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## Original Article

## Arrogant Leader, Knowledge Hiding Behavior, and the Role of Perceived Insider Status

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### Abstract

The current study investigates the relationship between an arrogant leader and knowledge hiding behavior because naturally accumulated knowledge generates power and a belief of superiority in leaders allowing them to make inordinate presumptuous claims. Such traits of a leader suppress employees' views and thoughts, making them more vulnerable. The extant literature highlighted fear, lack of trust, neuroticism, and employee cynicism as contributing factors for knowledge hiding. Therefore, the need exists to further develop a model of an arrogant leader (AL) and knowledge hiding behavior (KHB). This relationship was moderated through perceived insider status. A convenient sample of 316 participants from public organizations in Fiji Island was surveyed. The leaders in public sectors are generally known for their deviant behaviors. The proposed research model was tested through structural equation modeling (SEM). The result showed model fit for the study  $\chi^2 = 382.28$ ,  $df = 87$ ,  $RAMSEA = 0.06$ ,  $RMR = 0.03$ ,  $TLI = 0.94$ ,  $IFI = 0.95$ ,  $CFI = 0.95$ . The regression analysis showed positive relationship between AL and KHB ( $\beta = 0.65$ ,  $p = .001$ ), while PIS showed negative moderating effect ( $\beta = -0.33$ ,  $p = .001$ ), both hypotheses were accepted. The findings suggest that arrogant leaders see themselves as more knowledgeable, they disparage and treat employees' views as inferior, while perceived insider status can cushion the impact of arrogant leaders. In practice, to address a leader's arrogance, the organizations can provide training, coaching, recognition, and have a specific selection and recruitment criterion to screen out applicants who exhibit arrogant behavior.

In a highly market-oriented business world, the organizations not only want to attract and retain prodigious employees but employees who can actively engage in knowledge-sharing behavior. Yet, this may not be possible as knowledge sharing does not occur spontaneously (Cabrera & Cabrera, 2002; Foss et al., 2009). Instead of sharing, employees are inclined to hide knowledge. Knowledge hiding is defined as the deliberate concealment of much-needed ideas and information from subordinates affecting work performance (Connelly et al., 2012; Fong et al., 2018; Wang et al., 2019). Generally, knowledge hiding among employees depends on the following reasons. First, naturally accumulated knowledge generates power and a belief of superiority that makes inordinate presumptuous claims (Foucault, 1980; Hareli & Weiner, 2000; Kowalski et al., 2003; Silverman et al., 2012). These are the traits of a leader an actor suppresses employees as observer views and thoughts, making

observer more vulnerable (Bunderson & Reagans, 2011; Cabrera & Cabrera, 2002; Cress & Hesse, 2006). Second, when the actor and observer's behavior are more pronounced, the actor's realization of self as omnipotent and due to self-serving bias (Miller & Ross, 1975) has a high belief in self-referencing (Block, 2005), rather than listening to others view and making themselves more unsecured (Bauer et al., 2008; Connelly et al., 2012; Detert & Burris, 2007; Holste & Fields, 2010; Johnson et al., 2010; Silverman et al., 2012). Third, between actor and observer, it is highly likely that the actor takes credit for the success of the observer's contribution and asserts authority beyond his or her expertise. Consequently, having perceived such behavior from actors, employees are often inclined to hide rather than share knowledge.

The recent literature highlighted fear, lack of trust (Irum et al., 2019), neuroticism (Arshad & Ismail, 2018), and employee cynicism (Nader &

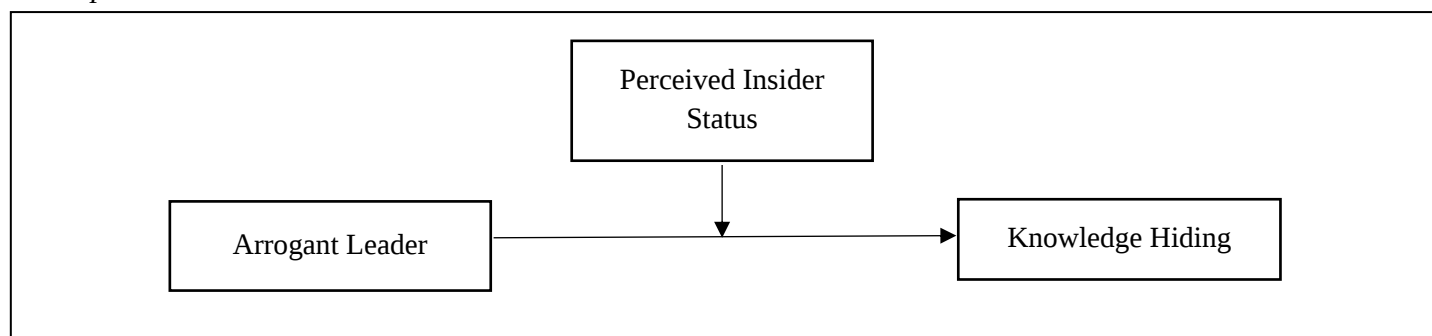
Tarik, 2018) in the form of workplace incivility attributed towards knowledge hiding behavior. Though these attributes have contributed to knowledge hiding behavior, they assumed that individuals only hide knowledge in reaction to such stimuli. The extant literature has overlooked the possibility that apart from such stimuli, employees may also hide knowledge when the traits of a leader as an actor are in question. Past studies have shown that leaders' traits profoundly impact employees' behavioral outcomes (Jackson et al., 2013; Seltzer & Numerof, 1988). Given the influential role of leaders in determining the wide range of employees' behavioral outcomes, it is vital to comprehend how leader traits may affect the specific behavioral outcome. Therefore, the current study aims to expand the existing literature on knowledge management by evaluating how the traits of arrogant leaders as an actor may affect employees' knowledge hiding behavior. Johnson et al. (2010) defined arrogance as "a set of behaviors that communicates a person's exaggerated sense of superiority, which is often accomplished by disparaging others" (p.471). Moreover, the current study adds arrogant leaders as a nomological network of variables linked to knowledge hiding behavior. Empirically, this relationship has not been explored. As such, this prompts an important question, how does an arrogant leader impact employees' knowledge hiding behavior in the organization?

