

Influence of Leader Bottom-line Mentality on Employee Knowledge Hiding from the Perspective of Social Exchange

Mugang Yang^{1*}

¹ College of Business Administration, Anhui University of Finance and Economics, Bengbu, China

Email Address

yimg980818@163.com (Mugang Yang)

*Correspondence: yimg980818@163.com

Received: 6 August 2024; **Accepted:** 22 August 2024; **Published:** 5 September 2024

Abstract:

With the increasingly fierce market competition environment, leader bottom-line mentality (BLM) is increasingly common. It refers to the one-dimensional thinking mode oriented towards economic profit and ignores other important matters. Existing research has revealed the damaging effects of this mindset, but little attention has been paid to how employees' knowledge hiding is affected. Based on this, this study discusses the influence mechanism and boundary condition of leader BLM on employee knowledge hiding from a social exchange perspective. Through the 308 questionnaire analysis, the results show that: (1) leader BLM positively affects employee knowledge hiding; (2) Work alienation plays a mediating role, that is, leader BLM promotes knowledge hiding by triggering employee work alienation; (3) Justice sensitivity plays a moderating role in the above relationship. When employees' justice sensitivity is higher, they are more likely to intensify work alienation due to the leader BLM; on the contrary, when employees' justice sensitivity is lower, their work alienation will be alleviated. Finally, this study puts forward some suggestions for the practice of enterprise management.

Keywords:

Leader Bottom-line Mentality, Knowledge Hiding, Work Alienation, Justice Sensitivity

1. Introduction

With the increasingly uncertain and dynamic market environment, the competition between enterprises has become more intense, and organizations are inevitably facing greater survival and development pressure. In this context, more and more leaders are obsessed with maximizing profits and forget about corporate social responsibility, organizational norms, and employee needs. Greenbaum et al. [8] refer to this one-dimensional mode of thinking with the sole goal of financial gain, ignoring other matters of equal importance, as the "bottom-line mind". Several studies have shown that leader BLM does not necessarily motivate employees to work hard to achieve

bottom-line results, on the contrary, it may also lead to employees' negative behaviors, such as cheating [5], social undermining [8], pro-organizational unethical behavior [1], etc. Given this, it is necessary for us to pay close attention to the negative effects of this thinking mode to avoid its adverse impact on the sustainable development of the organization.

Besides that, the importance of knowledge sharing has become increasingly prominent, which can stimulate the team's innovative thinking, promote cooperation within the organization, improve the overall work efficiency, and then win the advantage for the organization in the fierce market competition [16]. However, it is regrettable that the phenomenon of employee knowledge hiding in the organization is common. Knowledge hiding is that employees intentionally hide or retain their own knowledge and are unwilling to share it with colleagues. The reason behind this behavior may be that employees are not motivated enough to share knowledge out of concern about their professional status, fear of losing their competitive edge, or the lack of effective incentive mechanisms in the organization. Therefore, negative leadership styles, such as exploitative leadership [9] and abusive leadership [21], are important factors that lead to the hidden knowledge of employees, but little is known about how the leader BLM affects this behavior. In fact, the leader's emphasis on the uniqueness of the bottom-line results will create a win-or-lose competitive atmosphere in the organization [2], which may cause employees to protect knowledge and avoid knowledge leakage to avoid being disadvantaged themselves. At the same time, leaders only focus on achieving the bottom line while ignoring other important matters is unfair to employees, who may not be rewarded accordingly even if they have accomplished their tasks, which will make it difficult to motivate employees to proactively share their knowledge in the workplace.

Social exchange theory points out that individual behavior is essentially a special exchange, including both economic and emotional exchange, and individuals decide which behavior to engage in based on the perceived effort and return [11]. Specifically in the workplace environment, when employees truly feel more care and concern from the organization, and are endowed with more well-being and valuable growth opportunities, they tend to be grateful and then return to the organization with a more proactive work attitude and efficient work behavior [20]. However, there is a sharp contrast in the existence of the leader BLM, which emphasizes the achievement of goal results, but pays little attention to the real needs of employees [8]. This undoubtedly destroys the balance between effort and return and brings non-negligible emotional damage to employees' hearts, resulting in their sense of alienation from work [12]. In order to restore equality in the exchange relationship or to speak out against unfair treatment, employees may reduce active knowledge sharing at work. In other words, work alienation may play a mediating role between leader BLM and employee knowledge hiding.

