How Interpersonal Trust Influences Knowledge Hiding: Examining a Moderated Mediation Model*

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Abstract

In this study, drawing on the conservation of resources theory, a moderated mediation model that examines prosocial motivation as a mediator and psychological entitlement as a moderator in the relationship between interpersonal trust (affect-based and cognition-based trust) and knowledge hiding was tested. Data were collected from 307 white-collar employees working full-time for two private companies operating in the manufacturing sector in Turkey. The results showed that prosocial motivation mediated the effects of affect-based and cognition-based trust on evasive hiding and playing dumb but not on rationalized hiding. The results also revealed that psychological entitlement influenced the strength of the indirect effects of affect-based and cognition-based trust on evasive hiding and playing dumb but not on rationalized hiding through prosocial motivation. The theoretical and practical implications of the results are also discussed.

Introduction

With the advent of the knowledge economy, businesses began to spend more time and money on knowledge management activities to obtain, process, and transfer knowledge among the members of the organization (Abbate/Coppolino/Schiavone 2013; Ali/Tang 2022; Ode/Ayavoo 2020; Zhao/Liu/Li/Yu 2019). Despite efforts and investments in the development of knowledge transfer in organizations (Banerjee/Gupta/Bates 2016), this has not been successfully achieved (Labafi 2017). Even if organizational practices (e.g., policies, rules) are designed to facilitate knowledge transfer, employees are often reluctant to share the knowledge requested by their coworkers (Connelly/Zweig/Webster/Trougakos 2012). For this reason, today's knowledge-oriented organizations have been trying to find a response to "How can we encourage employees to share their knowledge with other members of the organization?" (Levin/Cross/Abrams/Lesser 2002).

Knowledge hiding, which refers to a person's intentional attempt to hide any knowledge requested by another person, is a new concept in management (Connelly et al. 2012). Connelly et al. (2019) stated that although there are

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some theoretical and empirical studies examining the antecedents of knowledge hiding, further examination is required due to the multidimensional structure of the concept and the lack of sufficient research on what its antecedents might be. Despite this call, studies examining the antecedents of knowledge hiding are comparatively limited (e.g., Connelly et al. 2012; Dirik 2019; Zhao/Xia/He/Sheard/Wan 2016; Zhao et al. 2019). Among the few studies that examined the predictors of knowledge hiding, interpersonal antecedents are regarded as key factors (Zhao et al. 2019). However, Connelly et al. (2012) suggested that interpersonal trust is one of the most important predictors of knowledge hiding behaviors. Although this assumption is supported by other researchers (e.g., He/Jiang/Xu/Shen 2021; Zhao et al. 2016; Zhao et al. 2019), little is known about what kind of interpersonal trust can predict knowledge hiding behaviors. Because different dimensions of trust are anticipated to perform different antecedent functions, it is essential to identify the different effects of trust dimensions on business outcomes (e.g., knowledge hiding). Therefore, the current study measured interpersonal trust using affect-based and cognition-based trust, conceptualized by McAllister (1995) as a two-dimensional structure. Thus, this study indicated that affect-based and cognition-based trust could be important interpersonal antecedents to knowledge hiding behaviors.

Researchers (e.g., Černe/Nerstad/Dysvik/Škerlavaj 2014; Connelly et al. 2012) have demonstrated that the effects of different variables should be considered in testing trust and knowledge hiding models. Also, Connelly et al. (2019) noted that research on why and how knowledge hiding behaviors occur will contribute to a better understanding of knowledge hiding behaviors. Despite these calls, a limited number of studies have heeded this call. This article extends this limited stream of research by examining prosocial motivation as a mediator that may enhance the relationship between affect-based and cognition-based trust and knowledge hiding. Previous studies (e.g., Babič/Černe/Škerlavaj/Zhang 2018; Škerlavaj/Connelly/Cerne/Dysvik 2018) have claimed that prosocial motivation, described by Grant and Sumanth (2009) as "the desire to benefit others" (p. 928), is an essential predictor of knowledge hiding. In this article, it is suggested that the mediating role of prosocial motivation implies a research-exchange mechanism in explaining the effects of cognition-based and affect-based trust on knowledge hiding.

Furthermore, researchers (e.g., Connelly et al. 2012; Connelly et al. 2019) have stated that contingent variables should be considered to better understand knowledge hiding behaviors. Considering this suggestion, in this study, psychological entitlement, which refers to "a stable and pervasive sense that one deserves more and is entitled to more than others" (Campbell/Bonacci/Shelton/Exline/Bushman 2004, p. 31), was proposed as a moderator in the indirect relationships between affect-based and cognition-based trust and knowledge hiding through prosocial motivation. Drawing on the literature on affect-based and cognition-based trust

and knowledge hiding, the present study predicted that the effects of affect-based and cognition-based trust on knowledge hiding would differ based on low and high levels of psychological entitlement. In this study, psychological entitlement is used as a moderator because it is an important determinant that can guide employees to exhibit citizenship behaviors, including knowledge sharing (Campbell et al. 2004). The literature on psychological entitlement shows that when performing citizenship behaviors, employees with low psychological entitlement are likely to be affected by social influence processes and motivated to help others, while those with high psychological entitlement tend to rationally calculate the personal consequences of their own actions and place greater value on self-interest (Campbell et al. 2004; Moeller/Crocker/Bushman 2009). Based on these, the present study predicts that psychological entitlement will conditionally influence the strength of the indirect effects of affect-based and cognition-based trust on knowledge hiding through prosocial motivation.

In this article, drawing on the conservation of resources (COR) theory (Hobfoll 1989), a moderated mediation model that jointly investigates prosocial motivation as the mediator and psychological entitlement as the moderator in the relationship between interpersonal trust and knowledge hiding was tested. The COR theory provides insight into individuals' reactions to harms or losses that have not yet occurred but are expected (Chen/Westman/Eden 2009). This study expands the COR theory in that it emphasizes the importance of interpersonal trust in individuals who hide their advantageous knowledge from their colleagues by taking a risk. According to COR theory, knowledge is a vital resource in the workplace, and therefore employees are reluctant to share their knowledge and even deliberately hide knowledge requested by their coworkers (Wu/Lee 2020). In this study, based on the COR theory, it was seen that the risk-reducing function of trust (specifically, cognitive-based trust) is an important stress-reducing factor in reducing individuals' knowledge hiding behaviors from other members of the organization.

