Knowledge-Hiding Behavior as A Mediator in the Relationship between Workplace Envy and Employee Job Performance in the Tourism and Hotel Industry

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Abstract

The study investigated the significant impact of envy on job performance, highlighting its severe issue when not managed effectively due to its impact on knowledge-hiding behavior. This study investigated 426 full-time employees from 40 Category-A travel agencies and 15 five-star hotels in the Greater Cairo area, analyzed using the PLS-SEM approach. The study found that workplace envy negatively impacts employee job performance and positively impacts knowledge-hiding behavior. In addition, employee knowledge-hiding behavior negatively impacts their job performance and mediates the relationship between workplace envy and employee job performance. The study provides an in-depth analysis of workplace envy, job performance, and knowledge-hiding behavior within the Egyptian tourism and hotel industry.

Keywords: Workplace envy, job performance, knowledge-hiding behavior, the Egyptian tourism and hotel industry.

Introduction

The increasingly turbulent business environment and fierce competition within the hospitality and tourism industry have drawn growing attention to employee job performance (Sun et al., 2022; Hashad et al., 2023; Khairy & Elzek, 2024). Sobaih et al. (2019) define employee job performance (EJP) as the ability to effectively complete assigned tasks within the limitations of the role and using the resources provided. EJP refers to an employee's ability to meet the expectations and objectives set by the organization (Darvishmotevali & Ali, 2020). EJP can be categorized into two main types: task performance and contextual performance (Sobaih et al., 2019). Task performance directly focuses on the outcomes achieved in completing assigned duties and fulfilling core job responsibilities. It's essentially "doing the job" effectively (Hong et al., 2022). Contextual performance encompasses behaviors that contribute positively to the overall work environment but may not be explicitly outlined in job descriptions. These are often referred to as "extra-role behaviors" because they go beyond the minimum expectations (Krijgsheld et al., 2022). Extensive research has identified a multitude of factors that influence employee job performance. These include leadership style (Al-Malki & Juan, 2018), personality traits (Aşkun et al., 2021), knowledge-sharing practices (Hong et al., 2022), and even workplace dynamics such as envy (Khushk et al., 2022).

The hospitality and tourism industry, characterized by its competitive nature for limited resources like promotions and salary increases (Singal, 2015; Al-Romeedy & Khairy, 2024; Fahmy et al., 2024), can arouse a sense of envy among team members (Khairy et al., 2023). This envy can arise when colleagues achieve desired accomplishments, potentially leading to a decline in employee morale and hindering overall organizational effectiveness (Murtza & Rasheed, 2023). The perception of desirable qualities possessed by another individual or group

can evoke feelings of inadequacy, animosity, and resentment, collectively termed envy (Smith & Kim, 2007). Workplace envy (WE) is an aching emotional response to another's success, which can significantly impact the workplace (Tai et al., 2012). Studies have primarily focused on the envious individual's perspective, exploring how the desire to possess what a colleague has achieved can lead to both positive and negative behaviors (Sterling & Labianca, 2015; Thiel et al., 2021). Envy can motivate individuals to improve their performance, but it can also lead to attempts to undermine the achievements of others (Crusius et al., 2020; Wu et al., 2021). This emotional rollercoaster can leave envious employees feeling ambivalent towards their colleagues, viewing them as both role models and threats (Li et al., 2023). Ultimately, envy can negatively impact employee well-being, leading to decreased job satisfaction and engagement (Shousha, 2020; Xu et al., 2023).

The spread of envy in the workplace leads to many negative behaviors in organizations, such as knowledge hiding (Peng et al., 2021). Knowledge-hiding behavior (KHB), a concerning behavior in organizations, refers to the intentional act of withholding or concealing valuable knowledge requested by others (Connelly et al., 2012). This can be achieved through various tactics, including justifying withholding knowledge by claiming it's unnecessary or irrelevant "rationalized hiding"; feigning ignorance to avoid sharing knowledge "playing dumb"; and actively deflecting requests for knowledge or making it difficult to access "evasive hiding" (Pan et al., 2018). Research revealed significant negative consequences associated with knowledge hiding in organizations (Khoreva & Wechtler, 2020; Aliane et al., 2023). Connelly and Zweig (2015) showed that the prevalence of knowledge-hiding behaviors in organizations stifles innovation and hinders the ability to generate profits. In addition, employees who feel their knowledge is not valued or who struggle to access necessary information are more likely to seek employment elsewhere (Serenko & Bontis, 2016). Furthermore, KHB hinders both individual and team creativity by limiting the flow of ideas and perspectives (Bogilović et al., 2017) and decreasing team performance (Zhang & Min, 2019).

