Understanding the Knowledge Concealment Predictors: A Proposed Framework for Knowledge Practitioners in Malaysia

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Abstract: This paper explores the knowledge concealment (KC) predictors among knowledge practitioners in Malaysia. It highlights that knowledge concealment (KC) is widely recognized as having a detrimental impact on individuals and organizations. Moreover, KC poses a significant challenge for organizations that are striving to enhance their knowledge management initiatives due to the difficulty in recognizing the existence of the information and the uncertain nature of its impacts. In addition, the prevalence of employees concealing their knowledge and expertise despite the organization's efforts to cultivate a culture of knowledge sharing. Thus, the act of concealing knowledge in an organization has an impact on the Sustainable Development Plan 9 (SDGs), which focuses on industry, innovation, and infrastructure, the Sustainable Development Plan 8 (SDGs), which targets decent work and economic growth to accelerate human capital development for an advanced nation, and the Twelfth Malaysia Plan (2021–2025), which emphasizes human capital through training and education. Therefore, it is crucial to study these predictors as they facilitate the prompt execution of proactive strategies to mitigate KC among knowledge practitioners. This study additionally proposes a novel conceptual framework that explores the relationship among variables, namely the lack of rewards in knowledge sharing, moral disengagement, internal competition, and psychological entitlement with a specific focus on knowledge concealment (KC). This framework presents significant potential for facilitating future research endeavors undertaken by other scholars.

Keywords: *Knowledge concealment (KC), knowledge sharing, moral disengagement, internal competition, psychological entitlement.*

1. Introduction and Background

In today's knowledge-based economy, organizations are mushrooming, increasing their investments in knowledge management (KM) projects to gather, evaluate, and share knowledge (Abbate, Coppolino & Schiavone, 2013; Zhao et al., 2019; Ode, 2020; Ali & Tang, 2022). Organizational KM is crucial as it acts as a valuable resource, encouraging innovation catalyst, effective decision-making mechanism, ongoing learning platform, and offering flexibility while enhancing competitiveness by boosting productivity, strategic positioning and customer happiness (Bollinger & Smith, 2001; Adams & Lamont, 2003; Otundo, 2023). Previous studies have shown that KM is vital for an organization's accomplishment as it involves organizing and making essential knowledge available to employees anytime and anywhere (Nonaka & Takeuchi, 1995; Howell & Annansingh, 2013; Fauzi, 2019). It aligns with Sukumaran and Lanke's (2021) studies, which stated that KM influences long-term growth and market success, as it is a systematic procedure that encompasses capturing, organizing, managing, and sharing knowledge throughout a business. Moreover, the success and development of organizations rely significantly on knowledge resources, particularly tacit knowledge, which is difficult to replicate.

Knowledge sharing (KS) is vital in KM as employee knowledge is a precious and enduring asset for organizations (Ugwu et al., 2020; Joo et al., 2024). KS exists when there is communication between two or multiple individuals, Osman et al., (2015). The employee's utilization of KM through sharing practices has been proven to enhance the efficiency of the organization and bolster the competitive edge (Hendriks, 1999; Hernaus et al., 2018; Singh, 2019; Fonseca et al., 2021). Prior research in the field of KM has mostly concentrated on the aspect of KS. However, there is an increasing interest in exploring subjects linked to knowledge concealment (KC), as proven by academic research (Islam et al., 2018; Arain et al., 2020; Koay et al., 2022). The act of concealing knowledge and not sharing it with others has become a major barrier in organizations (Akbarzadeh et al., 2022; Issac et al., 2022). This change demonstrated an acknowledgment of the difficulties associated with

overseeing the flow of knowledge within organizational settings. The distinction between KS and KC resides in the fact that the latter includes actively seeking knowledge from the knowledge requester. KS in this context, means the voluntary willingness of employees to share knowledge with colleagues, while KC is concealing that requested knowledge from sharing with others (Koay & Lim, 2021; Koay et al., 2022). Additionally, an increasing amount of literature acknowledges the significance of KC as being the converse of KS (Cabrera & Cabrera, 2002; Riege, 2005; Webster et al., 2008; Butt, 2020; Liu et al., 2020; Chatterjee et al., 2021; Pereira & Mohiya, 2021).

