

Impact of Emotional Intelligence on Knowledge Sharing and Knowledge Hiding Behavior**Nadra Mahmood¹ and Alpaslan Toker²**¹ Business and Management Department, Faculty of Administrative Sciences and Economics,
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Doi: 10.23918/ejmss.V2i4p8**Published: May 1, 2022****Abstract**

During the last few decades researchers have proven that controlling and sharing employee knowledge is critical for effective organizational transformation, innovation, and competitive advantage. Despite various efforts to promote information sharing inside businesses, individuals may not always be willing to share the knowledge assigned to them due to personal views or environmental restrictions that lead to knowledge concealment. We looked at the impact of emotional intelligence (EI) on knowledge sharing (KS) and knowledge hiding (KH). We collected 149 data points from various firms in Iraq to examine this effect. As a result, we discovered a positive impact of emotional intelligence and both knowledge sharing and concealment. employees who understand their feelings and other feelings they will tend to share their knowledge of the things that they want to share their knowledge and it will impact the company positively to increase creativity, innovation, teamwork, increasing productivity of the firm, but on the other hand, employees who do not fully understand their feelings and other feelings they will lean on hiding knowledge of their own and to conceal most parts. Therefore, in literature it will affect the company negatively (creating problems, lack of knowledge).

Keywords: Emotional Intelligence, Knowledge Hiding, Knowledge Sharing, Iraq**1. Introduction:**

Companies generally they do not own the knowledge of an employee, but it is totally the worker decision either to share their knowledge with the organization or the group or either hide their knowledge from their workplace. Hiding knowledge basically means keeping information that the worker has and deciding to keep it for themselves and not sharing it with their manager or with their co-workers or supervisor, in enterprises, knowledge management (KM) is a key resource for gaining a long-term competitive advantage. In the information era, individual knowledge and knowledge exchange are critical parts of knowledge management for organizational success (Demir et al., 2021). The purposeful attempt of an employee to cover or withhold knowledge that has been sought by another individual is known as knowledge hiding, and it is a behavior that jeopardizes organizational effectiveness Abubakar et al., (2019), Knowledge concealing is common in the workplace, obstructing employee collaboration and limiting the transfer and growth of knowledge and innovations.

Employee expertise, ability, and experience in the value creation process are frequently relied upon in innovation projects. Because of its firm-specific, socially constructed, and path-dependent properties, knowledge sharing can be considered as valuable inputs for innovation, according to this perspective, it goes without saying that a company's capacity to transform and leverage information influences its level of innovation, organizations, on the other hand, can only begin to manage knowledge successfully when people are eager to share their expertise (Poturak et al., 2020). Continuous information exchange promotes creativity in teams, units, and/or the entire company (Budur and Poturak, 2021). Employees must always draw from their colleagues' tacit knowledge (skills or experience) or look for explicit information to better complete creative activities (Wang & Wang, 2012).

The knowledge hiding behavior it will effect on the employee voice, which means his performance will decrees by not sharing his or her idea it will influence the organization behavior as well the organization will not reach its goals smoothly and easily it will have difficulty reaching the goals because deciding not to keep the information that it might help the organization achieving their objectives, Knowledge management (KM) is an essential component of organizational performance, researchers and experts are increasingly seeing a company's ability to encourage information exchange and usage as crucial to its success. Businesses are more effective when they can effectively establish conditions in which potential knowledge producers share their information and the recipients actively put it to use, despite the focus on and interest in motivating elements when investigating the information sharing and use process, the present literature has numerous shortcomings which means a flaw or inability to perform a given standard, usually in the character of people, a program, or a process. And in the case of emotional intelligence for example the person feels stressed out or sometimes emotional or stubborn or shy (Quigley et al., 2007).

Social motivation theory:

According to social motivational theories, socialization processes like norms can impact actions by intensifying or strengthening the motivating tendencies of structural elements like incentives. Awareness norms, in particular, may amplify the impact of squad payments on experience and understanding behavior by emphasizing the importance of collaboration to providers.

There are no cohesive, integrated theoretical frameworks of motivating variables that explain how information is transmitted between knowledge producers and users, and then used in ways that promote performance (Quigley et al., 2007), in particular, social motivation theory ideas such as trust have been utilized to assist explain knowledge transfer by academics interested in predicting it, for instance, academics have discovered that team-oriented incentive structures can promote collaboration, allowing companies to employ incentives to assist address the basic social problem that knowledge sender and receiver confront when sharing their expertise (Budur, 2018; Zaim et al., 2020).