Previous research has explored how envy at the workplace affects employee performance (either contextual performance or task performance) in various fields, including banking (e.g., Lee, 2014; Lee & Duffy, 2019; Khushk et al., 2022), cosmetics companies (e.g., Lee & Duffy, 2019), telecommunications (e.g., Khan & Noor, 2020), and both the public and private sectors in Turkey (e.g., Küçük & Taştan, 2020). Within the hospitality industry, only one study (Wu et al., 2021) has examined envy's impact on performance in full-service Chinese hotels. Wu and his colleagues focused on group-level effects, not individual employees. Additionally, their data came from China, a culture known for collectivism, and Quintanilla & de López (2013) demonstrated that individuals from collectivist and individualistic cultures might experience envy differently. Given the cultural differences between Egypt and China, a study in the Egyptian context is necessary. There's a current lack of research on the link between workplace envy and employee performance within the Egyptian tourism and hospitality industry. To address this gap, this study aimed to investigate the correlation between workplace envy and employee job performance in Egyptian five-star hotels and category-A travel agencies, while considering knowledge-hiding behavior as a potential mediating factor in this relationship.

Theoretical Framework and Hypotheses Development
Workplace Envy and Employee Job Performance
Envy, a complex emotion rooted in social comparison, arises from the perception of desirable attributes possessed by another individual or group that one lacks (Sterling & Labianca, 2015).

Smith and Kim (2007) define envy as a combination of inferiority, hostility, and resentment. This phenomenon is intricately linked to social comparison theory; envy manifests through upward social comparison, where the perceived superiority of another individual fosters a negative self-evaluation and potentially triggers envious feelings (Gerber et al., 2018). The behavior of envy can be categorized as either dispositional or episodic, depending on the number of targets involved (Duffy et al., 2012). Dispositional envy refers to an enduring personality trait characterized by a general predisposition to experience envy (Milfont & Gouveia, 2009). It is not directed at a specific individual but reflects a broader outlook toward various potential targets (Lange et al., 2018). In contrast, episodic envy is a transient emotional response directed at a particular person or referent (Cohen-Charash, 2009). Here, the individual experiences envy upon encountering another's superior quality, achievement, or possession. They may desire what the other has or even wish that the other lacked it (Duffy et al., 2021).

Studies on the relationship between workplace envy and employee job performance had mixed results. The study of Schaubroeck and Lam (2004) suggested that "promotion envy," a specific form of WE directed at colleagues receiving promotions, can lead to increased EJP. Furthermore, studies by Cohen-Charash (2009), Lee (2014), Lee and Duffy (2019), Khan and Noor (2020) indicated that individuals experiencing envy may be more likely to exert greater effort, actively seek to learn from the envied individual and cultivate positive relationships with colleagues, and all of these behaviors are conducive to increasing EJP. On the other hand, a study by Wu et al. (2021) found a negative association between a climate of envy and overall group performance. When envy becomes a dominant emotion within a team, it can foster suspicion and resentment and ultimately lead to unproductive conflict that hinders performance. A recent study by Khushk et al. (2022) underscored the negative influence of WE on employee performance. Envy-arising feelings of inadequacy can erode self-confidence and motivation, hindering individual performance. Furthermore, some envious employees may target the object of their envy, attempting to sabotage their work and diminish their success. This not only harms the target's performance but also reflects poorly on the whole organization's performance. Therefore, the following hypothesis was proposed:

H1: there is a negative relationship between WE and EJP.

