

Impact of Personality Traits on Knowledge Hiding Behaviour

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Abstract—Knowledge is a vital resource in modern organizations, contributing significantly to innovation, performance, and competitive advantage. However, employees often engage in knowledge hiding behaviour, which involves the intentional concealment of requested information. This study investigates the impact of personality traits on knowledge hiding behaviour, using the Big Five personality model as the theoretical framework. A quantitative research design was adopted, and primary data was collected from 81 respondents through structured questionnaires. Statistical tools such as correlation, regression, and ANOVA were used for analysis. The findings reveal that personality traits significantly influence knowledge hiding behaviour. Agreeableness is negatively related to knowledge hiding, whereas neuroticism and dark personality traits show a positive relationship. Demographic factors such as age, gender, and experience do not significantly affect knowledge hiding. The study highlights the importance of psychological and behavioural factors in shaping workplace knowledge dynamics and provides recommendations for fostering a knowledge-sharing culture.

Index Terms—Agreeableness, Conscientiousness, Extraversion, Knowledge Hiding Behaviour, Neuroticism, Openness, Personality Traits

I. INTRODUCTION

Knowledge sharing is a critical component of organizational success, particularly in knowledge-intensive industries. Organizations rely on employees to exchange information, ideas, and expertise to enhance innovation and improve performance. However, employees may engage in knowledge hiding behaviour, which refers to the deliberate withholding of information when requested by others.

As highlighted in your project, knowledge hiding can take forms such as evasive hiding, playing dumb, and rationalized hiding. This behaviour negatively affects teamwork, trust, and organizational effectiveness. Personality traits are an important determinant of individual behaviour in organizations. The Big Five personality model—Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism—provides a comprehensive framework for understanding how individuals respond to workplace situations. This study aims to examine how these personality traits influence knowledge hiding behaviour among employees.

II. LITERATURE REVIEW

Previous studies have established that knowledge hiding is a deliberate and harmful workplace behaviour that reduces collaboration and innovation. Research indicates that personality traits significantly influence knowledge hiding tendencies.

Agreeableness is generally associated with cooperative and supportive behaviour, leading to reduced knowledge hiding. In contrast, neuroticism is linked to anxiety and insecurity, increasing the likelihood of withholding knowledge. Openness to experience is often negatively related to knowledge hiding, as open individuals are more willing to share information.

Theoretical models such as Social Exchange Theory and the Stimulus–Organism–Response (SOR) model explain how personality traits influence internal psychological states, which in turn lead to behavioural outcomes like knowledge hiding.

Despite existing research, there is limited integration of all five personality traits within a single framework, especially in the context of Indian organizations. This study addresses this gap.

III. OBJECTIVES OF THE STUDY

1. To analyse the impact of personality traits on knowledge hiding behaviour
2. To identify the relationship between Big Five traits and knowledge hiding
3. To examine the influence of demographic variables
4. To suggest strategies to reduce knowledge hiding in organizations

IV. RESEARCH METHODOLOGY

A. Research Design

The study adopts a quantitative, cross-sectional research design to examine the relationship between personality traits and knowledge hiding behaviour.

B. Data Collection

Primary data was collected through structured questionnaires from employees in knowledge-intensive sectors. The sample size consists of 81 respondents.

C. Variables

- Independent Variables: Big Five Personality Traits
- Dependent Variable: Knowledge Hiding Behaviour

D. Measurement

Knowledge hiding was measured using three dimensions:

- Evasive hiding
- Playing dumb
- Rationalized hiding

E. Tools Used

Data analysis was conducted using SPSS, including:

- Reliability Analysis
- Correlation Analysis
- Multiple Regression
- ANOVA

F. Analysis of Research Methodology

The research methodology adopted in this study is appropriate for examining the relationship between personality traits and knowledge hiding behaviour. A quantitative cross-sectional design was used, which allows for the collection of data at a single point in time and facilitates the identification of relationships among variables. This design is efficient and suitable for behavioural studies; however, it does not establish causality.