KC is a significant obstacle for organizations aiming to enhance their KM efforts, as it is hard to identify the presence of information, and its impacts are mainly uncertain. Although organizations generally strive to foster a culture of KS, many employees try to conceal and hide their knowledge and expertise. Most awful, even though the top management has established an entrenched policy to promote KS, typically, employees still tend to avoid this behavior at work (Ruparel & Choubisa, 2020; Xiong et al., 2021; Arias-Perez & Velez-Jaramillo, 2021; Jasimuddin & Saci, 2022). Besides, KC is influenced by the environment as it is critical in specific professional and technology-oriented organizations to enhance and control the sustainability and overall performance of an organization (Hoseinpour et al., 2022). Hoseinpour et al. (2022) also examined the impact of social norms on concealing organizational knowledge. Moreover, Andreeva and Zappa (2023) found that purposefully concealing information and knowledge from colleagues who requested it is detrimental to individuals and organizations. Therefore, KC is widely viewed as damaging to organizational development (Nguyen et al., 2022; Bhatti et al., 2023; Goncalves et al., 2023).

Problem Statement and Urgency to Conduct the Study

Knowledge sharing (KS) is a vital activity in knowledge management (KM) since employee knowledge is a precious and enduring asset for organizations (Ugwu et al., 2020; Joo et al., 2024). KS enables employees to acquire knowledge, learn, and generate new knowledge, ultimately achieving technological and knowledge innovation goals and developing strong survival capabilities (Scuotto et al., 2017). The employee's utilization of KM through sharing practices has been proven to enhance the organization's efficiency and bolster the competitive edge (Hendriks, 1999; Hernaus et al., 2018; Singh, 2019; Fonseca et al., 2021). Awkwardly, employees' unwillingness to share knowledge with their colleagues presents a significant challenge that can exacerbate the existing deficiencies in knowledge sharing within the organization (Connelly et al., 2012). KC inside an organization may significantly hinder the organization's performance and growth, impeding the dissemination of knowledge within the organization (Afshar-Jalili et al., 2021; Siachou et al., 2021). Besides, KC is fascinating since it has evident adverse effects on enterprises. This factor hampers the expression of originality and innovation, hinders the ability to work together and cooperate, and ultimately weakens achieving the organization's objectives (Yingfei et al., 2021).

Numerous employees intentionally conceal their knowledge, information, abilities, and expertise simultaneously, which can significantly impede the sharing of knowledge and harm individual performance (Gagne et al., 2019; Xiao & Cooke, 2019; Pereira & Mohiya, 2021; Xiong et al., 2021; Chatterjee et al., 2021; Hadjielias et al., 2021). The prevalence of KC also impedes individual progress (Zulkeflee et al., 2022), for instance, on individuals' creativity (Jahanzeb et al., 2019; Malik et al., 2019; Wang, 2019), innovation (Kang, 2016; Jiang, 2021; Mohamed et al., 2023), and generation of new ideas and long-term success in businesses (Zutshi et al., 2021; Lei, 2024). This is supported by Koay and Lim (2022), who stated that when someone conceals knowledge from others, the knowledge requester must spend additional time searching for it elsewhere, resulting in decreased job efficiency. Subsequently, people's deliberate concealment of knowledge can result in decreased income, less team effectiveness, lower employee performance and impede the management of organizational knowledge (Arain et al., 2019; Xiong et al., 2019).