Workplace Envy and Knowledge-Hiding Behavior

Research rooted in social comparison theory suggests that within a competitive environment, employees naturally engage in comparisons with colleagues, particularly when competing for limited resources (Peng et al., 2021). These comparisons can evoke feelings of envy, traditionally viewed as a catalyst for counterproductive behaviors like hostility and sabotage (Liu et al., 2021). However, recent scholarship proposes a more nuanced perspective, acknowledging the dual nature of WE (Khan et al., 2017; Sun et al., 2021). This reconceptualization differentiates between benign and malicious envy based on the presence or absence of hostility towards the envied individual (Dong et al., 2020). Benign envy, devoid of animosity, is characterized by a desire to emulate the envied's success. It serves as a motivational impetus, prompting individuals to diligently pursue their aspirations and hone their skill sets (Crusius & Lange, 2021). Conversely, malicious envy, brimming with resentment, harbors ill will towards the envied and fuels actions aimed at diminishing their accomplishments, ultimately hindering overall productivity (Jiang et al., 2022).

The competitive nature of the workplace can cultivate a sense of envy among employees. This envy, stemming from upward social comparisons, motivates individuals to engage in behaviors that alleviate the discomfort of perceived inadequacy and bolster self-esteem (Weng et al., 2020). Knowledge, a critical resource that grants organizational power and status, becomes a focal point in this context. However, when a colleague requests knowledge sharing, their response can be dramatically influenced by the type of envy they experience (Battle & Diab, 2022). Malicious envy may stem from feelings of superiority (Lee et al., 2018). In this case, the envied employee perceives being envied as an implicit validation of their success. To maintain this competitive edge and the positive self-image associated with it, they may resort to knowledge-hiding. This act weakens colleagues and preserves their perceived advantage in daily interactions (Liu et al., 2020). While some employees experiencing envy might withhold knowledge out of spite, others, recognizing their limitations and embracing collective progress (benign envy), readily share knowledge (Crusius & Lange, 2017). These individuals view it as a chance for mutual learning and skill development, ultimately benefiting everyone (Chu et al., 2021). Research supports this distinction: malicious envy fuels actions that hinder colleagues' professional growth. Conversely, benign envy acts as a catalyst, sparking collaboration and individual achievement through knowledge exchange (Zhang et al., 2020; Su & Chen, 2023). Hence, the study proposed that:

H2: there is a positive relationship between WE and KHB.

Knowledge-Hiding Behavior and Employee Job Performance
In today's competitive business landscape, a key driver of organizational success is a strong and high-performing workforce (Phuong & Tran, 2020). The very survival of hospitality and tourism organizations in these markets hinges on the performance of their employees (Hashad et al., 2023). EJP refers to an employee completing assigned tasks while encountering minimal workplace obstacles (Matsuo, 2019). EJP is contingent upon their self-reflection regarding knowledge-sharing and knowledge-protection behaviors (Swanson et al., 2020). Knowledge sharing serves as a cornerstone social asset for organizations. It fosters job performance among employees, ultimately contributing to greater organizational success (Hong et al., 2022). However, a concerning phenomenon known as knowledge hiding can impede this knowledge flow and hinder overall organizational effectiveness (Kurniawanti et al., 2023). KHB, a detrimental workplace behavior, occurs when individuals deliberately withhold or conceal valuable information from colleagues (Connelly et al., 2019). It transpires within a dyadic interaction, involving the knowledge seeker and the knowledge hider (Hernaus et al., 2019). Research suggests that KHB stifles employee creativity and hinders overall performance (Hernaus et al., 2024).
A growing body of research underscores the detrimental impact of KHB on EJP (Tian et al., 2022; Kurniawanti et al., 2023; Hernaus et al., 2024). KHB contributes to impeding job performance through three primary mechanisms. First, a strong culture of knowledge sharing is directly linked to improved job performance. KHB disrupts this positive dynamic. Second, when employees engage in KHB with a negative attitude, it fosters a hostile work environment. In such an atmosphere, trust diminishes, and employees become hesitant to seek or provide assistance, ultimately hindering overall performance. Third, professional jealousy can also motivate KHB, further impacting task performance (Xiao & Cooke, 2019). Furthermore, by restricting information flow, individuals who engage in KHB inadvertently limit their opportunities for learning and professional growth. This self-imposed knowledge deficit can hinder their

performance, creating a detrimental cycle of reduced productivity (Kurniawanti et al., 2023). On the other hand, a limited body of research indicated a positive correlation. For example, Zhu et al. (2019) and Sulistiawan et al. (2022) identified a positive correlation between KHB and job performance. This suggests that employees may strategically withhold information to achieve individual performance goals. Consequently, the study hypothesized that:

H3: there is a negative relationship between KHB and EJP.

