TWO DECADES OF KNOWLEDGE HIDING RESEARCH: A GLOBAL BIBLIOMETRIC ANALYSIS WITH ASIA-PACIFIC INSIGHTS

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Abstract: *This work investigates the worldwide growth of research on knowledge hiding on top of highlighting the increasing impact of the Asia-Pacific region in reforming the field of organizational behavior. Delineated as the intentional act of concealing knowledge with a significant impact on trust, collaboration, and organizational learning, knowledge hiding has been receiving growing research attention. Even so, there are very few existing systematic reviews on the intellectual structure, regional contributions, and influential works of this subject. This current study addresses this gap by conducting a bibliometric analysis of 596 papers published in Scopus over the 2006–2025 period and visualizing them using VOSviewer. The aspects analyzed include trends in publication and citation, type of documents, languages, key authors and journals, co-authorship networks, co-occurrence of keywords, and thematic clusters. Exponential expansion of the outputs was identified, with the Journal of Knowledge Management, Journal of Organizational Behavior, and Academy of Management Journal being the top contributors. Meanwhile, the top contributing countries at a collective 73.6% are Indonesia, Malaysia, China, India, and Australia, highlighting the Asia-Pacific region's significance. The top thematic clusters include leadership and ethics, workplace climate, conceptual foundations, adverse organizational conditions, and cultural diversity. The study advances understanding by sitting in a global yet contextually diverse phenomenon. Theoretically, it identifies fragmentation and calls for integrated frameworks linking leadership, ethics, digital transformation, and culture. Practically, it urges organizations to adopt governance strategies that mitigate hiding while fostering trust and transparency.*

Keywords: *Knowledge hiding, knowledge concealment, knowledge management, organizational behavior, Asia-Pacific, bibliometric analysis, scoping review.*

Introduction

In a knowledge-based economy, organizational competitiveness is critically sustained by the effective management and exchange of knowledge. Organizational innovation, learning, and performance hinge upon efficient knowledge sharing, whereas knowledge hiding, defined by Connelly et al. (2012) as the intentional hiding and concealing of requested knowledge, impedes collaboration and weakens productivity. Subsequent studies further conceptualize knowledge hiding as a deliberate behavioural response shaped by perceived threats, interpersonal relationships, power dynamics, and workplace conditions (Wen & Ma, 2021; Anand et al., 2020). Its consequences span multiple dimensions, including reduced creativity (Yang & Lee, 2021), diminished trust, and the deterioration of organizational climate (Sarwar et al., 2025).

In the past decade, knowledge hiding research has expanded significantly across fields such as education, healthcare, public administration, psychology, and management. Despite this growth, several conceptual and methodological gaps remain. Much of the existing work relies heavily on context-specific surveys or narrative reviews, offering limited insights into the broader intellectual structure, citation networks, and thematic evolution of the field (Černe et al., 2014; Gaviria-Marín et al., 2019). As a result, theoretical fragmentation persists, and cumulative knowledge development remains constrained.

Recent bibliometric studies have attempted to map research patterns (Xia et al., 2022; Di Vaio et al., 2021), yet these works predominantly adopt a Western-centric perspective. In contrast, Asia-Pacific scholarship, shaped by collectivist cultures, hierarchical organizational systems, and rapid digital transformation has grown markedly in recent years. Without a systematic and region-inclusive analysis, current global discourse risks privileging narrow interpretations and overlooking sociocultural diversity that may shape how knowledge hiding manifests across regions.

Problem Statement

Although knowledge hiding has received increasing scholarly attention, existing reviews remain limited in several ways. Most prior studies are descriptive or conceptual, lacking systematic analysis of the field's intellectual structure and thematic development. In addition, current bibliometric works tend to emphasise Western-based contributions while underrepresenting the rapidly growing Asia-Pacific region. These regional gaps, combined with inconsistencies in database selection and search strategies across past studies, have resulted in fragmented findings. Therefore, a focused and regionally inclusive bibliometric analysis is needed to map global trends more clearly and highlight Asia-Pacific contributions.

Research Objectives

Accordingly, this study addresses five research questions:

1. What are the document profiles of knowledge hiding publications in terms of document types, source types, and languages?
2. How have the trends of publication in knowledge hiding evolved between 2006 and 2025?
3. Which highly cited articles have most significantly contributed to the development of knowledge hiding research?
4. Which countries are the leading contributors to knowledge hiding literature, and what is the role of the Asia Pacific region in this research landscape?
5. What is the intellectual structure and thematic evolution of knowledge hiding research based on keyword co-occurrence analysis using VOSviewer?

