Unveiling The Dark Side: Exploring The Impact Of Abusive Supervision On Organizational Sustainability Through Knowledge Hiding And The Power Of Psychological Safety

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Abstract

Utilizing social exchange and displaced aggression theories this research delves into the intermediary role of knowledge hiding in the correlation between employees' exposure to abusive supervision and their Organizational sustainability, through the collection of time-lagged data from the employees working in SMEs in Pakistan. Our findings suggest that abusive supervision detrimentally impacts organization sustainability as a result of reciprocation through self-serving knowledge-hiding behaviour. Moreover, we posit that ps[1]ychological safety acts as a moderating role in the relationship with higher psychological safety diminishing the positive link between abusive supervision and knowledge hiding. Additionally, psychological safety is anticipated to have a direct impact on organizational sustainability by fostering a supportive environment conducive to risk-taking and ideas sharing. This study uncovers knowledge hiding as a pivotal factor through which abusive supervision impedes organizational sustainability. However, our results indicate that this effect is likely to be mitigated by psychological safety serving as a protective barrier against the adverse impact of abusive supervision on knowledge hiding. The positive association between abusive supervision and knowledge hiding is expected to diminish under conditions where psychological safety is enhanced.

Keywords: *Abusive Supervision. Knowledge Hiding, Organizational Sustainability, Psychological Safety, Organization, Employee.*

1. Introduction

In the present evolving and competitive business environment, organizations heavily depend on the creative contributions of their employees to foster innovation enhance operational efficiency, and establish a sustainable competitive advantage. However, certain adverse workplace factors have the potential to impede employee creativity and negatively affect overall organizational performance. The misuse of power by supervisors manifested through insulting, aggressive, and disrespectful attitudes toward their subordinates is a significant negative factor in organizations. Abusive supervision has been identified as a pervasive issue with far-reaching consequences for employees and their job outcomes this phenomenon significantly affects employee behavior and overall workplace results which indicates that employees subjected to abusive supervision may resort to unfavourable such as knowledge hiding which can negatively impact organizational performance.

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Furthermore, recent research has indicated that the relationship between abusive supervision and knowledge hiding can be influenced by a certain moderating factor such as employee ingenuity. (Tepper 2000). As a consequence, businesses have recognized the value of encouraging employee creativity which is a propensity to develop unique, distinctive, and new ideas to gain a competitive advantage. (Tepper 2000). Consequently, firms are increasingly acknowledging the importance of employees' creativity as a means to gain a competitive edge. (Coelho, Augusto et al. 2011). The impact of abusive supervision on workers is substantial leading to reduced job satisfaction heightened stress increased intention to leave their position and diminished commitment to the organization the present study also demonstrates that abusive supervision affects how employees think and behave specifically by engaging in knowledge concealment wherein they withhold information that could be helpful to their colleagues or superiors this can obstruct the flow of information, hinder collaboration and the attainment of organizational objectives

Organizational sustainability is influenced by a multitude of factors that encompass social, economic, and environmental (Chiang and Wineman, 2014), as well as situational influences like recognition, team compositions, and leadership and managerial guidance (Zhang and Bartol, 2010). The phenomena of abusive supervision significantly impact employee performance and overall workplace outcomes which as a result negatively influence the overall organizational sustainability. Research has shown that employees who are abusively supervised may engage in negative behavior, including knowledge hiding, which can have detrimental effects on organizational performance. However, recent studies have highlighted the influence of several moderating factors, including employee creativity, on the relationship between abusive supervision and knowledge hiding (Tepper, 2000). The majority of creativity literature has frequently concentrated on identifying the factors that promote creative performance. However, the current understanding of the function of leadership in organizational sustainability is still limited since it is unclear if undesirable leadership traits in general and abusive supervision, in particular, may impair organizational sustainability (Liu, Liao, et al., 2012).