The Mediating Role of Knowledge-Hiding Behavior
In recent years, WE has garnered significant attention due to its negative influence on both individual and organizational performance (Khushk et al., 2022). WE can decay an employee's self-confidence and motivation by fostering feelings of inadequacy. This emotional state hinders individual performance and can manifest in decreased productivity or a lack of engagement with work tasks (Shousha, 2020). Envious employees may target the object of their envy through sabotage or attempts to diminish their success (Wu et al., 2021). Such malicious actions not only harm the targeted individual's job performance but also create a toxic work environment that ultimately reflects poorly on the entire organization's effectiveness (Khushk et al., 2022). In the workplace, envy emerges as a potential stressor, prompting employees to adopt resource-protection behaviors like evasive hiding, feigning ignorance ("playing dumb"), or rationalized hiding. These behaviors can ultimately manifest as KHB, a strategy employed to secure one's competitive advantage (Liu et al., 2020). Wang et al. (2018) established a negative correlation between KHB and EJP. When employees withhold valuable knowledge, they limit their potential for excellence in tasks and fulfilling responsibilities effectively. This self-imposed knowledge deficit hinders not only individual achievement but also organizational goals. The prevalence of workplace envy, as evidenced by Weng et al. (2020), is a significant factor contributing to KHB. This highlights the complex interplay between interpersonal dynamics and knowledge-sharing behaviors within organizations.

 Envy serves as a potent motivator, driving individuals to mitigate perceived threats and emotional distress by closing the perceived gap between themselves and the envied person (Veiga et al., 2014). This can manifest in two ways: either by diminishing the other's success or by enhancing one's performance. KHB emerges as a strategy aligned with both these goals. By withholding critical knowledge, envious employees can potentially hinder the envied colleague's performance while safeguarding their competitive advantage (Lee et al., 2018). Furthermore, the nature of envy can influence its behavioral manifestation. In situations marked by relationship conflict, envy often takes a more malicious form, characterized by a focus on harming the envied individual and a willingness to engage in sabotage and social undermining (Duffy et al., 2012). KHB aligns with this malicious form of envy, as it can function to impede the envied person's performance, bolster the envious individual's sense of control, and maintain their perceived superiority (Peng et al., 2021). Furthermore, the hierarchical structure prevalent in many hospitality and tourism workplaces can further exacerbate KHB. Employees may feel discouraged from openly sharing their expertise, resorting instead to tactics like feigning ignorance or intentionally concealing information (Arain et al., 2022). These behaviors have a demonstrably negative impact on overall EJP. When knowledge is withheld through tactics like evasive hiding, feigning ignorance, or rationalized hiding, crucial information and insights are not shared, hindering teamwork, decision-making, and problem-solving (Nguyen et al., 2022).

Therefore, task completion becomes more arduous and time-consuming, ultimately leading to a deterioration in EJP. This leads to the next hypothesis:

H4: KHB mediates the relationship between WE and EJP.

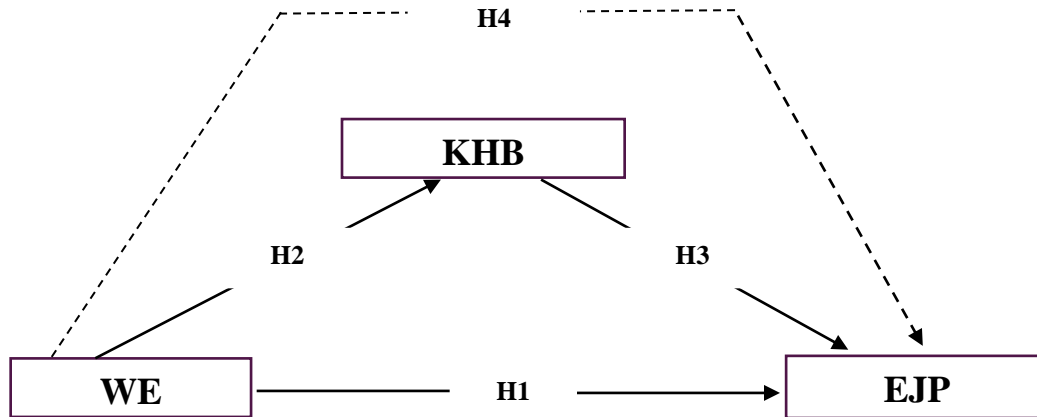The conceptual framework of the study is illustrated in Figure 1 below.

