

Research Article

The Impact of Negative Gossip in the Workplace and Workplace Ostracism on Prosocial Behavior in the Workplace (Mediation of Knowledge Hiding in Food MSMEs Worker's)

Elfia Nora*, Sopiah, Syihabudhin

Department of Management, Faculty of Economics and Business, Universitas Negeri Malang, Cakrawala Street No. 5, Malang, Jawa Timur, Indonesia, 65145.

*Corresponding Author: gifariakhmad@gmail.com

Abstract: Workplace gossip is a behavior that is now a common thing for some people, but it can have a negative impact if there is no control over workplace gossip behavior, it can cause social conflicts between workers and business owners. Research Objectives: (1) To test how Negative Workplace Gossip affects Knowledge hiding in Food MSME Workers, (2) to test how Workplace Ostracism affects Knowledge hiding in Food MSME workers, (3) to test how Knowledge hiding affects Prosocial Behavior on Food MSME workers, (4) to test how Negative Workplace Gossip affects Prosocial Behavior in Food MSME workers, (5) to test how Workplace Ostracism affects Prosocial behavior, (6) to test how Negative Workplace Gossip affects Prosocial Behavior through Knowledge hiding, (7) to test how Workplace Ostracism affects Prosocial Behavior through Knowledge hiding in Food MSME workers. This type of research is quantitative using a causality approach, with a sample of 74 BBJ food MSME workers. From the research conducted, the results were obtained (1) There is an effect of Negative Workplace Gossip on Knowledge hiding in Food MSME Workers, (2) There is an effect of workplace ostracism on knowledge hiding in Food MSME workers, (3) There is an effect of knowledge hiding on prosocial behavior in Food MSME workers, (4) There is an influence Negative Workplace Gossip on prosocial behavior in Food MSME workers, (5) There is an effect of Workplace Ostracism on prosocial behavior, (6) There is an effect of Negative Workplace Gossip on Prosocial Behavior through Knowledge hiding, (7) There is an effect of Workplace Ostracism on Prosocial Behavior through Knowledge hiding on Food MSME workers.

Received: August 19, 2025

Revised: August 30, 2025

Accepted: September 19, 2025

Published: September 23, 2025

Current Ver.: September 23, 2025

Keywords: Food MSMEs; Knowledge Hiding; Negative Workplace Gossip; Prosocial Behavior; Workplace Ostracism.

1. Introduction

Micro, Small and Medium Enterprises (MSMEs) are partners for a country in job creation. The development of MSMEs will certainly make the largest contribution to the value of gross domestic product (GDP), and become a solution to the economic problems of the lower middle class. In Indonesia, Micro, Small and Medium Enterprises are mostly household business activities that can absorb a lot of labor. Based on data from the Ministry of Cooperatives and SMEs, in Indonesia in 2019, there were 65.4 million MSMEs. With the number of business units up to 65.4 million, it can absorb 123.3 thousand workers. This proves that the impact and contribution of MSMEs is very large in reducing the unemployment rate in Indonesia. With the increasing involvement of the workforce in MSMEs, it will help reduce the number of unemployed, <https://djp.kemenkeu.go.id/kppn/lubuksikaping/id/data-publikasi/artikel/3134/kontribusi-umkm-dalam-perekonomianindonesia.html>.



Copyright: © 2025 by the authors.
Submitted for possible open
access publication under the
terms and conditions of the
Creative Commons Attribution
(CC BY SA) license
(<https://creativecommons.org/licenses/by-sa/4.0/>)

MSMEs that are in great demand in Indonesia include culinary (food), agribusiness, fashion, beauty business and handicrafts. In order for MSMEs to develop and have long-term sustainability, workers as the spearhead in producing products or providing services to customers, of course, are one of the main keys that must be of concern for business owners. The growth of MSMEs in Indonesia is inseparable from several obstacles and challenges faced, such as low human resource competence, capital difficulties and marketing flows (Gunartin, 2017). Hafni and Rozali (2017), stated that the increase in the number of MSMEs is positively correlated with an increase in the number of workers and a reduction in the unemployment rate. In this regard, of course, business owners or entrepreneurs in MSMEs also need to know about the behavior of workers who are productive and beneficial for the achievement of their business goals and how worker behavior will have a negative impact on business sustainability.