The surprising answer to this burgeoning question lies on the level of a leader's arrogance. As claimed, the degree of arrogance intensifies as a consequence of presumptuous claims (Foucault, 1980; Hareli & Weiner, 2000; Kowalski et al., 2003; Silverman et al., 2007). For instance, an arrogant leader sees little value in employee's ideas, and feedback, rather claiming to be more omnipotent, inflated self-importance and more knowledgeable, hence publicly disparage, denigrate, and close off others' views and suggestions (Johnson et al., 2010; Marks, 2012; Padua et al., 2010; Silverman et al., 2012). Padua claimed "arrogance as a compensatory mechanism to keep one's self-esteem artificially inflated or intact" (pp.70-82), and likely to perceive their intellectual superior, having constant fear, sense of insecurity, maladaptive practice for protection, and exalting their worth compared to others, cultivated a poisonous social environment (Johnson et al., 2010; Padua et al., 2010). Therefore, this research suggests that when leaders exaggerate a sense of superiority, they are likely to buckle the operation of the organization because such leaders

are often difficult to liaise with making interaction more strenuous. Similarly, Johnson et al. (2010) highlighted that arrogant leaders are difficult to communicate and such traits provoke negative reactions from employees. Moreover, Kowalski et al. (2003) indicated that arrogant leaders are less sociable, less liked and respected by employees, and consider others in diminishing roles while considering themselves to be superior and purported to be very knowledgeable. The scholars further claimed that arrogant leaders are reluctant to listen to others' opinions and are against learning orientation, as such often fail to form winning combinations and teamwork. Consequently, when employees perceive such an environment of insecurity, lack of reciprocation, and lack of confidence, this triggers knowledge hiding behavior (Connelly & Zweig, 2015; Kumar Jha & Varkkey, 2018). Based on the above assertion, a conclusion can be drawn that the trait of an arrogant leader will affect employees' knowledge hiding behavior.

Beside evaluating the relationship between an arrogant leader and employees' knowledge hiding behavior, this research aims to evaluate if the relationship is moderated through perceived insider status. Accordingly, when employees perceive themselves as an insider, rather than hiding knowledge, they will display more citizenship behavior and are inclined to promote the interest and goals of the organization (Rhoades & Eisenberger, 2002). Having common features as Organizational citizenship behavior (OCB), PIS also promotes organizational citizenship behavior, as such, when an employee realizes themselves as an insider, they will participate beyond explicit roles (Lin & Huang, 2010). The prior study also demonstrated that when employees identify a personal space in the organization, they are likely to alter their behavior in responding to negative comments and feedback through exhibiting citizenship behavior and remain committed to group and organization (Chiang & Hseis, 2012; McCarthy & Garavan, 2006; Neves & Eisenberger, 2012). To this effect, the Social Identity Theory (SIT) (Tajfel, 1978) posits that when an employee identifies more with the organization, consistent with values, will have more attachment with the organization and display extra-role behavior. Even though an arrogant leader may oppress others and have functional difficulties, an assertion can be drawn that Perceived Insider Status (PIS) can act as a buffer and provide the impetus for employees to engage in more organizational citizenship behavior.

**Figure 1**  
*Conceptual Framework*



Finally, through the lens of SIT, the current study also tests that employees with high PIS will establish a greater sense of intimacy, belongingness, and remain committed to the organization. A convenient sample of 316 individuals was surveyed from public organizations in Fiji Island.