The use of structured questionnaires ensured uniformity in data collection and enabled quantitative analysis. The questionnaire was based on established constructs such as the Big Five personality traits and knowledge hiding dimensions, which enhances the validity of the study. The inclusion of multiple items for each construct improves measurement accuracy and captures the complexity of behavioural variables.

The sample size of 81 respondents is adequate for basic statistical analysis, though a larger sample would improve generalizability. The respondents primarily belong to younger age groups and have limited work experience, which may influence the results and limit applicability across diverse organizational contexts.

Reliability analysis produced a Cronbach's Alpha value of 0.842, indicating strong internal consistency among the measurement items. This suggests that the data collected is reliable and suitable for further statistical analysis.

The study employed appropriate statistical tools including correlation analysis, multiple regression, and ANOVA. Correlation analysis helped identify relationships between variables, while regression analysis confirmed the predictive power of personality traits on knowledge hiding behaviour. ANOVA and t-tests were used to assess differences across demographic variables, although no significant differences were found.

Despite its strengths, the methodology has certain limitations. The reliance on self-reported data may introduce bias such as social desirability bias. The cross-sectional nature of the study restricts the ability to observe changes over time. Additionally, the study focuses primarily on personality traits and does not incorporate other important variables such as organizational culture or leadership style.

Overall, the research methodology is robust and suitable for achieving the study objectives. The combination of reliable measurement scales and

appropriate statistical tools provides meaningful insights into the relationship between personality traits and knowledge hiding behaviour.

V. RESULTS AND DISCUSSION

A. Reliability Analysis

The Cronbach's Alpha value was 0.842, indicating good internal consistency and reliability of the measurement scale

B. Correlation Analysis

The results show:

- Agreeableness has a significant negative relationship with knowledge hiding
- Neuroticism has a significant positive relationship
- Dark personality traits strongly increase knowledge hiding

C. Regression Analysis

The regression model is statistically significant ($F = 14.525$, $p < 0.001$), indicating that personality traits collectively predict knowledge hiding behaviour.

D. Demographic Analysis

The results indicate that gender, age, and experience do not have a significant impact on knowledge hiding behaviour.

VI. CONCLUSION

The study concludes that personality traits play a crucial role in influencing knowledge hiding behaviour. Agreeableness reduces the likelihood of knowledge hiding, while neuroticism and dark traits increase it. Demographic factors were found to be insignificant predictors.

The findings emphasize the importance of focusing on psychological and behavioural aspects rather than demographic characteristics to improve knowledge sharing in organizations.

APPENDIX

Appendix A: Questionnaire

The questionnaire used in this study consisted of two sections:

Section 1: Demographic Details

- Gender
- Age Group
- Years of Experience

Section 2: Personality Traits (Big Five)

(5-Point Likert Scale: Strongly Disagree to Strongly Agree)

- I am open to new ideas and experiences (Openness)
- I complete tasks efficiently and responsibly (Conscientiousness)
- I enjoy interacting with others (Extraversion)
- I am cooperative and considerate towards others (Agreeableness)
- I often feel anxious or stressed (Neuroticism)

Appendix B: Knowledge Hiding Behaviour Scale

- I provide incomplete information when asked
 - I pretend not to know the requested information (Playing Dumb)
 - I delay sharing knowledge intentionally
 - I justify not sharing knowledge (Rationalized Hiding)
 - I avoid giving direct answers to colleagues
- (All items were measured using a 5-point Likert scale)

Appendix C: Statistical Summary

- Sample Size: 81 respondents
- Cronbach's Alpha: 0.842
- Statistical Tools Used:
 - Correlation Analysis
 - Regression Analysis
 - ANOVA

Appendix D: Conceptual Framework

The conceptual framework of the study includes:

- Independent Variables:
Big Five Personality Traits (Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism)
- Dependent Variable:
Knowledge Hiding Behaviour
- Dimensions of Knowledge Hiding:
 - Evasive Hiding
 - Playing Dumb
 - Rationalized Hiding

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