TO WHAT EXTENT WORKPLACE HAZING AND KNOWLEDGE HIDING WORKS IN ACADEMIA: MEDIATING ROLE OF ETHICAL CONFLICT

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KEYWORDS	ABSTRACT
Moral Hazing, Knowledge Hiding, Ethical Conflict, Academia	This study aims to investigate impact of moral hazing on knowledge hiding over mediating role of ethical conflict. In this regard, data has been collected from academic institute of Punjab province through cross sectional research design and non-probability convenience sampling technique was used. This study used 400 questionnaires were distributed among participants and out of which 250 were received back. After disposal partially filled & incomplete questionnaires, two hundred and thirty-one were left. These have been used for data analysis purpose. Data was analyzed over descriptive and inferential statistics. Demographic features were analyzed through descriptive statistics while inferential statistics has been used to draw inference over correlation & regression. Results shows that the moral hazing increases knowledge hiding. Similarly ethical conflict increases chances of knowledge hiding. Moreover, ethical conflict is predicted by moral hazing. Moreover, it has been proved that ethical conflict mediates the relationship of moral hazing and knowledge hiding. From practical perspective this study will provide guidelines to the practitioners regarding role of hazing in predicting knowledge hiding. Also, this study will help to devise the policies to control knowledge hiding within the academia.
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INTRODUCTION

In today globalization environment, According to (Pečjak & Pirc, 2019) hazing originated from centuries-old initiation traditions. Despite the concerns described above, employees continue to engage in hazing. Some academics suggest that hazing is primarily responsible for allegedly desirable results like increasing devotion, sustaining group hierarchy, and developing group cohesiveness (Kerschner & Allan, 2021). Hazing is a major social issue, not just a minor issue

(Sciences, 2021) Connecting with an organization as a innovative employee may difficult affair, by way of original workers must immediately exhibit competency in their job function before being absorbed into the group's or firm's sociocultural framework (Thomas and Meglich, 2019). According to research, 80% of the difficulties and concerns regarding workers' productivity are related to type of work environment in which they carry out their assigned purpose (Ahmed & Rasheed, 2022). Hazing comprises rites of the passage for newly hired employees. Then, when hazing becomes the part of the workplace culture or standard, it is permitted as necessary for new employees to learn how to be recognized by coworkers and management (Tahir, 2021). An integrating newcomers into their workgroups by tempting them to engage in the embarrassing behaviour that comes under the concept of Hazing (Mawritz, 2022). The on boarding of new workers is an important milestone in the development of an organization (Thomas & Meglich, 2019).

Hazing is not certainly a harmless activity (Tofler, 2016). "Any insulting or humiliating activity expected of you to join a group, regardless of your willingness to participate" is what hazing is defined as (Perez, 2023). The knowledge hiding is defined as the deliberate attempt to conceal knowledge that has been required by someone, like a training that has loomed over institution outcomes. It is undesirable at work because it prevents the institution from appreciating the benefits of knowledge exchange, such as individual and collective innovation (Abubakar et al., 2019). Clients, company specialists, and colleagues themselves can all be sources of knowledge for a certain task (Fong et al., 2018). It's an issue since it stifles the development of the creative work behavior, new knowledge, and individual and group creativity (Koay & Lim, 2021). The recent research has attempted to pinpoint the causes of knowledge concealment (Xiao & Cooke, 2019).Still, there's room for a few more experiments. Workplace hazing has impact on not just employees' professional attitudes and behaviors, but their overall life satisfaction. Success in life is linked to unrivalled collection of importance. When employees are subjected to hazing at work, has negative impact on personal lives (Bari et al., 2019). The onboarding of new workers is vital milestone in progress of organization. Hazing is not certainly a benign activity (Tahir, 2021).

LITERATURE REVIEW

Theory & Hypothesis development
The Marshall-Arrow-Romer (MAR) overflow theory, dating back to 1890, is used in integrated model to explain spillover. It identifies both the positive and negative spillover, with negative spillover affecting one field and positive spillover affecting another. Spillover theory explains the bidirectional effects of family life and work life, involving the transfer of emotions between work and home settings. It submits that job designs & practices from one area are transmitted to added, resulting in parallels between the two characters (Cho et al., 2013). The majority of research focus scheduled relationship amid Western and American cultures (Sandberg et al., 2012).