### Literature Review

#### Arrogant Leader and Knowledge Hiding Behavior

Knowledge hiding has been defined as the deliberate concealing of crucial information from employees when confronted with an employee's knowledge-seeking behavior, affecting employee's performance, (Connelly et al., 2012; Fong et al., 2018; Wang et al., 2019), reduced creativity, and innovative behavior (Bogilović et al., 2017; Cerne et al., 2014). A recent study highlighted employees fear, lack of trust (Irum et al., 2019), employee neuroticism (Arshad & Ismail, 2018), and employee cynicism (Nader & Tarik, 2018) has been attributed to employees' knowledge hiding behavior; however, this research argues that traits of an arrogant leader can also have a greater impact on employees' knowledge hiding behavior. Previous studies have highlighted that leaders' traits had a greater impact on employees' behavioral outcomes (Jackson et al., 2013; Seltzer & Numerof, 1988). As such, given the influential role of a leader, it is important to comprehend the relationship between the trait of an arrogant leader and employees' specific behavioral outcomes, such as knowledge hiding in a work setting.

Arrogance is defined as one's self-pride, an exorbitant claim of powers, dignity, and ranks that exalts self-worth (Johnson et al., 2010; Padua et al., 2010). According to Padua, such behavior draws attention back to civilization itself, demonstrating the downfall of the world's greatest empires, attributed to arrogant behavior, e.g. Hitler believed

in being invisible, his self-pride and arrogance led to the collapse of the Nazi Empire (Padua et al., 2010). The scholars have also stated that individuals with a high level of arrogance are more self-centered, less agreeable, practice maladaptive strategies in protecting self-interest, and are incompetent while humble individuals are more competent (Padua et al., 2010). While, Golson (2007) argued that arrogant individuals have greater pride in their abilities and pay little attention to surrounding information, claiming their knowledge to be more relevant but prefer to keep such information to themselves. On the contrary, another group of scholars argued that the degree of arrogance intensifies as a consequence of presumptuous claims. In other words, while aggrandizing self, an arrogant individual publicly denigrates and disparage others suggestion, is closed-minded, defy opinions of experts, is against learning orientation, claim to be more knowledgeable, and makes their views dominant (Bauer et al., 2008; Hareli & Weiner, 2000; Johnson et al., 2010; Kowalski et al., 2003; Marks, 2012; Silverman et al., 2012). Similarly, Borden et al. (2018) also accentuated that due to self-serving bias, an arrogant leader realizes self as omnipotent, has a high belief in self-referencing (Block, 2005), works defensively, treats employees as inferior (Miller & Ross, 1975) and takes credit for the success (Bunderson & Reagans, 2011; Cabrera & Cabrera, 2002; Cress & Hesse, 2006).

Based on the above assertion, it can be postulated that to protect self-interest, arrogant leaders who purport to be very knowledgeable will undermine employees' opinions while considering their views as more relevant. Such traits of an arrogant leader will suppress employees' views making employees more vulnerable in the organization. As such, when employees perceive an environment of insecurity, lack of reciprocation, and lack of confidence, they will retaliate through

knowledge hiding behavior. Connelly et al. (2012) highlighted that when individuals are ridiculed, disparaged, belittled, treated as inferior, and dismissed of their valuable contributions, they engage more in the withholding of much-needed ideas, information, and know-how that could benefit the individual and the organization (Connelly & Zweig, 2015; Kumar Jha & Varkkey, 2018). Therefore, when leaders exaggerate a sense of superiority, they are likely to buckle the operation of the organization because such leaders are often difficult to liaise with, making interaction more strenuous. An arrogant leader has a high belief in their ego, undermining others, and tends to do what is best to safeguard their status. They are reluctant to listen to others' opinions and are against learning orientation, as such often fails to form winning combination and teamwork (Baucer et al., 2008; Foucault, 1980; Hareli & Weiner, 2000; Johnson et al., 2010; Kowalski et al., 2003; Silverman et al., 2007). Therefore, it is reasonable to say that an arrogant leader can affect employees' behavioral outcomes. These are hypotheses as follows:

H1: Arrogant leader (AL) will positively impact knowledge hiding behavior (KHB).

### **The Moderating Role of Perceived Insider Status**

According to Stamper and Masterson (2002), perceived insider status (PIS) is a psychological factor in which individuals cognitively evaluate the surrounding environment and when they perceive loyalty and trust, they see themselves as insiders, they develop a greater sense of belonging within the work setting. Sharing similar features of organizational citizenship behavior (OCB), PIS also promotes citizenship behavior, as such, when employees realize themselves as an insider status, they become citizens of the organization and participate beyond explicit roles (Lin & Huang, 2010). According to Rhoades and Eisenberger (2002), when employees identify with the organization, rather than confining to the prescribed job descriptions, they tend to develop philanthropic behavior and are inclined to promote the interest of the organization. The prior study also highlighted that when employees form close attachments with the organization or the group, they alter their behavior in response to negative stimuli through exhibiting high in-role performance, engage more in proactive behaviors, and remain committed to the organization (Neves & Eisenberger, 2012; McCarthy

& Garavan, 2006; Newman et al., 2017). As such, when employees develop intimacy with the organization, have a greater sense of belonging, share the social identity, and will proactively engage in the organization. Therefore, perceived insider status (PIS) will significantly moderate the relationship between arrogant leaders and employees' knowledge hiding behavior.