Figure (1): Conceptual framework of the study

Methodology
Data collection and sample
This study planned to conduct a quantitative study to test the model depicted in Figure 1. This study targeted full-time employees at five-star hotels and category-A travel agencies in Egypt; the tourism and hospitality sectors, which are dominant and interact with international guests, require knowledge sharing for improved service. Personnel from 40 Category-A travel agencies and 15 five-star hotels in the Greater Cairo area participated in this survey. In the Greater Cairo region, the Egyptian Ministry of Tourism and Antiquities (2022) lists 1666 category-A travel agencies and 30 five-star hotels. The researchers utilized a convenience sample strategy due to their limited resources. The human resources managers of the properties under examination were contacted to obtain authorization to disseminate the surveys inside their workplaces. The study utilized Cochran's (1963) sampling equation to determine the study sample size, as official numbers are unavailable, resulting in a representative sample of 385 responses. Out of the 700 questionnaires distributed, 426 generated a 60.9% response rate, constituting the research sample. The table (1) displays the comprehensive participant profile.

Table 1. Respondent's characteristics (N=426)

		Frequency	Percent
Respondent's Gender	Male	344	80.75
	Female	82	19.25
Respondent's age	< 40	268	62.91
	40–55	136	31.92
	>55	22	5.16
Education	Non-University degree	98	23.00
	University degree	260	61.03

	Postgraduate degree	68	15.96
Tenure	1:< 3 years	142	33.33
	3 to ≤5 years	186	43.66
	>5 years	98	23.00
Enterprise	5-star hotels	220	51.64
	Travel agencies	206	48.36

Measures

The current study model includes multiple items measuring research variables, selected from existing literature for content validity and measured on a five-point Likert scale. The research utilized Vecchio's (2005) envy scale to gauge employees' feelings of envy. This is a 3-item scale, sample items include: "Because of my success at work, I am sometimes resented by my coworkers" and "Because of the closeness of the working relationship, I have with my supervisor, I am sometimes resented by my coworkers". In addition, employees' job performance was evaluated with four items (e.g., "I have suggested several ways to enhance the effectiveness of my work unit" and "I have initiated better ways of doing my core tasks") suggested by Griffin et al. (2007). Lastly, to measure knowledge-hiding behavior, a 4-item scale developed by Zhang and Min (2019) was used. For example, "In my project team, I often pretended that I did not know the information" and "In my project team, I agreed to help my colleagues but never really intended to offer the knowledge they wanted". See Appendix (A) for the detailed measurement items.

Measurement model

According to Table (2), the Warp PLS output indicates reliability with a Cronbach's alpha of >0.7 for all constructs. Factor loadings were also statistically significant, greater than 0.7 (p<0.05). Convergent validity was assessed by ensuring the average variance extracted (AVE) indicator is greater than 0.5, with constructs ranging from 0.668 to 0.719. In addition, since each latent variable's variance inflation factor is ≤3.3, the model is thought to be free of common method bias (Kock, 2015).

Table 2. Descriptive statistics

	Item loading	CR	CA	AVE	VIFs
Workplace envy (WE)	-				
ItemWE.1	0.840				
ItemWE.2	0.854	0.885	0.805	0.719	1.188
ItemWE.3	0.851				
Employee job performance (EJP)	-				
ItemEJP.1	0.726				
ItemEJP.2	0.840	0.896	0.844	0.683	1.078
ItemEJP.3	0.874				
ItemEJP.4	0.858				
Knowledge-hiding behavior (KHB)	-				
ItemKHB.1	0.837	0.889	0.834	0.668	1.121
ItemKHB.2	0.814				

ItemKHB.3	0.842				
ItemKHB.4	0.773				

Furthermore, by making sure that each construct's square root of the AVE is greater than the off-diagonal correlations, the discriminant validity of the constructs was verified (Table 3).