Global et al. (2022) reported that Malaysia produced fewer innovations in the outputs than its investments due to a lower score in creative output, knowledge, and technology output pillars. Similarly, Malaysia also has the weakest infrastructure performance. This will impact the achievement of SDG 9, which focuses on industry, innovation, and infrastructure. Besides, a lack of innovation can also affect SDG 8, which targets decent work and economic growth to accelerate human capital development for an advanced nation (Ministry of Economy, 2024). Furthermore, the Twelfth Malaysia Plan (2021–2025) on human capital through training and education will also be affected.

Since many studies have focused on the consequences of KC, there has been a lack of interest in investigating the predictors of KC, as evidenced by many researchers (Connelly et al., 2012; Zhao et al., 2016; Zhao et al., 2019; Bai, 2020; Hoseinpour, 2022). Moreover, research on the predictors of KC receives limited attention from scholars, with just a few scholars having conducted studies on this topic by focusing on single predictors, such as studies by Erkutlu and Chafra (2023) and Cen et. al, (2024). Bai (2020) suggests that future studies should focus on more KC predictors rather than one predictor. Therefore, this paper aims to examine the knowledge concealment (KC) predictors, which are the lack of rewards in knowledge sharing, moral disengagement, internal competition, and psychological entitlement among knowledge practitioners in Malaysia.

2. Literature Review

Knowledge concealment (KC)

Connelly et al. (2012) affirmed that KC occurs when someone hides or conceals knowledge that someone else has asked. Thus, they described KC as the deliberate act of hiding or concealing information when demanded by a colleague inside the organization. Meanwhile, Wen and Ma (2021) defined KC as the intentional act of an individual hiding or concealing knowledge that a coworker has asked for. It was supported by Xiao and Cooke (2019) when they described KC as another unproductive knowledge activity. Employees who conceal knowledge gained from others can make it harder for an organization to handle knowledge well (Connelly et al., 2012; Bogilovic et al., 2017; Ghani et al., 2020; Zutshi et al., 2021).

Pereira and Mohiya (2021) discovered that a favorable corporate atmosphere and this purpose could facilitate the sharing of knowledge. In contrast, an unfavorable corporate atmosphere and individual intents can result in the concealment of knowledge. Regrettably, certain employees deliberately conceal their professional knowledge despite their willingness to share it can harm employee performance (Connelly et al., 2012; Gagne et al., 2019; Xiao & Cooke, 2019; Saaed et al., 2020; Pereira & Mohiya, 2021; Xiong et al., 2021; Chatterjee et al., 2021; Hadjielias et al., 2021). Nevertheless, if people fail to share knowledge, organizations may waste money, teams might not work well, and business knowledge management could be slowed down (Arain et al., 2019). Employees might be less productive (Xiong et al., 2019). In addition, organizational crises can result in a lack of resources, which may result in employees concealing knowledge to secure a competitive advantage (Rauf et al., 2024).

The phenomenon of KC has been explored in several industries, situations, environments and domains, including organization studies, organizational behavior, leadership, human resource management (Connelly et al., 2012; Peng, 2013; Arain et al., 2018; Khalid et al., 2018; Pan et al., 2018; Butt, 2019; Khalid et al., 2019; Connelly et al., 2019; Anand et al., 2020; Rezwan & Takahashi, 2021; Di Vaio et al., 2021). Certain employees conceal their knowledge to protect their interests (Oliveira et al., 2021). Furthermore, they may hesitate to share information despite being offered incentives (Cabrera & Cabrera, 2002; Webster et al., 2008). Consequently, because of its significance in organizational and management literature, research on KC has been broadened across multiple disciplines, including information systems, higher education, and psychology (Abdullah et al., 2017; Ghani et al., 2020). Most studies on KC in businesses define it as an unethical, harmful, and unproductive activity that impedes employee innovation and impacts organizational accomplishment (Serenko & Bontis, 2016; Hernaus et al., 2019).