Furthermore, the process of social exchange is also influenced by individual characteristics. Since the leader BLM is to some extent the destruction of organizational justice, this study intends to examine the moderating effect of employee justice sensitivity on the above process. Justice sensitivity is a trait that describes the degree to which an individual perceives that he or she has been treated unfairly and how strongly he or she reacts to the perceived injustice [18]. Due to the different levels of justice sensitivity, some individuals are indifferent to the behavior of destroying justice and will not make a huge contrast [13]. Other individuals, when confronted with injustice, feel deeply offended and develop strong negative emotions

[7]. This will accelerate the loss of their emotional resources, making them more and more psychologically distant from the organization, and aggravating work alienation. In this state, they will gradually lose the willingness to return to the organization, and adopt self-protection strategies in their work to avoid sharing their knowledge with more people.

This paper aims to make the following contributions. First of all, the influence of leadership's bottom line mind on employees' knowledge hiding is discussed from the aspect of knowledge transfer, which enriches the relevant theoretical research content. Secondly, based on the social exchange theory, this study examines the mediating effect of work alienation and reveals the mechanism of the hidden influence of leader BLM on employee knowledge hiding. Finally, the research discusses the moderating effect of justice sensitivity and broadens the boundary conditions for the influence of leader BLM. In addition, this study also provides some recommendations for organizational management practices, that is, how to inhibit knowledge hiding in the workplace while focusing on the bottom line.

2. Theoretical Background and Hypotheses

2.1. Social exchange theory

Social exchange theory, first proposed by American sociologist George Homans, holds that "seeking advantages and avoiding disadvantages" is the basic behavioral principle of people, and all social activities of people can be reduced to an exchange relationship [11]. The social exchange includes not only the exchange of material goods but also the exchange of non-material goods such as help, praise, and emotion. In the exchange relationship, both parties should follow the principle of "reciprocity". If both parties in the exchange relationship get their expected returns in the exchange, it will strengthen the emotional bond between the two parties; otherwise, the social exchange relationship will be destroyed and cannot be sustained in the long run. This theory provides a good theoretical perspective for the study of organizational behavior and human resource management, especially the study of the relationship between leadership and employee behavior. Accordingly, based on the social exchange theory, this study intends to explore the influence of leader BLM on employee knowledge hiding.

2.2. Leader BLM and knowledge hiding

Leader BLM mainly refers to the thinking mode that focuses too much on profit performance while ignoring other equally important matters [8]. This preference shows a strong utilitarian, easy to create a strong competitive atmosphere in the working environment [2], and presents a low-quality exchange relationship [17]. Knowledge hiding refers to the behavior in which employees intentionally conceal or retain their knowledge in the workplace and do not share it with others. Usually in the fierce competition environment and unequal reciprocity process, employees have a higher sense of self-protection and are more likely to trigger the desire to protect knowledge [19]. Therefore, leader BLM may be an important antecedent that triggers employee knowledge hiding. Specifically, leaders with bottom-line thinking set standards for behavior and performance, letting employees know what requirements should not be crossed. Subordinates will realize that if they do not work to improve their performance, they may face negative consequences such as criticism, demotion, or even elimination. As a result, employees are trying to avoid being the one who

performs poorly and want to show their reliability and value to their leaders. In this process, they will try to avoid sharing knowledge with others to ensure their competitive advantage, which weakens the flow of knowledge resources within the organization. In addition, according to the social exchange theory [11], equal benefit exchange between employees and organizations is an important basis for employees to increase their work input. However, this bottom-line management style emphasizes the realization of results while ignoring employees' well-being greatly damages this exchange relationship. In order to maintain the balance of exchange relationship, employees will reduce their active behavior at work, or hide knowledge in response to unfair treatment [4]. Therefore, this paper proposes the following hypothesis:

H1: leaders BLM has a positive impact on knowledge hiding

2.3. The mediating role of work alienation

Social exchange theory points out that in addition to the exchange of economic interests, the exchange of emotions is also an important part of the employment relationship between organizations and employees [11]. Work alienation refers to the individual's disagreement or lack of belonging to the organization's goals, values, and culture. [15]. Usually, when employees feel that the organization provides them with good career development opportunities, fair treatment, and reward mechanisms, as well as a supportive and humane working environment, they will increase their emotional attachment and support to the organization, resulting in higher work enthusiasm [12]. However, leader BLM mainly emphasizes the uniqueness of bottom-line results, which makes it difficult to meet employees' emotional needs. When employees think that efforts can not get due treatment and reward, and their emotional needs are not paid attention to, they will re-evaluate the relationship between themselves and the organization, reduce their identification and belonging to the organization, and have work alienation. In addition, such preference shows strong utilitarianism and creates a benefits-first atmosphere in the work environment [14], which further impacts the values of employees, making them feel that their efforts are valuable only when they bring clear results, weakening their sense of belonging and identity to the organization and resulting in work alienation.

According to social exchange theory, low-quality emotional exchange will have a significant impact on employees' behavior choices [11]. Work alienation is often not conducive to employees' emotional belonging and identification with the organization, and is a key factor that inhibits their initiative in work. When employees' work alienation is low, they will volunteer more effort, proactively solve problems at work, and proactively seek opportunities to improve work processes and enhance work performance [12]. This inside-out motivation makes employees more willing to invest in innovation and cooperation, thus displaying more knowledge sharing behaviors. However, when employees have a high work alienation from work, they lack enthusiasm and responsibility for work, and feel that there is conflict between themselves and the organization [6]. As a result, they lack initiative in work and are unwilling to share knowledge with colleagues too much. Based on the above analysis, leader BLM is destructive to the emotional exchange between employees and organizations, promotes employees' work alienation, reduces the sense of meaning of work, and inhibits their willingness to share knowledge. Therefore, this paper proposes the following hypothesis:

H2: work alienation plays a mediating role between leader BLM and knowledge hiding

2.4. The moderating effect of justice sensitivity

Justice sensitivity is a characteristic of an individual's perceived tendency and response to fair or unfair treatment [18]. It reflects the individual's sensitivity to equity issues in social interactions and organizational contexts. When individuals with different levels of justice sensitivity face the same situation, there are significant differences in their perception and reaction degree. When leaders pay too much attention to profit performance while ignoring employees, individuals with high sensitivity to justice can immediately perceive the injustice contained in such management practices, which quickly causes their inner dissatisfaction and disappointment, and then produces a series of negative reactions, such as reducing their enthusiasm and commitment to work. This further leads to a decline in their sense of belonging and loyalty to the organization, exacerbating employees' work alienation. In contrast, individuals with low justice sensitivity tend to view this bottom-line thinking as a normal decision-making process for leaders in the performance of their managerial responsibilities [13]. Therefore, they do not have strong dissatisfaction and resistance emotions, just a relatively peaceful attitude to deal with. Consequently, the positive influence of the leader BLM on work alienation will be weakened accordingly. Based on this, this paper proposes that:

H3: Justice sensitivity plays a positive moderating role between leader BLM and work alienation.

According to the above analysis, the theoretical model built is shown in Figure 1:

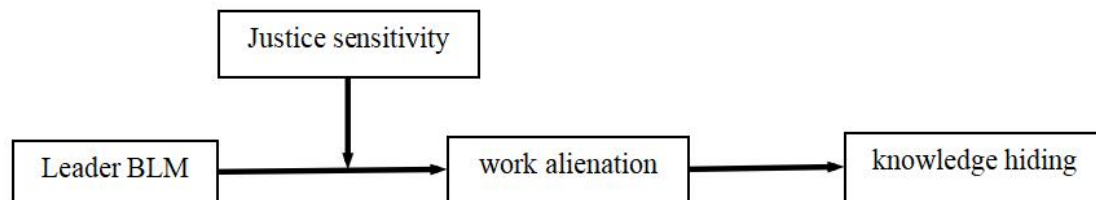


Figure 1. Theoretical model.