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The paper is divided into six sections. The first section starts with an introduction. The next part presents a literature review on the evolution of knowledge hiding, followed by a methodology, which emphasizes the details of the search approach: the way bibliometric data was obtained and how the analysis was conducted. The fourth section, Results, features multiple visual representations and interpretations based on the research questions. The discussion was thoroughly explained in Section Five. Lastly is the Conclusion section, which encapsulates the findings and offers suggestions for future research areas.

Literature Review

Definition of Knowledge Hiding

Knowledge hiding was first conceptualized by Connelly et al. (2012) as the intentional concealing and hiding of knowledge requested by others. They identified three dimensions: playing dumb, evasive hiding, and rationalized hiding. Unlike knowledge hoarding, which involves accumulating knowledge without explicit requests, knowledge hiding is inherently relational, occurring in response to direct knowledge requests. Subsequent studies framed it as a deliberate and continuous behavior influenced by perceived threats, interpersonal dynamics, and organizational politics (Wen & Ma, 2021; Anand et al., 2020). Knowledge hiding is thus recognized as a behavior that undermines trust, collaboration, and organizational performance.

Theory of Knowledge Hiding

The phenomenon is grounded in multiple theoretical perspectives. For instance, the Social Exchange Theory (Blau, 1964) explains it as a cost-benefit evaluation in interpersonal exchanges. Meanwhile, the Conservation of Resources Theory (Hobfoll, 1989; Zhao et al., 2016) frames it as a protective act for personal resources, power, or status. Oppositely, the Theory of Planned Behavior (Khalid et al., 2018) emphasizes the role of attitudes, subjective norms, and perceived behavioral control in shaping hiding intentions. Finally, Psychological Ownership Theory (Pierce et al., 2001; Singh, 2019) links knowledge hiding to territoriality and personal attachment to knowledge. Regardless of these multiple perspectives, theoretical integration remains limited, leading to fragmented conceptualizations (Bernatović et al., 2022).

Drivers and Consequences

Empirical evidence highlights several antecedents of knowledge hiding. Leadership behaviors, particularly abusive supervision, increase hiding tendencies, while ethical leadership mitigates them through mechanisms such as psychological safety (Khalid et al., 2018; Men et al., 2020; Shen et al., 2021). Other drivers include competition, interpersonal distrust, workplace politics (Černe et al., 2014; Khizar et al., 2024), personal traits such as the Dark Triad, and cultural intelligence (Bogilović et al., 2017). Professional commitment has been identified as a moderating factor that can reduce knowledge hiding (Malik et al., 2019).

The consequences of knowledge hiding are significant. It reduces innovation and creativity (Černe et al., 2014; Fong et al., 2018), erodes interpersonal trust (Sarwar et al., 2025), and negatively affects organizational performance, resilience, and workplace harmony (Haque, 2024; Maqbool et al., 2023). Beyond corporate contexts, knowledge hiding hinders collaboration in academia (Hernaus et al., 2019), lowers team performance and equality in healthcare (Tang et al., 2022), and reduces effective leadership and institutional trust in public administration (Al-Shammari et al., 2022).

Gaps and Need for Bibliometric Analysis

Despite increasing scholarly attention, knowledge hiding research is largely Western-centric, with limited focus on the Asia-Pacific region, which presents unique contextual factors such as hierarchical structures, collectivist cultures, and rapid digital transformation (Xiao & Cooke, 2022). Existing bibliometric studies differ in database coverage, search strategies, and analytical techniques, often producing varied conclusions and providing little discussion on Asia-Pacific developments (Supatni & Sunaryo, 2023; Xia et al., 2022; Donthu et al., 2021; Di Vaio et al., 2021). Therefore, a regionally inclusive bibliometric analysis is warranted to map global trends, integrate theoretical perspectives, and highlight Asia-Pacific contributions, offering richer insights into knowledge hiding as a critical organizational behavior. By clarifying this gap, the present study distinguishes itself from previous efforts and avoids overlap in the literature review.