Drawing on social identity theory, Tajfel and Turner (1979) affirmed that when employees maintain a positive self-image, congruence with organizational values, they become humbler and form a rational tie between themselves and the organization. This relationship becomes stronger when an organization offers promotion, training, training, autonomy, and job security (Rhoades & Eisenberger, 2002). In spite of perceiving leaders' arrogant behavior, employees having high PIS will form relational ties with the organization and other employees, and are least likely to engage in socially undesirable behavior such as knowledge hiding behavior (KHB). For instance, Li et al. (2014) demonstrated that PIS was a suitable buffer between risky organizational policy and voicing behavior. Li and colleagues further highlighted that employees with high PIS engage more voice behavior despite being confronted with risky policies. This indicates that PIS has the potential to buffers negative outcomes. Social identity theory (SIT) further posits that when employee's category themselves as a member of the organization, they engage more in generous behavior, citizenship behavior, creativity, and innovative behavior that promotes the interest of the organization (Ashforth & Mael, 1989; Van Knippenberg, 2000; Tajfel & Turner, 1979). Therefore, PIS is an important dimension in creating a conducive and feel-at-home environment. As such, being an insider creates a warm, caring, and comfort zone which instill humbleness, humility, strengthen the employee's relationship, enhance organizational commitment, and more exchange behavior rather than merely self-focusing and treating oneself as superior (Chen & Aryee, 2007; Masterson & Stamper, 2003). Such employees are least likely to be affected by a leader's arrogant behavior. Therefore, it is reasonable to say that as a moderator, PIS can buffer negative behavior in the workplace. These are hypotheses as follows:

H2: Perceive insider status (PIS) will moderate the positive relationship between the arrogant leader (AL) and knowledge hiding behavior (KHB)

## Method

### Participants

The data was collected through a convenient sampling of 316 employees' public organizations in Fiji Island between June to August 2021. The leaders in public organizations are generally known for their deviant behaviors. The respondent was required to fill out the survey questionnaire and return it in a secured envelope. The study reported no missing data. The current study had several controlled variables such as salary scale, age, gender, occupational experience. Gender was coded as dummy variable (0 = male, 1 = female). Males were 63.7 %, while 36.3% were female. The age categories; 18–23 years (24.3%), 23–28 years (36.1%), 28–33 years (19.7%), 33–38 years (9.7%), and 30 years and above (10.2%). Organizational experience; 1-5 years (33%), 5-10 years (40.2%), 10-15 years (11.2%), 15-20 years (10.2%), and 20 years and over (5.4%). While salary scale in US dollars showed; less than \$7,000 (8.6%), \$7,000 - \$10,000 (21.5%), \$10,000 - \$15,000 (48.3%), and above \$15,000 (21.6%). Finally, the study was ethically approved and supported by the BK21 FOUR Program of Chungnam National University Research Grant, 2021.

### Measurements

Arrogant leader (AL) was measured using the scale constructed by Hatori and Fuji (2008). The instrument included four five-point Likert scales with the following as a sample phrase "My leader thinks his opinion is always right". The reliability revealed excellent internal consistency ( $\alpha$  - 0.84).

Knowledge-hiding behavior (KHB) was measured using six items shortened scale of Connelly et al. (2012). The instrument included five-point Likert scales with the following as a sample phrase "I pretended that I did not know the information". The reliability revealed excellent

internal consistency ( $\alpha$  - 0.88).

Perceived insider status (PIS) was measured using the scale constructed by Stamper and Masterson (2002). The instrument included five five-point Likert scales with the following as a sample phrase "My work organization makes me believe that I am included in it". The reliability revealed excellent internal consistency ( $\alpha$  - 0.86).

### Control Variables

As recommended, this study controlled several variables (Spector & Brannick, 2011). The previous study demonstrated that control variables such as age, occupational experience, and gender affected the knowledge sharing behavior (Flynn et al., 2006; Srivastava et al., 2006). The age, occupational experience, gender, and salary scale were included to check the effect on knowledge hiding behavior. The result is shown in Table 1. The gender was coded as a dummy variable (0 = male, 1 = female), age and occupational experience in years, and salary scale in Fijian dollars (FJ). The descriptive statistic shows that arrogant leader was positively related to knowledge hiding behavior. While perceived insider status (PIS) moderates the relationship between AL and KHB. Finally, the analysis showed that occupational experience was positively associated with PIS. This suggests that occupational experience plays a vital role in an employee's attachment towards the organization. While salary may have some influence on a leader's arrogant behavior.