Gossip at work or workplace gossip is a behavior that is now a common thing for some people, but it can have a negative impact if there is no control over workplace gossip behavior, then it can cause social conflicts between workers and business owners. Negative workplace gossip is an informal communication method that is negative and evaluative for members of the organization when he or she is not present, this implies negative news felt by employees in the workplace who, speak or spread their personal views with malicious intent (Kurland, 2000; Wu et al., 2018b). Gossiped employees miss out on one of the most effective ways to gain a sense of belonging in the relationship because the emotional connection between employees and colleagues is mainly obtained through informal work relationships, whereas negative work gossip is spread through informal work relationships, which also break the informal relationship between employees and colleagues to some extent (Cooper, 2013; Wang et al., 2005; Zhang et al., 2014). Negative work gossip weakens employees' motivation to maintain positive relationships with their colleagues. Negative work gossip has an impact on the emergence of knowledge hiding behavior, Kim et al., (2021); Zhao et al., (2016) state that negative work gossip will lead to negative experiences that encourage more reactivity in cognitive, emotional, and behavioral ways depending on negative stimuli or events. These negative stimuli or events are more likely to encourage reciprocal counter-behavior, such as Knowledge hiding. Yao et al. (2020) provide limited insight into the direct impact of negative work gossip on knowledge hiding without explaining how these impacts are transferred and when they are amplified or reduced. Knowledge is not only an important asset or potential element for competitive advantage (Tsay et al., 2014) but also a source of risk and deviant behavior, i.e. hiding knowledge (Durst et al., 2019). Thus, the danger of hiding knowledge is considered one of the dimensions of knowledge risk (Durst and Zieba, 2019) that has adverse consequences for individuals.

Knowledge hiding can also be caused by workplace ostracism, which is ignored or ostracized by other people or groups in the organization. In an organizational context, Workplace Ostracism can be an important factor that leads to higher Knowledge hiding behaviors among employees (Zhao et al., 2016). The Conservation of Resource COR theory, Hobfoll (1989) was adopted as a supporting theory to explain the relationship between the variables, due to the loss of resources due to Ostracism and how individuals, when faced with threats, try to preserve their resources by Knowledge hiding. Knowledge hiding in employees who are members of any organization (Hobfoll et al., 2001; Hobfoll et al., 2018).

Knowledge hiding can lead to low prosocial behavior. Connelly et al. (2012) the practice of knowledge hiding reduces interpersonal beliefs, which are the foundation of prosocial behavior. When trust is damaged by knowledge hiding, individuals tend to be reluctant to help colleagues or share further knowledge. Prosocial behavior refers to behavior performed by individuals to benefit others, a team, a collective, or an entire society, which primarily includes helping others, sharing, cooperating, and donating. As a social virtue to be admired, prosocial behavior is closely related to personal character, emotions, education level and religious beliefs, a positive social environment and personal factors can stimulate an individual's prosocial behavior (Hardy et al., 2015). A person who suffers from gossip can lower their prosocial tendencies (Wu et al., 2016; Imada et al., 2021). This study takes the research subject of Food MSME workers, namely the Bandeng Bakar Juwana restaurant, which has several branches and is spread across Central Java, the selection of research subjects is related to the issue of Prosocial behavior submitted by business owners, The findings of this research are expected to expand the treasures of science and theory, as well as provide information about the impact of Negative workplace spirituality, Workplace Ostracism,

Knowledge hiding against Prosocial behavior. The purpose of this study is to test how Negative Workplace Gossip affects Knowledge hiding in Food MSME Workers, (2) to test how Workplace Ostracism affects Knowledge hiding in Food MSME workers, (3) to test how Knowledge hiding affects Prosocial Behavior on Food MSME workers, (4) to test how Negative Workplace Gossip affects Prosocial Behavior in Food MSME workers, (5) to test how Workplace Ostracism affects Prosocial Motivation, (6) to test how Negative Workplace Gossip affects Prosocial Behavior through Knowledge hiding, (7) to test how Workplace Ostracism affects Prosocial Behavior through Knowledge hiding in Food MSME workers.

