European Journal of Management Studies

Servant leadership effect on knowledge-hiding behavior: the moderated mediation influence of hope and burnout

Mohammad Faraz Naim
Department of Management, Birla Institute of Technology and Science, Pilani, India, and
Adnan Ozyilmaz
Department of Business Administration, Carolina University, Winston-Salem, North Carolina, USA

Received 2 January 2025
Revised 19 July 2025
12 June 2026
Accepted 7 August 2026

Abstract

Purpose – This study examines the mechanisms and boundary conditions underlying the relationship between servant leadership and knowledge-hiding behavior, using a moderated mediation model based on data from Indian employees across diverse industries.

Design/methodology/approach – A total of 311 valid responses was analyzed employing Hayes's PROCESS macro to test the proposed model.

Findings – Hope moderates the relationship between servant leadership and burnout. Specifically, servant leadership is associated with the strongest negative indirect effect on knowledge-hiding through burnout when hope is low. This negative effect persists but weakens when hope is high.

Research limitations/implications – The cross-sectional design restricts causal interpretations.

Practical implications – Findings offer insights to help organizations reduce knowledge-hiding behaviors among employees.

Originality/value – This study advances servant leadership and knowledge-hiding research by identifying how situational factors such as hope influence the effectiveness of servant leadership, emphasizing the need to align leadership style with contextual conditions to optimize outcomes.

Keywords Hope, Servant leadership, Knowledge-hiding behavior, Burnout, Moderated mediation

Paper type Research article

Introduction

In today's increasingly volatile, uncertain, complex, and ambiguous (VUCA) knowledge economy, knowledge has emerged as a key resource for both individual and organizational success (Ali *et al.*, 2018). Organizations, therefore, expect employees to proactively acquire and share knowledge to enhance effectiveness (Meher *et al.*, 2024). However, since knowledge resides with individuals, organizations cannot mandate its exchange. Employees often withhold knowledge, creating significant challenges for knowledge-sharing (Karatepe *et al.*, 2019), which can contribute to inefficiencies such as duplicated work, reduced productivity, and diminished performance (Cerne *et al.*, 2014).

Connelly *et al.* (2012) define knowledge-hiding as an intentional effort to withhold knowledge when requested. Although initially studied in Western, knowledge-intensive

The contribution of the authors is equal in this present study. The authorship order is determined by the alphabetic order of authors' last names.

European Journal of Management Studies
Emerald Publishing Limited
e-ISSN: 2635-2648
p-ISSN: 2183-4172
DOI 10.1108/EJMS-12-2024-0127

industries (Gagne *et al.*, 2019), knowledge-hiding is also prevalent in service sectors of emerging economies like India (Ravallion, 2016). A survey of 1,700 employees found that 76% had witnessed such behavior in their workplaces (Aljawarneh and Atan, 2018). While empirical research on knowledge-hiding is expanding, knowledge management literature still primarily focuses on knowledge-sharing. Most studies emphasize the antecedents and situational drivers of knowledge-hiding (Ali *et al.*, 2021; Connelly *et al.*, 2012), but few examine the role of leadership behaviors in shaping this phenomenon. Understanding how leadership influences knowledge-hiding is important, given the frequency of manager–employee interactions in organizational settings (Hislop, 2002). Research has examined the impact of ethical leadership, abusive supervision, and transformational leadership on knowledge-hiding (Scuotto *et al.*, 2022). However, studies exploring the influence of servant leadership remain limited. This gap is noteworthy, as leaders are central organizational resources whose behaviors can influence employee attitudes and actions (Hoch *et al.*, 2018). The overall research question is formulated as: "How and under what conditions does servant leadership predict employee knowledge-hiding behavior via the mediating role of burnout and how is this indirect relation contingent upon employees' levels of hope?"

Servant leadership—a style characterized by prioritizing followers' needs and fostering their growth and development (Liden *et al.*, 2015)—may be relevant in understanding knowledge-hiding behaviors. Its other-centered focus and emphasis on followers' moral and personal development position servant leaders to address both social and psychological needs in the workplace (Eva *et al.*, 2019; Hoch *et al.*, 2018). These leaders often cultivate prosocial behavior among employees, which may reduce tendencies to withhold knowledge. Through their support-oriented approach, servant leaders may provide resources that help employees manage stress and resist peer pressure to engage in knowledge-hiding.