It is expected that this article will make several contributions to theory and practice. First, the present study expands the current literature on knowledge hiding (e.g., Connelly et al. 2012; Connelly/Zweig 2015; Zhao et al. 2019; Zhao et al. 2016) by investigating how and when cognition-based and affect-based trust inhibits employees' knowledge hiding behaviors and contributes to a limited number of studies (e.g., Zhu/Akhtar 2014) that take the multidimensional nature of trust into account. Second, the present study examined the mediating role of prosocial motivation in the relationships between cognition-based and affect-based trust and knowledge hiding. Thus, the present study provides a new perspective on the mechanisms underlying knowledge hiding behaviors (e.g., prosocial motivation) by increasing our knowledge of how cognition-based and affect-based trust influence knowledge hiding behaviors. Third, this study was conducted taking into account the call of Connelly et al. (2012) to discover

moderators that may influence knowledge hiding. In considering psychological entitlement as a moderator, previous studies were extended by proposing that the indirect effects of cognition-based and affect-based trust on knowledge hiding through prosocial motivation depend on employees' differing psychological entitlement levels. Finally, this study may provide useful implications for how organizations reduce employees' knowledge hiding behaviors by maximizing the positive impact of trust on employees' prosocial motivations and taking into account employees' psychological entitlement.

Theory and Hypotheses

Cognition-based trust, affect-based trust and knowledge hiding

Interpersonal trust is one of the key elements of interpersonal relationships in organizations (McAllister 1995; Zeng/Xia 2019). Trust is defined as "the extent to which one is willing to ascribe good intentions to and have confidence in the words and actions of other people" (Cook/Wall 1980, p. 39). McAllister (1995) classified trust into two dimensions, including cognition-based and affect-based trust. Cognitive-based trust develops as a result of an individual's cognitive processes regarding whether or not to trust others (McAllister 1995). Individuals usually obtain their knowledge of who, when, and under what conditions they can trust as a result of their experiences (Colquitt/LePine/Piccolo/Zapata/Rich 2012). Cognition-based trust reflects trust based on a person's past performance, credibility, and expertise (McAllister 1995). Individuals' being fair, honest, consistent, and competent on trust-related issues affects the cognition-based trust process (Dirks/Ferrin 2002). Fine and Holyfield (1996) suggested that the cognition-based confidence model is necessary but not sufficient to understand trust. The researchers proposed that trust is not only shaped by an individual's cognitive processes but also by their emotions. McAllister (1995) conceptualized the trust that arises as a result of emotional bonds among individuals as affect-based trust. Affect-based trust reflects a special relationship in which individuals make a kind of emotional investment in trust relationships and the trustee takes sincere care and attention to the well-being of the trusting person (Dirks/Ferrin 2002; McAllister 1995). While the norms of reciprocity are effective in affect-based trust, the belief that the individual will benefit from the other side is effective in cognition-based trust (Zhu/Akhtar 2014).

Knowledge hiding is defined by Connelly et al. (2012) as "an intentional attempt by an individual to withhold or conceal knowledge that has been requested by another person" (p. 65) and examined in three dimensions: evasive hiding, playing dumb, and rationalized hiding. Evasive hiding is intended to deceive the other side (i.e., the requester of the knowledge). In this kind of knowledge hiding, the person who conceals the knowledge either consciously gives false knowledge or indicates that they will help but constantly postpones it by find-

ing excuses (Connelly/Zweig 2015). Playing dumb refers to the knowledge hider's pretending not to understand what the requester is talking about and not being willing to help. Playing dumb is also aimed at deceiving the requester of the knowledge, as with evasive hiding, and has no intention of helping (Offergelt/Spörrle/Moser/Shaw 2019). Unlike other types of knowledge hiding, rationalized hiding does not involve deception (Zhao et al. 2016). Rationalized hiding refers to "the hider's offering a justification for failing to provide requested knowledge by either suggesting he or she is unable to provide the knowledge requested or blaming another party" (Connelly/Zweig 2015, p. 480). These explanations indicate that knowledge hiding is not always negative and deceitful. Sometimes individuals may exhibit knowledge hiding behaviors (e.g., rationalized hiding) in order to protect third parties (e.g., managers, coworkers) or not harm others emotionally (Zhao et al. 2019).

Previous studies have found that the extent of knowledge hiding may differ in its relationship with other variables. For example, Offergelt et al. (2019) found that evasive hiding and playing dumb were negatively related to job satisfaction and psychological empowerment and positively related to the intention to quit. The researchers found no significant relationship between rationalized hiding and job satisfaction or intention to quit, but a positive relationship with psychological empowerment. Evasive hiding and playing dumb are harmful to the organization because they involve deceiving, lying, and not collaborating (Connelly et al. 2012). Previous studies have shown that employees' knowledge hiding behaviors of giving evasive answers or playing dumb have a negative impact on organizational performance (Černe et al. 2014), innovation (Donate/González-Mohíno/Appio/Bernhard 2022; Labafi 2017), individual creativity (Bogilović/Černe/Škerlavaj 2017), and interpersonal relationships (Connelly/Zweig 2015). On the other hand, rationalized hiding prevents damage to the relationship by making a convincing explanation of why the knowledge cannot be shared (Connelly et al. 2012).

Knowledge is a valuable resource for both individuals and organizations (Connelly/Ziewig 2015). According to the COR theory (Hobfoll 1989), people strive to acquire, retain, and protect valued resources (e.g., knowledge, money). Individuals see the knowledge they have as a resource that gives them some advantages and reduces future risks and uncertainties (Chen et al. 2009; Hobfoll/Halbesleben/Neveu/Westman 2018). The COR theory suggests that people will invest in instrumental resources (e.g., trust) to get the resources they need (e.g., money, knowledge). Although knowledge is an important resource in organizations and knowledge sharing is an important way of acquiring resources (Wu/Lee 2020), employees may be reluctant to transfer their knowledge, which gives them an advantage to other organizational members (Connelly et al. 2012). When people perceive a risk in sharing knowledge with others, they tend to hide their knowledge. According to Colquitt/Scott/LePine (2007), trust reduces

employees' perceived risk of potential threats. In addition, Kramer (1999) suggested that cognitive-based trust serves as a mechanism to reduce risky and uncertain threats.

Individuals aim to minimize expected losses or maximize expected utility while making decisions based on trust. In this context, the idea that individuals should trust the other party and the belief that the other party will respect this trust increases cognition-based trust and reduces knowledge hiding behaviors (Hardin 1992, as cited in Kramer 1999). Furthermore, it is possible to predict that cognition-based trust will reduce employees' knowledge hiding behaviors as it encourages professional collaboration among employees and helps develop shared professional experiences (Chowdhury 2005). On the other hand, since knowledge hiding is a cognitive process that reflects an individual's intentions to hide knowledge requested by others (Connelly et al. 2012), the individual's desire to hide knowledge may be due to a cognitive distrust of the other party. Thus, in this study, it is suggested that cognition-based trust is an important predictor of knowledge hiding behaviors. Taken together, the following hypotheses are proposed:

Hypothesis 1a: Cognition-based trust is negatively related to evasive hiding.