### Data Analysis and Results

As recommended, the result for average variance extracted (AVE), construct validity, and composite reliability (CR) was analyzed before testing the hypothesis (Anderson & Gerbing, 1988). All items tested for the survey showed significant factor loading in Table 3. While Table 4 shows AVE ranging from 0.63 to 0.69, exceeding the recommended

**Table 1**

*Descriptive Statistics and Correlations*

|                      | Mean | SD   | 1      | 2       | 3       | 4     | 5       | 6       |
|----------------------|------|------|--------|---------|---------|-------|---------|---------|
| 1. Age               | 2.15 | 0.86 |        |         |         |       |         |         |
| 2. Gender            | 1.86 | 0.50 | -0.07* |         |         |       |         |         |
| 3. Occupation        | 1.99 | 0.87 | 0.63** | -0.17** |         |       |         |         |
| 4. Salary            | 2.81 | 0.75 | 0.05   | 0.10**  | 0.12**  |       |         |         |
| 5. Arrogant Leader   | 3.63 | 0.95 | -0.02  | -0.01   | 0.05    | 0.07* |         |         |
| 6. Knowledge Hiding  | 4.01 | 0.93 | 0.01   | 0.01    | 0.05    | 0.02  | 0.58**  |         |
| 7. Perceived Insider | 3.39 | 0.94 | -0.06  | 0.05    | -0.09** | -0.03 | -0.49** | -0.45** |

Note. \*p < 0.05 \*\* p < 0.01, \*\*\* p < 0.001. The sample of 316 was taken from Fiji Island

level of 0.5. Similarly, composite reliability (CR) met the suggested threshold of 0.70 (Fornell, 1981). In addition, Cronbach's alpha also exceeded 0.7. Moreover, confirmatory Factor Analysis (CFA) was performed to check the distinctiveness of all measure variables. Furthermore, an analysis of moment structures (AMOS) to determine comparative fit index (CFI), Tucker–Lewis index (TLI), and the root mean square error of approximation (RMSEA), chi-square (Anderson & Gerbing, 1988). The result shows best model fit for this shows  $\chi^2 = 382.28$ ,  $df = 87$ ,  $RAMSEA = 0.06$ ,  $RMR = 0.03$ ,  $TLI = 0.94$ ,  $IFI = 0.95$ ,  $CFI = 0.95$ .

The common method bias (CMB) can be critical in research. This occurs when cross-sectional data is collected; however, this can be reduced through two approaches, statistical tools, and procedures (Podsakoff et al., 2012). First, through the procedure, this research-maintained respondents' anonymity and separated predictor variables from other constructs. Second, to exclude CMB, a series of CFA was performed. As suggested, a correlation of more than 0.9 shows the existence of CMB (Bagozzi & Yi, 1990). Table 2 shows correlations within a variable to be not more than 0.78. The common latent factor (CFL) was used for checking standardized regression weights, the variance was

**Table 2***Matrix of Loading and Cross-Loading*

|       | AL      | KHB     | PIS     |
|-------|---------|---------|---------|
| AL1   | 0.78**  | 0.52**  | -0.48** |
| AL 2  | 0.83**  | 0.55**  | -0.47** |
| AL 3  | 0.71**  | 0.56**  | -0.49** |
| AL 4  | 0.78**  | 0.57**  | -0.48** |
| KHB 1 | 0.57**  | 0.78**  | -0.40** |
| KHB 2 | 0.52**  | 0.77**  | -0.37** |
| KHB 3 | 0.52**  | 0.76**  | -0.40** |
| KHB 4 | 0.59**  | 0.71**  | -0.37** |
| KHB 5 | 0.53**  | 0.70**  | -0.42** |
| KHB 6 | 0.54**  | 0.74**  | -0.43** |
| PIS 1 | -0.49** | -0.47** | 0.65**  |
| PIS 2 | -0.53** | -0.55** | 0.69**  |
| PIS 3 | -0.55** | -0.57** | 0.69**  |
| PIS 4 | -0.42** | -0.46** | 0.62**  |

Note. \*  $p < 0.05$  \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$ . AL = Arrogant Leader, KHB = knowledge hiding behavior, PIS = Perceived insider status