Despite this potential, the mechanisms linking servant leadership to knowledge-hiding remain underexplored. Limited research has examined how servant leadership might reduce counterproductive behaviors like knowledge-hiding. To address this gap, we propose employee burnout as a potential explanatory mechanism. Burnout—characterized by emotional exhaustion, depersonalization, and reduced professional efficacy—has negative implications for both individuals and organizations (Maslach *et al.*, 2001). It is associated with lower job performance, decreased satisfaction, diminished commitment, and higher absenteeism (Koo *et al.*, 2020), and has been linked to counterproductive work behaviors (Smoktunowicz *et al.*, 2015). We suggest that servant leaders may help reduce burnout through behaviors such as active listening, empowerment, and individualized support, which contribute to trusting relationships and improved employee well-being (Upadyaya *et al.*, 2016). Their focus on personalized attention and the welfare of followers (Eva *et al.*, 2019) may mitigate the emotional strain that fosters knowledge-hiding tendencies. Thus, burnout may serve as a mediating factor in the relationship between servant leadership and knowledge-hiding.

An important dimension of this study is its examination of hope as a moderating factor in the relationship between servant leadership and employee burnout. While prior research has typically positioned hope in leaders as a mediating construct (Belen *et al.*, 2020), its role as a contextual moderator has received limited empirical attention (Visser *et al.*, 2013). Drawing on hope theory, we incorporate hope—defined as goal-directed thinking involving both the motivation to pursue goals and the pathways to achieve them (Snyder *et al.*, 2003)—to explore when servant leadership may be more or less effective in influencing employees' knowledge-hiding behaviors. Individuals high in hope are generally more capable of identifying alternative strategies to achieve goals, particularly when initial efforts are obstructed (Irving *et al.*, 1998). Therefore, employees with high levels of hope may be better equipped to manage burnout and navigate situations involving peer knowledge-hiding requests in constructive ways. We theorize that that there exists a negative relationship between servant leadership and employee burnout, and that the latter will lead to a decrease in the level of knowledge-hiding behavior among employees. We further theorize that hope serves as a personal resource that acts as a moderator in protecting against the adverse impact of burnout. More specifically, we

contend that the degree to which employees possess hope moderates the indirect effect of servant leadership on knowledge-hiding behavior through burnout, indicating that the indirect effect differs depending on the degree of hope.

We ground our model in conservation of resources (COR) theory (Hobfoll, 1989; Hobfoll *et al.*, 2018), which posits that individuals strive to retain, protect, and build valued resources. The loss or threat of resource depletion often leads to stress and counterproductive behaviors. Within this framework, servant leadership functions as a key source of psychological and social resources—such as empowerment, emotional support, and individualized attention—that can help employees better manage workplace demands and reduce burnout (Yao *et al.*, 2021). Figure 1 presents the proposed research model linking servant leadership to knowledge-hiding behavior via burnout at high and low levels of hope.

This study contributes to several scholarly streams, including leadership, burnout, hope, and knowledge-hiding. First, it extends the literature on knowledge-hiding by exploring how servant leadership interacts with hope to have an influence on knowledge-hiding via burnout, offering a more advanced understanding of the complex dynamics between leadership and discretionary knowledge behaviors (Eva *et al.*, 2019; Lee and Ashford, 1996). Second, by introducing burnout as a mediating mechanism, it builds on existing research that has primarily focused on external or interpersonal factors and brings attention to an individual psychological pathway through which servant leadership may influence knowledge-hiding (Hoch *et al.*, 2018). Third, this research contributes to the growing literature on hope by examining how hope of employees mitigates not only the relationship between servant leadership and employee burnout but also the indirect relationship between servant leadership and knowledge-hiding behavior through burnout, thereby furthering hope theory by showing that hope acts as a compensating personal resource that replaces leader's socioemotional support when stress is present (Hobfoll, 1989; Snyder, 2002) and by providing a contingency approach to hope theory (Luthans *et al.*, 2007; Snyder, 2002). Finally, the findings have particular relevance within the Indian context, where limited empirical work has addressed the role of hope in employee behavior. By addressing cultural differences—such as higher power distance and collectivist orientations (Hofstede, 1980)—this research responds to calls for more non-Western studies on leadership styles (Mittal and Dorfman, 2012). It highlights how servant leadership, shaped by cultural context, may operate differently across regions and sectors.