Another way to define abusive supervision is the degree to which subordinates believe their superiors commonly portray hostile and verbal clues while avoiding physical contact (Connelly, Černe, et al., 2019). While focusing on shifting punishment as a mediating effect of abusive supervision on Organizational sustainability, it can be able to solve the mystery of mechanisms characterizing the impact of improper supervision on employees (Liu, Liao, et al., 2012). We can expect that the perceived injustices produced by negative work experiences would relate to dissatisfaction with life. Possibly, the supervisors engaging in abusive interaction would change subordinates' perceptions of organizational justice, which in turn would result in their decisions to leave the company as well as make them disappointed in their work-life balance issues, life satisfaction, organizational commitment, and psychological distress. Additionally, it is reasonable to assume that the perceived injustices caused by negative job experiences, such as harsh monitoring, will manifest as miserable acts in life (Judge, Boudreau, et al., 1994). Regardless of the detrimental consequences, there is a lack of research into the connection between these two events. However, research has shown that abusive supervision may hurt organizational sustainability. Abusive supervisors may stifle organizational sustainability by discouraging risk-taking and innovation, which can lead to reduced job satisfaction, lower motivation, and decreased engagement. There is particular disagreement over whether abusive supervision leads to increased cases of knowledge concealing in the workplace. Furthermore, it is unclear which particular elements may potentially attenuate this relationship.

Individuals' perceptions of interpersonal fairness impacted how they concealed knowledge. (Khalid, Bashir, et al. 2018). Individual attitudes about violations of the psychological contract and instances of supervisor-directed hostility moderated these findings. (Pradhan, Srivastava et al. 2020). What so ever, a study by (Feng and Wang 2019) could not find a

correlation between the disturbing behavior of supervisors and employees because of the mediating effect of job insecurity. Consequently, the primary objective of the research is to explore the connection between abusive supervision on knowledge hiding and identify the potential explanatory role of psychological safety and the overall impact on Organizational sustainability. By exploring these aspects, the study can contribute to understanding the underlying mechanism behind knowledge hiding and its implications within the organization, in this way organizations will create a supportive environment that enhances employee well-being and encourages the open sharing of knowledge. The research will provide information on the psychological mechanisms that link abusive supervision and knowledge concealment, which will help organizations develop plans to halt and reduce such behaviors. The study's findings can also throw light on how important it is to build solid working relationships such as trust, support, and psychological safety to reduce the negative effects of abusive supervision on employees.

1.2 Study Motivation

Understanding the link between abusive supervision, knowledge hiding, and organizational sustainability is crucial for several reasons firstly, the underlying mechanism that links abusive supervision to reduce organizational sustainability remains understudied exploring the mediating role of knowledge hiding can help illuminate the specific pathways through which abusive supervision impacts organizational sustainability. Exploring the moderating impact of psychological safety in this connection holds significant importance. Psychological safety, defined as the perception of a work environment where individuals feel secure to take interpersonal risks and express their ideas without fear, has been acknowledged as a crucial factor in nurturing organizational sustainability. Consequently, we propose the hypothesis that a heightened level of psychological safety could act as a buffer against the adverse impacts of abusive supervision on knowledge hiding, thereby fostering organizational sustainability.

1.3 Study Contribution and Implications

This study contributes to the existing literature in several ways. Firstly, it extends the comprehension of the negative consequences of abusive supervision by examining its impact on organizational sustainability, adds value by examining the mediating role of knowledge hiding, and brings light to the underlying process by which abusive supervision impacts creative output in organizations. Secondly, the research mainly focuses on the negative consequences of abusive supervision not only on employees' well-being but also on the sharing and effective use of important knowledge within the organization by identifying abusive supervision as a possible factor leading to knowledge hiding. Lastly, by recognizing the importance of psychological safety as a possible defense against the detrimental impacts of abusive supervision organizations can adopt strategies and interventions to cultivate a supportive work environment that fosters creativity, innovation, and the open sharing of knowledge.

2. Literature Review

2.1 Abusive supervision

Abusive supervision, a pervasive issue in organizations, has garnered significant attention in the literature due to its detrimental effects on employee well-being and work outcomes. Researchers have explored various outcomes associated with abusive supervision, such as decreased job satisfaction, increased turnover intentions, and reduced organizational commitment. Nonetheless, there has been little research on how abusive supervision affects organizational sustainability. This review of the research tries to fill this void by studying the relationship among these factors. When employees experience unfair treatment and mistreatment in the workplace, it can have detrimental effects on their self-perception and social standing, leading to feelings of dissatisfaction and moral outrage (Greenberg 1990).