3. Methods

3.1. Participants and procedure

The data of this study came from high-tech enterprises in several provinces in China. A total of 380 questionnaires were sent out, and 342 were initially recovered. After eliminating 34 incomplete questionnaires filled in a short time, 308 valid questionnaires were finally obtained. Male 54.9%, female 45.1%; The population was 28.9% under the age of 25, 27.2% from 26 to 35, 27.0% from 36 to 45, and 16.9% from 46 years of age or older. In terms of years of working, 20.5% were 1 year or less, 23.1% were 1 to 3 years, 14.8% were 3 to 5 years, and 41.6% were more than 5 years.

3.2. Measures

The scales used in this study are well-established and widely recognized. The meaning of the questionnaire was expressed through the back-translation method, and the scale was measured by the Likert five-point scoring method.

Leader bottom-line mentality. Using the four-item scale developed by Greenbaum et al. [1], the typical item is “my leader values economic goals above all else” (Cronbach’s $\alpha = 0.855$).

Knowledge hiding. Employing the 12-item scale compiled by Connelly et al. (2012), with representative items such as “When a colleague asks me for knowledge, I will agree to help him on the surface, but I do not intend to really help him” (Cronbach’s $\alpha = 0.896$).

Work alienation. The scale developed by Nair & Vohra [15] was used, with a total of 8 items, such as “Facing my daily work tasks makes me feel miserable and boring” (Cronbach’s $\alpha = 0.879$).

Justice sensitivity. Adopting the scale prepared by Schmitt et al. [18], which has 10 items, including “I can’t stand people getting something for nothing” (Cronbach’s $\alpha = 0.889$).

Control variables. In this study, demographic variables such as gender, age, and tenure were controlled.

4. Results

4.1. Validity and Reliability

In this study, the Cronbach’s coefficient values of all variables were more than 0.7, indicating that the reliability of the scale was high. Secondly, the fitting effect of each model was tested by confirmatory factor analysis, as shown in Table 1, among which the four-factor model had the best fitting effect ($\chi^2/df=1.09$, CFI=0.997, TLI=0.996, IFI=0.997, RMSEA=0.017), indicating high discriminative validity among variables.

Table 1. Results of confirmatory factor analysis.

Model	χ^2/df	CFI	TLI	IFI	RMSEA
Four-factor model (LBLM, WA, KH, JS)	1.09	0.997	0.996	0.997	0.017
Three-factor model (LBLM+WA, KH, JS)	7.57	0.775	0.736	0.776	0.146
Two-factor model (LBLM+WA+KH, JS)	13.41	0.568	0.502	0.570	0.201
Single-factor model (LBLM+WA+KH+JS)	22.78	0.235	0.125	0.239	0.266

Note(s): LBLM = leader bottom-line mentality, WA = Work alienation, KH = Knowledge hiding, JS = Justice sensitivity. The same as below

4.2. Common method bias

This study used the Harman single-factor test to examine common method bias. The results show that four factors with eigenvalues greater than 1 are obtained by unrotated principal component factor analysis, and the variance explained by the first factor is 25.62%, which is less than the critical standard of 40%, indicating that there is no serious common method bias problem.

4.3. Descriptive statistics and correlation analysis

The results of descriptive statistical analysis and correlation analysis are shown in Table 2. The results showed that leader BLM positively affected work alienation ($r=0.263$, $p<0.01$) and knowledge hiding ($r=0.154$, $p<0.01$). Then work alienation promoted knowledge hiding ($r=0.193$, $p<0.01$). The above correlation analysis results preliminarily confirm the research hypothesis.

Table 2. Descriptive statistics and correlation analysis results.

Variables	M	SD	1	2	3	4	5	6	7
1.Gender	1.450	0.498	1						
2.Age	2.320	1.066	0.060	1					
3.Tenure	2.780	1.191	0.006	0.790**	1				
4.LBLM	3.265	1.044	0.044	-0.037	0.004	1			
5.WA	3.197	1.009	0.011	-0.070	-0.102	0.263**	1		
6.JS	3.201	1.184	-0.043	0.008	-0.004	-0.146*	0.008	1	
7.KH	3.180	1.062	0.018	0.055	0.021	0.154**	0.193**	0.169	1

Note(s): $N = 404$. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$. The same as below