Knowledge Hiding
The knowledge is a vital element that is gained via experience and learning, which increases a person's capacity to engage in appropriate activities (Raza, Najmi and Shah, 2018). When an

employee is confronted with unfavorable behavior at work, result is knowledge concealment (Butt et al., 2020) defines knowledge hiding as person's deliberate attempt to conceal or conceal information that has been required by another person. In fast-paced enterprises, knowledge is the critical component of gaining the competitive advantage (Fletcher-brown et al., 2024). As a result, information concealment entails lack of knowledge exchange (Authors, 2018). In this connection, knowledge hiding is the deliberate withholding of information from others, leading to negative work outcomes like decreased performance and productivity (Arain et al., 2024) define knowledge concealing as a set of the situational actions, including reasoned concealing, evasive concealment, and playing the dumb, where the hider explains why information is not conveyed (Garg, 2022). Thus, the employees are not considered assets if they do not pass their experience to their partners. Knowledge sharing is an important element of expanding firms proposed that to overcome the information management challenges, researchers should start paying attention to the shady side of information management known as "knowledge sharing failure.

The psychological ownership idea explains one of key reasons why workers do so. According to the psychological ownership idea, employees who have strong feelings of mental possession might deny and withhold knowledge (Huo et al., 2016). In various literatures, ethical conflict has been acknowledged but not properly articulated. Pearce and Littlejohn (1997) looked at how communication patterns lead to the polarization and intractability when it comes to "hot button" social and other morally laden public policy problems. Social intuitionism and moral foundations research explain why "good people" disagree about politics, religion, and morality in general. Knowledge hiding is intentional coverup of information that could be beneficial to others within the academic environment by providing incorrect/incomplete information. The Haidt and colleagues' work, like Pearce and Littlejohn's, concentrates on the political debates, particularly difficult social problems, inside and between the cultures. However, none of this research has resulted in a solid framework for analyzing ethical conflict at work. Theorizing about moral beliefs, we believe, is a good place to start. The spillover hypothesis, which defines the bidirectional consequence of the effort, is the focus of this research (Cho et al., 2013). This research will examine Asian environment and patterns of academic relationships under moral hazing.

The workplace hazing has an impact on both personal and professional life. According to the spillover idea, when hazing occurs in the workplace, it has the detrimental or good impact on employee psychological well-being. Knowledge concealment is measured immoral, unhealthy and dangerous. It might result in a bad effect for the knowledge explorer, such as the target, who assumes that vital information is hidden or withheld after her/him (Garg & Anand, 2020). Knowledge concealing is defined as a deliberate attempt to conceal knowledge that has been required by someone, such as a training that has loomed over the institutional outcomes. It is undesirable at workplace because it prevents the institution from appreciating the benefits of knowledge exchange, such as individual and collective innovation (Abubakar, 2019). Clients, company specialists, and colleagues themselves can all be sources of knowledge for a certain task (Cummings, 2004). It's an issue since it stifles the development of creative work behavior

toward their work environment (Koay & Lim, 2021). Recent research has attempted to pinpoint the causes of the knowledge concealment (Huo et al., 2016). Still, there is room for a few more researchers.

Moral Hazing

Workplace hazing, on the other hand, has an influence on employees' general life happiness as well as their professional attitudes and behaviors'. Subjective well-being, often known as personal happiness, is the study of the origins and comparisons of life satisfaction, as well as the negative and positive effects (Lucas et al., 2004). The majority of previous study has been on life satisfaction as it relates to work travel (Friman et al., 2017). Similarly, effects of various works' related portions on life satisfaction have received a lot of attention in life fulfillment research. A few recent studies suggest that when new workers are subjected to hazing, their behavior in workplace becomes reactive. Negative workplace conduct is referred to as moral disengagement. Moral disengagement has two effects: first, it boosts knowledge concealment while alongside lowering employee life satisfaction. Employees become morally disengaged as a result of repeated bad workplace attitudes and behaviors', according to Greenbaum and Mayer (2016). Bandura (1999) claimed that humans occasionally lose touch with their ethical authority.

Moral detachment is a socio-cognitive mechanism through which people can do more harm to others by acting immorally (Wachs, 2012). According to Bandura (2002), moral disengagement discusses why and how people may participate in unpleasant actions on occasion without feeling guilty. Basically, low accountability is linked with high moral disengagement, which weakens anticipatory self-control and inspires bad action (Bandura, 2002). Furthermore, idea that moral disengagement reduces helpful actions while increasing harmful behaviors toward others shows its potential negative impact in workplace (Ogunfowora et al., 2021). The latest research on workplace behaviors places a premium on finding mechanisms that might help businesses abate negativity. Psychological toughness refers to employee's capacity to handle a crisis scenario using their skills, competencies, situations that challenge their moral principles & ethical standards. Hazing, and harassment are examples of critical situations. Hardiness is a set of self & world-perceived ideas that functions as cognitive-emotional combination (Tahir, 2021).