The sharing of information is a social practice is that norms and incentives work together to have a significant impact on knowledge-sharing behavior People in general have a need to interact with other people, which is known as social motivation, that has been critical to human existence, as humans do not do well on their own, for example there is an employee who is not doing his task correctly the manager should use the social motivation theory by putting this employee with another employee who is doing the task perfectly as a team to improve the other employees performance throughout motivation and as a result to that they will communicate with each other to share knowledge (Quigley et al., 2007).

Reward and motivation theory:

The research aims to reconcile the conventional dichotomous perspective of treating information sharing as either driven by exploitative or selfless behavior by concentrating on motivational processes and the link between different types of motivators, it is assumed that both types of behavior are conceivable and may exist, and also that different stakeholders' willingness to spread information can be seen as a spectrum ranging from purely unethical conduct governed by board of management to a supposedly selfless stance shaped by social standards and collective identity, the authors claim that motivating factors are important in controlling and turning possibility into current behavior, and they emphasize the complexities of knowledge sharing and production in various organizational contexts (Lam & Lambermont-Ford, 2010). Others have looked into the influence of incentives on knowledge sharing using reward and motivation theory. According to the theory of motivation, people are driven by a need for rewards and reinforcement, and the result of using this theory it will encourage people to emphasize their knowledge sharing behavior and their production. (Quigley et al., 2007) explained, for instance, if the manager is rewarding the employees for their good performance, they will be motivated to do their best next time and also it will affect other employees to do their job perfectly to gain that reward and feel valued by their own company, which it will be result of increase not only the employee performance but their job satisfaction as well based on the social exchange theory. (Quigley et al., 2007)

Self-determination theory:

Many workers would rather keep their information to themselves, the decision to keep knowledge hidden may be made fast, but it is not without consequences, and it is in our best interests to learn more about these phenomena. Organizations, relationships, and individuals are all affected by knowledge concealment, it's been connected to things like lower levels of creativity, the authors have applied self-determination theories helps understand why knowledge sharing and knowledge concealing may have distinct reasons, as well as to investigate how organizational climate factors may influence how employees will respond to requests for data from their coworkers Connelly et al., (2019) for instance, allow employees to choose their own schedules: Giving your employees autonomy over where and when they work, as well as an emphasis on outcomes rather than time spent on the job, shows that you trust them, you demonstrate that you regard your employees' talents when you instill faith in them, let's imagine one of your teams is working on a project they're passionate about; working long and hard on it won't be a pain because it's something they

want to accomplish; but When you are driven to do a task by the prospect of receiving a reward or the threat of facing punishment. Assume the same group is given a work they despise. They'll still finish it, but with a new incentive. Rewards (recognition, incentives, impressing colleagues) or the fear of being chastised will motivate them, in a result of using this theory it will increase the satisfaction of an employee in their organization.

All of these theories may build a loyal employee who will share their knowledge among the coworkers to increase their productivity because all of these theories will affect the employee to feel valued and a part of the company itself. And the employee will be willing to share his knowledge, when they feel they will be appreciated by their supervisor and manger and their work will not go to waste.

The capacity to keep track of one's own and others' thoughts and emotions, differentiate between them, and utilize that knowledge to influence one's thinking and actions, the ability to understand oneself and others as well, we should understand what the importance of the emotions on the behaviors is first, emotions are triggered by an internal or external experience that has a pleasant or negative value for the individual, emotions differ from the nearly similar notion of mood in that emotions are often shorter and stronger, and also we should understand what is intelligence as well which is Intelligence is an individual's collective or worldwide capacity to behave intentionally, think logically, and interact successfully with his environment, in easy and simple words it can be said that the most important element of the emotional intelligence is that the individual be able to persuade people to do what he wants them to do on a regular and voluntary basis, and that they like doing it (Salovey & Mayer, 1990).

It is a crucial component in employee performance and organizational commitment, although most occupations need the capacity to regulate emotions, emotional stability is important for predicting organizational commitment and employee success. The study's goal is to see how emotional intelligence affects organizational commitment and personnel performance in the manufacturing business (Gunu & Oladepo, 2014).

Emotional Intelligence (EI) is a notion that has been studied extensively in the field of organizational research. EI has been proven to be a strong predictor of a number of desirable organizational outcomes, including work performance, job satisfaction, organizational citizenship, and organizational commitment, emotional intelligence is controlling sentiments and expressing them effectively, allowing individuals to collaborate on similar goals in a productive and transparent manner, employees will appreciate feelings if the boss values them. Employees will likely echo the manager's optimism, confidence, creativity, flexibility, tolerant, courteous, and caring sentiments (Gunu & Oladepo, 2014).