However, a different study by (Feng and Wang 2019) did not explicitly identify the effect as it was completely mediated by job insecurity. Identical injustices related to various organizational aspects, such as pay raise decisions, contribute to job dissatisfaction and voluntary turnover rates. This can result in recruitment and training costs. (Allen, Griffeth et al. 2009). Perceived injustices stemming from abusive supervision are likely to lead to job dissatisfaction and motivate subordinates to actively seek alternative employment opportunities (Fischer, Tian, et al. 2021). Abusive supervision has been defined as a pattern of negative behaviors exhibited by supervisors, including verbal and nonverbal aggression, public humiliation, and unreasonable demands (Tepper, Simon, et al. 2017). These behaviors result in creating a hostile work environment that impedes employee engagement and hinders the generation of creative ideas. Prior studies have established a negative association between abusive supervisors and various cognitive outcomes, including reduced information processing, decreased cognitive flexibility, and impaired decision-making.

2.2 Knowledge Hiding

Knowledge hiding is considered the deliberate act of obscuring or not revealing information that is requested by others (Connelly, Zweig, et al. 2012). Different approaches can be used to understand the knowledge reservoir. According to the dispositional approach, this behavior is associated with certain personality factors {Kumar Jha, 2018 #24}. They found that people tend to hide their knowledge for a variety of reasons, including internal factors such as lack of trust, lack of reciprocity, and lack of confidence in their knowledge, as well as sources of externalities such as the perception that they need more work and are not worried about wages or job insecurity (Connelly, Zweig, et al. 2012).

More theoretical advancements in this area might look at the problem of information hiding in unusual circumstances. Deliberately withholding information is called knowledge hiding. "Evasive Hiding" is one of the three ways, according to researchers, that information may be concealed. Delaying or changing the information needed is involved in this. "Playing Dumb," is the act of pretending to be illiterate (Connelly, Zweig, & others, 2012). Lastly, "rationalized hiding" describes the situation in which the person hiding gives unasked-for reasons instead of the information that is sought or requested. According to Burmeister, Fasbender, et al. (2019), the act of withholding information at the workplace tends to hinder an organization's ability to innovate and adapt, which in turn makes it less competitive. Economic sustainability is badly impacted by a lack of creativity and adaptability.

2.2.1 Mediating Effect of Knowledge Hiding

In the context of workplace behavior, a potential mediating variable can be identified. According to the social exchange perspective, abusive supervisors consistently breach and disdain reciprocity expectations that are anticipated to regulate good connections between employees and supervisors. In response, employees feel forced to reply to their superiors' damaging behavior. (Duffy, Scott, et al. 2012). However, people who face abusive supervision may refrain from taking direct action against their superior violators because of fear of retaliation. Instead of pursuing revenge against the immediate source of their maltreatment, mistreated employees are more likely to participate in misplaced retaliation to reduce the danger of escalated counter-retaliatory activities. In this regard, we contend that workers who are blamed for the prevalence of abusive supervision are more likely to engage in concealed expressions of negative reciprocity, such as knowledge concealing. Concealed acts of retaliation, such as withholding valuable information, serve as a less risky means for these employees to express their discontent and retaliate against the mistreatment they have experienced.

Employees who attribute blame to their organizations for abusive supervision may engage in indirect retaliation through knowledge hiding. (Locke and Bailey 2013) within the social

network in the mutual exchange of ideas. (Connelly, Zweig et al. 2012). As a result of this disrupted social exchange, employees may invest considerable time and effort in acquiring knowledge that has intentionally been concealed by their organizational peers (Mudambi and Navarra 2004). Consequently, employees become unaware of the current situations within their organization and experience limitations in their competencies to generate favorable outcomes (Haas, Criscuolo et al. 2015).

In essence, employees are restricted from accessing the available data and knowledge that are necessary for generating novel concepts (Reiter-Palmon and Illies 2004), thereby diminishing both organizational and individual creativity. Furthermore, a study by (Černe, Nerstad et al. 2014). revealed that employees with lower levels of creativity are more likely to engage in knowledge hiding due to difficulties in idea generation. On the flip side, individuals perceiving a mastery climate, marked by a supportive and growth-oriented workplace, exhibit a decreased tendency to withhold information. Contrarily, information withholding and innovation are mitigated in high-performance environments that are marked by social competition and team-based comparisons. The influence of knowledge concealment on creativity was found to decrease when participants felt that they were in a competitive performance situation. This finding was supported by a different student study in which it was shown that knowledge concealing particularly hampered creativity in the setting of performance reviews. Furthermore, the degree of mistrust among staff members greatly influences the environment of motivation (Bogilović, Černe, et al., 2017).