Hypothesis 1b: Cognition-based trust is negatively related to playing dumb.

Hypothesis 1c: Cognition-based trust is positively related to rationalized hiding.

In organizations, employees make emotional investments in trust-based relationships and believe that these feelings are mutual (McAllister 1995). For this reason, affect-based trust created by emotional bonds among individuals can be seen as a process of social exchange (André 2015). Individuals feel the obligation to respond to the other party who benefits them and reinforce these responses in line with their expectations, thanks to a high level of affect-based trust (Zhu/Akhtar 2014). For this reason, the parties act with the obligation to exhibit behaviors that will benefit the other party (e.g., not hiding knowledge) by showing extreme care and attention for their welfare (Johnson/Grayson 2005). Affect-based trust represents a social exchange relationship (McAllister 1995) in which employees feel obliged to reciprocate in the form of knowledge transfer behavior to coworkers and organizations. In light of these explanations, the following hypotheses are proposed:

Hypothesis 2a: Affect-based trust is negatively related to evasive hiding.

Hypothesis 2b: Affect-based trust is negatively related to playing dumb.

Hypothesis 2c: Affect-based trust is positively related to rationalized hiding.

The mediating role of prosocial motivation

Prosocial behaviors are an important factor that shapes employees' attitudes and collaborative behaviors within the group or organization (De Dreu/Beersma/Stroebe/Euwema 2006; Koçak 2020; Morland 1992). Mallén/Chiva/Alegre/Guinot (2015) found that prosocial motivation increases collaborative behaviors and knowledge exchange among employees in organizations. Researchers suggested that people with high prosocial motivation tend to attach more importance to the interests of others, while people with low prosocial motivation may act in a more rational and self-interested manner (Grant 2008).

Zhu and Akhtar (2014) suggested that the exchange-deepening function of affect-based trust is consistent with the function of prosocial motivation. Affect-based trust fosters employees' belief that their coworkers will respond with balanced social change in relationships. Employees motivated by the obligation to respond see prosocial motivation as a source of social exchange that benefits their coworkers. Also, affect-based trust based on mutual interpersonal care and concerns (McAllister 1995) strengthens employees' belief that the other party will respond with a balanced social exchange (Zhu/Akhtar 2014).

On the other hand, the risk-reducing functions of cognition-based trust are also consistent with the function of prosocial motivation. From the COR theory perspective, employees with high cognition-based trust in their coworkers are more likely to show prosocial behaviors (e.g., knowledge sharing) towards coworkers. Cognition-based trust that is based on personal beliefs about the credibility of coworkers and shaped by previous experiences and the personal competence of the other party (Johnson/Grayson 2005) is likely to lead individuals to act for the benefit of the other party (Zhu/Akhtar 2014). As mentioned earlier, employees with high cognition-based trust toward others tend to act in a rational and self-interested manner.

According to Connelly et al. (2012), prosocial motivation may be an antecedent of knowledge hiding. Because employees with high prosocial motivation are likely to be influenced by social impact processes (Grant/Berry 2011; Zhu/ Akhtar 2014), they can prioritize their coworkers' needs and share knowledge requested by their coworkers (Škerlavaj et al. 2018). From the COR theory perspective, individuals have a fundamental desire to obtain and protect their resources, including energy, objects, and personal characteristics. When individuals' resources are threatened, this causes stress. On the other hand, individuals see their mutual relationship with coworkers as a resource (Grandey/Cropanzano 1999). Employees with high-quality relationships with coworkers can cope with increased work demands and other work-related stress (Škerlavaj et al. 2018). Moreover, Chen et al. (2009) stated that high-quality relationships with others create positive affective resources. Several researchers (Simon 2020; Zhao et al. 2019) have demonstrated that high-quality relationships also increase individu-

als' prosocial motivation. When employees have high prosocial motivation, they can share their knowledge with their coworkers and also have the ability to use this knowledge to perform their job duties as a result of their success in the workplace. Connelly and Zweig (2015) suggested that the deception involved in playing dumb and evasive hiding would cause a harmful threat to interpersonal relationships. When employees with high prosocial motivation realize that such behavior is contrary to organizational interests, they reduce their playing dumb and evasive hiding behaviors (Zhao et al. 2019). In contrast, it is not valid for rationalized hiding, does not involve deception, and does not always cause harmful outcomes (Connelly et al. 2012). Employees with strong prosocial motivation may feel that their rationalized hiding behaviors are tied to organizational norms (Pan/Zhou/Zhang 2018; Zhao et al. 2019). In addition, Serenko and Bontis (2016) proposed that prosocial motivation may reduce counterproductive knowledge behaviors (e.g., knowledge hiding) by increasing employees' desire to help others. Thus, the following hypotheses are proposed:

Hypothesis 3a: *Prosocial motivation mediates the negative relationship between affect-based trust and evasive hiding.*

Hypothesis 3b: *Prosocial motivation mediates the negative relationship between affect-based trust and playing dumb.*

Hypothesis 3c: *Prosocial motivation mediates the positive relationship between affect-based trust and rationalized hiding.*

Hypothesis 3d: *Prosocial motivation mediates the negative relationship between cognition-based trust and evasive hiding.*

Hypothesis 3e: *Prosocial motivation mediates the negative relationship between cognition-based trust and playing dumb.*

Hypothesis 3f: *Prosocial motivation mediates the positive relationship between cognition-based trust and rationalized hiding.*

The moderating role of psychological entitlement

As mentioned before, psychological entitlement is proposed as a boundary condition in the relationship between prosocial motivation and knowledge hiding behaviors. Individuals with high psychological entitlement have high self-esteem, which expresses their perception of their own values (Lee/Schwarz/Newman/Legood 2019). Psychological entitlement in the workplace is described as expecting a high level of reward or privileged treatment regardless of the employee's performance, ability, or potential (Unsal Akbiyik 2018). People with high psychological entitlements do not care about the interests of others because they care more about their own interests (Campbell et al. 2004). This

situation shows that people with high psychological entitlements can act more rationally and according to their personal interests. That is to say, individuals with high psychological entitlement are less likely to accept social norms and act accordingly (Khalid/Gulzar/Khan 2019), so they are unlikely to comply with the norm of reciprocity regarding prosocial motivation. Because entitled people tend to act in a rational and self-interested manner (Harvey/Martinko 2009), they are more likely to hide the knowledge requested by their coworkers.

