



NEGATIVE EMOTIONS IN THE WORKPLACE (JEALOUSY AND ENVY) AND THEIR IMPACT ON KNOWLEDGE HIDING BEHAVIOR

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Abstract

Over the past years, researchers in the field of positive organizational behavior have focused on managing positive emotions and behaviors in the workplace, while neglecting research on negative emotions and behaviors. This paper aims to explore the impact of negative emotions (jealousy and envy) in the workplace on Knowledge hiding behavior. This survey was conducted on (110)employees working in car repair shops in Amarah, a city in the Republic of Iraq. Participants were targeted using an electronic questionnaire designed for this purpose, and the data were analyzed using (SmartPLS) for structural equation modeling. The results concluded that negative emotions influence Knowledge hiding behavior, and that the most effective emotion in hiding knowledge among car repair shop employees is envy, while jealousy does not play a significant role in this relationship. Therefore, it is necessary to create a fair work environment where every employee feels entitled to rewards and respect. This requires establishing clear and transparent procedures and developing incentive programs that respect equality and equal opportunities.

Keywords: Negative emotions, knowledge hiding behavior, Car maintenance workshop workers.

1. Introduction

The role of emotions in the workplace has been a research topic of increasing interest since the 1990s(Bauer & Spector, 2015). Because emotion is at the heart of the human experience(Muchinsky, 2000). Working five or six days a week for



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eight hours or more in auto repair shops creates an emotionally charged environment because most workers spend a large part of their lives in the shop. Therefore, emotions prevail and impose challenges and demands on workers, which increases the range of intensity of these emotions, whether positive or negative(Cleary et al., 2016).

Researchers have shown increasing interest in negative emotions among employees in the workplace because of the negative consequences these emotions have on employees and the work environment(De Clercq & Saridakis, 2015). Because it leads to poor physical and mental health of workers, whether at work or after it(Feinberg et al., 2020). It also leads to decreased job satisfaction, increased desire to leave work, deterioration of personal relationships, decreased cooperation, and disintegration of team cohesion(Bindra et al., 2025). Negative emotions are emotional states triggered by an individual's inability to control events and are essentially reactions to social threats(Vecchio, 2000). Its sources include: poor communication between individuals, destructive administrative leadership, poor task management, problems with professional development, insufficient wages, problems with health and rest time, and conflicts in personal relationships(Yang et al., 2020). To understand the role of negative emotion in the organizational context, Bauer & Spector (2015) identified seven separate negative emotions that can be present in the workplace (anger, jealousy, envy, boredom, shame, anxiety, and sadness). Jealousy and envy are psychological phenomena of great importance in the workplace due to their strong emotional impact on employees(Erdil & Müceldili, 2014). Competition among auto repair shop workers over scarce resources related to rewards and other benefits: promotion, reputation and experience, trust and respect from the shop owner(Zineldin & Hytter, 2012). The rapid technological development in the modern automobile industry and the introduction of electronic sensors and computers in the automobile industry also causes social comparison among workers, as most workers in auto repair shops lack the knowledge and skills necessary to use modern equipment in the automobile industry, which makes the traditional skills of workers in auto repair shops useless(OGUGUO, 2012). because the performance of employees is linked to their rewards, there is no objective reward system that takes into