Methodology

This current work systematically reviewed literature on knowledge hiding published over the 2006–2025 period using a bibliometric method. Scopus was the main database used as it carries an expansive range of peer-reviewed journals, a multidisciplinary scope, and robust management and organizational behavior research indexing (Mongeon & Paul-Hus, 2016). Accuracy was ensured by limiting the search to article titles that minimize the possibility of including articles not primarily on knowledge hiding. The search query included: TITLE ("knowledge hiding" OR "knowledge concealment" OR "knowledge withholding" OR "knowledge hoarding" OR "partial knowledge sharing" OR "knowledge sharing hostile"). The query was performed on 20 July 2025, covering all languages, subject areas, or document types, which ultimately gathered 596 records.

Subsequently, the records were screened to omit duplicates and confirm relevance, leading to 595 remaining records. OpenRefine was then used to clean and harmonize the data (Ahmi, 2023), thus improving consistency with standardized author names and keywords. In turn, the subsequent analyses were ensured of improved reliability. Next, VOSviewer (van Eck & Waltman, 2014) was used to yield co-authorship networks, mapping of keyword co-occurrence, distribution of citation impact, and thematic clusters. Full counting visualization enabled the determination of intellectual structures and emergent research themes. The full selection process was illustrated using a PRISMA flow which allows for transparency and replicability (Zakaria et al., 2021). Based on the final dataset, it was found that 437 of the records (73.6%) have affiliations with Asia-Pacific institutions, underscoring the region's significant contribution to knowledge hiding research. While the reliance on Scopus and title-only searches ensured precision, these methodological decisions also introduce limitations, as relevant studies indexed elsewhere or captured only through abstracts and keywords may have been excluded. Recognizing these constraints, the present analysis should be interpreted as a rigorous but conservative mapping of the field.
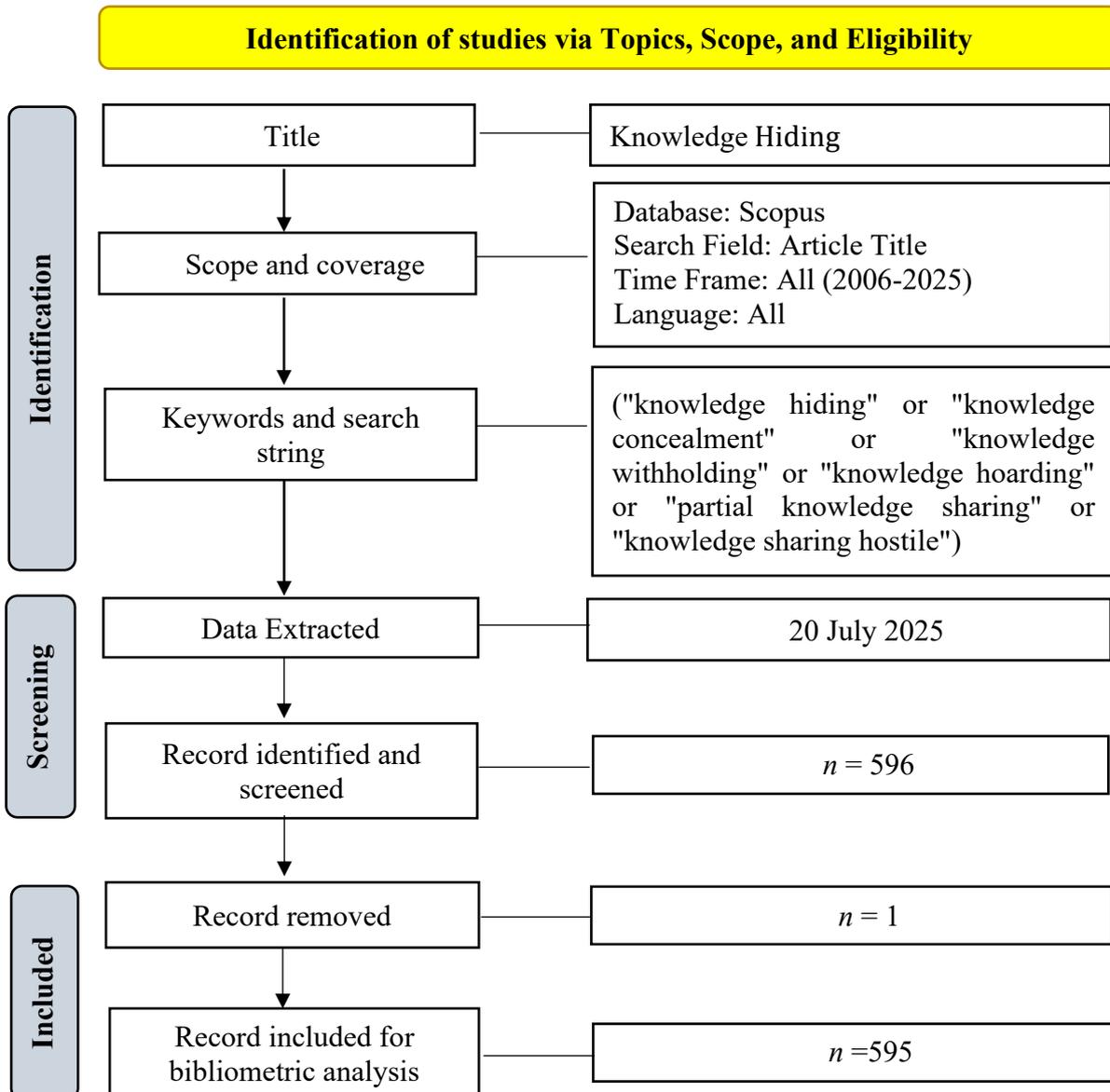
Figure 1. The Study Flow Chart