Psychological entitlement reflects an individual's notion that they deserve positive results (e.g., higher pay, praise) more than others, regardless of their level of ability and effort (Zitek/Jordan 2019). When the obtained benefits do not correspond to this notion, the employee believes that the organization is violating the reciprocity norm and sees their coworkers as an impediment to obtaining the benefits they believe they deserve (Khalid et al. 2019). This negative perception and thoughts cause the person to refrain from sharing their knowledge with others as a means of retaliation (Akram/Lei/Haider/Hussain 2020; Khalid et al. 2019; Pan et al. 2018). In addition, Ackerman and Donnellan (2013) found that psychological entitlement is negatively related to employees' collaborative behaviors (e.g., knowledge sharing). Because employees with high psychological entitlements are not willing to accept social norms and act according to them, they are less likely to comply with the reciprocity norm. This logic was extended to suggest that psychological entitlement may be a moderator in the relationship between prosocial motivation and knowledge hiding. In line with these explanations, the following hypotheses were proposed:

Hypothesis 4a: *Psychological entitlement moderates the negative relationship between prosocial motivation and evasive hiding, such that the relationship is stronger (vs. weaker) among employees with lower (vs. higher) psychological entitlement.*

Hypothesis 4b: *Psychological entitlement moderates the negative relationship between prosocial motivation and playing dumb, such that the relationship is stronger (vs. weaker) among employees with lower (vs. higher) psychological entitlement.*

Hypothesis 4c: *Psychological entitlement moderates the positive relationship between prosocial motivation and rationalized hiding, such that the relationship is stronger (vs. weaker) among employees with lower (vs. higher) psychological entitlement.*

Assuming that psychological entitlement moderates the relationship between prosocial motivation and knowledge hiding (Hypotheses 4a, 4b, and 4c), it's likely that psychological entitlement will influence the strength of the indirect relationship between cognition-based and affect-based trust and knowledge hid-

ing (see Figure 1). High psychological entitlement may reduce the effects of cognition-based and affect-based trust on knowledge hiding through prosocial motivation. In line with these explanations, the current study proposes that the indirect effect of cognition-based and affect-based trust on knowledge hiding (via prosocial motivation) will be stronger among employees with low psychological entitlement. Thus, the following moderated mediation hypotheses were proposed:

Hypothesis 5a: *Psychological entitlement moderates the negative and indirect effect of affect-based trust on evasive hiding through prosocial motivation, such that this indirect effect is stronger (vs. weaker) among employees with low (vs. high) psychological entitlement.*

Hypothesis 5b: *Psychological entitlement moderates the negative and indirect effect of affect-based trust on playing dumb through prosocial motivation, such that this indirect effect is stronger (vs. weaker) among employees with lower (vs. higher) psychological entitlement.*

Hypothesis 5c: *Psychological entitlement moderates the positive and indirect effect of affect-based trust on rationalized hiding through prosocial motivation, such that this indirect effect is stronger (vs. weaker) among employees with lower (vs. higher) psychological entitlement.*

Hypothesis 5d: *Psychological entitlement moderates the negative and indirect effect of cognition-based trust on evasive hiding through prosocial motivation, such that this indirect effect is stronger (vs. weaker) among employees with lower (vs. higher) psychological entitlement.*

Hypothesis 5e: *Psychological entitlement moderates the negative and indirect effect of cognition-based trust on playing dumb through prosocial motivation, such that this indirect effect is stronger (vs. weaker) among employees with lower (vs. higher) psychological entitlement.*

Hypothesis 5f: *Psychological entitlement moderates the positive and indirect effect of cognition-based trust on rationalized hiding through prosocial motivation, such that this indirect effect is stronger (vs. weaker) among employees with lower (vs. higher) psychological entitlement.*

Figure 1. Hypothesized theoretical model
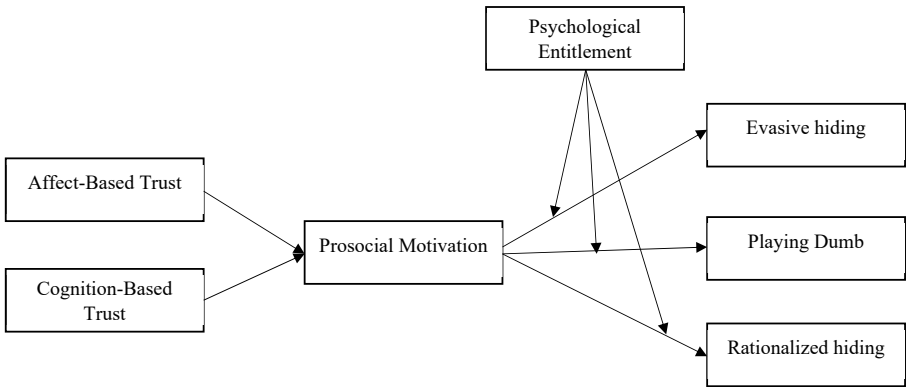
Methods

Sample and procedure

The sample data were collected from two private companies with over 2,000 employees, located in a major city in East Turkey. The first part of the sample data were collected from a large company with 1,153 employees. The company manufactures and assembles engines and body parts for aircraft. The second part of the sample data were collected from a large company with 975 employees. The second company is one of the world's leading wheel manufacturers in the "Light Metal Wheel" sector and an implementer of the latest technology and innovations. Because both companies operate in sectors where competition is aggressive, environmental uncertainties are high, and innovation and knowledge are vital (Lee/Mo 2011), they must encourage their employees to engage in extra-role behavior; this makes such companies eligible to examine our outcome variables (i.e., knowledge hiding). Furthermore, the companies are suppliers, and they emphasize innovation as a value and use high technology in their production. Therefore, it is very critical for the relevant companies that employees do not hide knowledge from each other. Given that knowledge hiding behaviors can be affected by task dependency (Connelly et al. 2012; Zhao et al. 2019), only white-collar employees were selected. Participants were working in the following departments: human research department, research and development department, production department, and finance department. With the assistance of human resources managers, 307 employees were selected from four departments in two companies. The questionnaires were designed with a cover letter that guarantees confidentiality and were distributed to the participants on-site by the author. Of the 307 participants, the average age was 33.4, and 69% were men. The mean organizational tenure was 6.5 years.

Measures

All measurements were in Turkish and followed the translation-back translation procedures (Brislin 1970). These measures were responded to using a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree).

Cognition-based and affect-based trust

The two-dimensional, 11-item scale developed by McAllister (1995) was used in the study. Six items ($\alpha = 0.78$) were used to measure cognition-based trust (e.g., "I can rely on my coworkers not to make my job more difficult by careless work"), and five items ($\alpha = 0.86$) were used to measure affect-based trust (e.g., "My coworkers and I have a sharing relationship. We can both freely share our ideas, feelings, and hopes").

Prosocial Motivation

Prosocial motivation was measured using a five-item scale ($\alpha = 0.92$) developed by Grant and Sumanth (2009). The scale includes items such as "I get energized by working on tasks that have the potential to benefit others".