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account the capabilities of employees in car maintenance workshops (Michal & Jana, 2014). In addition to having a small portion of technical skills and lacking non-technical skills and competencies (soft skills) that play a prominent role in the individual's participation in the modern work environment (OLAITAN OLAWALE.O & IKEH JOSHUA. O, 2015). This makes auto repair shop workers realize that others have the capabilities, skills, or organizational resources they desire but cannot obtain, and thus they will feel negative emotions such as jealousy and envy (Xu et al., 2021). Employees who experience these emotions may risk their organizational efforts and may avoid exhibiting organizational citizenship behaviors in the workplace that relate to cooperation and helping others (Kahya & Durak, 2022). Negative emotions are likely to push employees to engage in counterproductive behaviors in the workplace, such as knowledge hiding behavior (Lin, 2013). Which refers to a deliberate attempt by an individual to withhold information, ideas, and experiences requested by another person (Arshad & Ismail, 2018). It consists of three dimensions (Evasive Hiding, Playing Dumb, Rationalized Hiding) Workshop owners may benefit from employees' sense of ownership of their workplace. This sense of ownership can foster a sense of responsibility toward workplace goals, which can lead to protective behavior against competitors. However, at the same time, this sense of ownership can have negative consequences for the workplace. For example, workshop workers may engage in knowledge-hiding behavior to retaliate against others or to undermine social (Abubakar et al., 2019). Although knowledge-hiding behaviors are not always harmful, the negative impact of this behavior on the work environment should not be underestimated. Examples of this include increased negative emotions, decreased confidence, and decreased productive performance (Shen et al., 2025). Although knowledge sharing is beneficial to the maintenance workshop, many employees are still reluctant and reluctant to share their knowledge with their colleagues because they consider the personal cost they incur as a result of knowledge sharing, such as the fear of losing power and status or having their value diminished. This creates conflict in the work environment and harms the fabric of personal relationships, leading to a decline in the performance of employees in the workshop (Nadeem et al., 2020).



The purpose of this study is to explore the relationship between negative workplace emotions such as jealousy and envy and knowledge hiding behavior (Evasive Hiding, Playing Dumb, Rationalized Hiding) theoretically and practically, and to determine which of jealousy or envy has the most influence on knowledge hiding behavior and to reduce the practice of knowledge hiding behavior as much as possible. Moreover, this research is expected to fill a gap in the literature of organizational behavior and knowledge management and contribute to increasing empirical studies on negative emotions and knowledge hiding behavior, while at the same time intensifying cognitive efforts by business administration researchers in the Republic of Iraq to pay attention to car maintenance shop owners as they suffer from real research neglect to develop their skills and capabilities.

2. Theoretical literature

2.1. Negative emotions in the workplace (jealousy, envy)

The social relationships that arise within the organization are what determine the organization's efficiency, which necessitates identifying and explaining the factors that negatively affect these relationships, as they represent an important aspect of research in the social sciences. Among these negative manifestations are negative emotions (Skolik, 2024). Emotion is a short-term response to specific events. It is derived from the Latin word "promotionem," meaning to move forward (Erdil & Muceldili, 2014). Emotion is referred to as an emotional reaction to an important event, and it is a dynamic phenomenon within the individual. (De Longis et al., 2022). It is also known as a psychological state of limited duration accompanied by behavior (Zineldin & Hytter, 2012). Researchers often confuse this term with other concepts such as mood, affect, and emotions, as they are used interchangeably. Reactions cannot be considered emotional unless the following conditions are met: the emotional episode, meaning it is directed around an important event, includes physical changes, contains a perceptual or cognitive event, the emotional reaction is derived from the emotional stimulus, and is based on evaluation (Ashkanasy & Dorris, 2017). Negative emotions affect individuals' attitudes and behaviors and stimulate behaviors that are inconsistent with the work environment (Rispens &



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Demerouti, 2016). It also affects the performance and well-being of employees because it creates a hostile work environment filled with conflict, gossip, and blatant competition, harms professional reputation, and reduces organizational citizenship behaviors(Zurriaga et al., 2018). Negative emotions refer to an emotional state that an individual is exposed to and consists of three dimensions: physical detachment, psychological repetition, and depletion. The first refers to the individual's detachment from his social network, while the second refers to psychological instability due to the individual's expectation of repeated exposure to these emotions. The last refers to the individual's depletion of his psychological, physical, and mental energy as a result of his exposure to these emotions(Chu, 2014). Negative emotions also indicate that they are an immediate reaction to the individual's exposure to psychological pressure resulting from stressful work events(Yu et al., 2021). Social comparison is when people compare their output to others(Kahya & Durak, 2022). Differential treatment stimulates negative emotions such as jealousy and envy(Bindra et al., 2025). Jealousy refers to a relatively unwanted emotional state that arises from the threat or loss of a valued relationship with another person due to the presence of an actual or imagined rival for the other person's attention(Zurriaga et al., 2018). Envy refers to the negative feelings that arise from the envious individual's perception that the target (the envied person) is superior in terms of an achievement, possession, or quality that they lack and want to possess. This leads to negative psychological and behavioral consequences(Al-Abedi, 2021).