Table 3. Discriminant validity

	WE	KHB	EJP
Workplace envy (WE)	0.848	0.326	-0.267
Knowledge-hiding behavior (KHB)	0.326	0.817	-0.124
Employee job performance (EJP)	-0.267	-0.124	0.827

Research model fit
The study met all the Kock (2021) model fit and quality index requirements, as shown in Table 4.

Table. 4. Model fit indices

Classic indices for research model fit
Average path coefficient (APC)=0.268, P<0.001
Average R-squared (ARS)=0.125, P<0.001
Average adjusted R-squared (AARS)=0.123, P<0.001
Average block VIF (AVIF)=1.050, acceptable if <= 5, ideally <= 3.3
Average full collinearity VIF (AFVIF)=1.129, acceptable if <= 5, ideally <= 3.3
Tenenhaus GoF (GoF)=0.294, small >= 0.1, medium >= 0.25, large >= 0.36
Sympson's paradox ratio (SPR)=1.000, acceptable if >= 0.7, ideally = 1
R-squared contribution ratio (RSCR)=1.000, acceptable if >= 0.9, ideally = 1
Statistical suppression ratio (SSR)=1.000, acceptable if >= 0.7
Nonlinear bivariate causality direction ratio (NLBCDR)=1.000, acceptable if >= 0.7

Results
Figure (2) presents the study results. Results indicate that workplace envy (WE) negatively impacts employee job performance (EJP) (β=-0.25, P<0.01), and positively impacts knowledge-hiding behavior (KHB) (β=0.36, P<0.01); this means that as WE increase, EJP tends to be low and KHB tends to be high, confirming H1 and H2. In addition, employee KHB negatively impacts their EJP (β=0.-20, P<0.01). This means that when KHB is higher, EJP tends to be low, supporting H3.

$\beta=-0.072$, P<0.01

$R^2=0.13$

KHB

$\beta=0.36$, P<0.01 $\beta=-0.20$, P<0.01

$R^2=0.12$

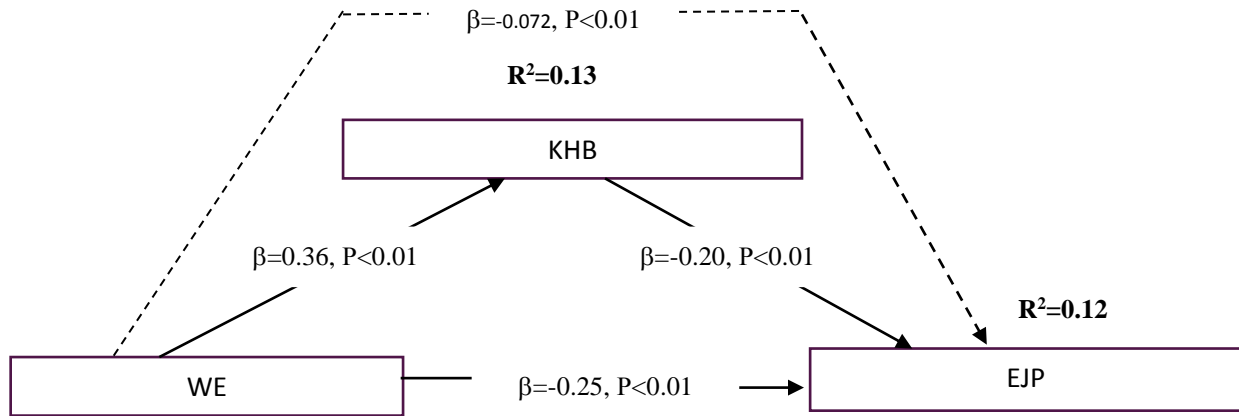WE $\beta=-0.25$, P<0.01   EJP

Figure 2: Final model of the study

Lastly, the indirect effect was examined using the bootstrapping technique to assess KHB's role as a mediator. Based on the bootstrapping approach, the indirect effect's Std. $\beta=-0.072$ ($0.360\times$-0.200) was significant (P<0.001, SE=0.030), with a t-value of -2.400. Furthermore, mediation is supported by the fact that a "95% Bootstrapped Confidence Interval" (LL=-0.131, UL=-0.013) does not intersect a zero in the middle. Consequently, it can be concluded that KHB's role as a mediator in the link between WE and EJP is supported by statistically significant data. Thus, H4 is approved.