Ethical Conflict

In various literatures, the ethical conflict has been acknowledged but not properly articulated. Pearce and Littlejohn (1997) looked at how communication patterns lead to polarization and intractability when it comes to "hot button" social, other morally laden public policy problems. Social intuitionism and moral foundations research explain why "good people" disagree about politics, religion & morality in general. Haidt and colleagues work, like Pearce and Littlejohn's, concentrates on political debates, particularly difficult social problems, inside and between cultures. Still, none of this research has resulted in a solid framework for analyzing ethical conflict at work. Theorizing about moral beliefs, we believe, is a good place to start. In this case, insufficient situational difficulties contribute to workers' poor performance by disengaging

them from ethical behaviors. Moral detachment gives people the tools they need to commit immoral behaviors without appearing to be guilty. In light of these recent study, current study will look at two outcomes related to the workplace hazing: knowledge concealment and life satisfaction. It aims to examine fundamental process of moral disengagement, which connects antecedent and consequences, both theoretically and practically. In addition, the function of the psychological toughness in mediating the link amongst these variables. That can be being investigated.

Workplace Hazing & Knowledge Hiding

Hazing is prevalent in teams, educational institutions, and military to teach norms, maintain culture, and set beliefs, despite negative reactions from employees (Porter, Day and Meglich, 2018). Employees have unfavorable reactions to the workplace hazing. It is natural for them to interact with another employee in the company. They may act in a negative or good manner (Anjum & Ming, 2018). The workplace hazing is typically defined as behavior that is "abusive, hurtful, humiliating, degrading, or oppressive" and placed on another person (Barry & Yilmaz, 2019). It might be "initiation rites" in which "newcomers to an organization are tormented and humiliated as the test or preparation for admittance into the group" (Bruckner, 2018). Broader actions have been recorded in the literature (Allan, Kerschner & Payne, 2019). Bullying might occur on a single occasion, whereas hazing occurs often over time. Although both hazing and bullying are types of mistreatments and abuse, the dynamics are different. Hazing behaviors' may be divided into two categories: mental and physical. Playing, taking drugs, and beatings are all examples of physical hazing. Mental hazing is often overlooked or unnoticed, yet it may be the severe and significant condition for one's health. The restraint, verbal abuse, and being imprisoned in restricted areas are all examples of the psychological harm (Salinas, Boettcher & Galvin, 2018).

In any organization, knowledge is the most appreciated resource (Singh, 2019) points out that although previous research focuses on the positive aspects of knowledge, such as information sharing, the idea of knowledge concealing has remained ambiguous. The elements that lead to counterproductive knowledge activities, such as knowledge concealment, are yet unknown, according to Khalid, Bashir, Khan, and Abbas (2018). The first few weeks on the job for a new employee are typically unpredictable and challenging (Thomas and Meglich, 2019). Scholars have demonstrated that individuals may communicate unimportant amounts of the knowledge with the friends or coworkers while suppressing more important facts (Huo et al., 2016). The knowledge is the most crucial antecedent to increased success and creativity, according to previous research (Asrar-ul-Haq and Anwar, 2016). Hide knowledge is the deliberate retention and concealment of information from others, such as executives and upper class, who have needed it (Abdullah et al., 2019). When you share your knowledge with the someone else, it becomes much more valuable (Nadeem et al., 2020). Still, knowledge concealment may serve certain positive purposes. For example, efficient concealing might be the way of future when it comes to protecting one's sentiments, maintaining privacy, such as refusing to release private papers.

Hazing is frequently misunderstood as a good behavior; still, it is more commonly associated with unpleasant sensations of pleasure and satisfaction. Although, workers purposefully hide all or part of their skill or information from their other team members or colleagues when this skill, knowledge was vital to achieve organizational job, this is known as intra-organizational knowledge hiding (Serenko and Bontis, 2016). The significant obstacle to corporate creativity is the concealment of information. The negative acts are both indirectly and directly linked to the confusion of knowledge (Butt, 2019). This not obstructs the free flow of information within organizations, but it also has a bad impact on individuals and business revolutions (Butt, 2019). Besides, previous research on antecedents of knowledge concealing behaviour focused mostly on competitive work environment, leadership practices, and organizational challenges, with little attention paid to impact of worker unpleasant events on knowledge hiding behavior (Li et al., 2020). According to the spillover effect, abusive leaders consistently reject and break norms and laws of reciprocity that are meant to govern positive worker–leader relationship. Workers may feel driven to respond to the bad behavior as a result of this traumatic event (Jahanzeb et al., 2019). Previous research has suggested that hazing has detrimental values (Sarwar et al., 2021).