2.2. Knowledge hiding behavior

Knowledge hiding behavior is explained according to the psychological ownership perspective as an emotional state in which individuals feel that knowledge is theirs(Serenko & Bontis, 2016). It refers to a deliberate attempt by an individual to withhold information, skills, or expertise requested by another person(Connelly et al., 2012). Through three Dimensions (Evasive Hiding, Playing Dumb, Rationalized Hiding), The first indicates refers to the individual providing part of the required information, leaving the other part missing or agreeing to provide the information later while delaying its provision(CHOHAN & Usman, 2020). The second refers to it as a behavioral strategy in which the



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individual who is concealing knowledge pretends to be ignorant, and convinces the other person of his lack of knowledge of the required information(Skolik, 2024). The latter refers to the individual resorting to making excuses for his inability to provide knowledge or citing another person as an excuse that does not allow knowledge sharing(Mohsin et al., 2022). Knowledge hiding behavior is an emotional response according to the psychological mechanism for evaluating knowledge seeking. Positive emotions such as happiness and sympathy enhance knowledge sharing When an individual realizes that knowledge seeking is beneficial to them, while negative emotions such as jealousy and envy arise When an individual realizes that knowledge seeking is harmful to them, which increases knowledge hiding behavior(Rezwan & Takahashi, 2021). Hiding knowledge is Related to the situation and the motivation to hide knowledge depends on the surrounding environment. Since individuals work in one organization and under one roof, the way they treat each other affects their behavior(Arshad & Ismail, 2018). Therefore, the negative impact of hiding knowledge should not be overlooked, as it leads to negative emotions in the workplace, as individuals who practice the behavior of hiding knowledge are exposed to a set of negative consequences from an emotional and behavioral perspective(Shen et al., 2025).

3. Hypotheses

3.1. Workplace jealousy and knowledge-hiding behavior

Jealousy is an emotional state aroused by a perceived threat to a valued relationship, which motivates behavior to counter that threat(Dogan & Vecchio, 2001). Because people who work together are affected by each other's feelings(Kahya & Durak, 2022). Jealousy differs from envy in that it requires a social relationship and jealousy is believed to be more intense than envy(Bauer & Spector, 2015). Because the feelings of anger that characterize an individual's jealousy are more socially acceptable than the feelings of hostility that arise from an individual's envy, that is, colleagues are more understanding of an individual's resentment due to jealousy(Vecchio, 2000). Therefore, researchers distinguish between these two emotions because they differ from each other depending on the situation. Jealousy is characterized by feelings of betrayal, mistrust, hatred,



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and threat. The essential difference between jealousy and envy is lack and loss, as envy involves a lack of certain possessions, skills, and qualities(Ahmed & Bashir, 2017). The presence of jealousy negatively affects the workplace and also the three parties of jealousy (the jealous individual, the valued partner, and the competitor), which leads the jealous person to lower self-esteem and damage self-confidence. The valued person may begin to doubt himself and his relationship with the jealous individual, while the competitor may face hostility and aggression from the jealous person(Andiappan & Dufour, 2020). One of the reasons for hiding knowledge is the lack of trust between individuals, as individuals hide their knowledge from people they do not trust(Abubakar et al., 2019). Individuals tend to hide knowledge for fear of losing their competitive advantage and believe that sharing knowledge and skills will result in their being replaced by other people in the organization(Nguyen et al., 2020). Because knowledge is an essential resource in organizations, knowledge sharing reduces jealousy in the workplace(Andiappan & Dufour, 2020). Moreover, jealousy in the workplace adds unjustified anxiety and tension, so jealousy may act as a barrier to knowledge exchange and people may be reluctant to share it(Ali Ejaz et al., 2025). Based on the reviewed literature, the following hypothesis was formulated:

H1: Workplace jealousy positively influences knowledge hiding behavior.