Organizational commitment (OC) is seen to be a key factor in determining the efficiency of a company, organizational commitment has been proven to predict a number of organizational outcomes, including improved work performance, decreased turnover and withdrawal cognitions,

lower absenteeism, and enhanced organizational citizenship behavior, according to research. Furthermore, dedicated individuals who are strongly driven to invest their time and energy to the achievement of organizational goals are increasingly recognized as an organization's most valuable asset (Gunu & Oladepo, 2014), because many organizations want to increase their performance and run their businesses more efficiently, the first step should be to improve the performance of their staff, knowledge, skills, capacities, and motives all have a role in performance. With shifting behaviors and motives, emotional intelligence is a vital competence in today's workplace (Gunu & Oladepo, 2014).

The study of the knowledge management behavior that is affected by the emotional intelligence has been made to understand how the emotional intelligence can affect the human behavior such as knowledge sharing and knowledge hiding. In this respect, the emotional intelligence also can influence the employees inside the organization how they act and their productivity level how much they commit to the task and their satisfaction. In this paper, it will be clear to see how the emotional intelligence affect the workers knowledge sharing behavior and hiding behavior in the organization. The most important factor of the knowledge management is the communication and learning, in different words we can say that the knowledge sharing behavior it will lead to increase the learning of people throughout the communication.

2. Literature review:

Knowledge management:

Knowledge management is a critical source for any firm looking to acquire a competitive advantage (Gold et al., 2001). It has been discovered that Knowledge Management, which is derived from the term knowledge, is concerned with improving the company's performance, resolving difficulties, and achieving the organization's goals (Ramachandran et al., 2009). Additionally, it was claimed that the goal of knowledge acquisition is to successfully update current knowledge while also producing new knowledge (Choo & Bontis, 2002).

Knowledge acquisition is a component of KM that has an impact on an organization's performance. Furthermore, any actions linked to the use of knowledge in business to solve issues, including the creation of new information (Gold et al., 2001). Updating current knowledge, and adapting knowledge to new situations, are referred to as knowledge usage. Furthermore, companies should include the specialist knowledge of a large number of people (Gold et al., 2001). The successful application of knowledge is seen to be beneficial in improving the performance, efficiency, and cost-cutting of a company (Davenport, 1998).

Knowledge hiding:

Knowledge concealing entails not only not sharing knowledge, but also the purposeful concealment and of knowledge sought by others (Bai, 2020). Knowledge sharing and knowledge concealing are not diametrically opposed notions, but rather two distinct ones. The two notions are comparable in terms of behavior (Bai, 2020), but the motives for information concealment and

lack of knowledge sharing are vastly different, knowledge hiding can be due to a variety of factors (Bai, 2020). Including laziness, whereas lack of knowledge sharing might be due to a lack of competence to communicate or poor knowledge transfer owing to forgetfulness, to summarize, knowledge concealing has its own properties that separate it from other actions. (Bai, 2020).

It is a dependent variable, according to its definition, to begin with, information concealment occurs in a context specific setting, which is a one-to-one, questioner-responder inquiry situation. Other behaviors, on the other hand, are not situation-specific and might be individual-to-individual, individual-to-group, or intergroup (Bai, 2020), Second, knowledge concealment is misleading and purposeful (Bai, 2020).

Finally, knowledge hiding is not carried out with the aim of causing damage, knowledge hiding is a passive decision-making behavior in the investigation process that is used to protect oneself or the organization to some extent, with no intention of harming others or the organization. (Rezwan, 2021). Counterproductive work behavior, workplace violence, and workplace incivility, on the other hand, are actions that intentionally injure an organization or a person, either directly or indirectly (Bai, 2020), KH is the deliberate concealment of information when a colleague asks for it, and it may have negative effects for the organization (Rezwan, 2021).

Emotional intelligence has an impact on reducing the knowledge hiding in the company by greater understanding their inner emotions and being mindful of the feelings of their coworkers, they can decrease the harmful repercussions of interpersonal conflict and unwanted behaviors such as knowledge hiding behavior in the organizations (Akhlaghimofrad & Farmanesh, 2021).