Workplace Hazing, Ethical Conflict & Knowledge Hiding

Bandura proposed the concept of Moral Disengagement in 1991 to describe systems that limit violent behavior. The literature about causes and consequences of ethical disengagement has grown (Baron, Zhao & Miao, 2015). Moral disengagement can enhance the prevalence of such immoral behavior in the workplace, which is why immoral acts are becoming more common (Beckmann, Scheiner & Zeyen, 2018). Some major contextual drivers of wicked organizations have been identified by organizational scholars (Moore et al., 2012). Previous study has shown moral disengagement as driver for people will mainly navigate to activate the disengagement process while continuing/adopting undesirable conduct that is desired and valued, according toward moral disengagement theory (Mainar, Montuenga & Paniagua, 2015). Individuals also engage in immoral behavior without applying self-sanctions (Zandén, 2017). Individuals can reinterpret ethical judgments over intra emotional techniques, resulting in them "dissociating over their ethical principles," according to idea (Schaufeli et al., 2002). Moral disengagement is the act of relinquishing control over one's own actions. Moral disengagement is a strategy for justifying immoral activities, harmful actions, and cruel acts while maintaining their ethical justification. The people believe they are on the right road when they do things (Sahi & Ahmad, 2019).

The individuals become competent to govern their moral behavior, according to theoretical studies on moral disengagement; but, when individuals morally disengage from their actions, the self-regulation method fails. People are clearly inclined to act immorally without feeling guilty. Furthermore, If people believe they have the justifiable grounds and justifications for morally controversial acts, they are required to participate in such actions, which might result in difficulties and grief (Schlenker, Chambers & Le, 2012). The selective employment of these, according to (Hodge et al., 2013) allows the individuals to transgress without feeling awful or guilty. Individuals who deliberately disregard these principles & morality engage in unethical

activity (Ebrahimi & Yurtkoru, 2017). Moral disengagement, as per the popular belief, allows people to participate in unwanted behaviors by justifying behaviors and removing unpleasant feelings allied with duty (Valle et al., 2019). Moral detachment may cause people to embrace unethical behaviors as a viable survival strategy (Gephart et al., 2014; Fida et al., 2015). As per spillover idea, when workers are confronted with uninvited behaviors, they become morally disengaged. Furthermore, they grow agitated and exhibit the unfavorable understandings of concealment.

Figure 1
Proposed Hypothesized Model
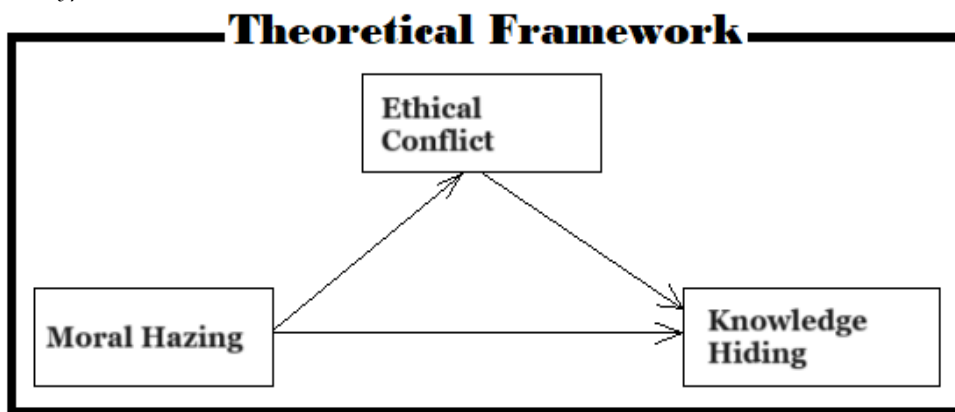
RESEARCH METHODOLOGY

This study followed a quantitative data analysis technique. For this purpose, data was entered into the Statistical Package for Social Sciences (SPSS version 25). A full care was imparted while data entering to avoid any error. Coded data was checked for missing value analysis and then it was checked for descriptive and inferential analysis. For descriptive data analysis, frequency distribution and measures of the central tendency were used, while for the inferential statistics, correlation and regression analysis is used. Both simple and multiple regressions are used in this regard.