Knowledge concealment impedes organizational learning. Many great, long-lasting businesses are built on a culture of constant learning and improvement. Knowledge hiding makes it more difficult for an organization to evolve and adapt over time by limiting its capacity to learn from its successes and failures.

The concept of abusive supervision creating an adverse work environment forms the basis of the hypothesis supporting the impact of hidden knowledge on creativity. Employees are discouraged from openly exchanging ideas and sharing information in such a setting. Knowledge concealing thus becomes a typical reaction to abusive management, impeding both the individual employees' creative potential and the organization's general ability to innovate

2.3 Moderator Effect on Psychological Safety

A significant contributor to the development of employee creativity is the perception of psychological safety, which can be characterized as the perception of a supportive and secure work environment that supports interpersonal risk-taking. Individuals who work in an atmosphere that is abundant in psychological safety develop the self-assurance to freely share their thoughts without the worry of being ridiculed or punished. Taking into consideration the fact that abusive supervision generates an environment that is characterized by fear and mistrust, it is realistic to explore whether psychological safety functions as a buffering mechanism. As a result of our hypothesis, we believe that increased levels of psychological safety have the potential to ameliorate the adverse consequences of abusive supervision, particularly the reduction of information concealment and the subsequent enhancement of employee creativity. It is crucial to include commitment, work satisfaction, the desire to lower turnover, and behavioral elements including efforts, motivation, collaboration, and organizational citizenship when trying to understand the impact on employee outcomes.

The framework of this discussion, "psychological safety" describes the ideal atmosphere in which employees are free to speak freely, express their views, and take risks in their social and professional lives communicating without fear of negative repercussions such as humiliation, embarrassment, or confrontation revenge. Employees who entail abusive supervision are often afraid or uncomfortable and seem constrained in sharing their knowledge or opinions, according to a 2019 survey by Jiang, Hu, and coworkers. In 2019,

according to research by Jiang, Hu, et al. It happens to speak their minds or share their knowledge, with employees under abusive supervision. They are very fearful of expressing their views and it is uncomfortable for them to communicate especially in office settings, which can lead to inhibitory behaviours notice. We can delve deeper into the personal development of this relationship by the concept of self-concept theory ({Bem, 1972 #25}) and psychological security is supposed to be a causal process to explain the impact of knowledge hiding on employee development. Psychological safety includes perceptions of how one reveals one's true identity (Kahn, Kehle, et al., 1990). As a result, we can gain active insights into the relationship. Spreitzer, Sutcliffe, and others (2005) argue that they are less likely to sense themselves psychologically protected. This may not progress. According to Khalid, Gulzar, and his colleagues' 2020 study, "Employees may feel more empowered and better treated in a psychologically safe environment in which they are at ease of expressing their thoughts and energy even in the face of intense research." In particular, abusive supervision can reduce psychological safety, and increase the chances of employees being engaged in knowledge-hiding behaviour.

2.4 organizational sustainability

Long-term success is largely dependent on organizational sustainability, which includes elements such as corporate social responsibility, organizational learning, development, transformation, and green behavior. (Sisaye, 2011; Swanson and Zhang, 2012; Smith, 2012; Passetti et al., 2018; Norton et al., 2014). In this context, employee creativity emerges as a pivotal driver for innovation, problem-solving, and, consequently, organizational success. While positive leadership styles have been associated with fostering employee creativity, there exists a notable research gap concerning employees' perceptions of organizational sustainability despite comprehensive investigations into sustainability-related topics.

Recognizing the significance of organizational sustainability, it becomes imperative to delve into how employees perceive and contribute to this crucial aspect of the organization's overall goal. Previous studies have not thoroughly explored the connection between employees' perceptions and organizational sustainability, and the ongoing relationship between employees and the overarching objectives of the organization. To foster enduring organizational success, it is crucial to understand the pivotal role that employee perceptions play in maintaining a strong and enduring bond between individuals and organizations within the framework of organizational sustainability.

Study Hypotheses

The examination of the literature leads to the formulation of the following hypothesis:

Hypothesis 1: Abusive Supervision positively influences knowledge hiding, suggesting that higher abusive supervision will lead to knowledge hiding by the employees.