Findings

What are the document profiles of knowledge hiding publications in terms of document types, source types, and languages?

To answer the first research question about document types, knowledge hiding research is dominated by articles (89.08%), underscoring their scholarly orientation and consolidation in peer-reviewed outlets. Conference papers (5.38%) mainly serve as preliminary dissemination, while reviews (3.53%) reflect growing but limited synthesis efforts. Book chapters (1.51%) indicate modest interdisciplinary integration, whereas errata (0.34%) and retractions (0.17%) are rare and represent normal quality assurance. Overall, the field is primarily journal-driven, supported by supplementary outputs from conferences, reviews, and edited volumes, as is evident from Table 1 below:

Table 1: Document Type

Document Type	Total Publications	Percentage (%)
Article	530	89.08%
Conference Paper	32	5.38%
Book Chapter	9	1.51%
Review	21	3.53%
Erratum	2	0.34%
Retracted	1	0.17%
Total	**595**	**100.00**

Source: Generated by the author(s) using biblioMagika® (Ahmi, 2024)

Next, to address the source types, journals dominate knowledge hiding research (93.11%), reflecting the field's strong reliance on peer-reviewed outlets for validation and dissemination. Conference proceedings (4.71%) provide supplementary venues for preliminary findings, while books (1.18%) and book series (1.01%) remain marginal. This concentration on journals underscores the empirical and analytical focus of the field but also indicates opportunities for broader engagement through integrative and interdisciplinary formats such as monographs and edited volumes, as illustrated in Table 2.

Table 2: Source Type

Source Type	Total Publications	Percentage (%)
Journals	554	93.11%
Conference Proceedings	28	4.71%
Book Series	6	1.01%
Books	7	1.18%
Total	**595**	**100.00**

Source: Generated by the author(s) using biblioMagika® (Ahmi, 2024)

In the meantime, to respond to the languages, English overwhelmingly dominates knowledge hiding research (98.82%), while publications in other languages, such as Chinese, German, Malay, Persian, and Turkish, collectively account for less than 2%. This heavy reliance on English-language scholarship reflects the field's global orientation but also highlights the need for greater multilingual engagement and inclusion of non-English databases to enhance epistemic diversity, as indicated in Table 3.

Table 3: Languages

Language	Total Publications*	Percentage (%)
English	588	98.82
Chinese	3	0.50
German	1	0.17
Malay	1	0.17
Persian	1	0.17
Turkish	1	0.17
Total	**595**	**100.00**

Source: Generated by the author(s) using biblioMagika® (Ahmi, 2024)

How have the trends of publication in knowledge hiding evolved between 2006 and 2025?
It is clearly shown that knowledge hiding research expanded significantly from 2006 to 2025, as evidenced in Table 4. The field began with minimal output (2006–2011: one to five papers annually) before a turning point in 2012, when just four papers generated 1,056 citations, signaling the rise of influential foundational studies. Growth accelerated after 2015, with both publications and citations increasing sharply. The years 2019–2021 marked consolidation, with 2019 producing 32 papers and 3,440 citations, and 2021 recording the highest author participation (NCA = 208). The peak occurred in 2022 with 130 publications, though average citations per paper declined, reflecting dilution of per-article impact amid rising volume. Bibliometric indicators remain strong (h-index = 76; g-index = 121; m-index = 3.800), demonstrating sustained scholarly influence. More recent years (2023–2025) show declining citation averages, likely due to citation lag. Overall, the trend illustrates knowledge hiding's evolution from a niche concept to an established research domain, though future progress will require deeper theoretical contributions and methodological refinement to sustain long-term impact.