Table 1
Research Instruments

SN	Variable Name	Source	No. of Items
01	workplace hazing	(Hinkin, 1995)	15
02	Knowledge hiding	S(Connelly et al., 2012)	12
03	Ethical conflict	R(Thorne and Thorne, 2010)	08

The variable of the workplace hazing, knowledge hiding and ethical conflict are measured on 5-point Likert scale i.e. measure 1 = never, 2 = rarely, 3 = sometimes, 4 = often, as well as 5 = is for very often.

Research Measures

The data for study is gathered using questionnaire. The primary goal of using a questionnaire for the collection of data is to get firsthand information. Another advantage of survey data collection is that we can quickly collect information from a bigger number of individuals, and respondents can react to questions in a timely manner. When compared to interview approach, data gathering method has no bias, using convenience sample approach and non-probability sampling technique for this study. Since of time, financial constraints, convenience sampling was utilized in study because it was relatively straightforward for the researcher to approach respondents. This study's sample size was carefully calculated so as to get appropriate sample size. The relevant information about topic of research study should necessitate determination of an appropriate sample size. The data gathered from the survey respondents is recorded on the questionnaire. Study's questionnaire is created in accordance with the study's or research's goals. Sample determination is the process of selecting the number of respondents to include in a sample.

Analysis & Results

The study utilized a quantitative data analysis technique, entering data into SPSS version 25 and checking for errors. Descriptive data analysis used frequency distribution and central tendency measures, while inferential statistics used correlation and regression analysis. Study results have been presented in three dimensions; firstly, demographic characteristics of the respondents IS reported, like age, gender, qualification, designation and service experience. While in the second phase central tendency and correlation among study constructs have been given, although at the end hypotheses testing has been done through the simple and multiple regressions.

Moral Hazing and Knowledge Hiding (H1)

In order to test impact of moral hazing on knowledge hiding, simple regression was use. The output comprises upon model summary, ANOVA and coefficient table. First table illustrates coefficient of correlation, coefficient of determination. In this case value of R2 indicates that moral hazing is explaining 32 % change in knowledge hiding. Coefficient table illustrates that one-unit change in moral hazing will bring 0.463unit change in knowledge hiding. The value of t (0.05 level) and p (less than 0.05) statistics in this case are within acceptable range which indicates that impact of moral hazing on knowledge hiding is significant and H1 is supported over results.

Moral Hazing and Ethical Conflict (H2)

To test the impact of moral hazing on Ethical Conflict, simple regression was run/performed. The output comprises on model summary, ANOVA and coefficient table. First table illustrates coefficient of correlation and coefficient of determination. In this case value of R2 indicates that moral hazing is explaining 38% change in EC. Coefficient table shows one-unit change in moral hazing will bring 0.657unit change in Ethical Conflict. Moreover, the value of t (0.05 level) and p (less than 0.05) statistics in case are within acceptable range shows and H2 is supported over results.

Ethical Conflict and knowledge hiding (H3)

In order to test the impact of the ethical conflict on knowledge hiding, simple regression was run/performed. The output comprises upon model summary, ANOVA and coefficient table. First table illustrates coefficient of the correlation and coefficient of determination. In this case value of R2 indicates that ethical conflict is explaining 56 % change in knowledge hiding from present study.

Table 2
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.749a	.561	.559	.444
a. Predictors: (Constant), Ethical Conflict				

Coefficient table shows that one-unit change in moral hazing will bring 0.579-unit change in ethical conflict. Moreover, the value of t (0.05 level) and p (less than 0.05) statistics in this case are within the acceptable range which indicates that impact of ethical conflict on knowledge hiding is significant. H3 is supported through the results that shows significant impact of the predicting variables.

Ethical Conflict, Moral Hazing & Knowledge Hiding

In order to test the mediating role of ethical conflict between moral hazing and knowledge hiding, this study followed the conditions laid down by (Baron & Kenny, 1986). In this regard paths from independent variable to dependent variable then from independent to mediating variable and finally from the mediating to dependent variable were tested. Additionally, this study used multiple regression to test the nature of mediation (either partial or full). In this regard first table indicates that with the addition of mediating variable into the model and it shows that the value is improved of (R-Square) substantially i.e 32 % to 58 % which depicts that with addition of ethical conflict impact of moral hazing on knowledge hiding has been increased.