Hypothesis 2: Knowledge hiding will mediate the relationship between abusive supervision and organization sustainability such that abusive supervision will be positively associated with knowledge hiding which in turn will negatively impact organizational sustainability.

Hypothesis 3: Abusive Supervision is negatively influencing organizational sustainability, suggesting that when abusive supervision is high there will be low organizational sustainability**.**

Hypothesis 4: The impact of abusive supervision on knowledge hiding will be moderated by psychological safety particularly, when psychological safety is high there will be less negative association between abusive supervision and knowledge hiding.

Theoretical Framework

Within the framework of this investigation, the social exchange theory emphasizes the significance of social connections that are mutually beneficial. The development of healthy social exchanges between superiors and subordinates is facilitated by the presence of psychological safety, which acts as a trigger. Trust is fostered and people are motivated to openly share their ideas when they are in an environment at work that encourages support and psychological safety. This results in an increase in terms of creative contributions made by employees. This theory provides insightful perspectives on how psychological safety acts as a moderating factor in the relationship between abusive supervision, the concealment of information, and the sustainability of an organization.
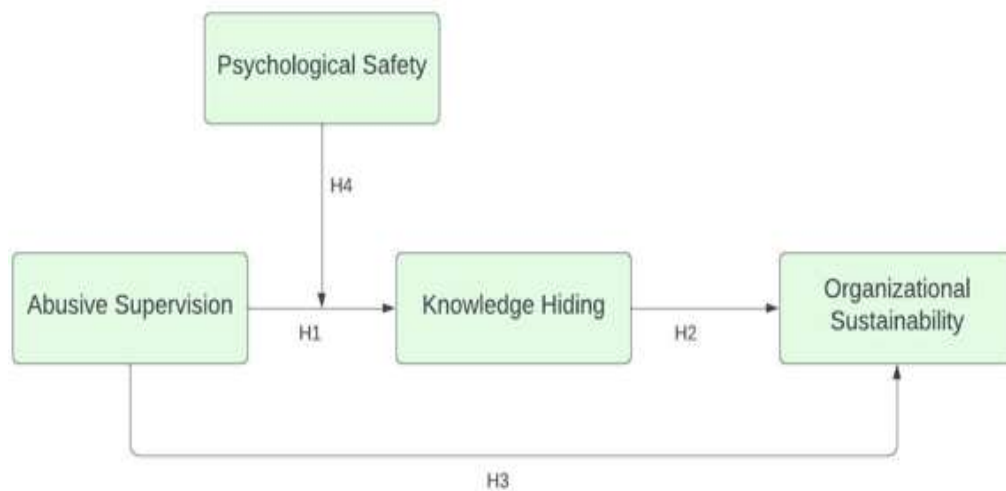
This negative impact is mediated by knowledge hiding, whereby employees withhold valuable information and ideas due to fear or self-protection. Additionally, psychological safety is proposed to moderate the relationship, the higher levels of psychological safety attenuating the positive association of abusive supervision to knowledge hiding. Furthermore, psychological safety is expected to directly influence organizational sustainability by providing a supportive environment conducive to risk-taking and idea-sharing. The study aims to uncover the underlying mechanisms therefore this framework guides the research design, data analysis, and interpretation of findings contributing to both theoretical and practical implications in the field of organizational behavior management.

1. Methodology

3.1 Research Design

This study employs a cross-sectional research design to investigate the research objective. The research focuses on Small and Medium Enterprises (SMEs) within the Sukkur Region. The primary data collection method is a structured questionnaire, and the sampling technique utilized is snowball sampling.

3.2 Sampling Technique

3.2.1 Population

The target population consists of SMEs operating in the Sukkur region and the triangulation of data will be incorporated to avoid biases and establish valid propositions. Along with administrative staff employed in SMEs, data will be collected from other personnel like managers, and supervisors about employees and vice versa, this will make our research more robust by incorporating insights from different roles within SMEs.