**Table 3***Factor Loading with CFA*

| Item  | Mean | SD   | Item-total correlation | Loading | Error | Cronbach's alpha | Composite reliability | AVE  |
|-------|------|------|------------------------|---------|-------|------------------|-----------------------|------|
| AL1   | 3.75 | 0.83 | 0.52                   | 0.74    | 0.03  | 0.84             | 0.89                  | 0.69 |
| AL 2  | 3.83 | 0.85 | 0.51                   | 0.85    | 0.03  |                  |                       |      |
| AL 3  | 3.88 | 0.85 | 0.51                   | 0.86    | 0.03  |                  |                       |      |
| AL 4  | 3.77 | 0.88 | 0.51                   | 0.87    | 0.03  |                  |                       |      |
| KHB 1 | 3.62 | 0.84 | 0.52                   | 0.79    | 0.03  |                  |                       |      |
| KHB 2 | 3.72 | 0.87 | 0.57                   | 0.75    | 0.03  |                  |                       |      |
| KHB 3 | 3.79 | 0.87 | 0.59                   | 0.76    | 0.03  | 0.88             | 0.83                  | 0.61 |
| KHB 4 | 3.89 | 0.92 | 0.52                   | 0.65    | 0.04  |                  |                       |      |
| KHB 5 | 3.98 | 0.92 | 0.52                   | 0.66    | 0.04  |                  |                       |      |
| KHB 6 | 3.74 | 0.89 | 0.57                   | 0.66    | 0.04  |                  |                       |      |
| PIS 1 | 3.05 | 0.91 | -0.34                  | 0.78    | 0.03  |                  |                       |      |
| PIS 2 | 3.12 | 0.89 | -0.54                  | 0.78    | 0.04  |                  |                       |      |
| PIS 3 | 3.05 | 0.80 | -0.55                  | 0.79    | 0.04  | 0.86             | 0.84                  | 0.63 |
| PIS 4 | 3.01 | 0.85 | -0.52                  | 0.68    | 0.04  |                  |                       |      |

Note. Note: AL = Arrogant Leader, KHB = knowledge hiding behavior, PIS = Perceived insider status

minuscule (Table 3). Finally, the overall data exhibited no threat of CMB. The proposed model was tested through Conditional Process Analyses (CPA; Hayes, 2018).

H1 predicts that an arrogant leader (AL) will positively affect knowledge hiding behavior (KHB). The result of the analysis in Table 4 demonstrates that AL positively correlates with KBH ( $\beta = 0.65$ ,  $p < 0.001$ ), H1 is supported. As predicted, perceived insider status (PIS) will moderate the association between AL and KHB. The result in Table 4 shows negative interaction effect ( $\beta = -0.33$ ,  $p < 0.001$ ), H2 is supported.

Finally, further analysis (Table 5) on moderating role PIS between arrogant leader and knowledge hiding behavior using model 1 of PROCESS 2.4 with 5000 bootstrapping and combine interaction of PIS with KHB shows significant result at low and high level of moderating effect. The result in Table 5 shows  $\{-1 \beta = -0.48$ ,  $SE = 0.02$ ,  $95\% CI = (0.52, 0.61)$ ;  $-0 \beta = -0.13$ ,  $SE = 0.03$ ,  $95\% CI = (0.41, 0.51)$ ;  $1 \beta = 0.23$ ,  $SE = 0.03$ ,  $95\% CI = (0.29, 0.42)\}$  at low PIS; the effect of knowledge hiding is high while at high PIS the effect of knowledge hiding behavior gradually decreases. Therefore, hypothesis 2 is accepted.

**Table 4**

*The Moderating Effect of Perceived Insider Status (PIS)*

|                         | Knowledge Hiding Behavior |         |         |         |         |         |         |          |
|-------------------------|---------------------------|---------|---------|---------|---------|---------|---------|----------|
|                         | Model 1                   |         | Model 2 |         | Model 3 |         | Model 4 |          |
|                         | SE                        | $\beta$ | SE      | $\beta$ | SE      | $\beta$ | SE      | $\beta$  |
| Constant                | 0.11                      |         | 0.12    |         | 0.18    |         | 0.17    |          |
| Age                     | 0.03                      | -0.03   | 0.02    | -0.01   | 0.02    | -0.02   | 0.02    | -0.01    |
| Gender                  | 0.04                      | 0.02    | 0.03    | 0.04    | 0.03    | 0.04    | 0.03    | 0.03     |
| Occupational Experience | 0.03                      | 0.07    | 0.02    | 0.02    | 0.02    | 0.01    | 0.02    | 0.02     |
| Salary scale            | 0.03                      | 0.03    | 0.02    | -0.01   | 0.02    | -0.01   | 0.02    | -0.02    |
| Arrogant Leader         |                           |         | 0.02    | 0.65*** | 0.03    | 0.48*** | 0.03    | 0.42***  |
| Moderators              |                           |         |         |         |         |         |         |          |
| PIS                     |                           |         |         |         | 0.03    | 0.12    | 0.03    | 0.03     |
| Interaction             |                           |         |         |         |         |         |         |          |
| KHB*PIS                 |                           |         |         |         |         |         | 0.04    | -0.33*** |
| R <sup>2</sup>          | 0.01                      |         | 0.42    |         | 0.49    |         | 0.50    |          |
| $\Delta R^2$            |                           |         | 0.42*** |         | 0.07    |         | 0.01*** |          |

Note. Dependent Variable: Knowledge hiding behavior. \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$ . Dummy variables: Gender (0 = male, 1 = female), age, occupational experience, salary scale. AL = Arrogant Leader, KHB = knowledge hiding behavior, PIS = Perceived insider status

**Table 5**

*The Result of Bootstrapping effect of Moderating Role of Perceived Insider Status (PIS)*