Table 4: Publication by Year and Total Citation

Year	TP	NCA	NCP	TC	C/P	C/CP	h	g	M
2006	1	3	1	1	1.00	1.00	1	1	0.050
2007	2	5	2	5	2.50	2.50	1	2	0.053
2008	1	2	1	6	6.00	6.00	1	1	0.056
2009	5	10	3	89	17.80	29.67	2	5	0.118
2010	4	8	4	135	33.75	33.75	3	4	0.188
2011	1	3	1	45	45.00	45.00	1	1	0.067
2012	4	12	3	1056	264.00	352.00	3	4	0.214
2014	4	15	4	790	197.50	197.50	4	4	0.333
2015	5	13	4	574	114.80	143.50	4	5	0.364
2016	6	21	6	1178	196.33	196.33	6	6	0.600
2017	9	35	9	927	103.00	103.00	9	9	1.000
2018	12	33	11	1331	110.92	121.00	9	12	1.125
2019	32	105	32	3440	107.50	107.50	27	32	3.857
2020	42	133	41	2579	61.40	62.90	28	42	4.667
2021	61	208	57	2267	37.16	39.77	30	47	6.000
2022	130	431	124	2927	22.52	23.60	29	48	7.250
2023	86	273	82	1150	13.37	14.02	20	28	6.667
2024	110	376	84	568	5.16	6.76	12	18	6.000
2025	80	254	31	97	1.21	3.13	4	7	4.000
Total	595	1940	500	19165	32.21	38.33	76	121	3.800

Notes: TP=total number of publications; NCA=Number of contributing authors; NCP=number of cited publications; TC=total citations; C/P=average citations per publication; C/CP=average citations per cited publication; h=h-index; g=g-index; m=m-index.
Source: Generated by the author(s) using biblioMagika® (Ahmi, 2024)

Which highly cited articles have most significantly contributed to the development of knowledge hiding research?

Concurrently, the frequently cited articles on knowledge hiding are represented in Table 5. The top 20 most-cited articles in knowledge hiding represent the intellectual foundation of the field, combining robust theoretical contributions with diverse empirical contexts. At the forefront is Connelly et al. (2012) (Journal of Organizational Behavior), cited 1,039 times, which introduced the formal construct of knowledge hiding and differentiated it from behaviors like

hoarding and non-sharing. This seminal work has anchored much of the subsequent research in the domain. Following this, Černe et al. (2014) (Academy of Management Journal, 644 citations) advanced discourse by linking motivational climate to creativity, while Serenko and Bontis (2016) (Journal of Knowledge Management, 407 citations) expanded insight regarding the drivers and repercussions of counterproductive knowledge behavior. Subsequent contributions diversified the theoretical and contextual scope of the field. Connelly and Zweig (2015) explored differing perspectives of perpetrators and targets, whereas Zhao et al. (2016) highlighted the impact of workplace ostracism in service organizations. Multilevel analyses, such as those by Černe et al. (2017), integrated team climate, job characteristics, and innovative work behavior. Other notable studies introduced new thematic dimensions: Singh (2019) examined territoriality and workplace deviance; Hernaus et al. (2019) addressed competitive dynamics in academia; and Škerlavaj et al. (2018) investigated the interplay of time pressure, prosocial motivation, and perspective-taking.

Cultural and relational factors also feature prominently. Cultural intelligence was incorporated in the knowledge hiding model by Bogilović et al. (2017). Zhao et al. (2019) studied the relationship between leader–member exchange and organizational identification. Other studies explored sector-specific interactions with Khalid et al. (2018) focusing on Islamic work ethics, Kumar and Varkkey (2018) on Indian R&D professionals, and Malik et al. (2019) on professional political commitment. Abubakar et al. (2019) employed artificial intelligence for predicting knowledge hiding behavior, marking the move towards computational approaches and predictive analytics. Together, these frequently cited studies covered the themes of leadership, ethics, workplace environment, culture, and technology by balancing theory building, empirical diversity, and methodological improvement. They serve as the foundation of knowledge hiding research, influencing its developing intellectual direction.