3.3 Sampling Procedure

The initial participants will be selected purposively based on known SMEs within the chosen area. Subsequently, participants will be asked to refer other SMEs they are acquainted with who meet the study's criteria. This snowball sampling technique is expected to facilitate a more comprehensive and diverse sample. The Google form was shared among the participants. So, to have an optimal sample size we used G*Power (v 3.1.9.2) software. The sample size was systematically calculated by specifying the relevant statistical test, setting a significance level of 0.05, and aiming for a statistical power of 0.95. The chosen effect size was justified based on prior literature. This systematic approach enhances the internal validity of the study, ensuring that it is adequately powered to contribute reliable findings to the scientific community. The total optimal sample size given by G*Power software was 171. However, we received a total of 198 usable questionnaires which were then finalized for further analysis.

3.4 Measures

Due to the limited number of studies on negative behaviors in management, the first section of the survey inquired about abusive supervisory behavior against employees. The following 15 items were adapted from Tepper (2000). Knowledge hiding behavior at work was examined in the second portion of the form. The information for 9 items was provided by (Connelly, Zweig, et al. 2012). A third portion of the form is devoted to organizational sustainability 7 items scale adapted by (Balasubramanian and Balaji 2022). The last section of the form, dealing with psychological safety 10 was constructed by (Liang, Farh et al. 2012). The scales are adapted from studies. All survey items were rated on a 5-point Likert scale (1, completely disagree; 2, slightly disagree; 3, neither agree nor disagree; 4, slightly agree; 5, completely agree). The survey items are detailed in the Appendix.

3.5 Data analysis
Structure equation modeling

This study utilizes the PLS-SEM (Partial Least Squares Structural Equation Modelling) method to analyze, processes and outcomes. PLS-SEM is a commonly employed statistical modeling method in behavioral science. A simplified framework for statistical analysis is provided, encompassing several traditional multivariate procedures such as regression analysis, discriminant analysis, and factor analysis (Hox and Bechger, 1998). The notable benefit of using variance-based structural equation modelling such as PLS, is its reduced dependence on sample size. Additionally, PLS does not need the assumption of normal distribution for the data. This makes it suitable for non-normally distributed data (Hair et al., 2011).

Descriptive Profile:

The IBA Statistics SPSS 23 is also used for data analysis. Table 01 presents the demographic details of the respondents. The participants are categorized based on age, gender, qualification, and professional experience. The majority of participants fall within the 18-25 and 26-31 age groups and it makes it 49% and 38%, 33-40 and above at 12% respectively. Regarding gender, the study has a higher representation of males at 60% compared to females at 39%. The majority of participants possess a Bachelor's degree in terms of their educational qualifications 62% and 33% of those with a Master's degree with a small percentage with a PhD 4%. The participants' professional experience is distributed across different categories. 59% have 1 to 5 years experience 35% have 6 to 10 years and 6% have 11 to 15 years and above.

Table 1: Demographics Characteristics of Students (n=198)			
Demographics Variables	**Category**	**Frequency**	**Percentage**
Age	18 to 25	98	49%

	26 to 32	76	38%
	33 to 40 & above	24	12%
Gender	Male	120	60%
	Female	78	39%
Qualification	Bachelors	124	62%
	Masters	65	33%
	PhD	9	4%
Experience	1-5 years	117	59%
	6-10 years	69	35%
	11-15 yrs. & above	12	6%

Model reliability and validity

Finally, 198 questionnaires were used to analyse the data by applying the PLS-SEM technique the reliability and validity of the measurement model were examined to ensure the internal consistency, reliability, and convergent validity.

The results are exhibited in the table including CONSTRUCT, ITEMS, FACTOR LOADING, CROHNBA ALPHA, AVE. The values of CB alpha float between 0.6 showing the internal reliability of the constructs. The values of factor loadings follow the rule that the standardized values should be more than 0.6 or higher which shows that overall items are well loaded on their respective constructs. The measurement model is considered homogeneous if the values of the factor should be at least 0.6 (Sangari and Razmi 2015). Likewise, all the constructs have average variance extracted (AVE) values higher than 0.50, ascertaining the construct's convergent validity**.**

Table: 02

Construct	Items	Loadings	Crohnbach's Alpha	AVE	CR
Abusive Supervision	AB1	0.751			
	AB2	0.722			
	AB3	0.76			
	AB4	0.724			
	AB5	0.873			
	AB6	0.771	0.951	0.653	0.957
	AB7	0.859			
	AB8	0.869			
	AB10	0.867			
	AB11	0.768			
	AB12	0.848			
	AB13	0.857			
knowledge hiding	KN 1	0.816	0.907	0.729	0.931
	KN2	0.855			
	KN3	0.892			
	KN4	0.834			