2. Materials and Methods

This type of research is quantitative using a causality approach, The conceptual model is as follows:

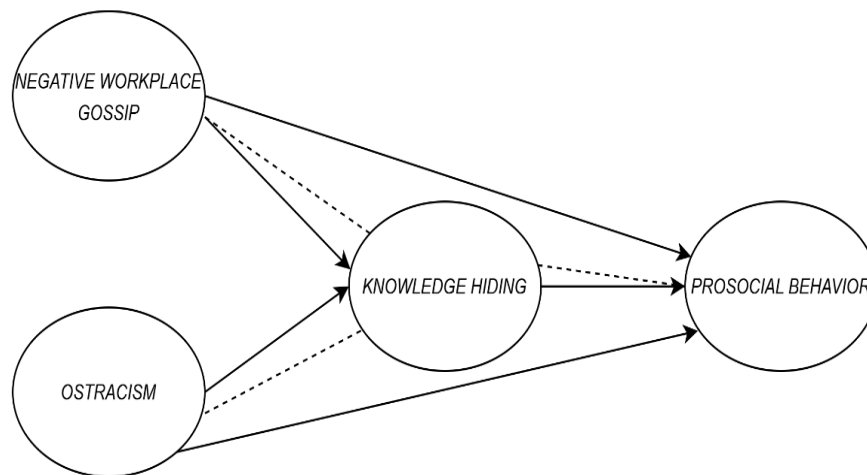


Figure 1. Research Conceptual Model

The subjects of this study are MSME workers of the Juwana Grilled Milkfish Restaurant Food located in several cities or regencies in Central Java, namely Rembang, Tuban and Lamongan. Where of the 3 Branches have a total of 90 workers. Then a sample of workers who will be used as respondents is calculated using a sample size calculator, so that a sample of 74 respondents is obtained. The sample technique used is Proportional random sampling.

Sample Size Calculator

Find Out The Sample Size

This calculator computes the minimum number of necessary samples to meet the desired statistical constraints.

Result

Sample size: **74**

This means 74 or more measurements/surveys are needed to have a confidence level of 95% that the real value is within $\pm 5\%$ of the measured/surveyed value.

Confidence Level: ⓘ	95%	▼	
Margin of Error: ⓘ	5	%	
Population Proportion: ⓘ	50	%	Use 50% if not sure
Population Size: ⓘ	90		Leave blank if unlimited population size.
<input type="button" value="Calculate"/> <input type="button" value="Clear"/>			

Figure 2. Research sample calculation results.

3. Results and Discussion

Table 1. Respondent Description Results.

	Number of Respondents	Percentage
Gender		
Man	46	62%
Woman	28	38%
Age		
18 – 25 Years	68	91%
26 – 40 Years	6	9%
Tenure		
1 – 2 Years	56	75%
2 – 5 Years	18	25%

Data source: processed by researchers 2025

Based on the data from the results of the descriptive analysis test, it is known that the workers in the BBJ Food MSMEs (Bandeng Bakar Juwana) are more male, totaling 62% or 46 people. With the most dominant age between 18-25 years old and the most working period is between 1-2 years.

Table 2. Descriptive Analysis Results.

	Grand Mean	Max	Min
Negative Gossip in the Workplace	1,456	3.00	1.00
Workplace Ostracism	1.673	3.00	1.00
Knowledge Hiding	1,513	2.00	1.00
Prosocial Behavior	4,398	5.00	4.00

Data source: Processed by researchers 2025

Negative gossip in the workplace is included in the very low category with a grand mean of 1,456, Workplace ostracism is included in the very low criterion of 1,673, Knowledge hiding is classified in the very low category with a grand mean of 1,513 and intention to stay is also included in the very high category of 4,398.

3.1. Uji Hypothesis

3.1.1. Path Analysis

Direct influence of X1, X2 to Y

Table 3. Results of analysis of lines X1, X2 to Y.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1	(Constant)	1.852	1.153	1.616	.113
	X1	.003	.014	-.006	.005
	X2	.056	.032	-.098	.001
	Z	.431	.027	18.522	.001

a. Dependent Variable: Y

X1 ke Y = -0,006

X2 ke Y = -0,098

Z ke Y = -0,917

Hypothesis 1: there is a direct and significant influence between Negative gossip in the workplace on Prosocial behavior. In table 3. it is known that the value of t is calculated as 1.079 which means that it is greater than the t table. And the significance is $0.005 < 0.05$, then **H1 is accepted**.