Psychological entitlement

The employees' psychological entitlement was measured using the psychological entitlement scale developed by Campbell et al. (2004). This scale includes nine items ($\alpha = 0.87$) (e.g., "I honestly feel I'm just more deserving than others") and one dimension.

Knowledge hiding

Knowledge hiding was measured using the three subdimensional (i.e., evasive hiding, playing dumb, and rationalized hiding) 11-item scale developed by Connelly et al. (2012), with four items ($\alpha = 0.83$) to measure evasive hiding (e.g., "Agreed to help him/her but never really intended to"), four items ($\alpha = 0.83$) to measure playing dumb (e.g., "Pretended that I did not know the information"), and three items ($\alpha = 0.84$) to measure rationalized hiding (e.g., "Explained that I would like to tell him/her but was not supposed to").

Control variables

Previous studies (e.g., Connelly et al. 2012; Khoreva/Wechtler 2020; Škerlavaj et al. 2018; Zhao et al. 2019) have found that variables such as gender, age, and tenure can influence employees' knowledge-hiding behaviors. For this reason, in this study, age (in years), gender (1 = male, 0 = female), and tenure (in years) were controlled.

Findings

Confirmatory factor analysis

Before testing the hypotheses, it should be determined whether there is a problem with the research variables in terms of divergent and convergent validity (Gürbüz/Şahin 2018). Thus, it will be possible to understand whether there is a problem with the divergent and convergent validity of the scales by testing the measurement model, which includes all variables, using the alternative model strategy. Confirmatory factor analysis was performed using AMOS 23. The findings given in Table 1 show that the goodness of fit values of the seven-factor (affect-based trust, cognition-based trust, prosocial motivation, psychological entitlement, evasive hiding, playing dumb, and rationalized hiding) measurement model ($\chi2$ (599) = 1087, CFI = 0.96, TLI = 0.95, RMSEA = 0.05, SRMR = 0.06) were better than other models.

Table 1. Comparison of measurement models

	$\chi2$(df)	$\chi2$/(df)	RMSEA	CFI	TLI	SRMR	Model comparison ΔX^2 (Δdf)
Model 1, seven-factors model	1087 (599)	1.82	0.05	0.96	0.95	0.06	-
Model 2, five-factors model[a]	1970 (610)	3.23	0.09	0.87	0.86	0.08	883 (11)
Model 3, four-factors model[b]	2625 (614)	4.28	0.11	0.82	0.80	0.18	1538 (15)
Model 4, three-factors model[c]	2696 (617)	4.37	0.11	0.81	0.79	0.18	1609 (18)
Model 5, one-factor model[d]	5989 (620)	9.66	0.18	0.50	0.46	0.22	4902 (21)

Note: N = 307; All models are significant at p <.05; $\chi2$, chi-square discrepancy; df, degrees of freedom; RMSEA, root mean square error of approximation; CFI, comparative fit index; TLI, Tucker–Lewis index; SRMR, standardized root mean square residual; $\Delta\chi2$, difference in chi-square; Δdf, difference in degrees of freedom; [a]Five-factor model = Evasive hiding, playing dumb and rationalized hiding combined into a single factor; [b]Four-factor model= Prosocial motivation and psychological entitlement combined into a single factor; [c]Three-factor model= Affect-based and cognition-based trust combined into a single factor; [d]Harman's single-factor model, all variables combined into a single factor.

Descriptive statistics

Means, standard deviations, and intercorrelations are presented in Table 2. Results showed that affect-based trust was significantly related to prosocial motivation (r = 0.55, p < 0.01), evasive hiding (r = −0.66, p < 0.01), and playing dumb (r = −0.73, p < 0.01). The findings also showed that cognition-based trust was significantly related to prosocial motivation (r = 0.54, p < 0.01), evasive hiding (r = −0.53, p < 0.01), and playing dumb (r = −0.58, p < 0.01). However, the

findings showed that affect-based and cognition-based trust were not statistically related to rationalized hiding, and prosocial motivation was significantly related to rationalized hiding ($r = -0.16$, $p < 0.01$).

Table 2. Means, standard deviations and intercorrelations for variables

Variables	M	SD	1	2	3	4	5	6	7	8	9	10
1) Gender	1.38	0.50	-									
2) Age	33.42	4.90	-0.29**	-								
3) Job Tenure	6.54	1.24	-0.30**	0.75**	-							
4) AT	4.04	1.02	-0.01	0.08	0.08	(0.86)						
5) CT	4.09	0.76	-0.05	0.09	0.06	0.65**	(0.78)					
6) PM	3.61	1.04	-0.03	0.01	0.02	0.55**	0.54**	(0.92)				
7) PE	2.23	1.15	-0.02	0.06	0.05	-0.02	-0.08	-0.46**	(0.87)			
8) EH	2.12	0.92	-0.02	0.02	0.01	-0.66**	-0.53**	-0.51**	0.04	(0.83)		
9) PD	1.98	0.88	-0.01	-0.07	-0.06	-0.73**	-0.58**	-0.53**	0.02	0.79**	(0.83)	
10) RH	3.52	1.16	0.04	-0.12	-0.13*	-0.07	-0.11	-0.16**	0.11	0.05	0.08	(0.84)

Note. N = 307; AT: affect-based trust; CT: cognition-based trust; PM: prosocial motivation; PE: psychological entitlement; EH: evasive hiding; PD: playing dumb; RH: rationalized hiding. *$p < 0.05$; **$p < 0.01$.

Hypotheses testing

The hypotheses were tested in two steps. In the first step, using the analyses of hierarchical regression, Hypothesis 1 (1a, 1b, and 1c), Hypothesis 2 (2a, 2b, and 2c), Hypothesis 3 (3a, 3b, 3c, 3d, 3e, and 3f), and Hypothesis 4 (4a, 4b, and 4c) were tested, and the results are shown in Table 3. In the second step, to test the moderated mediation that Hypothesis 5 (5a, 5b, 5c, 5d, 5e, and 5f) predicted, regression analyses were conducted for the conditional indirect effect using the Hayes PROCESS macro (Hayes 2013).

As displayed in Table 3, affect-based trust had a negative relationship with evasive hiding (Model 1: $\beta = -0.49$, $p < 0.01$) and playing dumb (Model 5: $\beta = -0.53$, $p < 0.01$) but not with rationalized hiding (Model 9: $\beta = 0.01$, ns). According to these results, Hypotheses 1a and 1b were supported, while Hypothesis 1c was not. Upon examining the results belonging to Hypotheses 2a, 2b, and 2c shown in Table 3, it can be seen that cognition-based trust had a negative relationship with evasive hiding (Model 1: $\beta = -0.22$, $p < 0.01$) and playing dumb (Model 5: $\beta = -0.21$, $p < 0.01$) but not with rationalized hiding (Model 9: $\beta = -0.17$, ns). Thus, Hypotheses 2a and 2b were supported, while Hypothesis 2c was not.