Table 5: Top 20 highly cited articles

Authors	Title	Source Title	Cites	Cites per year
Connelly et al. (2012)	Knowledge hiding in organizations	Journal of Organizational Behavior	1039	1
Černe et al. (2014)	What goes around comes around: Knowledge hiding, perceived motivational climate, and creativity	Academy of Management Journal	644	2
Serenko & Bontis (2016)	Understanding counterproductive knowledge behavior: antecedents and consequences of intra-organizational knowledge hiding	Journal of Knowledge Management	407	3
Connelly & Zweig (2015)	How perpetrators and targets construe knowledge hiding in organizations	European Journal of Work and Organizational Psychology	405	4
Zhao et al. (2016)	Workplace ostracism and knowledge hiding in service organizations	International Journal of Hospitality Management	307	5

Authors	Title	Source Title	Cites	Cites per year
Connelly et al. (2019)	Understanding knowledge hiding in organizations	Journal of Organizational Behavior	303	6
Černe et al. (2017)	The role of multilevel synergistic interplay among team mastery climate, knowledge hiding, and job characteristics in stimulating innovative work behavior	Human Resource Management Journal	293	7
Singh (2019)	Territoriality, task performance, and workplace deviance: Empirical evidence on role of knowledge hiding	Journal of Business Research	282	8
Hernaus et al. (2019)	Evasive knowledge hiding in academia: when competitive individuals are asked to collaborate.	Journal of Knowledge Management	256	9
Škerlavaj et al. (2018)	Tell me if you can: time pressure, prosocial motivation, perspective taking, and knowledge hiding	Journal of Knowledge Management	253	10
Bogilović et al. (2017)	Hiding behind a mask? Cultural intelligence, knowledge hiding, and individual and team creativity	European Journal of Work and Organizational Psychology	249	11
Zhao et al. (2019)	Leader–member exchange, organizational identification, and knowledge hiding: The moderating role of relative leader–member exchange	Journal of Organizational Behavior	222	12
Fong et al. (2018)	Knowledge hiding and team creativity: the contingent role of task interdependence	Management Decision	221	13
Huo et al. (2016)	Antecedents and intervention mechanisms: a multi-level study of R&D team's knowledge hiding behavior	Journal of Knowledge Management	214	14
Jiang et al. (2019)	Knowledge hiding as a barrier to thriving: The mediating role of psychological safety and moderating role of organizational cynicism	Journal of Organizational Behavior	207	15
Khalid et al. (2018)	When and how abusive supervision leads to knowledge hiding behaviors: An Islamic work ethics perspective	Leadership and Organization Development Journal	202	16
Kumar & Varkkey (2018)	Are you a cistern or a channel? Exploring factors triggering knowledge-hiding behavior at the workplace: evidence from the Indian R&D professionals	Journal of Knowledge Management	201	17

Authors	Title	Source Title	Cites	Cites per year
Malik et al. (2019)	Perceptions of organizational politics, knowledge hiding, and employee creativity: The moderating role of professional commitment	Personality and Individual Differences	195	18
Men et al. (2020)	Ethical Leadership and Knowledge Hiding: A Moderated Mediation Model of Psychological Safety and Mastery Climate	Journal of Business Ethics	188	19
Abubakar et al. (2019)	Applying artificial intelligence technique to predict knowledge hiding behavior	International Journal of Information Management	183	20

Source: Generated by the author(s) using biblioMagika® (Ahmi, 2024)

Which countries are the leading contributors to knowledge hiding literature, and what is the role of the Asia Pacific region in this research landscape?