Educationists, regardless of status, need to be more conscious of and in control of their emotions; in other words, they need to learn to be more emotionally intelligent. Faculty members' competitiveness and disagreement should not lead to knowledge concealment, which is an undesirable conduct in any business (Akhlaghimofrad & Farmanesh, 2021).

(Connelly et al., 2019) suggested that individuals engage in three KH behaviors: 'playing dumb,' i.e. pretending ignorance or completely ignoring the request for knowledge; 'evasive hiding,' i.e. providing incomplete knowledge and/or promising a complete answer in the future with no intention of following through; and 'rationalized hiding,' i.e. offering justification for hiding knowledge by giving false reasons or blaming someone else (Anand, A. et al., 2020).

Knowledge concealment is not always designed to damage an individual or an organization. Rather, it is a common reaction to a particular circumstance; nevertheless, only evasive hiding and playing dumb require lying, whereas rational hiding does not Connelly et al., 2015).

Why do employees hide their knowledge?

There are several situations that lead to knowledge concealment among individuals in organizations for example: Unintentional Hiding (Driven by Situations), Controlled Hiding (Driven by Psychological Ownership), Motive Hiding (Driven by Performance and Competition),

Victimized Hiding (Driven by Hostility and Abuse), Favored Hiding (Driven by Identity and Norms) (Anand, A. et al., 2020).

Unintentional hiding: Lack of time, heavy job commitments, and workplace conditions that make it difficult or uncomfortable to exchange information.

Control hiding that the individual who generated knowledge has ownership rights to it, not the organization, and that individuals regard knowledge as property, as something to be possessed as an asset. (Anand, A. et al., 2020).

Motive Hiding: When people need to survive at work, the only way to keep their jobs is to perform well. A competitive environment.

Victimized Hiding: consists of peer and/or superior criticism, harassment, abusive conduct, intimidation, and so on. Those who may be the target of this animosity conceal their awareness in this circumstance. When an employee is 'mistreated' (e.g., through an interaction in which there is a lack of dignity and respect offered to others), their knowledge concealment behavior rises. (Anand, A. et al., 2020).

Favored Hiding: The information is subsequently disseminated inside a certain social group. "I like to share my expertise with organizations or individuals from my location, culture, or who have similar beliefs as myself."

Emotional intelligence:

Emotional intelligence is a subset of social intelligence that differs from general intelligence (Salovey & Mayer, 1990). Furthermore, emotional intelligence is the ability to recognize our own and others' feelings in order to motivate ourselves and manage our emotions (Goleman, 1998). Moreover, emotional intelligence plays a critical role in assisting managers and employees in managing changes in the corporate environment (Rafique et al., 2011). Goleman, (1995) these abilities were grouped into five emotional intelligence dimensions: self-awareness, self-regulation, self-motivation, social skills, and social awareness, because they are more confident, adaptable, inventive, and passionate about new things, people who are emotionally intelligent are more self-aware of their limitations and talents (Goleman, 1995).

Knowledge sharing:

Different definitions of information sharing are provided based on viewpoints, conditions, requirements, and circumstances (Aliakbar et al., 2012). Knowledge sharing, according to (Levitt & March, 1988) is a process that involves gaining experience from others, and it may also be referred to as "knowledge transfer," which can help organizations learn more effectively. Knowledge sharing, according to (Szulanski et al., 2004) is distinct from knowledge exchange and knowledge transfer.

Knowledge sharing, according to (Pulakos et al., 2003) is the preparation of task information and know-how in order to work with others in order to assist them in solving issues, implementing policies, or developing new ideas. According to (Ryu et al., 2003) knowledge sharing is the act of a person disseminating her or his gained information to others inside an organization. According to (Ho and Hsu., 2009) the challenge in giving a consistent definition of "knowledge sharing" stems from the fact that KS is made up of various components.

Employees may offer information because they like assisting others, or they may not share knowledge because they believe their expertise is unimportant to others, according to previous research (Wang, 2007), People may conclude that sharing information is a good method to strengthen their bonds with coworkers. Personal traits may also influence how much knowledge is shared among employees for various objectives (Wang, 2007).

3. Methodology

Sampling:

The study's sampling strategy included 149 participants they were chosen using a simple random selection technique from various companies in Iraq, the questionnaire was written in English and then translated into Kurdish for readability.