Table 3. Results of hierarchical moderator regression analysis

Variables and parameters	EH				PD				RH			
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Gender	-.03	-.04	-.04	-.03	-.03	-.04	-.04	-.04	-.01	-.01	-.01	-.01
Age	.06	.05	.05	-.01	-.01	-.02	-.01	-.04	-.04	-.05	-.05	-.05
Job Tenure	.01	.01	.01	.03	.01	.00	.01	.01	-.10	-.10	-.10	-.10
AT	-.49**	-.44**	-.41**	-.30**	-.53**	-.49**	-.46**	-.42**	.01	.07	.06	.05
CT	-.22**	-.15*	-.14	-.07	-.21**	-.15*	-.14*	-.12	-.17	-.09	-.09	-.10
PM		-.17**	-.23**	-.34**		-.13*	-.19**	-.24**		-.19*	-.15	-.14
PE			-.09	.06			-.09*	-.03			.060	.05
PMxPE				.38**				.15**				-.02
R^2	.46	.48	.49	.65	.55	.57	.57	.60	.03	.05	.05	.05
ΔR^2	.46	.02	.01	.16	.55	.01	.01	.03	.03	.02	.00	.00
F	46.35	42.12	36.92	63.17	68.04	59.86	52.72	51.69	1.61	2.16	1.92	1.69

Note. N = 307; AT: affect-based trust; CT: cognition-based trust; PM: prosocial motivation; PE: psychological entitlement; EH: evasive hiding; PD: playing dumb; RH: rationalized hiding. *$p < 0.05$; **$p < 0.01$.

Hypotheses 3a, 3b, 3c, 3d, 3e, and 3f suggest that prosocial motivation mediates the relationships between cognition-based and affect-based trust and knowledge hiding. The significance of the mediation was checked by examining the results of the Sobel (1982) test and bootstrap confidence intervals (CI). The results revealed that prosocial motivation mediated the relationships between cognition-based trust and evasive hiding (β = -0.07, Sobel Z = -2.83, 95% CI = -0.15, -0.02) and playing dumb (β = -0.06, Sobel Z = -2.57, 95% CI = -0.13, -0.01) but did not mediate the relationship between cognition-based trust and rationalized hiding (β = -0.05, Sobel Z = -1.83, ns). The results also supported that prosocial motivation mediated the relationships between affect-based trust and evasive hiding (β = -0.05, Sobel Z = -2.90, 95% CI = -0.12, -0.02) and playing dumb (β = -0.07, Sobel Z = -2.62, 95%, CI = -0.10, -0.01), but prosocial motivation did not mediate the relationship between affect-based trust and rationalized hiding (β = -0.05, Sobel Z = -2.03, ns). Taken together, Hypotheses 3a, 3b, 3d, and 3e were supported, but Hypotheses 3c and 3f were not supported.

Hypotheses 4a, 4b, and 4c predicted that psychological entitlement moderates the relationships between prosocial motivation and evasive hiding (Hypothesis 4a), playing dumb (Hypothesis 4b), and rationalized hiding (Hypothesis 4c). The values of the continuous variables, which are prosocial motivation and psychological entitlement, were centered on reducing multicollinearity problems prior to the analyses (Aiken/West 1991; Frazier/Tix/Baron 2004). The results in Table 3 indicated that the interaction term between prosocial motivation and psychological entitlement was significantly related to evasive hiding (Model 4: β = 0.38, $p < 0.01$) and playing dumb (Model 8: β = 0.15, $p < 0.01$) but not significantly related to rationalized hiding (Model 12: β = -0.02, ns). Thus,

Hypothesis 4c was not supported. To fully support Hypotheses 4a and 4b, the forms (shapes) of these significant interactions must conform to the assumed models (Aiken/West 1991). High and low levels of psychological entitlement were defined as one standard deviation above and below the mean score of the variable (Cohen/ Cohen/West/Aiken 2003). As expected, the simple slope of the relationship between prosocial motivation and evasive hiding was statistically insignificant ($\beta = 0.04$, $t = 0.48$, $p < 0.05$) for employees with high psychological entitlement (1 SD above the mean) and stronger ($\beta = -0.72$, $t = -16.17$, $p < 0.01$) for employees with low psychological entitlement (1 SD below the mean). Thus, Hypothesis 4a was supported (see Figure 2). Similarly, the simple slope of the relationship between prosocial motivation and playing dumb was statistically insignificant for employees with high psychological entitlement ($\beta = -0.08$, $t = 1.08$, $p < 0.05$) and stronger for employees with low psychological entitlement ($\beta = -0.39$, $t = -7.05$, $p < 0.01$). These results supported Hypothesis 4b (see Figure 3).

Finally, a procedure developed by Preacher/Rucker/Hayes (2007) was used to assess the moderated mediation hypotheses (Hypotheses 5a, 5b, 5c, 5d, 5e, and 5f). The results presented in Table 4 show that the conditional indirect effect of affect-based trust on evasive hiding (conditional indirect effect = -0.40, 95% CI [-0.51, -0.29]) and playing dumb (conditional indirect effect = -0.22, 95% CI [-0.32, -0.12]) through prosocial motivation was stronger for employees with low psychological entitlement. However, no significant difference was found in the conditional indirect effect of affect-based trust on rationalized hiding via prosocial motivation across various levels of psychological entitlement, and the index of moderated mediation was also not significant (Index = -0.07, ns). Thus, Hypotheses 5a and 5b received support, but Hypothesis 5c was not supported. The results in Table 4 also revealed that the conditional indirect effect of cognition-based trust on evasive hiding (conditional indirect effect = -0.62, 95% CI [-0.76, -0.49]) and playing dumb (conditional indirect effect = -0.44, 95% CI [-0.57, -0.31]) through prosocial motivation was stronger for employees with low psychological entitlement. However, the results also revealed that the conditional indirect effect of cognition-based trust on rationalized hiding was insignificant (index = -0.06, ns). Thus, Hypotheses 5d and 5e received support, but Hypothesis 5f was not supported.