Hypothesis 2: there is a direct and significant influence between workplace ostracism on prosocial behavior. In table 3, it is known that the value of t is calculated as 1.927 which means that it is greater than t table. And the significance is $0.000 < 0.05$, then **H2 is accepted**

Hypothesis 3: There is a direct and significant influence between knowledge hiding on prosocial behavior. In Table 3, it is shown that the t-value is 18.522, which is greater than the t-table value. With a significance level of $0.000 < 0.05$, **H3 is accepted**.

Direct influence of X1 and X2 to Z**Tabel 4.** The effect of X1 and X2 on Z.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	26.801	5.123		5.169	.000
	X1	.121	.137	.252	2.124	.030
	X2	.012	.150	.008	3.103	.002

a. Dependent Variable: Z

Hypothesis 4: there is a direct and significant influence between Negative gossips in the workplace on knowledge hiding. In table 15. It is known that the value of t calculates is 2.124 which means that it is greater than t table. And the significance is $0.030 < 0.05$, then **H4 is accepted**.

Hypothesis 5: there is a direct and significant influence between workplace ostracism on knowledge hiding. In table 15. It is known that the value of t calculates is 3.103 which means that it is greater than t of the table. And the significance is $0.002 < 0.05$, then **H5 is accepted**.

Hypothesis 6: There is an indirect influence of Negative gossip in the workplace on prosocial behavior through knowledge hiding. In table 15. It can be seen that the indirect influence of X1 to Z to Y is as follows:

$$-0.006 \times -0.917 = 0.0055$$

$$0.252 + 0.0055 = 0.2575$$

The direct influence value is 0.252, while the indirect effect value is 0.0055. Based on the results of this calculation the direct influence is greater than the value of the indirect influence, this shows that X1 through Z to Y is indirectly insignificant, which means that **H6 is rejected**.

Hypothesis 7: There is an indirect influence of workplace ostracism on prosocial behavior through work engagement. Indirect influence of X2 to Z to Y

$$-0.098 \times -0.917 = 0.089$$

$$0.08 + 0.089 = 0.169$$

The direct influence value is 0.08, while the indirect influence value is 0.169. Based on the results of this calculation the indirect influence has a greater value than the direct influence, this shows that X2 has a significant influence on Y through Z. which means **H7 is accepted**.

3.2. Discussion

3.2.1. Deskripsi Negative Gossip in the Workplace, Workplace Ostracism, Knowledge Hiding, dan Prosocial Behavior.

From the results of the descriptive test analysis, the variable Negative gossip in the workplace is classified as very low, workplace ostracism is classified as very low, Knowledge hiding is very low and prosocial behavior is included in the very high category. Negative gossip in the workplace which is very low based on the results of observations is very related to the average worker in BBJ food MSMEs is more dominated by male workers, who prefer to focus on work, rather than talking about other individuals, this is related to what was conveyed by Eckert, P., & McConnell-Ginet, S. (2003) that gossip" is often categorized as a feminine activity because of social values and cultural norms, Even though men also do similar activities, but with different labels. So it can be concluded with the results of this study that workers are dominated by men, so the workplace is minimal with negative gossip, but it is not that there is no gossip, only the packaging is different. Workplace ostracism and knowledge hiding are also very low, possible because the working period is dominated by 1 to 2 years so that workers try to socialize well and do not hide information from other workers that they consider to strengthen friendships at work.

3.2.2. The Effect of Negative Gossip in the Workplace on Prosocial Behavior

The results of the analysis test show that Negative gossip in the workplace has a negative and significant influence on prosocial behavior, this shows that if negative gossip in the workplace is very low, then workers will show very high prosocial behavior, because between fellow workers there are no unpleasant feelings because it is the talk of other workers, with this will create a sense of sincere mutual help between fellow workers. This is in accordance with the results of research by Brady, D. L., Brown, D. J., & Liang, L. H. (2017) which stated that negative gossip decreases prosocial behavior, while positive gossip can increase it.