Participants:

The participants were 55.7% male and 44.3 female. Their education was: 5.7% high school, 25.8% institute, 60.8% bachelor, 7.7% master. Their position was: 64.4% entry level, 25.3% supervisor, 10.3% manager. Their experience in industry was: 19.6% less than one year, 35.1% 1-3 years, 25.8% 4-6 years, 9.3% 7-9 years, 10.3 more than 9 years. Their age was: 31.4% (18-25), 47.9% (26-35), 18% (36-45), 2.6% more than 46 years.

Procedures:

We used a basic random sample strategy and visited a variety of businesses in the area. The questionnaire was in Google form and it was translated into Kurdish to better comprehension and satisfaction because it addressed diverse educational levels. The respondents were instructed to complete the questionnaire in person so that they may ask the interviewer any questions they had, the people who were responsible to distribute the survey were Nadra, Dekan, Jumana.

Measures:

The questionnaire focused on 3 variables: team knowledge, emotional intelligence, knowledge hiding, there were 28 questions in the questionnaire: 16 questions for emotional intelligence, 6 questions for team knowledge, 6 questions for knowledge hiding, all of the questions were rated by likert's scale: 1 meaning strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree.

4. Data Analysis

Cronbach's Alpha (reliability of each dimension):

When multiple-item assessments of a concept or construct are used in medical education research, calculating alpha has become routine practice, this is due to the fact that it is more user-friendly than other estimations. Reliability is concerned with an instrument's capacity to measure consistently; it should be noted that an instrument's reliability is directly related to its validity, a valid instrument is one that is trustworthy. The idea of alpha is critical in the analysis of evaluations and surveys. Assessors and researchers must estimate this number in order to add validity and accuracy to their data interpretation (Dennick, R., 2011).

Table 1: Cronbach's value of teamwork knowledge sharing

Items	Scale Mean if Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted	Cronbach's alpha
Kshr1	19.44	16.527	0.71	0.54	0.909	0.91
Kshr2	19.45	16.363	0.804	0.686	0.895	
Kshr3	19.36	16.543	0.788	0.673	0.898	
Kshr4	19.51	16.189	0.816	0.705	0.893	
Kshr5	19.52	16.583	0.802	0.679	0.896	
Kshr6	19.19	17.109	0.666	0.462	0.914	

Table 1 above results of teamwork knowledge sharing, in order to calculate the reliability of the dimension Cronbach's alpha method was used. Cronbach's alpha value is expected to exceed 0.65 to call a variable as reliable. Given in the table above, it was observed that the concerning value of the dimension was 0.91, which well above the threshold.

Secondly, it was observed that there was no item which could increase reliability significantly in case it is deleted. Hence, it can be concluded that team knowledge sharing considered to be reliable enough to continue with the further analysis. Indicators of correlation shows that minimum item-total correlation was 0.66 while the maximum was 0.81.

Table 2: Cronbach's value of knowledge hiding

Item-Total Statistics						
	Scale if Deleted	Mean Item	Scale Variance Item Deleted	Corrected if Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's alpha
KnHid1	14.54		22.882	0.667	0.870	
KnHid2	14.76		20.721	0.781	0.851	
KnHid3	14.73		21.029	0.800	0.848	
KnHid4	14.97		23.414	0.705	0.866	0.88
KnHid5	15.28		23.497	0.621	0.877	
KnHid6	15.18		22.522	0.630	0.877	

Table 2 above of knowledge hiding, it is clear to see that the Cronbach's alpha of this dimension is exceeding 0.65 which is in the previous table was 0.88. It was discovered that there was no component that, if eliminated, would considerably boost dependability. As a result, it might be determined that knowledge hiding is regarded dependable enough to proceed with further investigation.

Indicators of correlation shows that minimum item-total correlation was 0.62 while the maximum was 0.80.

Table 3 Cronbach's value of emotional intelligence

Item-Total Statistics						
	Scale if Deleted	Mean Item	Scale Variance Item Deleted	Corrected if Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's alpha
EI1	60.04		80.309	0.660	0.912	
EI2	60.03		78.440	0.675	0.911	
EI3	59.83		79.769	0.654	0.912	
EI4	59.96		80.346	0.642	0.912	
EI5	59.99		81.021	0.611	0.913	
EI6	60.01		81.062	0.572	0.915	
EI7	59.99		79.166	0.677	0.911	
EI8	59.82		83.451	0.481	0.917	0.91
EI9	59.74		81.200	0.629	0.913	
EI10	59.71		80.996	0.625	0.913	
EI11	60.00		79.409	0.673	0.911	
EI12	60.10		80.161	0.674	0.912	
EI13	60.42		83.282	0.372	0.921	
EI14	60.01		80.451	0.656	0.912	
EI15	59.81		80.186	0.625	0.913	

EI16	60.00	80.031	0.641	0.912
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Table 3 of emotional intelligence shows that the Cronbach's alpha of this dimension exceeds 0.65, which was 0.91 in the previous table. It was revealed that there was no component that, if removed, would significantly improve reliability. As a consequence, it may be judged that emotional intelligence is viewed as reliable enough to warrant further inquiry.