Figure 2 displayed the worldwide distribution of publications on knowledge hiding based on the Scopus index. In the West, the United States tops with 24 publications, with modest contributions from Canada, the United Kingdom, and parts of Europe. However, the Asia-Pacific region still produced the most scholarly outputs on the topic globally, with Indonesia ranking first with 51 publications, China with 11 publications, Australia (10), India (5), and further contributions from Taiwan, the Philippines, and New Zealand. This trend reflects the active participation of this region in shaping the discourse on knowledge hiding. The region offers fertile grounds for exploring this topic due to its organizational setting that is based on collectivism, hierarchy, and rapid digital transformation. This expanding output highlights the need for more localized theoretical frameworks and comparative cross-cultural studies to better understand how knowledge hiding manifests in diverse institutional environments.
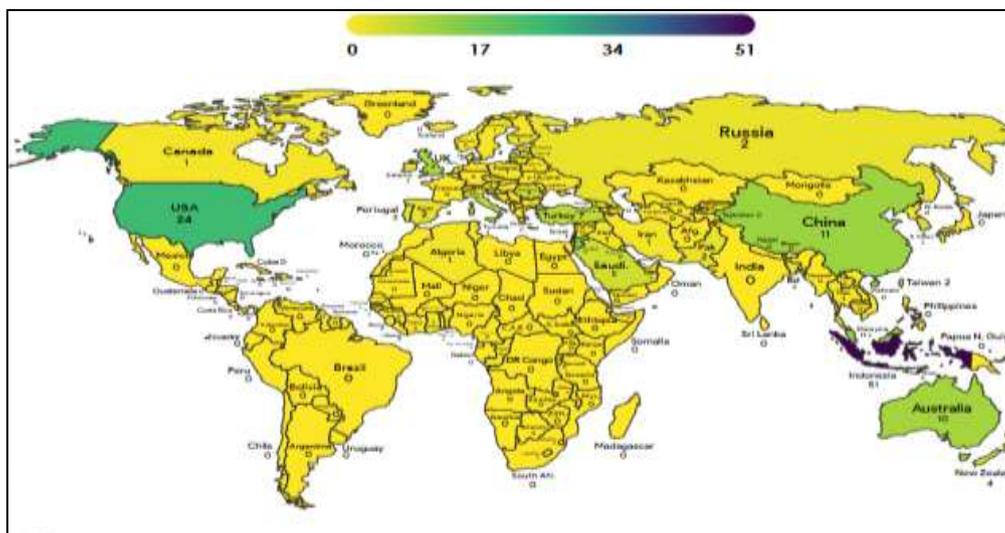

Figure 2: Worldwide scientific production indexed by Scopus on knowledge hiding

Source: Generated by the author(s) using iipmaps.com

What is the intellectual structure and thematic evolution of knowledge hiding research based on keyword co-occurrence analysis using VOSviewer?

To respond to the last research question on the intellectual structure and thematic composition of knowledge hiding research, the co-occurrence analysis of author keywords was conducted using VOSviewer. Upon using the full counting technique at a cut-off of seven occurrences, a total of 83 keywords (out of 913) met the criteria, of which 87 were interconnected in the network map. A minimum of five keywords per cluster yielded five distinct thematic clusters. In the visualization, node size reflects keyword frequency, link thickness represents co-occurrence strength, and colours distinguish thematic groupings.

Cluster 1 (Red) links leadership, ethics, and emotional responses, featuring the terms servant leadership, transformational leadership, moral identity, and employee creativity. Emotional and psychological constructs, including emotional intelligence, turnover intention, and moral disengagement, highlight the effect of affective states shaping knowledge hiding.

Cluster 2 (Green) focuses on workplace climate and interpersonal dynamics, with keywords such as competitive climate, distrust, perceived organizational politics, and organizational identification. The inclusion of social exchange theory, task complexity, and supervisor knowledge hiding reflects integration with broader organizational behavior frameworks.

Cluster 3 (Blue) forms the conceptual and methodological core, anchored by knowledge hiding and its subtypes (rationalized hiding, evasive hiding, playing dumb), alongside methodological terms such as bibliometric analysis, systematic literature review, and qualitative research.

Cluster 4 (Yellow) addresses negative organizational conditions, including abusive supervision, emotional exhaustion, interpersonal distrust, and workplace ostracism. The presence of conservation of resources theory and counterproductive knowledge behavior highlights knowledge hiding as a reaction to workplace adversity.

Cluster 5 (Purple) examines individual differences and cultural contexts, incorporating geographic markers (China, India), personality traits (dark triad, 26achiavellianism), and institutional settings (higher education institutions).

Overall, knowledge hiding is a multidimensional phenomenon shaped by leadership styles, ethical orientations, workplace climates, emotional conditions, and sociocultural factors. The interdisciplinary nature of the research landscape is reflected by the five clusters, providing future research directions, especially in exploring the links between emotional, cultural, and behavioral factors.