Despite considerable efforts and financial investment, the organization still needs to achieve the targeted objective of improving KS (Banerjee et al., 2017; Labafi, 2017). Anand and Hassan (2019) found that the seriousness of the problem is that management has been mostly unsuccessful in preventing the concealment of knowledge. If KC is effective within an organization, it will result in a quiet benefit derived from learning and development programs. Interacting with other individuals will enhance their comprehension more than workplace experience will lessen it. Hence, only individuals with knowledge and expertise will succeed, while others will experience failure and lag. Subsequently, it will mitigate the occurrence of employees' deficiency in essential knowledge and abilities (Ahmad & Tan, 2018). Akbarzadeh et al. (2022) asserted that KC poses a significant barrier to sharing knowledge, and effectively dealing with this issue necessitates a comprehensive assessment, intervention, and preventative measures.

Although KS among employees is advantageous for an organization, a notable percentage of employees are reluctant or unwilling to share what they know with others (Connelly & Zweig, 2015). Černe et al. (2014) have demonstrated that the drawbacks of concealing knowledge affect those seeking knowledge and diminish the creativity of personnel possessing such knowledge. KC involves taking specific actions that might unexpectedly affect both conditions and communication channels. At the organizational level, employees deliberately conceal knowledge for the organization's advantage (Arain et al., 2018; Butt, 2019). The concealment of knowledge by employees across different organizations can detrimentally impact a company's capacity to compete and expand, ultimately leading to the deterioration of customer relationships (Avotra et al., 2021). If this scenario occurs, it will impede the employees' capacity to acclimate and accommodate changes in their everyday lives. Thus, Anand and Hassan (2019) suggested that it is essential to establish a robust framework that promotes unity and collaboration among a varied workforce to address hidden agendas or issues linked to ethics or cultural differences.

Lack of rewards in knowledge sharing
Studies found that there are several obstacles to KS in organizational contexts. An essential barrier is the lack of rewards in knowledge sharing as a mechanism that inspires employees to disseminate their expertise to others. Lack of KS rewards refers to the absence of public recognition and financial compensation for sharing market knowledge (Anaza & Nowlin, 2017). Thus, employees who lack recognition for their achievements are less inclined to disseminate their expertise, Riege (2005). In the meantime, Kurniawan and Anindita (2021) found that recognition as part of rewards encourages individuals to share knowledge. It can be extrinsic and intrinsic rewards that aim to inspire employees inside the organization. Hence, acknowledging exceptional individuals inspires and drives the organization. Asaari et al. (2019) acknowledged employees who have improved their performance, encouraged them to share, and enabled organizations to provide excellent services. Similarly, Hussain et al. (2019) found that recognizing employees benefited their performance. Additionally, Ali and Anwar (2021) underscored the importance of employee valuation, as it directly influences employees' job performance.

These studies indicate that acknowledgment has a meaningful effect on employee productivity. Recognition and awards can contribute to organizational success by enhancing performance effectiveness (Masri & Abubakr, 2019). Research by Hee and Rhung (2019) has demonstrated that organizations using a motivational approach incorporating employee recognition experience higher worker morale and performance levels of worker morale and performance. Understanding employee motivation is crucial since it directly impacts service performance. The concept of a "public performance engine" emphasizes the individual and their dedication to serving society as the focal point of public administration governance. This is because employees see their contributions as highly valued and their job quality recognized. Likewise, recognition enhances the worth of individuals, maintains their concentration on their tasks, and stimulates their progress and advancement. Recognition is employed to identify and acknowledge desired employee behaviors. McAdams (1995) noted that acknowledgment might take the form of either financial or non-financial rewards. Nevertheless, the outcome is contingent upon the prevailing culture and practices inside the organization.