4.4. Hypotheses test

This study further verified the hypothesis through hierarchical regression analysis, and the results were shown in Table 3. According to the results of M5 in Table 3, leader BLM positively affects knowledge hiding ($\beta=0.159$, $p<0.01$), so hypothesis H1 is supported. According to the results of M2, leader BLM has a promoting effect on work alienation ($\beta=0.266$, $p<0.001$). Model M6 incorporates both leader BLM and work alienation into the regression equation, and the results show that work alienation positively affects knowledge hiding ($\beta=0.165$, $p<0.01$). However, the promotion effect of the main effect was significantly decreased ($\beta=0.115$, $p<0.05$), indicating that work alienation partially mediated the relationship between the leader BLM and knowledge hiding. Hypothesis H2 was verified.

Table 3. Results of the hierarchical regression analysis.

Variables	WA			KH		
	M1	M2	M3	M4	M5	M6
Gender	0.011	-0.003	0.001	0.013	0.055	0.005
Age	0.028	0.058	0.049	0.099	0.117	0.107
Tenure	-0.124	-0.149*	-0.147	-0.057	-0.072	-0.047
LBLM		0.266***	0.258***		0.159**	0.115*
WA						0.165**
JS			0.017			
LBLM×JS			0.193**			
R ²	0.011	0.081	0.119	0.004	0.029	0.055
ΔR ²	0.011	0.070	0.036	0.004	0.025	0.025
F	1.108	6.679***	6.798***	0.451	2.296*	3.483**

Hierarchical regression analysis was used to verify the moderating effect of justice sensitivity on the leader BLM and work alienation. When constructing the cross-multiplicative terms of the regulatory variable and the independent variable, the leader BLM and justice sensitivity are standardized respectively to eliminate the collinearity effect. It can be seen from the results of M3 in Table 3 that interaction terms have a significant positive moderating effect on work alienation ($\beta=0.193$, $p<0.01$), so it is assumed that H3 passes the test. In order to visually demonstrate the moderating effect of justice sensitivity, this study drew a schematic diagram of the regulating effect, as shown in Figure 2.

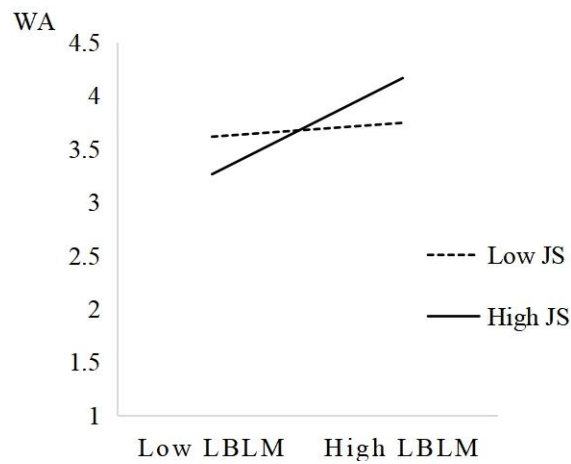


Figure 2. Moderating effect of justice sensitivity.

5. Discussion

Based on the social exchange theory, this study discusses the relationship between the leader BLM and employee knowledge hiding. The results of 308 questionnaires show that: (1) The leader BLM has a positive impact on knowledge hiding; (2) Work alienation plays a mediating role between leader BLM and knowledge hiding. That is, leader BLM decreases the quality of exchange between employees and their organization, causing employees to work alienation and making them lack a proactive attitude and motivation in work, thus leading to their knowledge hiding. (3) Justice sensitivity positively moderates the influence of leader BLM on work alienation. When individuals have a high justice sensitivity, they are more sensitive to the injustice events reflected in the leader BLM which leads to their inner dissatisfaction, disappointment, and other negative emotions, thereby intensifying employee work alienation. When individuals are less sensitive to justice, they tend to treat it with a relatively peaceful attitude, which will mitigate the influence of leader BLM on work alienation.

6. Theoretical Contributions

First, the conclusions of this study are consistent with those of existing studies, that is, the leader BLM is prone to bring negative results to organizations. It not only triggers employee cheating [5], social undermining [8], and pro-organizational unethical behavior [1], but also causes employees to knowledge hiding in the workplace. This conclusion enriches the research on the influence of leader BLM and the antecedents of employee knowledge hiding.