The originality of this research lies in its proposal of an alternative view on how and when servant leadership mitigates knowledge-hiding behaviors among organizational employees. While previous work has taken servant leadership as a universal positive force, this study recognizes that employee burnout plays a crucial role in linking servant leadership and knowledge-hiding. What's even more important is that this study recognizes employee hope as a contingency factor that determines the effectiveness of servant leadership in mitigating knowledge-hiding via burnout. As employees who are less hopeful about future success are likely to rely more on leader support for overcoming burnout, servant leadership is likely to have a more pronounced impact on those employees. This study, thus, adds new knowledge by

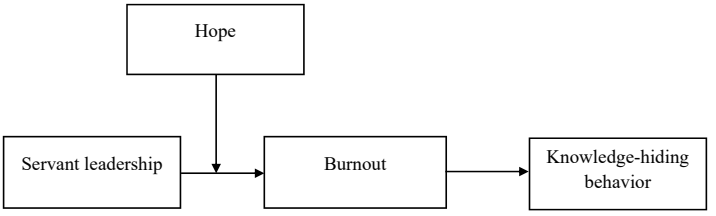

Figure 1. Proposed research model linking servant leadership to knowledge-hiding behavior via burnout at high and low levels of hope

offering a contingency approach to studying the effects of servant leadership and employee burnout on knowledge-hiding behaviors.

Theory and hypotheses

This study is anchored in COR theory (Hobfoll, 1989; Hobfoll *et al.*, 2018), which provides a comprehensive framework for understanding employee behavior under resource strain. COR theory posits that individuals are motivated to acquire, protect, and retain resources they value—whether personal (e.g. knowledge, skills) or organizational (e.g. supervisor support, autonomy). Resource loss, or even the threat of it, can trigger psychological stress. When such stress becomes chronic, it may manifest as burnout. In high-strain environments, employees may respond by conserving remaining resources—often through defensive strategies such as knowledge-hiding (Tian *et al.*, 2022).

Burnout, as conceptualized in COR theory, results from prolonged exposure to resource-draining situations, including performance pressure, job insecurity, or unmet expectations despite significant effort (Hobfoll, 1989). Under such conditions, employees may perceive knowledge as a critical resource worth protecting. Empirical evidence suggests that employees experiencing burnout are more likely to withhold knowledge to avoid further depletion (Ahmad *et al.*, 2021). Thus, knowledge-hiding can be understood as a self-protective behavior aligned with COR theory's core propositions. In this context, servant leadership may serve as a resource-enhancing factor that buffers the effects of resource loss. By emphasizing support, empowerment, and individual development, servant leaders may help replenish employee resources and reduce emotional exhaustion.

Based on COR theory, hope is regarded as an important personal resource that influences employees' dependency on servant leadership as a means to cope with burnout. According to COR theory, individuals who have rich internal psychological resources are more resilient against the loss of resources and hence are independent of external contextual resources (Hobfoll, 1989). As hope involves agency and pathway thinking, it equips individuals with the ability to motivate themselves and find alternate coping mechanisms when under stress (Snyder, 2002). Hence, individuals who are high in hope are well-placed to manage their emotional exhaustion through self-regulation. This makes servant leadership redundant in addressing issues of burnout among such individuals. However, individuals with low hope lack adequate internal coping resources and thus stand to gain more from the supportive nature of servant leaders. By using hope as the first-stage moderator, this study goes further than traditional servant leadership studies and proposes a resource contingency framework for the indirect reduction of knowledge-hiding behavior.

Knowledge-hiding

Knowledge-hiding refers to the deliberate concealment of knowledge when it is requested by others (Connelly *et al.*, 2012; Scuotto *et al.*, 2022). It differs from simply failing to share knowledge—knowledge-hiding is intentional and strategic. It includes behaviors such as playing dumb, evasive hiding, and rationalized hiding (Connelly *et al.*, 2012), all of which involve varying degrees of misrepresentation or deflection. Rather than an incidental behavior, knowledge-hiding often emerges from a desire to protect personal advantage, manage workload, or avoid perceived risks. It can be both an outcome of psychological strain and a mechanism to preserve or defend one's resource base, aligning closely with COR theory's predictions.

Servant leadership and burnout

Burnout refers to a state of emotional and physical exhaustion resulting from prolonged workplace stress (Bakker and Demerouti, 2007). It is commonly linked to high job demands and insufficient resources (Maslach *et al.*, 2001; Bakker and Demerouti, 2007), and is

associated with negative outcomes such as reduced performance, job dissatisfaction, and increased absenteeism (Koo *et al.*, 2020). Given these consequences, scholars have emphasized the need to examine leadership approaches that may alleviate burnout, with servant leadership identified as a promising candidate (Eva *et al.*, 2019). As a form of resource-enhancing leadership, servant leadership centers on understanding and addressing followers' needs through personal interaction and support (Greenleaf, 1970). Servant leaders aim to foster the development, motivation, and self-efficacy of their employees, often encouraging them to adopt similar values (Karatepe *et al.*, 2019). Through this empowering approach, employees may become more engaged and less susceptible to emotional exhaustion or disengagement.