Moral disengagement
Moral disengagement is a personal characteristic that influences how individuals process ethical decisions and act unethically without experiencing any feelings of distress (Moore et al., 2012). It is a process that involves the interaction between cognition, organizational cues, and reciprocal causality (Moore, 2015). Moral disengagement has been recognized as a contributing factor to unethical conduct (Barsky, 2011), unethical behavior that benefits the organization (Lian et al., 2022), social loafing (Alnuaimi et al., 2010) and workplace harassment (Kowalski et al., 2021). Valle et al. (2019) found that moral disengagement functions as a cognitive process that investigates the influence of leader humility on subordinates' justifications and minimizations of deviant behaviors. As stated in Bandura's social cognitive theory (1990; 1991), moral disengagement involves a set of cognitive processes that people use to justify and rationalize unethical behavior to avoid feelings of guilt. Hence, this cognitive aspect helps explain why individuals may disregard common standards and violate ethical boundaries in various situations.

From the Malaysian perspective, few cases of moral disengagement are reported among knowledge practitioners. The Integrity Unit of Malaysia reported seventeen cases of disciplinary crimes committed by

public officials in ministries, departments, agencies, and companies from January to June 2022. Public servants perpetrated this offense for six months in 2022, and this figure will escalate if the authorities neglect to take appropriate measures. This immoral activity must be promptly restrained since these knowledge practitioners are valuable assets to the nation as human capital KKMM Integrity Unit (2022).

Internal competition
Internal competition occurs when employees become competitors, vying for limited resources such as compensation, recognition, promotion, and status (Anaza & Nowlin, 2017). Meanwhile, Birkinshaw and Lingbald (2005) defined internal competition as the degree to which there is redundancy inside an organization regarding the goods manufactured, markets targeted, and business competencies. Internal competition, also known as internal rivalry Khoja (2008), pertains to the competitive dynamics within an organization, with individuals and business units vying for markets, technology, and organizational resources. Hence, managers foster rivalry among employees to enhance performance and efficiency, which is advantageous for all organizations Cen et al., (2024). The impacts encompass heightened employee exertion, drive to undertake demanding projects, efficacy in job completion, and the cultivation of robust interpersonal connections with colleagues (Tjosvold et al., 2006).

This internal competition exists between two parties who are trying to establish supremacy in the workplace. It motivates individuals to engage in competition for resources, rewards, status, and power, thereby accomplishing corporate goals. Furthermore, the existence of internal competition has spurred personnel into positions of power, with knowledge assets acting as the motivating factor, thus accelerating the organization's operations. Scholars have conducted prior research revealing that a robust motivating element can significantly impact an individual's perception of competitiveness in the workplace. A strong motivating factor can also alter this perception (Sarfraz et al., 2019; Shah et al., 2019; Kalra et al., 2021). Oliveira et al. (2019) stated that individuals within an organization who are concerned about the negative impact on their power or capacity to outperform others frequently conceal or hide their knowledge and are likely to be hostile to other employees. Individuals deliberately erase data for personal gain (Perotti et al., 2022) and participate in other detrimental actions, resulting in significant harm to the organization's performance. Competitive individuals prioritize their benefits and interests over the recognition, prestige, and rewards of others to protect their authority and status against rivals inside the company (Hernaus et al., 2019). Consequently, there is an increased likelihood that they will conceal their knowledge (Shirahada & Zhang, 2022).

According to the Malaysian Anti-Corruption Commission (MACC) reported in Terengganu, there are few cases reported among knowledge practitioners for abusing their positions within a state agency to secure procurement contracts valued at over RM200,000 (Bernama, 2024). Previously, there was a case in Sabah whereby a civil servant misused his position by accepting a successful vehicle purchase quotation worth RM15,000 from his wife three years ago (FMT Reporters, 2024). Consequently, this gave a bad reputation to the individual and the organization itself as it reflects their image.

Psychological entitlement
Psychological entitlement has attracted heightened scrutiny as a topic of theoretical and empirical investigation across multiple research disciplines, including marketing (Kemper et al., 2022); organizational behavior (Schwarz et al., 2023); ethics (Chen et al., 2023); education (Sun et al., 2022); and social psychology (Klein & Conley, 2022), among others. Psychological entitlement (PE) is a consistent and widespread belief that one is deserving of more and entitled to more rewards than others, irrespective of their performance, as proven by Grubbs and Exline (2016). Snow et al. (2001), Naumann et al. (2002), and Harvey and Martinko (2009) have conducted previous research on this concept. This attitude toward entitlement is evident in both desired and actual behaviors (Campbell et al., 2004).