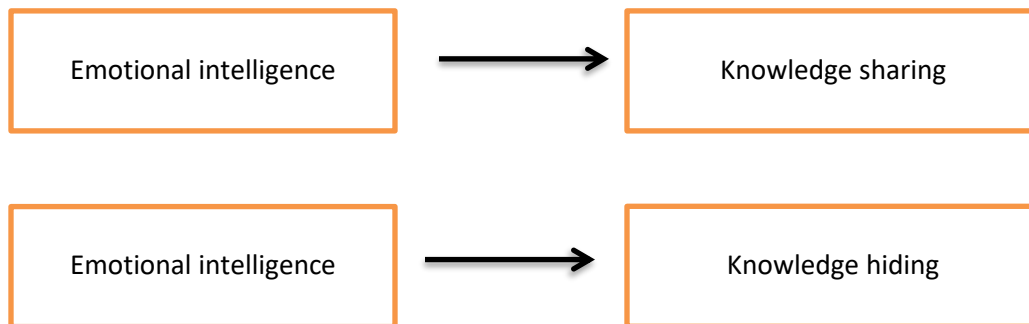
Correlation indicators suggest that the minimum item-total correlation was 0.37 and the maximum was 0.67.

The hypotheses are:

H1: Emotional intelligence has positive effects on knowledge sharing in the company.

H2: Emotional intelligence has negative effects on knowledge hiding in the company.

Table 1 model of the study.



Factor analysis (validity of each dimension):

Exploratory factor analysis (EFA) is used to find the underlying structure of observed variables by analyzing interdependencies between observed variables and underlying theoretical constructs, also known as factors (Lee S., 2011).

Table 4 descriptive results of exploratory factor analysis

Items	N	Mean	Std. Deviation
Kshr1	149	3.859	1.0136
Kshr2	149	3.839	0.9084
Kshr3	149	3.953	0.903

Kshr4	149	3.832	0.9256
Kshr5	149	3.839	0.8782
Kshr6	149	4.188	0.9682
EI1	149	3.987	0.8301
EI2	149	3.973	0.986
EI3	149	4.201	0.8852
EI4	149	4.047	0.8955
EI5	149	4.034	0.8336
EI6	149	3.96	0.9218
EI7	149	4	0.9444
EI8	149	4.168	0.8171
EI9	149	4.268	0.8272
EI10	149	4.282	0.8783
EI11	149	4.067	0.9348
EI12	149	3.973	0.8459
EI13	149	3.57	1.0218
EI14	149	4.02	0.85
EI15	149	4.181	0.8933
EI16	149	4.02	0.9188
KnHid1	149	3.51	1.0943
KnHid2	149	3.289	1.2644
KnHid3	149	3.309	1.1963
KnHid4	149	2.993	1.0101
KnHid5	149	2.685	1.0972
KnHid6	149	2.772	1.2741

Given in the table 4, there are the results of descriptive exploratory of factor analysis. The result show that standards deviation for each question is 1 or below 1. This result shows us the participants agreed on their selection and rating of the questions. Otherwise, it would be considered that the participants thinking different from each other. Secondly, it was observed in the table that average results of each question, which were ranked from 1 to 5, have been changing between 2.61 and 4.26 after considering all questions together.

Table 5 KMO results of the exploratory factor analysis

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.885
Bartlett's Test of Sphericity	Approx. Chi-Square	5464.125
	df	820
	Sig.	0.000

Table 5 above shows Kaiser-Meyer-Olkin. This result stands for the sampling Adequacy of the collected data. According to the standards, the test results must reveal minimum 0.5 value or above (Torlak et al., 2019). Secondly, the threshold of Bartlett's test of Sphericity must be checked and make sure that it is significant at 0.05. when the table above is observed, it was revealed that KMO contributed value of 0.885 which is sufficient considering the standards was explain. Lastly, the results of Bartlett's of Sphericity were 0.000. Therefore, it was concluded that sample of dataset was sufficient to continue with further analysis.