Table 4. Conditional indirect of affect-based and cognition-based trust on knowledge hiding across levels of psychological entitlement

Dependent Variables	Moderator: psychological entitlement	Boot indirect effect	BootSE	Boot LL 95 % CI	Boot UL 95 % CI
	Independent variable: affect-based trust				
Evasive Hiding	-1 SD (Low)	-0.40	0.05	-0.51	-0.29
	+1 SD (High)	0.01	0.03	-0.05	0.08
Playing Dumb	-1 SD (Low)	-0.22	0.05	-0.32	-0.12
	+1 SD (High)	-0.06	0.03	-0.13	0.01
Rationalized Hiding	-1 SD (Low)	-0.07	0.07	-0.21	0.08
	+1 SD (High)	-0.10	0.06	-0.23	0.02
Dependent Variables	Independent variable: cognition-based trust				
Evasive Hiding	-1 SD (Low)	-0.62	0.06	-0.76	-0.49
	+1 SD (High)	-0.03	0.04	-0.11	0.05
Playing Dumb	-1 SD (Low)	-0.44	0.07	-0.57	-0.31
	+1 SD (High)	-0.14	0.05	-0.24	-0.04
Rationalized Hiding	-1 SD (Low)	-0.06	0.09	-0.25	0.11
	+1 SD (High)	-0.11	0.08	-0.28	0.05

Note. N = 307; Bootstrap sample size = 5000; LL: lower limit; UL: upper limit; CI = confidence interval; Low = 1 SD below the mean; High = 1 SD above the mean.

Figure 2. Interaction effect of prosocial motivation and psychological entitlement on evasive hiding
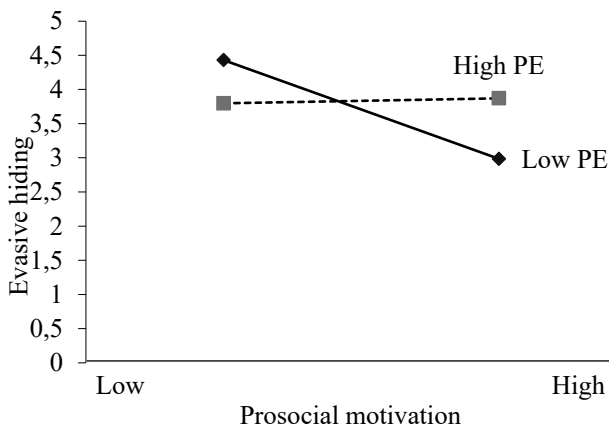
Figure 3. **Interaction effect of prosocial motivation and psychological entitlement on playing dumb**
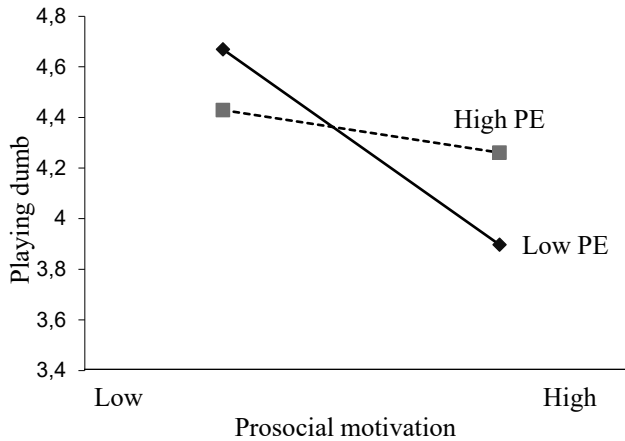
Discussion

The findings of this study indicated that cognition-based and affect-based trust had a negative correlation with evasive hiding and playing dumb but not with rationalized hiding. Furthermore, prosocial motivation mediated the influences of cognition-based and affect-based trust on evasive hiding and playing dumb but not on rationalized hiding. Results also indicated that prosocial motivation mediated the relationship between cognition-based and affect-based trust and knowledge hiding (at least for evasive hiding and playing dumb) for employees with low psychological entitlement. The theoretical and practical implications of the findings are discussed below.

Theoretical contributions

The findings of this study contribute to the literature in several ways. First, previous studies on the antecedents of knowledge hiding have confirmed that interpersonal relationships are a critical factor in predicting knowledge hiding (Connelly et al. 2012). Since trust sheds light on the complexity of interpersonal relationships, several researchers have examined the effects of interpersonal distrust on knowledge hiding in organizations (e.g., Connelly et al. 2012; Labafi 2017). Dirks and Ferrin (2002) have called on researchers to take into account multiple dimensions of trust, including affect-based and cognition-based trust. Despite this claim, only a limited study (e.g., Zhu/Akhtar 2014) examined trust as a multidimensional construct. The present study extends the literature on knowledge hiding by contributing to this limited number of studies with its new-ly discovered findings on the effects of cognition-based and affect-based trust on

knowledge hiding. Results indicated that cognition-based and affect-based trust were related to evasive hiding and playing dumb but not to rationalized hiding.

Second, previous studies (e.g., Connelly et al. 2012) have indicated that mediated models need to be examined in order to better understand the formation of knowledge hiding. To address this call, prosocial motivation was tested as a mediator in the relationships between affect-based and cognition-based trust and knowledge hiding behaviors (i.e., evasive hiding, playing dumb, and rationalized hiding). Results revealed that employees' cognition-based trust, shaped by appropriate knowledge and rational reasons (McAllister 1995), leads to an increase in prosocial motivation (Bisaillon 2019) and thus a decrease in knowledge hiding behaviors (only for evasive hiding and playing dumb, but not for rationalized hiding). From a cognition-based trust perspective, employees need rational reasons (e.g., prosocial motivation) to share their knowledge with their coworkers (McAllister 1995) and tend to hide knowledge if they believe that there is no rational reason to share it (Dirks/Ferrin 2002). Considering that prosocial motivation is a rational reason for an employee to reduce risk (McAllister 1995), it can be said that employees' cognition-based trust reduces knowledge hiding behaviors through prosocial motivation. Results also supported the claim that affect-based trust reduces employees' knowledge hiding behaviors (at least for evasive hiding and playing dumb) through prosocial motivation. It was also found that when affect-based trust is viewed as a process of social exchange (André 2015; Dirks/Ferrin 2002; Zhu/Akhtar 2014), prosocial motivation increases and knowledge hiding behaviors decrease as the emotional ties among individuals become stronger as a result of their affective investments in their relationships.

Third, this study extended the knowledge hiding literature by adding psychological entitlement as a boundary condition to explain the effects of cognitive-based trust and affective-based trust on employees. The results revealed that psychological entitlement is an important boundary condition in the indirect effects of cognition-based and affect-based trust on knowledge hiding behaviors (at least for evasive hiding and playing dumb) through prosocial motivation. Results showed that the indirect effect of cognition-based and affect-based trust on evasive hiding and playing dumb through prosocial motivation was stronger for employees with low psychological entitlement and insignificant for employees with high psychological entitlement (only the indirect effect of cognition-based trust on playing dumb was significant). Thus, the current study expanded on previous studies (e.g., Alnaimi/Rjoub 2019; Connelly et al. 2012; Škerlavaj et al. 2018) and made contributions to the literature by revealing that the effect of cognition-based and affect-based trust on knowledge hiding through prosocial motivation was stronger only for some employees (those with low psychological entitlement). Finally, the results also contribute to COR theory. The COR theory researchers tend to affirm that knowledge sharing causes a loss of resources

(Wu/Lee 2020). Results indicated that employees with high trust, and prosocial motivation, and low psychological entitlement were unwilling to hide their knowledge from other members of the organization.