Discussion

This study highlights the significant impact of envy on employees' job performance, suggesting that it can be a severe issue when not managed effectively due to its impact on knowledge-hiding behavior. The research model for the current study was established and tested, incorporating four hypotheses. The study found that workplace envy negatively impacts employee job performance (H1-supported) and positively impacts knowledge-hiding behavior (H2-supported). In addition, employee KHB negatively impacts their EJP (H3-supported) and mediates the relationship between workplace envy and employee job performance (H4-supported). The results are consistent with prior research and are interpreted accordingly. Research shows envy negatively impacts work outcomes, interpersonal relationships, and task performance, causing fatigue, reduced engagement, and decreased job performance among envy-prone employees (Şener et al., 2022). Envy negatively impacts employees' performance, causing low organizational citizenship behaviors, anxiety, and work engagement, and can lead to negative emotions and dissatisfaction, impacting task, proactive, and affiliative performance (Shousha, 2020). Moreover, the scarcity of resources leads to intense competition among employees for limited opportunities, resulting in social comparison and envy (Liu et al., 2020). Envy, a subjective cognitive evaluation, can lead to stress, pressure, fear, and work insecurity by influencing attitude and behavior. Employees then may engage in destructive work behaviors or hide their knowledge, leading to increased selfishness and retaliation in the workplace (Xu et al., 2021). Furthermore, feeling envied motivates high-status employees to withhold knowledge from coworkers, as it signals their superiority. This behavior is more common among knowledge hoarders, who store and guard information, thereby maintaining the positive feelings of getting ahead of peers (Lee et al., 2018).

Theoretical and practical implications

Drawing on the results of the current study, this section highlights the key theoretical contributions of the study: First, this study significantly adds to the existing literature on workplace envy and its influence on employee job performance, particularly within the context of hospitality and tourism organizations. This research introduces a novel theoretical model that integrates workplace envy with knowledge-hiding behavior as a mediating variable impacting employee job performance. By demonstrating the influence of envy on knowledge-hiding behaviors and subsequent declines in performance, this study broadens the current understanding of work environment factors that influence performance beyond established constructs such as organizational justice and work limitations (Khushk et al., 2022). Moreover, the findings provide robust empirical support for prior studies highlighting the detrimental effects of workplace envy. Our results confirm that envy acts as a negative mechanism, hindering employee performance and increasing knowledge-hiding behaviors (Liu et al., 2020; Wu et al., 2021; Su & Chen, 2023). Second, this study addresses a critical knowledge gap in the existing literature by investigating the influence of workplace envy on employee job performance, specifically within the context of hospitality and tourism organizations. Third, the research underscores the vital role of employees in hospitality and tourism organizations. By directly contributing to exceptional service delivery, employees directly impact customer satisfaction and organizational success. Therefore, this research contributes to a more comprehensive understanding of the factors hindering employee performance in hospitality and tourism. Specifically, it sheds light on how workplace envy strategies can lead to detrimental employee behaviors that ultimately impact their job performance. Finally, the findings provide valuable insights with actionable implications for organizational practices that can improve employee performance. By addressing workplace envy and fostering knowledge-sharing behaviors, leaders in hospitality and tourism can cultivate a more engaged and productive workforce, ultimately fostering long-term performance.

This research offers valuable insights for managers and practitioners in hospitality and tourism organizations seeking to cultivate employee job performance and minimize the negative impacts of envy and knowledge-hiding behavior through two key aspects. First, workplace envy negatively impacts employee job performance. Leaders need to recognize the different forms of envy present within their teams. Malicious envy, characterized by a desire to harm others, can significantly disrupt work dynamics. Benign envy, however, stems from a desire for self-improvement and can be a source of motivation. This entails leaders utilizing a two-pronged approach to facing workplace envy. One strategy focuses on redirecting malicious envy into a more benign form by fostering collaboration and open communication. The other strategy involves nurturing the aspirations of employees with benign envy by providing opportunities for growth and development within the organization. This empowers them to achieve their goals and excel in their roles, ultimately benefiting the whole organization. Second, knowledge hiding hinders not only employee job performance but also exacerbates the negative effects of envy on performance. Creating a culture of knowledge sharing is crucial to breaking this cycle. Leaders of hospitality and tourism organizations can implement various strategies to reduce knowledge hiding and promote knowledge sharing. These include implementing fair and competitive compensation practices along with recognition programs for knowledge sharing, fostering a sense of shared success, and encouraging collaboration. Providing opportunities for skill development and increased autonomy empowers employees and provides them with a sense of ownership over their work. This can motivate them to share their knowledge and expertise with