Table 3
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.565a	.319	.316	.553
2	.760b	.577	.574	.436
a. Predictors: (Constant), Moral Hazing				
b. Predictors: (Constant), Moral Hazing, Ethical Conflict				

Table 4
Analysis of Variance (ANOVA)

Model:		Square sum	Value (df)	SM	VF	SIG
1	Reg	32.781	1	32.781	107.328	.000b
	Res	69.942	229	.305		

	Total	102.722	230			
2	Regression	59.300	2	29.650	155.686	.000c
	Residual	43.422	228	.190		
	Total	102.722	230			

a. Dependent Variable: Knowledge_Hiding
b. Predictors: (Constant), Moral_Hazing

c. Predictors: (Constant), Moral_Hazing, Ethical_Conflict

Table 5
Coefficients of Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.075	0.165		12.604	0.000
	Moral Hazing	0.463	0.045	0.567	10.360	0.000
2	(Constant)	1.382	0.143		9.692	0.000
	Moral Hazing	0.135	0.045	0.463	2.995	0.003
	Ethical_Conflict	0.501	0.042	0.579	11.800	0.000

a. Dependent Variable: Knowledge Hiding

Coefficient table indicates that with the addition of ethical conflict into the model, the impact of moral hazing has been reduced but significant also. This indicates that there is the partial mediation. Hence, H4 is supported through the results based upon the outcomes of required statistical procedures.

DISCUSSION & CONCLUSION

This study was aimed to test the impact of moral hazing on knowledge hiding through ethical conflict in academia. This aim was broken down into different objectives and these objectives were achieved through formulating of research questions. Also, demographic characteristics have been analyzed through descriptive statistics while inferential statistics has been used to draw inference through correlation and regression analysis. Results indicate that moral hazing increases the knowledge hiding. First objective of this study was achieved through the testing of H1 which was related to relationship of moral hazing knowledge hiding. This hypothesis has been found statistically significant and results indicated that in the presence of the moral hazing, employees in academia tend to hide knowledge from their fellow beings. Similarly, second objective of the current study has been achieved through H2 which was related to the relationship of moral hazing and ethical conflict. Results indicated that moral hazing increases the ethical conflict at workplace and employees tend to indulge in ethical conflict under such circumstances.

Moreover, third objective was about the impact of ethical conflict on knowledge hiding, which has been achieved through H3 and it has bene found that under higher level of ethical conflict the orientation to hide the knowledge increases and employee show knowledge concealment.

Final objective of this study that has been achieved through H4 by mediating role of ethical conflict. In this regard results indicated a partial mediation and it has been proved that ethical conflict mediates relationship amid moral hazing and knowledge hiding. These findings are in connection with previous studies of both (Connelly & Zweig, 2015) identified that inherent difficulty of analyzing the perceptions of the performance that has been purposefully hidden makes information concealing challenging for research. These findings are in connection with previous studies that Hazing has been seen in teams, educational institutions, and military, where it is seen as a way to teach new workers in the team's norms, ensure that the team's culture is maintained, and set the incomer to respond to team's beliefs (Porter, Day & Meglich, 2018).

Employees have unfavorable reactions to workplace hazing. Both Connelly and Zweig (2015) identified knowledge concealing and stated that it reduces individual creativity in those who engage in it. This study provides empirical evidence that ethical conflict can bring hazardous consequences in the shape of knowledge hiding (Pearce & Littlejohn, 1997) looked at how the communication patterns lead to polarization and intractability when it comes to "hot button" social & other morally laden public policy problems. Social intuitionism, moral foundations research explain why "good people" disagree about politics, religion, and morality in general (Andersen & Klamm, 2018). Thus, the academic institutions should develop the clear policies to prevent hazing, knowledge hiding, promoting ethical and collaborative work environment and training programs can help the staff and students recognize and address ethical conflicts, encouraging ethical behavior. Still, none of this research has resulted in a solid framework for analyzing ethical conflict at work. Theorizing about moral beliefs, we believe, is a good place to start.

Study Implications

From theoretical point of view, this study tends to add into existing body of the knowledge by extending literature pertaining to moral hazing and knowledge hiding. Secondly this study has tested the impact of moral hazing on knowledge hiding in academia which is the unique contribution of this study. Secondly this study has tested the mediating role of ethical conflict which is also another contribution of study. Similarly, this study contends that ethical conflict predicts knowledge hiding which is contribution of study. From practice point of view this study contends that organizations should introduce to curb the moral hazing at workplace so that the positive behaviors at workplace could be promoted. Moreover, reducing the hazing at workplace can promote creativity by reducing knowledge hiding and improving knowledge sharing.

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