3.2.3. The Effect of Workplace Ostracism on Prosocial Behavior

The results of the analysis showed that workplace ostracism had a negative and significant effect on ostracism. This means that low workplace ostracism will have an impact on high prosocial behavior, BBJ food MSME workers do not feel ostracism or exclusion in the workplace, by co-workers so that good prosocial behavior is formed between fellow workers. This is in accordance with what was conveyed by Balliet, D., & Ferris, D. L. (2013) when a person does not experience ostracism, he feels more socially connected, so he is more motivated to help and cooperate in a group.

3.2.4. The Effect of Knowledge Hiding on Prosocial Behavior

Based on the results of the analysis test, it is known that knowledge hiding has a negative and significant effect on prosocial behavior, this shows that low knowledge hiding of workers will increase the prosocial behavior of workers, especially in BBJ MSME workers who do not cover up information that is useful to their friends, will greatly help their friends or colleagues in doing their work. This is in accordance with the results of the research of Zhao, H., Xia, Q., He, P., Sheard, G., & Wan, P. (2016) which states that when a person does knowledge hiding, he creates a cold and exclusive work environment, thereby reducing the possibility of the emergence of prosocial behavior from both himself and his colleagues.

3.2.5. The Effect of Negative Gossip in the workplace on Knowledge hiding

The results of the analysis show that Negative workplace gossip has a significant effect on knowledge hiding, this shows that if there is a high negative gossip in the workplace, the knowledge hiding behavior of workers will also be high, as well as for these BBJ MSME workers. This is in accordance with the findings of Wang, S., & Yang, H. (2021), who stated that negative gossip increases anxiety and insecurity in the workplace, which triggers knowledge hiding behavior as a form of self-protection.

3.2.6. The Effect of Workplace Ostracism on Knowledge Hiding

The results of the analysis show that workplace ostracism has a significant effect on knowledge hiding. This means that with ostracism that occurs in the workplace, it will make employees hide their knowledge or knowledge hiding will arise or be high. This is in accordance with the findings of Peng, H., & Wei, F. (2022) workplace ostracism increases knowledge hiding, because individuals feel unwelcome in the social environment of the organization.

3.2.7. The Effect of Negative Workplace Gossip on Prosocial Behavior through Knowledge Hiding

Negative workplace gossip has no effect on prosocial behavior through knowledge hiding. This means that workers who gossip negatively about their coworkers do not always show behavior of hiding their knowledge first but immediately show anti-prosocial behavior, not wanting to help their friends at all. Moreover, these BBJ MSME workers who are still dominated by young workers, they are more likely to show an attitude to the point. The results of this study are not in line with the results of Connelly et al.'s (2012) research which states that knowledge hiding reduces trust, collaboration, and prosocial behavior. Factors that cause knowledge hiding include negative work environments such as gossip, conflict, and injustice.

3.2.8. The Effect of Workplace Ostracism on Prosocial Behavior through Knowledge Hiding

Based on the results of the analysis, it is known that workplace ostracism has a significant effect on prosocial behavior through knowledge hiding. This suggests that in the event of ostracism or exclusion in the workplace, workers will tend to hide the knowledge or information they know, which will have an impact on low prosocial behavior. This is in accordance with the findings of Pan, et.al, (2020) who stated that workplace ostracism weakens psychological bonds between employees. This encourages knowledge hiding, which indirectly undermines social relationships and collaboration in the workplace.

4. Conclusion and Suggestions

Conclusion, from the results of data analysis conducted after the study, it was concluded that: (1) There is an effect of Negative Workplace Gossip on Knowledge hiding in Food MSME Workers, (2) There is an effect of Workplace Ostracism on Knowledge hiding in Food MSME workers, (3) There is an effect of Knowledge Hiding on Prosocial Behavior in Food MSME workers, (4) There is an influence on Knowledge Hiding in Food MSME workers, (4) There is an influence on Knowledge Hiding in Food MSME workers, (4) There is an influence on Knowledge Hiding Negative Workplace Gossip on Prosocial Behavior in Food MSME workers, (5) There is an effect of Workplace Ostracism on Prosocial Motivation, (6) There is an effect of Negative Workplace Gossip on Prosocial Behavior through Knowledge hiding, (7) There is an effect of Workplace Ostracism on Prosocial Behavior through Knowledge hiding in Food MSME workers.