3.2. Envy in the workplace and the behavior of hiding knowledge

Envy has been presented in three interrelated ways: first, situational envy refers to envy directed at others in a particular work environment, for example, the workplace; second, dispositional envy refers to the tendency to envy in all situations; and third, incidental envy refers to an emotional reaction to a particular event(Erdil & Müceldili, 2014). We are here to discuss the first type because it is related to work. These feelings usually appear at work due to competition for scarce resources, promotions, or time constraints. All of these factors lead to negative consequences on personal relationships, harm friendship ties, and affect the exchange of knowledge between individuals(Zurriaga et al., 2018). These feelings also affect behaviors related to the job role, such as the individual's job performance and organizational human behavior. Comparing the



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envious person with a negative psychological state, such as depression and showing hostility, also weakens the individual's desire to help others, it is negatively related to organizational citizenship behavior(Kahya & Durak, 2022). It also increases the individual's intention to leave the workplace(Dahri et al., 2023). Previous research has focused on peer envy, which is one of the most negative reflections of social comparisons(Murtza & Rasheed, 2023). Studies conducted on the behavior of concealing knowledge, for example, confirm the study of(CHOHAN & Usman, 2020) Which confirmed that envy of leaders is positively related to the behavior of hiding knowledge, and the study also confirmed(Xu et al., 2021) There is a negative relationship between feeling envious and sharing knowledge between individuals, in addition to studying(Weng et al., 2020) Which found that social comparison between leader and member is positively related to knowledge hiding behavior. This study also added that feelings of envy lead to knowledge hiding behavior. In line with these arguments, we propose the following hypothesis:

H2: Workplace envy positively influences knowledge hiding behavior.

4. Methodology:

4.1 Sample and Procedure

This study employs a quantitative approach, relying on objectivity and the application of scientific procedures to observe and measure the correlation between negative workplace emotions, specifically jealousy and envy, and knowledge concealment behavior. Data were collected using a cross-sectional sampling method from a specific demographic group and within a defined timeframe. This method aligns with the current research approach, which necessitates analyzing correlations between study variables. (Mohammed et al.2025)

The study sample consisted of employees working in auto repair shops in the city of Amarah, Maysan Governorate, located in the southern part of Iraq. A minimum sample size of 110 employees was selected to ensure sufficient statistical power for evaluating the model, analyzing the data, and testing the study hypothesis. Structural equation modeling was utilized using Smart PLS software. This software is used in studies that aim to examine a specific model



to determine the interaction between study variables and is a suitable tool for analyzing exploratory research or research cases where the study model is complex and contains latent variables (Mahmoud et al., 2024).

4.2 Metrics

The scale has been adopted (Vecchio, 2000). to measure negative emotions in the workplace, I limited it to two emotions: Jealousy and Envy, which consists of ten items measuring individuals' perceptions of jealousy and envy. The context of the statements was adapted to suit the specific needs of the research. As for the dependent variable, knowledge hiding behavior, we relied in this study on a scale (Connelly et al., 2012) Which consists of twelve items to measure individuals' perceptions of (Evasive Hiding, Playing Dumb, Rationalized Hiding), as the study indicated (He et al., 2021) This scale has high reliability and validity according to a series of experimental studies on knowledge hiding behavior. All items of the two phenomena were measured. According to the scale gradations Five-point Likert, 1 (I totally disagree), 2 (I disagree), 3 (neutral), 4 (I agree), 5 (I agree completely)

5. ANALYSIS AND FINDINGS

5.1. Result

When evaluating a measurement model, indicator reliability—also known as factor loadings—is essential because it determines the degree to which the indicator's variance can be accounted for by the associated latent variable. Factor loadings for each indicator in this study were determined using Smart PLS, as shown in Table 1. As indicated in the relevant recommendations, a threshold of 0.70 was applied to the factor loadings to assess their significance. The degree of agreement between observable variables and the concepts they represent is measured by internal reliability (Urbach & Ahleman, 2010).

The Cronbach's alpha value (0.867) is outstanding in this case, indicating that the envy measuring questions have very great internal consistency. The scale is dependable for measuring this concept overall, as evidenced by the outstanding composite reliability rating ($\text{Rho}_c = 0.901$). Strong internal consistency is indicated by the extremely high composite AVE score ($\text{Rho}_a = 0.948$), even when



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the strictest criteria are applied. With an AVE value of 0.534, which is somewhat higher than the minimal permitted level of 0.5, the idea accounts for roughly 53.4% of the variation in its questions. The fact that this percentage is acceptable but not very high could suggest that some of the variation in replies is caused by other factors rather than the concept itself (e.g., error or external circumstances).