Figure 3: VOSviewer map

Source: Generated by the author(s) using VOSviewer (van Eck & Waltman, 2014)

Discussions

Growth and Evolution of the Field

The results confirm that knowledge hiding has transformed from a marginal concept into an established area of organizational behavior research. The early period (2006–2011) produced minimal outputs, yet the turning point in 2012, when only four papers attracted more than 1,000 citations, marked the emergence of seminal works that anchored the field. Subsequent years witnessed exponential growth, culminating in 2022 with 130 publications. Although recent years (2023–2025) show declining average citations per paper, this reflects citation lag rather than diminishing relevance, a common pattern in rapidly growing domains. Strong indicators (h-index = 76; g-index = 121; m-index = 3.80) further underline the intellectual maturity of the field.

Intellectual Foundations and Influential Contributions

The consolidation of organizational behavior theories is highlighted by the most cited studies. The knowledge hiding construct was delineated by Connelly et al. (2012) whilst its relationship with motivational climate and creativity was established by Černe et al. (2014). The construct was also linked to counterproductive work behavior by Serenko and Bontis (2016). Multiple themes emerged in other works including leadership dynamics (Men et al., 2020), cultural intelligence (Bogilović et al., 2017), and AI-based prediction (Abubakar et al., 2019). By striking a balance between theory building and empirical diversity, these studies ensure the conceptual richness and practical relevance of knowledge hiding.

Regional Contributions and Asia-Pacific Influence

Based on the findings, knowledge contribution seems to come equally now from all the studied regions. While earlier contributions were dominated by the West led by the US, the UK, and Canada, high volumes of publications currently come from the Asia Pacific region spearheaded by Indonesia, Malaysia, China, and India. This is a reflection of how knowledge hiding behaviors are uniquely shaped by collectivist, hierarchically structured, and rapidly digitalized organizational contexts. All these reinforce the need to steer away from sole reliance on Western frameworks and to incorporate region-specific theoretical models.

Thematic Structures and Emerging Research Areas

Five thematic clusters emerged from the keyword co-occurrence analysis: (1) leadership, ethics, and emotional responses; (2) workplace climate and interpersonal dynamics; (3) conceptual and methodological bases; (4) adversative organizational conditions; and (5) cultural and individual variations. All these confirm the multidimensionality of knowledge hiding, driven by leadership style, ethical standings, psychological states, workplace environments, and sociocultural factors. Emergent themes like digital concealment, AI-based analysis, and cybersecurity issues align the field with wider technologically-enabled organizational shifts.

Theoretical and Practical Implications

There are several implications emerging from the findings. Firstly, there is a need for greater theoretical consolidation to prevent fragmented frameworks, with future studies urged to integrate leadership, ethics, digital transformation, and cultural determinants in one seamless model. Secondly, in light of the significance of the Asia-Pacific region, there is a need to align managerial and policy strategies with local cultural norms. Adopted governance practices must result in the mitigation of knowledge hiding and the promotion of trust and transparency. Cross-sectoral insights, especially from healthcare and public administration, suggest that addressing knowledge hiding is essential for organizational resilience, ethical integrity, and innovation capacity.

Conclusion

Based on the analysis of trends, themes, contributors, and regional patterns, knowledge hiding has evolved from a niche subject into a dynamic and expanding research field. The Asia-Pacific region emerged as the leading contributor, with Indonesia, Malaysia, China, and India showing the strongest growth, signaling a shift from Western-centered perspectives. Key themes include leadership behaviour, ethical climate, digital concealment, and psychological safety. Influential authors and journals have shaped the discourse, while keyword analysis highlights a growing focus on organizational transformation. Nonetheless, areas such as cross-cultural dynamics, sector-specific applications, and the links between collectivist cultures, hierarchy, and digital transformation remain underexplored, particularly in Asia-Pacific contexts. Practically, the findings highlight the need for organizations in the region to adopt knowledge governance strategies that reduce hiding and concealment and promote transparent communication. This is crucial for cross-cultural policymaking, managerial training, and organizational behaviour interventions. The study's reliance on a single database and title-only search may have excluded some relevant works. Future research should integrate multiple databases, broader search fields, and mixed methods to capture cross-cultural and cross-sectoral dimensions. Overall, this study provides a foundation for advancing the discourse on knowledge hiding and calls for deeper regional inquiry, especially in Asia-Pacific organizations.

Acknowledgements

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