Suggestion, based on the results of the research, the advice that can be given to BBJ Food MSMEs is that employees are still finding it difficult to share the knowledge they have voluntarily with colleagues, this may be due to the work values that have been formed, so MSME owners need to hold activities that form togetherness among workers, and strengthen cooperation so that MSME performance is maximized.

References

- Arthur, J.B. and Huntley, C.L. (2005), "Ramping up the organizational learning curve: assessing the impact of deliberate learning on organizational performance under gain sharing", *Academy of Management Journal*, Vol.48No.6, pp.1159-1170.
- Balliet, D., & Ferris, D. L. (2013). Ostracism and prosocial behavior: A social dilemma perspective. *Organizational Behavior and Human Decision Processes*, 120(2), 298–308. <https://doi.org/10.1016/j.obhdp.2012.07.003>.
- Brady, D. L., Brown, D. J., & Liang, L. H. (2017). From gossip to goodness: The moderating roles of gossip valence and guilt proneness in the effect of gossip on prosocial behavior. *Journal of Business Ethics*, 158(4), 1049–1064. <https://doi.org/10.1007/s10551-017-3687-5>.
- Connelly, C.E., Zweig, D., Webster, J. and Trougakos, J.P. (2012), "Knowledge hiding in organizations", *Journal of Organizational Behavior*, Vol.33No.1, pp.64-88.
- Cooper, D. (2013), "Dissimilarity and learning in teams: the role of relational identification and value dissimilarity", *International Journal of Intercultural Relations*, Vol.37No.5, pp.628-642.
- Durst, S. and Zieba, M. (2019), "Mapping knowledge risks: towards a better understanding of knowledge management", *Knowledge Management Research & Practice*, Vol.17No.1, pp.1-13.
- Eckert, P., & McConnell-Ginet, S. (2003). *Language and Gender*. Cambridge: Cambridge University Press.
- Ferris, D.L., Brown, D.J., Berry, J.W. and Lian, H. (2008), "The development and validation of the workplace ostracism scale", *Journal of Applied Psychology*, Vol. 93 No.6, p.1348
- Grosser, T., Lopez-Kidwell, V., Labianca, G. and Ellwardt, L. (2012), "Hearing it through the grapevine: positive and negative workplace gossip", *Organizational Dynamics*, Vol.41 No.1, pp.52-61
- Grosser, T.J., Lopez-Kidwell, V. and Labianca, G. (2010), "A social network analysis of positive and negative gossip in organizational life", *Group & Organization Management*, Vol.35No.2, pp.177-212.
- Guang, X., Shan, L., Xue, Z., & Haiyan, Y. (2023). Does negative evaluation make you lose yourself? Effects of negative workplace gossip on workplace prosocial behavior of employee. *Current Psychology* (2024) 43:13541–13554 <https://doi.org/10.1007/s12144-023-05419-x>.
- Gunartin. (2017). Penguatan UMKM Sebagai Pilar Membangun Ekonomi Bangsa. *Jurnal Pendidikan, Hukum, Dan Bisnis*, 2(2), 1–10. <https://doi.org/10.1017/CBO9781107415324.004>.