Psychological entitlement also refers to the characteristics of people who constantly believe they deserve exceptional rewards and treatment, regardless of their natural attributes or performance levels. Entitled people believe they deserve preferential treatment or should be considered unique in social circumstances. They continually uphold a positive self-image and expect positive results in significant situations. Furthermore, they are entitled to exclusive benefits and exemptions from standard social norms without reciprocating contributions. Even if they manipulate or take advantage of others to achieve their objectives, this sense of

entitlement remains unchanged. This idea is defined by a widespread sense of entitlement, encompassing the belief that one is more deserving than others (Grubbs & Exline, 2016). Individuals exhibiting elevated psychological entitlement expect to receive more than their counterparts in numerous domains, including superior employment positions, enhanced authority, autonomy, power, rewards, and recognition (Grubbs & Exline, 2016).

According to Jordan et al. (2017), PE in organizational psychology refers to relatively young people, and this subject is attracting growing interest among scholars and organizational managers, which is aligned with Priesemuth and Taylor (2016). PE refers to the widely accepted belief that an individual merits and has a right to a higher quantity or quality of things than others. Moreover, it has been associated with other detrimental personality characteristics such as greed, aggression, and a lack of ability to pardon (Campbell et al., 2004), narcissism and a deficiency in self-control (Raskin & Terry, 1988) and Machiavellianism (McHoskey, 1995). Loi et al. (2020) indicate that employee psychological entitlement negatively affects organizations. Specifically, some psychologically entitled employees demonstrate abusive behavior towards their colleagues and are more likely to engage in political behaviors, as observed by Eissa and Lester (2021). They often show less concern for how their actions affect others, making them more likely to engage in deviant behavior at work. (Zitek & Jordan, 2019). Thus, individuals with a high degree of psychological entitlement (PE) are more prone to displaying deviant and unproductive workplace actions based on their knowledge (Ellen et al., 2021). They may utilize efficient techniques and ethically dubious strategies (Lee et al., 2019). Discontent at work, mistreatment of others, relationship difficulties, and perceptions of supervisors as abusive are all associated with psychological entitlement (Harvey & Harris, 2010; Haveny & Martinko, 2009; Haveny et al., 2014). Researchers have linked high levels of PE to unethical negotiation strategies (Neville & Fisk, 2019), below-average performance (Joplin et al., 2021), self-centered sharing of organizational information (Alnaimi & Rjoub, 2021), abusive supervision (Eissa & Lester, 2021), and involvement in corruption (Levine, 2005; Rosenthal & Pittinsky, 2006; Lin et al., 2023).

The Malaysian Anti-Corruption Commission (2024) reported that the corruption cases in Malaysia within five months of 2024 (January until May) namely top management, professional and management, support staff, public sector, private sector, public, and others. There are two categories which consist of professionals and management and top management shows the lowest level of participation throughout the period under review compared to both the public and private sectors. Meanwhile, the report from Transparency International confirmed that Malaysia received a score of 47 on the Corruption Perception Index for the year 2022. Today, Malaysia stands in 61st position out of 180 countries. This demonstrates the importance of developing more measures to prevent such misbehavior and corruption effectively in the Malaysian public sector. Therefore, strong and effective integrity measures must be adopted to prevent the loss of public trust resulting from unethical conduct (Moreira, 2019).

3. Research Methodology

Following a comprehensive and systematic review of current academic literature, the authors focused on published studies on "knowledge concealment" and "knowledge hiding." The review employed a synthesis of Google Scholar and manual searches, alongside automated keyword searches across significant databases, including Scopus, Science Direct, WOS, Springer Link, and Emerald, from 2004 to 2024.