Second, from the perspective of social exchange, this study reveals the hidden influence mechanism of leader BLM on employee knowledge hiding. The equal exchange relationship between employees and organizations is greatly influenced by the behaviors and attitudes of leaders. In addition to the exchange of interests, the influence of the affective exchange between superiors and subordinates on the subsequent behaviors of employees cannot be ignored [3]. This paper examines the mediating role of work alienation and explains how leader BLM promotes knowledge

hiding by influencing employees' negative emotions. This provides a new perspective for the follow-up research.

Finally, although it has been confirmed by relevant studies that leader BLM destroys organizational justice to some extent [17], no scholars have examined its boundary control effect from the perspective of justice sensitivity. In this regard, this study verifies the moderating effect of employees' justice sensitivity from the aspect of personal characteristics, and expands the boundary conditions for the influence of leader BLM.

7. Implications for Practice

First, leaders should carefully grasp the expression and application of the bottom line to avoid excessive emphasis on performance during the management process. Otherwise, it will cause a negative interest exchange between employees and organizations, and then lead to employee knowledge hiding. Leaders should strive to create an open, trusting, and inclusive organizational atmosphere, explicitly encourage knowledge sharing and cooperation, and stimulate employees' willingness to actively share knowledge through positive communication channels and incentive mechanisms.

Second, leaders must pay close attention to the emotional changes of employees, so as to reduce their sense of work alienation in many aspects, such as optimizing work design, making work tasks more interesting, and enhancing employees' sense of the meaning of work. Provide a comprehensive career development path and training opportunities, so that employees can see their growth in the organization; Establish a good team cooperation mechanism, promote communication and mutual assistance among employees, and enhance the sense of belonging of employees.

Finally, leaders need to pay full attention to the differences in employees' justice sensitivity. In management decision-making, ensure the fairness and transparency of decision-making, and meet the psychological needs of employees with different justice sensitivities. Strengthen communication and feedback mechanisms, timely understand employees' feelings on fairness, give full attention to employees' opinions, and respond positively. By creating a fair organizational environment, employees can have positive emotional experiences, enhance their emotional attachment to work, and share knowledge resources in the workplace, which is conducive to the improvement of organizational performance.

8. Conclusions

This study mainly obtains cross-sectional data through employee self-assessment, which is difficult to measure the dynamic relationship between leader BLM and employee knowledge hiding. Further research can be conducted through longitudinal data collection in the future. In addition, this paper discusses the relationship between the leader BLM and knowledge hiding by constructing the framework of social exchange, but it does not exclude the existence of other explanation mechanisms, such as cognition, motivation, etc. Future studies can establish a new theoretical analysis framework from other perspectives. Finally, regarding the boundary conditions of leader BLM, this paper discusses the regulating effect of justice sensitivity from the aspect of individual characteristics, which can be discussed from the aspects of organizational context and the relationship between superiors and subordinates in the future.

Conflicts of Interest

The author declares that there is no conflict of interest regarding the publication of this article.

Funding

This work was supported by Anhui University of Finance and Economics Graduate Research Innovation Fund Project Name: The double-edged sword effect of leader bottom-line mentality on employee pro-organizational unethical behavior (Project Number: ACYC2022097).