This scale's Cronbach's alpha value is 0.780, which is above the 0.7 cutoff and is considered good and acceptable. It shows a satisfactory level of coherence between the inquiries. We have more faith in the scale's dependability because of its excellent composite reliability ($\text{Rho}_c = 0.851$). In accordance with the alpha value, the composite AVE ($\text{Rho}_a = 0.791$) is likewise acceptable. The most noteworthy of these is the AVE (0.648), which is regarded as excellent. The concept of "jealousy" has excellent discriminant validity, which means it is clearly different from other concepts in the study, since it explains around 65% of the variance in its questions.

Lastly, we see that the dependability values for the knowledge hiding notion are extremely high. The outstanding composite reliability ($\text{Rho}_c = 0.916$) and Cronbach's alpha (0.896) show that the scale has high reliability and internal consistency. Additionally, the composite AVE ($\text{Rho}_a = 0.937$) attests to this strength. The only issue is that the AVE value (0.497) is marginally below than the allowed minimum value (0.5). This indicates that while there is a high degree of consistency (high reliability) among the questions, the concept alone only accounts for 49.7% of the variance. This could be because various questions have meanings that are similar, or it could be because respondents' responses vary from one another. Researchers frequently use a high composite reliability (Rho_c) (higher than 0.7) in these situations to make up for the somewhat low AVE.

All things considered, we may state that this study's measuring model is reasonably trustworthy. Alpha, Rho_a , and Rho_c , the reliability metrics, were all good to excellent for every variable. The "jealousy" variable had the strongest discriminant validity (AVE), whereas the "envy" and "hiding knowledge" variables had some minor issues and performed just shy of acceptance. Since this model has good composite reliability indices, it is deemed suitable for application in more complex statistical analysis (such hypothesis testing).



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Table 1 (Consistency and reliability)

Variables	Code	Alpha	Rho_a	Rho_c	AVE
Envy	EV	0,867	0.948	0.901	0.534
Jealousy	JE	0,780	0.791	0.851	0,648
knowledge hiding behavior	KHB	0,896	0.937	0.916	0,497

In this table, the discriminant validity analysis demonstrates that there is a distinct difference between the concepts that were investigated. In this study, the knowledge concealing variable is measured as a completely independent concept, as evidenced by the fact that its correlation with itself (0.781) is significantly greater than its correlation with both envy (0.357) and jealousy (0.208). This demonstrates that the knowledge hiding variable achieves outstanding differentiation.

When it comes to the connection between envy and jealousy, the fact that there is a substantial correlation between the two emotions (0.821) is not regarded as a problem; rather, it is a conclusion that is expected and natural, given the great theoretical convergence that exists between the two ideas in the scientific literature. This high correlation, in fact, demonstrates that the research instrument accurately captures the tight association that exists in reality between these two psychological dimensions that are closely associated to one another. This enhances the model's trustworthiness in assessing phenomena that are naturally related to one another.

Table 2 - Assessment matrix for discriminant validity using the Fornell and Larcker method

Variables	Envy	Jealousy	knowledge hiding behavior
Envy	0.592		
Jealousy	0.821	0.827	
knowledge hiding behavior	0.357	0.208	0.781