4. Findings and Conclusion

Figure 1: The proposed framework
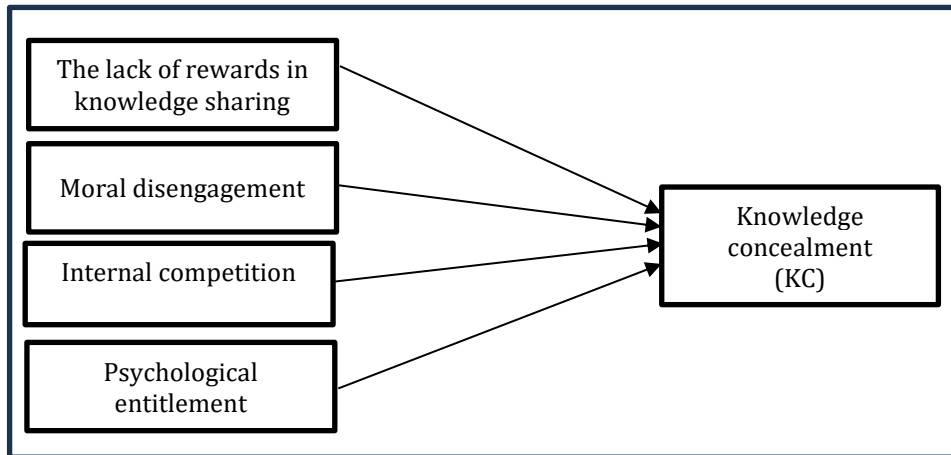
In the proposed framework, the researcher chose to include variables with the strongest supporting evidence as predictors of knowledge concealment (KC). This framework has potential contributions to Malaysian knowledge practitioners. In the first place, this research significantly increases the understanding of knowledge concealment among knowledge practitioners. Likewise, this framework promotes a more transparent and collaborative knowledge-sharing environment for knowledge practitioners in an organization. Similarly, this framework also meets the organization's immediate need for openness and collaboration while aligning with larger national and international development goals. Additionally, this paper explicitly supports Sustainable Development Goal (SDG) 9, which emphasizes industry, innovation and infrastructure by fostering knowledge practices that enhance innovation and drive institutional progress. These efforts are aligned with SDG 8, which promotes good jobs and economic growth, by aiming to improve the workplace environment to maximize human capital development as an important factor in Malaysia's progress towards a sophisticated knowledge-driven economy. Nevertheless, this research also reinforces the Twelfth Malaysia Plan (2021-2025) by highlighting the importance of human capital development through targeted training and educational initiatives. In addition, this framework offers direction to policymakers and organizational leaders who seek to cultivate a workforce that capable of addressing the challenges of a competitive global environment. This aims to mitigate knowledge concealment among knowledge practitioners in an organization.

Moreover, this framework could serve as a guide for future studies exploring KC topics in various sectors, particularly in Malaysia's public sector, higher education and agriculture, as these areas have been overlooked in most existing KC research. This model can be tested to assess its suitability for this context of study. This study examines knowledge concealment in an organization. Numerous researchers have proven that employees who conceal knowledge gained from others can make it harder for an organization to handle knowledge well (Connelly et al., 2012; Bogilovic et al., 2017; Ghani et al., 2020; Zutshi et al., 2021). Given the limited research on KC in Malaysia and the factors influencing it within organizations, the researcher is motivated to explore the predictors of KC in this context. Moreover, KC plays a vital role in individuals' reluctance to share their knowledge to improve KM implementation in Malaysia. These KC predictors should be understood, and the underlying difficulties should also be addressed since the implementation of KM practices in Malaysia is still in its infancy (Ahmad et al., 2023). Consequently, it is vital to identify the factors that contribute to challenges in knowledge management practices in Malaysia (Ganapathy et al., 2020). Therefore, this paper seeks to explore the knowledge concealment (KC) predictors in Malaysia. Additionally, it seeks to propose a comprehensive framework for understanding knowledge concealment among knowledge practitioners in Malaysia.

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