colleagues. Besides, analyzing and redesigning jobs to encourage knowledge exchange and collaboration can further break down silos and promote knowledge sharing within teams. In conclusion, workplace envy presents a complex dynamic. By recognizing its two distinct facets, organizations and employees can leverage benign envy to foster a culture of continuous improvement and professional development. However, it is crucial to address and mitigate the detrimental effects of malicious envy to ensure a healthy and productive work environment.

Limitations and future research
This study acknowledges certain limitations that open avenues for future research endeavors. First, the current research investigated the impact of workplace envy within the specific context of five-star hotels and category-A travel agencies. To enhance generalizability, future studies could explore how envy correlates with job performance and knowledge-hiding behaviors across diverse sectors and cultural settings. Examining restaurants, other hotel categories, airline companies, and various travel agencies would provide valuable insights into the potential universality or situational variability of these relationships. Second, the study focused on employee job performance and knowledge hiding. Future research could broaden the scope of the investigated outcomes. Investigating the effect of workplace envy on other organizational factors, such as employee engagement, loyalty, and job satisfaction, would offer a more comprehensive understanding of its influence on the overall work environment. Third, the current research examined knowledge-hiding behavior as a mediating factor in the relationship between envy and job performance. Future studies could explore additional variables within this model. Investigating the potential moderating role of knowledge-hiding behavior or the mediating/moderating effects of other variables, such as trust in leadership, workplace friendships, organizational support, or psychological capital, could provide a more nuanced understanding of the interplay between workplace envy and employee performance.

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Appendix (A): the detailed measurement items

Workplace envy
- Because of my success at work, I am sometimes resented by my coworkers.
- Because of the closeness of the working relationship, I have with my supervisor, I am sometimes resented by my coworkers.
- Some of my coworkers are envious of my accomplishment.

Knowledge hiding
- In my project team, I often pretended that I did not know the information.
- In my project team, I agreed to help my colleagues but never really intended to offer the knowledge they wanted.
- I often communicated only part of the whole story to other project team members.
- I often twisted the facts to suit my needs when communicating with other team members.

Job performance
- I have initiated better ways of doing my core tasks.
- I have coordinated with my coworkers.
- I have suggested several ways to enhance the effectiveness of my work unit.
- I have presented a positive image of the organization to other people.

سلوك إخفاء المعرفة كوسيط في العلاقة بين الحسد في مكان العمل والأداء الوظيفي للعاملين في قطاع السياحة والفنادق

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بحثت الدراسة في التأثير الكبير للحسد في مكان العمل على الأداء الوظيفي، وسلطت الضوء على مشكلته الخطيرة عندما لا تتم إدارته بشكل فعال بسبب تأثيره على سلوك إخفاء المعرفة. شملت هذه الدراسة 426 موظفًا بدوام كامل من 40 وكالة سفر من الفئة "أ" و15 فندقًا من فئة الخمس نجوم في منطقة القاهرة الكبرى، وتم تحليلها باستخدام منهج PLS-SEM. وجدت الدراسة أن الحسد في مكان العمل يؤثر سلبًا على الأداء الوظيفي للموظفين ويساعد على زيادة سلوك إخفاء المعرفة. بالإضافة إلى ذلك، يؤثر سلوك إخفاء المعرفة لدى الموظفين سلبًا على أدائهم الوظيفي، ويتوسط العلاقة بين الحسد في مكان العمل والأداء الوظيفي للموظفين. تقدم الدراسة تحليلاً متعمقًا للحسد في مكان العمل، والأداء الوظيفي، وسلوك إخفاء المعرفة في صناعة السياحة والفنادق المصرية.

الكلمات المفتاحية: الحسد في مكان العمل، الأداء الوظيفي، سلوك إخفاء المعرفة، صناعة السياحة والفنادق المصرية.