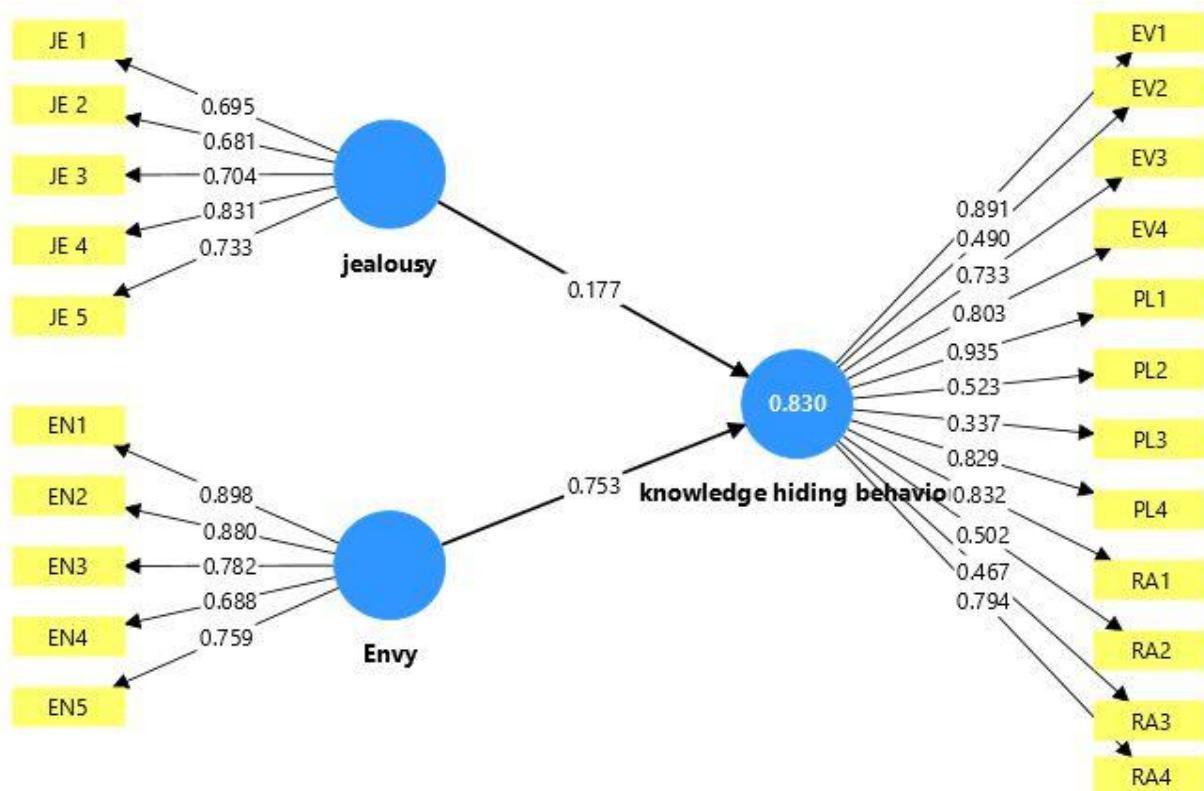


Figure 1) Research structural equation model significance coefficients

Table 3 :- Relationship values

	R-square	R-square adjusted
Envy-> knowledge hiding behavior	0.753	0.767
jealousy-> knowledge hiding behavior	0.177	0.171
knowledge hiding behavior	0.830	0.825

The table above shows that envy explains 75.3% of knowledge-hiding behaviors (adjusted mean: 76.7%). This indicates that envy—the feeling of lacking the skills, knowledge, and experience others possess and desiring to acquire them—is a strong motivator for auto repair shop employees to withhold information, skills, and experience. They perceive their knowledge as valuable to others and are unwilling to share it. It also suggests that an unhealthy competitive culture and unfair treatment or rewards fuel envy, leading to increased knowledge-hiding behaviors,



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a destructive work environment, and the undermining of organizational citizenship, innovation, and creativity.

However, jealousy explains only 17.7% of knowledge-hiding incidents. Fear of losing a job or a valuable professional relationship has little impact on knowledge-hiding among auto repair shop employees. We believe there are several reasons for this, including the potential confusion between jealousy and envy. Employees may believe that jealousy pertains to romantic relationships rather than professional ones. The majority of employees in car repair shops in Amarah are male, with no female workforce. A study (Zurriaga et al., 2018) indicates that women are more jealous than men.

The overall explanatory power of the model (83%) is crucial here. This model investigated envy and jealousy, and the remaining percentage (17%) is attributed to factors and characteristics not included in the model. This provides a comprehensive and robust explanation for knowledge withholding. From an administrative perspective, the results give workshop management confidence that they have identified some of the reasons for knowledge withholding. They should develop programs to manage negative emotions, including envy, as it drains employees' energy and potential, negatively impacting their morale and mental health.

5.2. Hypothesis analysis

Hypothesis 1: Workplace jealousy positively influences knowledge hiding behavior.