	KN5	0.87			
Organization sustainability	OS1	0.786	0.821	0.575	0.871
	OS 2	0.71			
	OS 3	0.735			
	OS4	0.751			
	OS 5	0.808			
Psychological Safety	PSH1	0.763	0.954	0.71	0.961
	PSH2	0.909			
	PSH3	0.896			
	PSH4	0.824			
	PSH5	0.88			
	PSH6	0.72			
	PSH7	0.887			
	PSH8	0.87			
	PSH9	0.823			
	PSH10	0.836			

Table: 03 Discriminant Validity					
	AB	**KH**	**Moderating Effect**	**OS**	**PS**
AB	0.808				
KH	0.360	0.854			
Moderating Effect	-0.197	-0.049	1.000		
OS	-0.180	-0.359	-0.099	0.759	
PS	0.192	0.498	-0.223	-0.227	0.843

Table:04 Hetrotrait-Monotrait (HTMT)					
	AB	**KH**	**Moderating Effect**	**OS**	**PS**
AB					
KH	0.381				
Moderating Effect	0.201	0.051			
OS	0.193	0.391	0.115		
PS	0.200	0.535	0.230	0.257	

Structure equation modeling

Recent research reveals the importance of testing the discriminant validity to determine the degree to which all constructs are indeed distinct. This is known as the HTMT criterion [120]. Therefore, the discriminant validity is indicated by values of HTMT lower than 0.8 [121], as presented in Table 4This study utilizes the PLS-SEM (Partial Least Squares Structural Equation Modelling) method to analyze, processes and outcomes. PLS-SEM is a commonly employed statistical modeling method in behavioral science. A simplified framework for statistical analysis is provided, encompassing several traditional multivariate procedures such as regression analysis, discriminant analysis, and factor analysis (Hox and Bechger, 1998). The notable benefit of using variance-based structural

equation modelling such as PLS, is its reduced dependence on sample size. Additionally, PLS does not need the assumption of normal distribution for the data. This makes it suitable for non-normally distributed data (Hair et al., 2011).