Table 6 communalities of exploratory factor analysis

Extraction	
Kshr1	0.613
Kshr2	0.79
Kshr3	0.727
Kshr4	0.791
Kshr5	0.778
Kshr6	0.619
EI1	0.508
EI2	0.558

EI3	0.551
EI4	0.576
EI5	0.429
EI6	0.383
EI7	0.538
EI8	0.355
EI9	0.576
EI10	0.568
EI11	0.515
EI12	0.475
EI14	0.54
EI15	0.605
EI16	0.509
KnHid1	0.573
KnHid2	0.739
KnHid3	0.758
KnHid4	0.603
KnHid5	0.518
KnHid6	0.553

Extraction Method: Principal Component Analysis.

Table 6 shows the communalities results of the exploratory factor analysis. The standards indicate that values for each question must be above or very close to 0.5 or more than this value. when the table above is observed, it was seen that for all questions held value above 0.5.

Table 7 explained variance for each dimension of the questionnaire

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.847	36.471	36.471	9.847	36.471	36.471	7.56	28.001	28.001
2	3.687	13.656	50.126	3.687	13.656	50.126	4.403	16.306	44.307
3	2.214	8.201	58.327	2.214	8.201	58.327	3.785	14.02	58.327

Given in the table 7, there are Eigen values and extracted variance for dimension and in total. According to the thresholds, first of all, Eigen value must hold minimally 1 in order to accept a dimension as a meaningful cluster. Secondly, all dimension in total must explain at least 50 % of the overall variance. It can be revealed from the table above that there are six dimensions which hold Eigen value above 1. Secondly, all dimension together, explains 58.327% overall variance. Hence, it can be concluded that all questions asked in this questionnaire are sufficient to explain minimum 50%.

Table 8 rotated component matrix

Rotated Component Matrix			
	1	2	3
EI15	0.749		
EI3	0.729		
EI14	0.719		
EI9	0.715		
EI10	0.7		
EI2	0.696		
EI11	0.692		

EI7	0.688	
EI1	0.677	
EI4	0.675	
EI12	0.67	
EI16	0.657	
EI5	0.618	
EI6	0.589	
EI8	0.56	
Kshr4	0.855	
Kshr2	0.855	
Kshr5	0.837	
Kshr3	0.811	
Kshr1	0.754	
Kshr6	0.623	
KnHid3		0.855
KnHid2		0.843
KnHid4		0.75
KnHid6		0.737
KnHid1		0.713
KnHid5		0.698

On the table above, there are results of the rotated component matrix which shows the correlations of each item among the dimensions. It must be known that every item is correlated with every dimension somehow. On the other hand, it should be known that the item belongs to the dimension that it was correlated mostly. Secondly, the correlation of the item with other dimension must have minimum 0,1 difference (Budur and Demir, 2019). If the difference is less than 0,1, it will be concluded that there is a cross loading and will be deleted. When the correlation of each item is

evaluated, it was observed that minimum factor loading item under the dimension was 0,5 and the maximum one was 0,7. There was no cross-loading problem due to the correlation or factor loading of the items under the dimension was holding difference more than 0,1. As conclusion, it can be indicated that the dimensions are valid to continue with the further analysis.

Data analysis and research findings:

Hypothesis testing:

Each hypothesis has been tested in three ways: correlation analysis and then regression analysis and covariance analysis.

Correlation analysis:

Correlation analysis has been used to estimates the amount of change in one variable as a result of a change in the other. If there is a significant correlation between two variables or metrics and one of them is seen operating in a certain way, you may deduce that the other is also being influenced in the same way. Correlation analysis has been used because it may reveal significant correlations between several measures or groupings of metrics. Even if the data come from various sectors of the organization, information about those links might give fresh insights and indicate interdependencies (Anodot, 2022).

Table 1 correlation coefficients for all variables in the study.

Dimensions	1	2	3
Emotint	1		
Kshr	.562**	1	
Khid	.275**	0.055	1

** Correlation is significant at the 0.01 level (2-tailed).

In the table above of correlation coefficients, it can be seen that there is significant correlations between emotional intelligence and knowledge sharing it has shown 0.562 and significant correlation between EI and KH which was 0.275. However, the knowledge sharing dimension and the knowledge hiding dimension has no correlation between each other.

Covariance analysis:

Covariance is a statistical method used to assess the connection between two random variables' movements. When two stocks move in the same direction, they have a positive covariance; when they move in the opposite direction, the covariance is negative. Covariance is a useful statistical tool for comparing the connections between different variables. It is used in investing to find assets that might help diversify a portfolio (Hayes, 2022).

