

Impact of Unscrupulous Management on Moral Identity and Knowledge Sabotage Behavior

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ABSTRACT

This study aims to investigate the impact of immoral management on moral identity and knowledge sabotage behavior. In particular, this study further aims to investigate and explain the impact of immoral management on knowledge sabotage behavior through moral identity in the workplace. In other words, this research is an explanatory research that uses quantitative methods to test hypotheses empirically. This study collects data by distributing questionnaires to employees who work as State Civil Apparatus (ASN) in several local government institutions in one of the provinces in Indonesia. The number of question items in this study were 31 question items consisting of: (1) 4 question items to measure the immoral management variable; (2) 5 item questions to measure the moral identity variable; and (3) 4 question items to measure the knowledge sabotage behavior variable. Thus, the number of samples of 288 has met the criteria for the minimum number of samples required in using SEM analysis. This study examines new mediating variables outside of the existing literature on the mechanisms underlying the process of the relationship between immoral management and knowledge sabotage behavior. In particular, this study investigates moral identity in the management function without morals. The findings clearly show that management without morals has a positive effect on moral identity. In addition, the results of this study also show that the influence of management without morals on knowledge sabotage behavior is fully mediated by moral identity. The results of the study also provide additional support regarding the importance of the function of non-moral management in organizations to shape positive attitudes and behaviors of employees.

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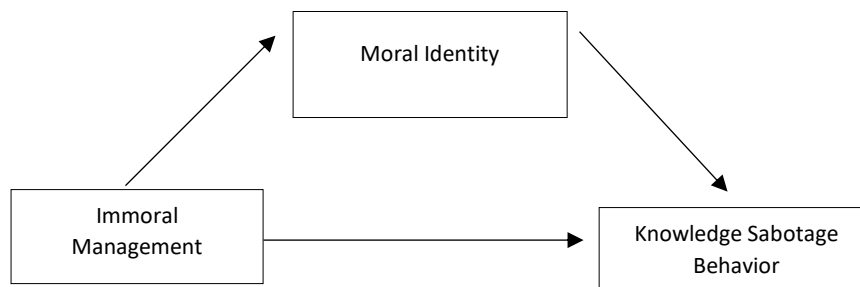
Introduction

The competitiveness of an organization is highly dependent on the effectiveness of its knowledge management (Riege, 2005); the success of its knowledge management largely depends on the motivation and willingness of employees to engage in knowledge sharing (Gagne, 2009; Gibbert & Krause, 2002). Knowledge sharing, defined as “the act of making knowledge available to others in the organization” (ip, 2003, p. 32), has been found to be essential for achieving greater effectiveness and innovation at the individual level (eg, Huang, Hsieh, & Dia). , 2014; Kim & Lee, 2013), team level (e.g., gardener, Gino, & Staats, 2012; Gong, Kim, Lee, & Zhu, 2013; Srivastava, Bartol, & Locke, 2006), and organizational level (for example, Andreeva & Kianto, 2012; Tsai, 2001). Knowledge sharing is not only important for

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individuals and/or companies to pursue better performance, but is also increasingly recognized as a moral challenge in organizations (e.g., Gentiles, 1998; Jarvenpaa & Staples, 2001; Styre, 2002; Van den Hooff & de Leeuw van Weenen, 2004; Wang, 2004). Lin (2007) argues that employees' refusal to share knowledge with co-workers threatens the organization's fundamental interests, such as its survival and competitiveness in the market, and can therefore be considered a violation of moral norms in the organization. Given the practical importance of knowledge sharing, it is important for researchers to investigate the factors that influence employees' willingness and motivation to engage in knowledge sharing with colleagues (Bock, Zmud, Kim, & Lee, 2005). To date, research on knowledge sharing has generally followed a social capital approach to investigate the potential antecedents of knowledge sharing (e.g., Burt, 1992; Cross & Cummings, 2004; Hu & Randel, 2014; Ink Pen & Tsang, 2005). While this line of research has contributed to our understanding of the important role that contextual factors and organizational cues play in engendering effective knowledge sharing, this literature is still limited in several respects. This study aims to investigate the impact of immoral management on moral identity and knowledge sabotage behavior. In particular, this study further aims to investigate and explain the impact of immoral management on knowledge sabotage behavior through moral identity in the workplace.

The following is an overview of the framework of thinking in this research:



Picture 1. Kerangka Berfikir

Research method

Quantitative Method

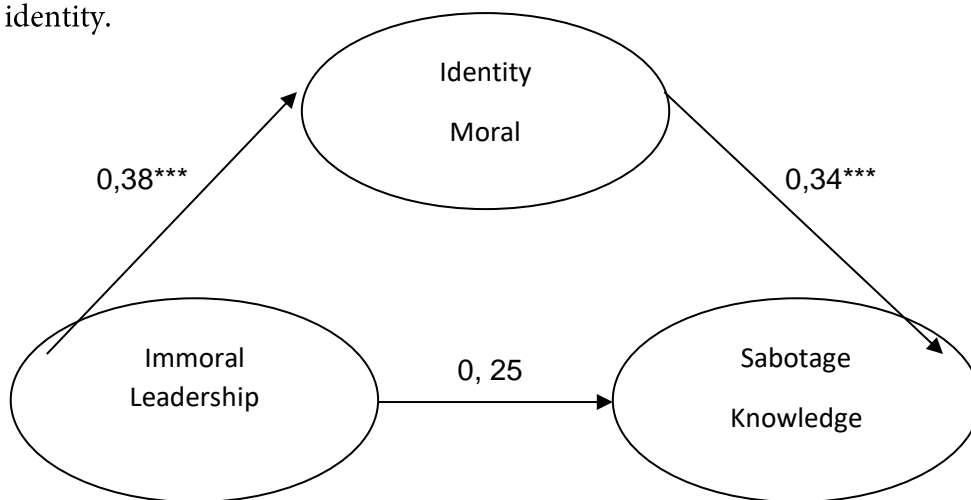
Based on the usefulness of this type of research, it is research on explanatory studies that aims to explain why an event occurs, and to build, expand, elaborate or test theory (Neuman, 2011). The purpose of this study is to explain the mechanism underlying the relationship between interpersonal conflict and knowledge-based sabotage behavior based on theory. In other words, this research is an explanatory research that uses quantitative methods to test hypotheses empirically. In social research, especially in the field of management, the quantitative method is a research method rooted in the positivist social science approach that “emphasizes discovering causal law, careful empirical observations and value-free research” (Neuman, 2014 p.97). This study collects data by distributing questionnaires to employees who work as State

Civil Apparatus (ASN) in several local government institutions in one of the provinces in Indonesia. To test the hypothesis that had been built previously, using the “social networking & snowballing sample” technique (Abdillah, 2020; Fink, 2003), 310 respondents voluntarily agreed to be involved in filling out the questionnaire. To achieve a high enough statistical power, the adequacy of the number of samples is decided based on the "minimum sample size" criteria used in the "structural equation modeling" (SEM) analysis, which is 10 times the number of question items used in measuring research variables (Chin, 2010, Schreiber, 2008). The number of question items in this study were 31 question items consisting of: (1) 4 question items to measure the immoral management variable; (2) 5 item questions to measure the moral identity variable; and (3) 4 question items to measure the knowledge sabotage behavior variable. Thus, the number of samples of 288 has met the criteria for the minimum number of samples required in using SEM analysis.

Results

After evaluating the measurement model, this study then evaluates the structural model. As mentioned in the previous chapter, the evaluation of the structural model aims to test all the hypotheses that have been proposed. Next, reveal the path coefficient values generated by the SEM-PLS analysis of the research model proposed in this study.

The first hypothesis (H1) predicts that immoral management has a negative effect on knowledge sabotage behavior. The results showed that this hypothesis was statistically supported ($\beta = -0.25$, $p < 0.001$). The table shows that the management variable without morals positively causes moral identity.



Picture 2. Structural Model 2: Indirect Effect

The third hypothesis (H3) predicts that moral identity has a negative effect on knowledge sabotage behavior. The results showed that this hypothesis was statistically supported ($\beta = -0.34$, $p < 0.001$). The table shows that the moral identity variable negatively affects the knowledge sabotage behavior variable.

Furthermore, the fourth hypothesis (H4) predicts that moral identity mediates the effect of

unmoral management on knowledge sabotage behavior. The results showed that this hypothesis was statistically supported ($\beta = -0.19$, $p < 0.001$). The table shows that the moral identity variable significantly mediates the effect of management without morals on knowledge sabotage behavior. The table also shows that when the mediating variable (moral identity) is included in the model, the value of the influence of management without morals on knowledge sabotage behavior decreases from -0.25 to -0.03 and is not significant. These results indicate that the moral identity variable in this study fully mediates the effect of unamoral management on knowledge sabotage behavior.

There are two other types of this type of immoral management, namely First, managers who unintentionally immoral unintentional amoral managers. This type is the manager who is considered less sensitive, that in all decisions made actually directly or indirectly will have an effect on other parties. Therefore, they will carry out their mission without thinking about whether the activities already have an ethical dimension or not. A typical manager like this is usually more oriented only to the applicable law, and makes the law a guide in their activities. Second, the type of manager who deliberately immoral. Management with this pattern actually understands that there are rules and ethics that must be followed, but sometimes they intentionally violate these ethics based on their considerations, for example wanting to do efficiency and others. But this type of manager sometimes thinks that ethics only apply to our personal lives, not to business. They believe that business activities are outside of ethical and moral considerations.

This study examines new mediating variables outside of the existing literature on the mechanisms underlying the process of the relationship between moralless management and knowledge sabotage behavior. In particular, this study investigates moral identity in the management function without morals. The findings clearly show that management without morals has a positive effect on moral identity. In addition, the results of this study also show that the influence of management without morals on knowledge sabotage behavior is fully mediated by moral identity.

Conclusion

This research provides a valuable contribution to the study of management, especially on the topics of leadership studies, organizational behavior, and human resource management. Based on job-demand resource theory, the findings of this study describe how and why psychological mechanisms of happiness at work mediate the effect of unamoral management in preventing subordinates from engaging in silence behavior. The findings of this study can also provide input to the organization's management in designing strategies to prevent silence behavior. The results of the study also provide additional support regarding the importance of the function of non-moral management in organizations to shape positive attitudes and behaviors of employees. Finally, the current research is expected to be a catalyst in paying more attention to

future studies from academics and practitioners in explaining the function of management without morale and employee behavior in the workplace.

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Disclosure statement

No potential conflict of interest was reported by the authors.

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