Results:
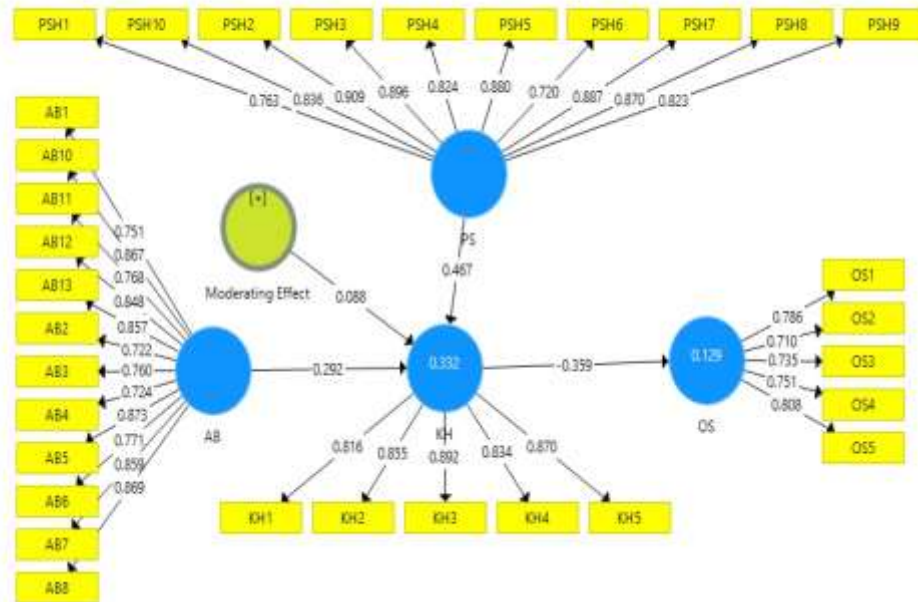
Hypothesis Assessment

Hypothesis 1 Abusive Supervision positively influences knowledge hiding, suggesting that higher abusive supervision will lead to knowledge hiding by the employees. We found support for this hypothesis in the positive relationship between abusive supervision and knowledge hiding in a. We also found that higher levels of knowledge hiding prevent employees from delivering creative input. To assess Hypothesis 2, the presence of mediation by knowledge hiding, To further verify the presence of a mediation effect, we relied on Preacher and Hayes' bootstrapping method (Hayes, 2013; Preacher & Hayes, 2004). This method generates confidence intervals for indirect effects, so it minimizes the potential statistical power problems that might result from asymmetric and other non-normal sampling distributions (MacKinnon, Lockwood, & Williams, 2004). First, as noted earlier, we observed significant relationships between the independent variable, abusive supervision, and knowledge hiding. Second, the negative relationship between abusive supervision and organization sustainability is our Hypothesis 3 indicating that when abusive supervision is high there will be low organizational sustainability (xx). In support of our second hypothesis, the confidence interval for the indirect effect of abusive supervision on employee creative performance through knowledge hiding did not include zero [xxxx], suggesting that knowledge hiding mediates the negative relationship between abusive supervision and organization sustainability. Hypothesis 4 predicted that the indirect effect of abusive supervision on organizational sustainability would be moderated by

HYP	Relationship	Beta Value	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
	Table:05. Path coefficients of the structural equation model.					
H1	**AB -> KH**	0.292	0.055	5.269	**0.000**	Supported
H2	**KH -> OS**	-0.359	0.048	7.409	**0.000**	Supported
H3	**Moderating Effect -> KH->OS**	-0.031	0.013	2.400	**0.017**	Supported
	Mediation Effect				**LLCI 2.5%_ULCI97.5%**	
H4	**AB** -> KH -> OS	**-0.105**	**0.027**	**0.000**	**-0.161 -0.057**	

Psychological safety. Results generated from the BOOTSTREPPING smart PLS showed was significant suggesting that the mediated effect of knowledge hiding on the relationship between abusive supervision and organizational sustainability was conditional on the moderator, psychological safety. Specifically, the specific conditional indirect effect was significant when psychological safety was high [xxxxx] but not significant when psychological safety was low [xxxxx]. Therefore, Hypothesis 4 was supported.

Conclusion

In conclusion, the study offers insight into the strong detrimental impact of abusive supervision on employee innovation and knowledge concealment, as well as the potential moderating function of psychological safety in this connection. The study's findings are useful for organizations looking to cultivate a creative and inventive workforce while avoiding the negative consequences of abusive supervision.

According to the findings, abusive supervision not only harms employees' well-being but also impedes the free flow of knowledge inside the organization through knowledge concealing. Abusive supervisory behavior can lead to decreased job satisfaction, higher stress, and less commitment to the organization, all of which impact employee behavior and overall workplace results.

The study emphasizes psychological safety as a vital aspect of fostering employee innovation. Psychological safety fosters a work atmosphere in which employees feel comfortable taking interpersonal risks and expressing their thoughts without fear of negative repercussions. It is argued that a high level of psychological safety might mitigate the detrimental impacts of abusive supervision on knowledge concealment and, as a result, increase employee inventiveness.

The research aims and questions were developed to investigate the function of information concealing as a moderator, the moderating effect of psychological safety, and the combined effect of abusive supervision, knowledge hiding, and psychological safety on employee creativity adds value to the present body of knowledge by giving a thorough grasp of the intricate interaction of these elements and their consequences for both people and organizations.

This research has practical implications for organizations looking to enhance their leadership and management practices. Organizations may build a supportive work atmosphere that supports open communication, cooperation, and information sharing by understanding the negative impacts of abusive supervision and the need for psychological safety. As a result, employee well-being, work happiness, and overall organizational performance will improve.

In conclusion, this study emphasizes the importance of good leadership and fostering a culture of creativity and innovation in organizations. Organizations may establish a pleasant work environment that improves employee well-being and releases their creative potential by removing abusive supervision, improving psychological safety, and encouraging knowledge exchange. As a consequence, this study increases the information on employee creativity and offers organization actionable insights to survive in a competitive business context.

This study has explored employee moral disengagement as the mediating variable whereas future studies can take other variables like employee silence, knowledge hiding, and displacement of responsibility, secondly, this study has been limited to the moderating variable as psychological compassion whereas the future studies can consider other moderating variable such as self-esteem, self-efficacy. Thirdly this research is limited to the healthcare industry of Sukkur; future research can be done in the other context as well to see the impact of the variables.

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