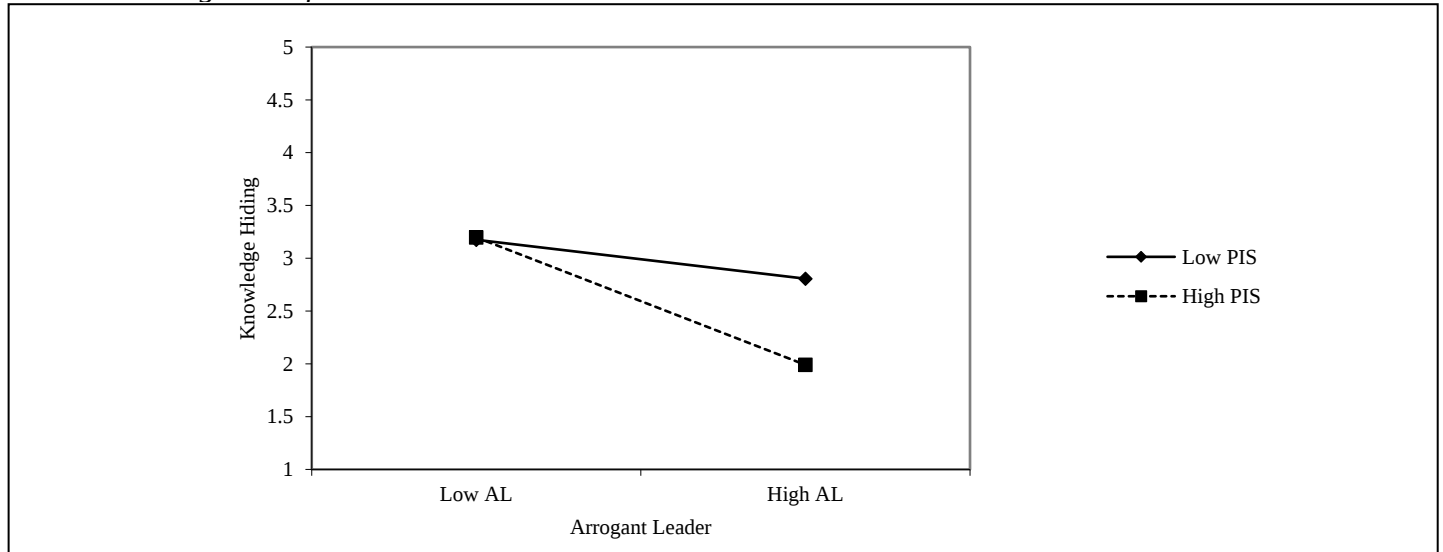
| Parameter | Dependent | R <sup>2</sup> | F     | P    | Coefficient | SE   | t     | LLCI  | ULCI  |
|-----------|-----------|----------------|-------|------|-------------|------|-------|-------|-------|
| Constant  |           |                |       |      | 2.45***     | 0.13 | 19.16 | 2.20  | 2.70  |
| AL        | KHB       | 0.39           | 77.83 | 0.00 | 0.42***     | 0.03 | 14.62 | 0.37  | 0.48  |
| PIS       |           |                |       |      | 0.94        | 0.12 | 8.04  | -0.03 | 0.08  |
| KHB*PIS   |           |                |       |      | -0.31***    | 0.04 | -7.78 | -0.37 | -0.22 |

The conditional effect from X to Y at the value of Moderator

| Moderator | Effect  | BootSE | BootLLCI | BootULCI |
|-----------|---------|--------|----------|----------|
| -0.48     | 0.57*** | 0.02   | 0.52     | 0.61     |
| -0.13     | 0.46*** | 0.03   | 0.41     | 0.51     |
| 0.23      | 0.25*** | 0.03   | 0.29     | 0.42     |

Note. Dependent Variable: Knowledge Hiding Behavior. \* $p < 0.05$  \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$ . Bootstrapped Sample = 5,000, CI = 95%. AL = Arrogant Leader, PIS = Perceived Insider Status

**Figure 2**  
*The Moderating Role of Perceived Insider Status*



The slope in Figure 2 indicates that even though the effect of arrogant leader (AL) is high, employees with high perceived insider status (PIS) will indulge less in knowledge hiding behavior (KHB).

### Discussion

Considering the belief that working with an arrogant leader can be very miserable and harmful. As such, the current study investigates how an arrogant leader can impact employees' knowledge hiding behavior. While extant literature highlighted fear, lack of trust (Irum et al., 2019), neuroticism (Arshad & Ismail, 2018), and employee cynicism (Nader & Tarik, 2018). Surprisingly, to date, only a few empirical studies evaluated arrogant leaders' traits within the work setting. As such, the repercussions of arrogant leaders' traits in a work setting are still scarce. The current study addresses this gap by evaluating how an arrogant leader would impact employees' knowledge hiding behavior. First, this study predicted that an arrogant leader will positively affect employees' knowledge hiding behavior. Accordingly, the finding shows that arrogant leaders' traits have a great impact on employees' knowledge hiding behavior. While arrogant leader operates on their agenda, making their views dominant by creating a palatable self-image, in the process they treat others as inferior, disparage, offend and blame employees for the mistake. They are an impediment to progress and building sustainable relationships. A study by Borden et al. (2018) showed that an arrogant leader creates a less favorable feedback-seeking environment and high burnout among employees.