Practical contributions

As business life becomes more dynamic, uncertain, and knowledge-dependent, organizations face an increasing need for creative ideas from their employees (Grant/Berry 2011). Organizations make large investments to encourage and incentivize employees to share their knowledge with coworkers (Connelly/Zweig 2015). Many academic studies that can help to reduce these investment costs have been published (e.g., Černe et al. 2014; Connelly et al. 2012; Gal/Hadas 2015; Škerlavaj et al. 2018; Zhao et al. 2019). This study's findings provide managers with a trust-based perspective to eliminate or reduce employees' knowledge hiding behaviors.

First, managers should know that affect-based and cognition-based trust are important antecedents of prosocial motivation and knowledge hiding. It is important to keep in mind that employees need good reasons to reduce knowledge hiding and increase cognition-based trust (McAllister 1995). Knowledge hiding can be reduced by increasing the prosocial motivation of employees through cognition-based trust in their coworkers (Zhu/Akhtar 2014). Affect-based trust (Dirks/Ferrin 2002), which is seen as a process of social exchange and varies depending on the investments made by employees in their relationships, also increases prosocial motivation and reduces knowledge hiding. For this reason, certain trust-building strategies can be applied in order to increase cognition-based and affect-based trust among employees within the organization. Previous studies (e.g., Bisaillon 2019; Carnevale 1995; Rosen/Jerdee 1977; Zhu/Akhtar 2014) have suggested a number of strategies to strengthen trust-based relationships in organizations. For example, managers can increase the effects of cognition-based trust on employees' knowledge hiding behaviors by making reliable statements that if they do not hide knowledge from their coworkers, they will have the opportunity to have more knowledge and that even if hiding knowledge will benefit them in the short term, it will harm both them and the organization in the long term. However, researchers (e.g., McAllister 1995) have noted that cognition-based trust is more superficial and less specific than affect-based trust. Therefore, managers need to create a friendly atmosphere within the organization and share their personal experiences with employees in order to develop affect-based trust (Zhu/Akhtar 2014), which is shaped by the relationships among employees. On the other hand, Colquitt et al. (2012) suggested that cognition-based trust is more important in times of organizational crisis and affect-based trust is more important in times of relationship conflict in the organization. Considering the negative effects that the COVID-19 pandemic has

had on many organizations, it can be said that managers should take measures to increase cognition-based trust. In addition, researchers (e.g., McAllister 1995) have argued that a certain level of cognition-based trust is necessary to develop affect-based trust. For this reason, managers should primarily focus on practices that increase cognition-based trust in order to encourage and incentivize employees to exchange knowledge.

Second, managers cannot reduce knowledge hiding by only increasing cognition-based and affect-based trust and prosocial motivation. They also need to reduce employees' perceptions of psychological entitlement in order to reduce knowledge hiding behaviors. Many studies conducted in the fields of management and social psychology claim that psychological entitlement is an antecedent to undesired workplace behaviors (Harvey/Harris 2010). Employees with high psychological entitlement are less likely to accept social norms and act accordingly (Unsal Akbiyik 2018), so they are unlikely to comply with the norm of reciprocity regarding prosocial motivation. Entitled people tend to act in a rational and self-interested manner (Harvey/Martinko 2009), so they are more likely to hide the knowledge they have from their coworkers. Managers should identify candidates who think they have such high psychological entitlements during the employee selection process and refrain from hiring them. Identifying employees' levels of psychological entitlement is not easy to do. Therefore, managers can use the widely used Psychological Entitlement Scale (Campbell et al. 2004) or Narcissistic Personality Inventory (Raskin/Terry 1988) to assess employees' psychological entitlement (Harvey/Matinko 2009).

Limitations and future directions

In addition to the above-mentioned contributions, the study also has certain limitations. First, the cross-sectional nature of the study does not allow the direction of the causal relationship among the examined variables to be determined. Therefore, future studies may consider implementing a longitudinal research design to identify the cause-and-effect relationship between the variables more accurately.

Second, the use of self-reported measurements of research data leads to common method bias (Podsakoff/Mackenzie/Lee/Podsakoff 2003). Connelly et al. (2012) pointed out that it would be difficult to ask supervisors or coworkers to evaluate an employee's knowledge hiding behaviors. Although some researchers have suggested that self-reported knowledge hiding is more inclusive than other-reported measures (e.g., Černe et al. 2014; Connelly et al. 2012; Zhao et al. 2019), future studies can reduce common method bias by collecting data from different sources (employee-coworker pairs). For example, cognition-based and affect-based trust can be measured self-reportedly, and knowledge hiding can be measured using data collected from coworkers.

Third, the study focused on the relationship among coworkers, ignoring leadership. Researchers (e.g., Abdullah/Dechun/Ali/Usman 2019; Nguyen/Malik/Budhwar 2022; Offergelt et al. 2019; Zhao et al. 2019) have suggested that leadership styles (e.g., ethical leadership and exploitative leadership) have a significant impact on knowledge hiding. Especially considering the possibility that followers with cognition-based trust are able to trust the decisions and actions of leaders when acting for the benefit of their coworkers (Zhu/Akhtar 2014), future studies can reach more generalizable results by including leadership styles in the model. Schaubroeck et al. (2012) proposed that leader behaviors are critical antecedents in predicting employees' affect-based and cognition-based trust. Furthermore, previous studies have shown that transformational leadership (Zhu/Akhtar 2014) and servant leadership (Bisaillon 2019) have a significant impact on employees' cognition and affect-based trust. Therefore, these studies, where the antecedents of cognition-based and affect-based trust are not addressed, can make valuable contributions to the literature by examining the effects of different leadership styles on these types of trust.

Finally, the data were collected from the employees of two private companies in Turkey, which have a high uncertainty avoidance rate. Previous studies (e.g., Babič et al. 2018) have found a negative relationship between uncertainty avoidance and knowledge hiding. In other words, knowledge hiding behaviors will decrease as the uncertainty avoidance rate increases. Indeed, Colquitt et al. (2012) found that affect-based and cognition-based trust would prevent certain negative behaviors (e.g., knowledge hiding) within the organization by reducing the uncertainty in employees' expectations of social exchange. Trust is an important determinant that drives interpersonal relations (Babič et al. 2018; Zeng/Xia 2019), especially in countries with high uncertainty avoidance rates such as Turkey (Hofstede 1980). Therefore, the employees in the present study may have high cognition-based and affect-based trust, leading to low knowledge hiding rates. Future studies can achieve different results by collecting data from different societies with low uncertainty avoidance rates.

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Conflict of Interest

The author declares that he has no conflict of interest.

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