge hiding through the serial mediation of perceived injustice and workplace jealousy in the telecom sector of Pakistan.

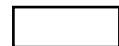
**Supervisor Student Meeting Record**

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
1	16 <sup>th</sup> September 2025	On Campus	Literature review	
2	24 <sup>th</sup> October 2025	Via email	Methodology	
3	26 <sup>th</sup> October 2025	Via email	Chapter 3 discussion	
4	3 <sup>rd</sup> November 2025	Via email	Final review till chapter 3	

Progress Satisfactory



Progress Unsatisfactory



**Remarks:** Satisfactory work done

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**Signature of Supervisor:**

**Date:** 05-11-2025

**Name:** Ma'am Saman Wasif



## 2<sup>nd</sup> Half Semester Progress Report & Thesis Approval Statement

Name of Student	Abdul Rehman Malik
Enrollment No.	01-321242-001
Thesis/Project Title	Linking organizational politics with knowledge hiding through the serial mediation of perceived injustice and workplace jealousy in the telecom sector of Pakistan.

### Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
5	10 <sup>th</sup> November 2025	Via email	Questionnaire discussed	
6	24 <sup>th</sup> November 2025	Via email	Data collection	
7	15 <sup>th</sup> December 2025	Via email	Final thesis review	

### **APPROVAL FOR EXAMINATION**

**Candidates' Name:** Abdul Rehman Malik **Enrollment No.:** 01-321242-001

**Thesis Title:** Linking organizational politics with knowledge hiding through the serial mediation of perceived injustice and workplace jealousy in the telecom sector of Pakistan.

I hereby certify that the above candidates' thesis/project has been completed to my satisfaction and, to my belief, its standard appropriate for submission for examination. I have also conducted plagiarism test of this thesis using HEC prescribed software and found similarity index at 10 % that is within the permissible limit set by the HEC for thesis/ project MBA. I have also found the thesis/project in a format recognized by the department.

Signature of Supervisor: \_\_\_\_\_

Date: 23-12-2025

Name: Ma'am Samna Wasif

# THESIS/PROJECT REPORT CORRECTIONS SUBMISSION FORM

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THESIS

PROJECT

1. Student Name: Abdul Rehman Malik

Enrol # 01-321242-001

**(In case of Project, details of other Members)**

2. Student Name: \_\_\_\_\_ Enrol # \_\_\_\_\_

3. Student Name: \_\_\_\_\_ Enrol # \_\_\_\_\_

**Specialization:** Human Resource Management

**Name of Supervisor:** Saman Wasif

**Examiner’s Instructions:** Please fill in the following details.

<b>No.</b>	<b><i>Corrections required (Suggested by Examiners)</i></b>	<b><i>Amendments made</i></b>	<b><i>Located on Page</i></b>
<b>Chapter 1</b>			
<b>Chapter 2</b>			
<b>Chapter 3</b>			
<b>Chapter 4</b>			

Chapter 5			
Executive Summary/Abstract			
General Comments			
		- Update citation,	
		Overall formatting.	

\*\* Please add rows if necessary

- Revise vocabulary  
 ✓ - Modify Research Questions  
 ✓ - Questionnaire Missing

Endorsed by,

Verified by,

.....  
Examiner Name 

.....  
N:  Saman Wasif

Date: .....

Date.....

13-01-2026

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**Note:**

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<input checked="" type="checkbox"/>	<u>THESIS</u>	<input type="checkbox"/>	<u>PROJECT</u>

1. Student Name: Abdul Rehman Malik Enrol # 01-321242-001

**(In case of Project, details of other Members)**

2. Student Name: \_\_\_\_\_ Enrol # \_\_\_\_\_

3. Student Name: \_\_\_\_\_ Enrol # \_\_\_\_\_

**Specialization:** Human Resource Management

**Name of Supervisor:** Saman Wasif

**Examiner's Instructions:** Please fill in the following details.

No.	Corrections required (Suggested by Examiners)	Amendments made	Located on Page
<b>Chapter 1</b>			
	Use the funneling approach for writing introduction (from broader to specific) Revise the problem statement. Revise the last three R Objectives		
<b>Chapter 2</b>			
	Revise the hypothesis by using appropriate academic written expression. Theoretical justification is missing. SET is not appropriate.		
<b>Chapter 3</b>			
	Target respondents needs clarity Sample size requires proper justification.		
<b>Chapter 4</b>			
	Revisit the serial mediation results.		

<b>Chapter 5</b>			
	<i>Be specific and</i>		
	<i>focus on your hypothesis</i>		
<b>Executive Summary/Abstract</b>			
<b>General Comments</b>			
	<i>Approved with changes</i>		

**\*\* Please add rows if necessary**

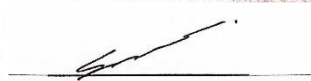
Endorsed by,



Dr. Hafsa Zahur

.....  
Examiner Name

Verified by,



Saman Wasif

Name of Supervisor:

Date: .....13/1/26.....

Date. 19/ 01/ 2026

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