This suggests that an arrogant leader does impact an employee's behavioral outcome. Second, while the evidence has shown that an arrogant leader can demoralize employees and hinder organizational progress, this research suggested that this negative valance of an arrogant leader impacting employees' knowledge hiding behavior can be moderated through perceived insider status (PIS). The result shows that PIS significantly reduced the positive impact of a leader's arrogance (AL) on knowledge hiding behavior (KHB). For instance, a past study highlighted that when individuals perceive negative behaviors from leaders such as being disparaged, belittled, treated as inferior, and dismissed of their valuable contributions, they tend to indulge more in knowledge hiding behavior (Connelly et al., 2012; Lin & Huang, 2010). The current study added PIS as a boundary condition to see the impact on employees' knowledge hiding behavior. The findings show that employees with high PIS are vaguely less affected by arrogant leaders. The finding is consistent with past literature which shows that PIS was a suitable buffer between risky organizational policy and voicing behavior (Li et al., 2014). This suggests that employees having high identification with the organization respond negatively to arrogant leaders.

### Behavioral Science Implications

Understanding and recognizing the perception of an arrogant leader can present several possible behavioral implications. According to Milyavsky et al. (2017), arrogant behaviors are prevalent in a professional field such as lawyers, doctors, professors, etc., they feel offended to be challenged

by less knowledge, as such their views are considered to be dominant. To eradicate such behavior, the organization can have a “fair process effect”. Prior literature heightened that procedural justice was positively associated with employees’ behavioral outcomes (Van den Bos et al., 2000). Therefore, the organizations can have a committee spearheaded by senior managers to look into employees’ grievances through procedural justice. For instance, if employees think they are not treated with respect, regarded as inferior, ridiculed, and closed off from making any suggestions, instead of deviating from standard behavior, they can report the matter to such a committee. Second, an organization can formulate policies in line with organizational values that can discourage or disincentive any forms of arrogant behavior. Third, this study highlighted that arrogant leader are a major contributing factor for organizational breakdown. Similarly, Johnson et al. (2010) also highlighted that an arrogant leader can ruin customer relationships and leader-member exchange relationships. As such this study recommends for more self-awareness workshops, seminars, and strategies be developed to counter arrogant behavior in creating more collegial relationships. Finally, a more stringent recruitment and selection process can be in place to eliminate arrogant traits for leadership positions. To some extent, such intervention can restore the unexpected loss. Finally, it is noted that PIS had a significant moderating role. This suggests that organizations should provide individuals with a supportive environment that increases person-organization fit (Judge & Ferris, 1992), as this can encourage more sharing behavior.

### Limitations and Future Research Directions

Although this study made some significant contributions to existing literature, however, certain limitations may exist and needs to be addressed. First, the data was collected online, rather than from a controlled group. Although the data was found to be significant and covered diverse employees from the public organization. However, there is the possibility that data may have been repeated by the same participants. Future research could carry out face-to-face interviews or observational studies. Second, prior literature highlighted that arrogant behavior creates a toxic environment, which diminishes productive and innovative behavior (Johnson et al., 2010; Padua et al., 2010; Silverman et al., 2012). While a report by Deloitte (2015)

highlighted that organizational recognition practice can reinforce positive outcomes’ such as generous and proactive behavior. Future research may investigate the relationship by including organizational recognition to cushion the impact of a leader's arrogance. Finally, the generalization of this study should be executed cautiously as the current sample is from Fiji Island. Because of the chiefly system, males are considered as the dominant forces in decision making and this is how leadership was developed and adopted into organizational settings. In contrast, a survey in western society reported that decision-making was not an issue between males and females (Cabrera et al., 2006). Future studies may include sex and national culture in determining a leader's arrogance across different cultural settings.

### Conclusion

In summary, this study offers a new direction on the possibility that unpacks the “black box” in explaining how PIS can cushion the impact of leaders’ arrogance on knowledge hiding in the organization. The findings of the research affirm that when an employee is in congruence with organizational values, they categorize themselves as a member and promotes the values and interests of the organization. Similarly, if the leaders also get support from the organization, this will help leaders to identify more with the organization, alter behavior and render more support to employees. This behavior could see an arrogant leader becoming a humbler. In the same vein, social identity theory (Tajfel, 1978) posits that leaders with high identification with the organization, feel more secure, achieve greater self-esteem, will become more salient, and see themselves as less as a leader and more as a collective member of the organization.

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