- Hafni, R., & Rozali, A. (2017). Analisis Usaha Mikro, Kecil, dan Menengah (UMKM) terhadap Penyerapan Tenaga Kerja di Indonesia. *Ilmu Ekonomi Dan Studin Pembangunan*, 15(2), 77–96. http://jurnal.umsu.ac.id/index.php/ekawan/article/view/1034/pdf_58.
- Halbesleben, J.R.B., Neveu, J.P., Paustian-Underdahl, S.C. and Westman, M. (2014), “Getting to the ‘COR’: understanding the role of resources in conservation of resources theory”, *Journal of Management*, Vol.40No.5, pp.1334-1364.
- Hardy, S. A., Bean, D. S., & Olsen, J. A. (2015). Moral identity and adolescent prosocial and antisocial behaviors: Interactions with moral disengagement and self-regulation. *Journal of Youth and Adolescence*, 44, 1542–1554. <https://doi.org/10.1007/s10964-014-0172-1>.
- Hobfoll, S.E. (1989), “Conservation of resources: a new attempt at conceptualizing stress”, *American Psychologist*, Vol.44No.3, pp.513-524.
- Hobfoll, S.E. (2001), “The influence of culture, community, and the nested-self in the stress process: advancing conservation of resources theory”, *Applied Psychology*, Vol. 50 No. 3, pp. 337-421.
- Hobfoll, S.E., Halbesleben, J., Neveu, J.P. and Westman, M. (2018), “Conservation of resources in the organizational context: the reality of resources and their consequences”, *Annual Review of Organizational Psychology and Organizational Behavior*, Vol.5No.1, pp.103-128.
- Kurland, N.B. (2000), “Passing the word: toward a model of gossip and power in the workplace”, *Academy of Management Review*, Vol.25No.2, pp.428-438.
- Liu, J., Kwan, H.K., Lee, C. and Hui, C. (2013), “Work-to-family spillover effects of workplace ostracism: the role of work-home segmentation preferences”, *Human Resource Management*, Vol. 52 No. 1, pp.75-93.
- Peng, H., & Wei, F. (2022). Why and when knowledge hiding inhibits employee well-being and prosocial behavior: A moderated mediation model. *Journal of Knowledge Management*, 26(5), 1113–1135. <https://doi.org/10.1108/JKM-10-2020-0779>
- Tsay, C.H.H., Lin, T.C., Yoon, J. and Huang, C.C. (2014), “Knowledge withholding intentions in teams: The roles of normative conformity, affective bonding, rational choice and social cognition”, *Decision Support Systems*, Vol.67, pp.53-65.
- Valde´s, G., Astorga, J., Fuentes-Solís, R. and Dos Santos, M.A. (2020), “Barriers to innovation and willingness to innovate in the food sector: the case of Chile”, *British Food Journal*, Vol. 123 No. 10, pp.3344-3357.
- Vieweg, J.C., 2018. Prosocial behaviors: their motivations and impacts on organizational culture. *J. Values-Based Leadersh.* 11 (2), 12. <https://doi.org/10.22543/0733.62.1224>.
- Wang, H., Law, K.S., Hackett, R.D., Wang, D.X. and Chen, Z.X. (2005), “Leader–member exchange as a mediator of the relationship between transformational leadership and followers’ performance and organizational citizenship behavior”, *Academy of Management Journal*, Vol.48No.3, pp.420-432.
- Wang, S., & Yang, H. (2021). Negative workplace gossip and knowledge hiding: A moderated mediation model. *Journal of Knowledge Management*, 25(8), 1863–1883. <https://doi.org/10.1108/JKM-07-2020-0534>
- Williams, K.D., 2009. Ostracism: a temporal need-threat model. In: Zanna, M.P. (Ed.), *Advances in Experimental Social Psychology*, Vol. 41. Elsevier Academic Press, pp. 275–314. [https://doi.org/10.1016/S0065-2601\(08\)00406-1](https://doi.org/10.1016/S0065-2601(08)00406-1).
- Wu, L.Z., Birtch, T.A., Chiang, F.F. and Zhang, H. (2018a), “Perceptions of negative workplace gossip: a self-consistency theory framework”, *Journal of Management*, Vol. 44 No.5, pp.1873-1898.
- Wu, L.Z., Yim, F.H.K., Kwan, H.K. and Zhang, X. (2012), “Coping with workplace ostracism: the roles of ingratiation and political skill in employee psychological distress”, *Journal of Management Studies*, Vol.49No.1, pp.178-199
- Yao, Z., Zhang, X., Luo, J. and Huang, H. (2020), “Offense is the best defense: the impact of workplace bullying on knowledge hiding”, *Journal of Knowledge Management*, Vol.24 No.3, pp.675-695.
- Zhang, S., Chen, G.Q., Chen, X.P., Liu, D. and Johnson, M.D. (2014), “Relational versus collective identification within workgroups: conceptualization, measurement development, and nomological network building”, *Journal of Management*, Vol.40No.6, pp.1700-1731.
- Zhao, H., Qing, X., He, P., Sheard, G. and Wan, P. (2016), “Workplace ostracism and knowledge hiding in service organizations”, *International Journal of Hospitality Management*, Vol.59, pp.84-94.