The table above shows that there is insufficient statistical evidence to confirm that jealousy in the workplace has a strong positive effect on knowledge concealment behavior, as the P value reached (0.359), which is higher than the zero significance level (0.05). This indicates that the observed relationship between jealousy and knowledge concealment behavior is weak, and it is likely that it occurred by chance. We conclude from this that jealousy is not considered one of the emotions that motivate knowledge concealment behavior in this study sample.

Result: Not Supported

Hypothesis 2: Workplace envy positively influences knowledge hiding behavior.



Envy has a strong, clear, and direct positive effect on knowledge concealment behavior, as indicated by the significance value P value of (0.000), which is less than the significance level of (0.05), indicating that the relationship is real and not random. The original value of 0.745 indicates that the relationship is very strong. This means that the more envious employees feel in the workplace, the more they will practice knowledge concealment behavior.

Result: Strongly Supported

Table 4 - Critical pathways and Z-coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Decision
jealousy-> knowledge hiding behavior	0.137	0.190	0.150	0.918	0.359	No Supported
Envy-> knowledge hiding behavior	0.745	0.707	0.117	6.3881	0.000	Supported

6. DISCUSSION - PRACTICAL IMPLICATIONS

The topic of knowledge concealing among auto technicians and repair shops is thoroughly examined in this study. The results show how negative emotions affect how people share information in this particular technical setting.

Envy is shown to be a significant motivator for information concealing in repair shops. When a technician sees a colleague get better tools, be given maintenance work on expensive automobiles, or get more praise from their management, they become envy and are motivated to keep their technical knowledge to themselves. For example, a highly skilled technician in a workshop might feel uncomfortable sharing knowledge because they believe their colleague doesn't deserve this information or experience. They might also fear that sharing knowledge, offering a solution to a problem, or providing a shortcut to a task will jeopardize their job. This explains why over 76% of knowledge withholding in auto repair shops stems from envy. This high percentage indicates that the auto repair shop environment fosters unhealthy competition, especially for important clients or valuable vehicles.



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This creates animosity among colleagues, leading to employee dissatisfaction, a reluctance to collaborate, workflow disruptions, and decreased productivity. On the other hand, the study shows that technicians' knowledge withholding is not necessarily influenced by jealousy, which is the fear of losing a job or a valuable relationship. A hardworking technician typically doesn't perceive a serious threat to their job from colleagues in the repair shop, where technical skills are highly valued. The technician is more concerned with becoming an expert in their field and earning the trust of their clients than they are with competing with a colleague who could replace them. With an explanatory value of only 18%, this explains the incredibly weak correlation between jealousy and knowledge concealment.

Together with other elements present in the workshop setting, the factors under investigation (envy and jealousy) provide an almost comprehensive map of the fundamental reasons of knowledge hiding, as evidenced by the model's remarkable overall value of 83% in describing behavior.

7. Conclusion

The results conclusively demonstrate that the most effective and important factor in understanding the phenomenon of knowledge hiding among technicians working in auto repair shops in Amarah is envy. This means that a technician's negative feelings become a real motivation to withhold technical information and specialized skills when they see a colleague receiving higher rewards or more attractive job opportunities. The technician's motivation to use knowledge as a weapon to balance their lack of knowledge stems from a sense of relative injustice compared to their colleagues, or from anger at the achievements of others who receive more attention. Approximately three-quarters of knowledge concealment cases can be explained by the emotional mechanisms of the employees, making it a problem that requires workshop management to pay closer attention to employee emotions. Furthermore, analytical evidence indicates that workplace jealousy has little impact on knowledge concealment cases in this sample.

Based on these findings, highly skilled and experienced employees enjoy a high degree of job security in the workshop, as car maintenance is typically requested from highly skilled and experienced technicians.



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This pair of results provides an important management recommendation. Simply alleviating the workshop workers' fears of the negative consequences of these emotions will not solve the problem. Instead, there needs to be a management team that encourages adherence to high ethical standards, respectful treatment, and organizational ethics, creating a fair work environment where every technician feels entitled to fair wages, respect, and opportunities for advancement.

The conclusion drawn from the data analysis is that the workshop management must intensify its efforts to promote organizational justice, which will prevent social comparisons. This will reduce individual envy and have a significant positive impact on fostering cooperation and knowledge sharing among technicians. This, in turn, will enhance productivity and service quality, ultimately benefiting the workshop and increasing its sustainability and longevity.

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