References

- [1] Babalola, M.T.; Mawritz, M.B.; Greenbaum, R.L.; Ren, S.; Garba, O.A. Whatever it takes: How and when supervisor bottom-line mentality motivates employee contributions in the workplace. *Journal of Management*, 2021, 47(5), 1134-1154.
- [2] Babalola, M.T.; Ren, S.; Ogbonnaya, C.; Riisla, K.; Soetan, G.T.; Gok, K. Thriving at work but insomniac at home: Understanding the relationship between supervisor bottom-line mentality and employee functioning. *Human Relations*, 2022, 75(1), 33-57.
- [3] Buch, R. Leader-member exchange as a moderator of the relationship between employee-organization exchange and affective commitment. *The International Journal of Human Resource Management*, 2015, 26(1), 59-79.
- [4] Choi, W.; Kim, S. L.; Yun, S. A social exchange perspective of abusive supervision and knowledge sharing: Investigating the moderating effects of psychological contract fulfillment and self-enhancement motive. *Journal of Business and Psychology*, 2019, 34, 305-319.
- [5] Farasat, M.; Azam, A.; Hassan, H. Supervisor bottom-line mentality, workaholism, and workplace cheating behavior: the moderating effect of employee entitlement. *Ethics & Behavior*, 2021, 31(8), 589-603.
- [6] Fatima, T.; Majeed, M.; Shah, S.Z. Jeopardies of aversive leadership: A conservation of resources theory approach. *Frontiers in psychology*, 2018, 9, 1935.
- [7] Gollwitzer, M.; Schmitt, M.; Schalke, R.; Maes, J.; Baer, A. Asymmetrical effects of justice sensitivity perspectives on prosocial and antisocial behavior. *Social Justice Research*, 2005, 18, 183-201.
- [8] Greenbaum, R. L.; Mawritz, M. B.; Eissa, G. Bottom-line mentality as an antecedent of social undermining and the moderating roles of core self-evaluations and conscientiousness. *Journal of Applied Psychology*, 2012, 97(2), 343.
- [9] Guo, L.; Cheng, K.; Luo, J. The effect of exploitative leadership on knowledge hiding: a conservation of resources perspective. *Leadership & Organization Development Journal*, 2021, 42(1), 83-98.
- [10] Herdman, A.O.; Yang, J.; Arthur, J.B. How does leader-member exchange disparity affect teamwork behavior and effectiveness in work groups? The

- moderating role of leader-leader exchange. *Journal of Management*, 2017, 43(5), 1498-1523.
- [11] Homans, G.C. Social behavior as exchange. *American Journal of Sociology*, 1958, 63(6), 597-606.
- [12] Jiang, H.; Chen, Y.; Sun, P.; Li, C. Authoritarian leadership and employees' unsafe behaviors: The mediating roles of organizational cynicism and work alienation. *Current Psychology*, 2019, 38(6), 1668-1678.
- [13] Liu, S.; Luksyte, A.; Zhou, L.E.; Shi, J.; Wang, M.O. Overqualification and counterproductive work behaviors: Examining a moderated mediation model. *Journal of Organizational Behavior*, 2015, 36(2), 250-271.
- [14] Mesdaghinia, S.; Rawat, A.; Nadavulakere, S. Why moral followers quit: Examining the role of leader bottom-line mentality and unethical pro-leader behavior. *Journal of Business Ethics*, 2019, 159, 491-505.
- [15] Nair, N.; Vohra, N. Developing a new measure of work alienation. *Journal of Workplace Rights*, 2009, 14(3).
- [16] Pee, L.G.; Min, J. Employees' online knowledge sharing: the effects of person-environment fit. *Journal of Knowledge Management*, 2017, 21(2), 432-453.
- [17] Quade, M.J.; McLarty, B.D.; Bonner, J.M. The influence of supervisor bottom-line mentality and employee bottom-line mentality on leader-member exchange and subsequent employee performance. *Human Relations*, 2020, 73(8), 1157-1181.
- [18] Schmitt, M.; Gollwitzer, M.; Maes, J.; Arbach, D. Justice sensitivity. *European Journal of Psychological Assessment*, 2005, 21(3), 202-211.
- [19] Sofyan, Y.; De Clercq, D.; Shang, Y. Does intraorganizational competition prompt or hinder performance? The risks for proactive employees who hide knowledge. *Personnel Review*, 2023, 52(3), 777-798.
- [20] Umrani, W.A.; Bachkirov, A.A.; Nawaz, A.; Ahmed, U.; Pahi, M.H. Inclusive leadership, employee performance and well-being: an empirical study. *Leadership & Organization Development Journal*, 2024, 45(2), 231-250.
- [21] Wang, C.; Feng, J.; Li, X. Allies or rivals: how abusive supervision influences subordinates' knowledge hiding from colleagues. *Management Decision*, 2021, 59(12), 2827-2847.



© 2024 by the author(s); licensee International Technology and Science Publications (ITS), this work for open access publication is under the Creative Commons Attribution International License (CC BY 4.0). (<http://creativecommons.org/licenses/by/4.0/>)