Table 2 covariance matrix.

	Knowledge hiding	Knowledge sharing
Emotional intelligence	0.14	0.20

In the tables of covariance and correlation, we can see that both covariance and correlation are positive, the variables move in the same direction.

Regression analysis:

Regression analysis is often performed for one of two reasons: to forecast the value of the dependent variable for persons who have some information about the explanatory factors, or to assess the influence of an explanatory variable on the dependent variable. A regression analysis is often performed for one of two reasons: to forecast the value of the dependent variable for persons who have some information about the explanatory factors, or to assess the influence of an explanatory variable on the dependent variable (Alchemer Blog, 2021).

Table 3 regression analysis result for the hypothesis testing

Impact of the emotional intelligence on the knowledge sharing							
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	adjusted R square	
	B	Std. Error	Beta				
1	(Constant)	2.269	0.369		6.154	0.000	9.20%
	emotional intelligence	0.410	0.090	0.312	4.546	0.000	
Impact of the emotional intelligence on the knowledge hiding							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	adjusted R square	
	B	Std. Error	Beta				
1	(Constant)	1.526	0.423		3.606	0.000	6%

emotional intelligence	0.377	0.103	0.254	3.641	0.000	
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The table above shows the results of hypothesis tested by regression analysis methodology. As initial hypothesis, it was observed that emotional intelligence affected knowledge sharing as 0.31. secondly, it was observed that emotional intelligence explained 9.20% of the variance on knowledge sharing. Lastly, based on T-value (4.546), it was concluded that effect of emotional intelligence on the knowledge sharing is significant. Hence, H1 is accepted.

And it was observed that emotional intelligence explained 6% of the variance on knowledge hiding. Secondly, based on t-value (3.641), it was concluded that effect of emotional intelligence on the knowledge hiding is positive. Hence, H2 is not accepted.

5. Conclusion:

Based on the aim of the study, we have investigated the effect of emotional intelligence on knowledge sharing and on knowledge hiding. To see this effect, we have collected 149 data from various companies in Iraq. Accordingly, we have found that there is a positive correlation between emotional intelligence and both knowledge sharing and hiding. We have seen that in hypothesis 1, emotional intelligence has significant and positive effect on the knowledge sharing, KS can help organizations learn more effectively and to assist them in solving issues, implementing policies, or developing new ideas and innovation or increasing creativity of employees in the organization. People may conclude that sharing information is a good method to strengthen their bonds with coworkers and with managers as well. All of these findings are similar to the findings from Goleman (1995) and Pulakos et al. (2003), their findings have supported our study, which means that our study is in line with the literature.

Second hypothesis, which was emotional intelligence has negative effect on knowledge hiding, which is not supported in the current study. It has been observed that the negative relationship between emotional intelligence and knowledge hiding has similar findings in the literature. For example: Rewzan (2021), his findings were not necessarily having a negative effect on the organization, but on the other hand Bai in 2020 found that it may have negative effects for the organization for example Counterproductive work behavior, workplace violence, and workplace incivility, these are actions that intentionally injure an organization or a person, either directly or indirectly. Anand et al., (2020) agreed that KH may be difficult for managers since actual and projected events appear to have a negative impact on both the organization and the individual. However, we observed in the current study, that emotional intelligence had positive effects on KH. The reason behind this should be when employees in the organization feel negative atmosphere, they do not tend to share their knowledge, since emotional intelligence refers to understanding own and others' emotions, then regulating self-emotions. Therefore, when employees feel that their peers do not share experience, they keep their self-back respectively.

6. Recommendations

Information sharing is a key aspect of human resource management, and the HR manager is responsible for enabling effective knowledge sharing among employees in order to improve individual, team, and organizational performance (Cabrera and Cabrera, 2005). Understanding knowledge concealment, on the other hand, based on the described events, may assist firms in developing suitable HR management strategies (Xiao and Cooke, 2019; Minbaeva, 2013). Furthermore, future study should look into how HR professionals can develop ways to prevent knowledge concealing behavior. resource management should facilitate knowledge sharing, which may reduce knowledge hiding behavior, according to Lenzion (2015), and human resource management strategies should be implemented in organizations to eliminate knowledge hiding behavior and increase knowledge sharing. Many studies show KH as a negative construct, thus researchers should now focus more studies on its benefits or advantages.

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