Servant leadership contributes to a psychologically safe environment where mistakes are tolerated, feedback is constructive, and interpersonal support is prioritized (Eva *et al.*, 2019; Karatepe *et al.*, 2019). Open communication and leader availability reinforce trust and a sense of security among employees, which may reduce the risk of burnout (Iqbal *et al.*, 2020). Meta-analytic findings suggest that supportive workplace resources—including leadership support—are inversely associated with burnout (De Simone *et al.*, 2021). From a COR theory perspective, servant leadership acts as a key organizational resource that helps employees offset the effects of job demands. The behaviors associated with servant leadership—such as empathy, accessibility, and concern—provide essential psychological resources that can mitigate stress and prevent resource depletion. When employees perceive their leaders as trustworthy and supportive, they may be better equipped to cope with adverse situations, reducing the likelihood of burnout (Babakus *et al.*, 2010; Iqbal *et al.*, 2020). Accordingly, we propose:

H1. Servant leadership is negatively associated with employee burnout.

Employee burnout and knowledge-hiding behavior

Knowledge-hiding, though more recently formalized as a research construct, has long existed in organizational settings (Davenport and Prusak, 1998). Unlike the simple absence of knowledge-sharing, knowledge-hiding involves a deliberate decision to withhold or obscure information, particularly when requested (Connelly *et al.*, 2012). As knowledge is both a valuable personal asset and a source of power, employees may conceal it to maintain an advantage, especially when they perceive sharing as a threat to their position or credibility (Cerne *et al.*, 2014).

Employees experiencing burnout may be especially inclined to protect their resources—both cognitive and emotional—by avoiding the additional demands associated with knowledge-sharing. COR theory suggests that when individuals face stressors such as emotional exhaustion or psychological strain, they engage in behaviors aimed at conserving remaining resources. In this context, knowledge-hiding can be seen as a defensive strategy used to reduce social and cognitive demands (Tian *et al.*, 2022). Burnout may also increase disengagement, frustration, and a sense of detachment from the organization, leading to reduced motivation to cooperate with colleagues (Ali *et al.*, 2021). Employees experiencing chronic fatigue or low psychological energy are less likely to actively contribute knowledge and more likely to withdraw or withhold it as a form of self-protection (Aljawarneh and Atan, 2018). These individuals may perceive knowledge-sharing as an energy-depleting task that provides little immediate return. In line with this reasoning, we propose:

H2. Employee burnout is positively associated with knowledge-hiding behavior.

Hope as a moderator

Hope is a cognitive-motivational concept that consists of two important aspects: agency thinking (being determined in attaining goals) and pathway thinking (the perception of

capability to search for ways to reach desired objectives) (Snyder, 2002). Contrary to emotion, hope serves as an internal motivational resource assisting people to stay motivated and plan their goal attainment efforts (Snyder *et al*., 1991, 2003). This construct can be considered as both a trait and a state depending on situational context, and it is highly relevant to overcoming difficulties and staying psychologically healthy (Colla *et al*., 2022; Rand and Touza, 2021). Hopeful employees tend to see obstacles from different perspectives, persevere to reach desired goals, and look for new ways to continue pursuit of objectives when faced with challenges (Irving *et al*., 1998; Luthans *et al*., 2007). Higher levels of hope have been associated with improved job performance, satisfaction, and organizational commitment (Ozyilmaz, 2020), along with lower levels of depression and burnout (Sherwin *et al*., 1992; Snyder *et al*., 2003; Surachartkumtonkun *et al*., 2023).

As suggested by COR theory, people attempt to acquire, keep, and defend valuable resources, and one of the basic principles of COR is that resources have the potential to be substitutes that protect people from resource loss. In light of this, it should be understood that hope is an important internal psychological resource that allows workers to manage stress, energize goal-related behavior, and avoid resource depletion. Workers with high levels of hope thus have greater internal resource reserves that help them better handle organizational challenges and reduce dependence on external contextual resources. Workers with lower levels of hope, on the other hand, do not have enough internal psychological resources; hence, they are susceptible to resource loss and exhaustion. Consequently, these workers become more reliant on external resource-giving systems like servant leadership to compensate for their deficiency in internal resources. Through its focus on emotional support, empowerment, empathy, and individualized consideration, servant leadership acts as an external resource caravan for exhausted workers.

Accordingly, the impact of servant leadership as an anti-burnout resource is contingent on the presence of internal resources in the employee (Hope). If employees have a lot of internal resources in terms of hope, servant leadership will not have much extra value, since the employees are well-endowed with enough internal resources for coping with stressful situations. Therefore, the negative association between servant leadership and burnout will be attenuated at the high level of hope (High hope → weaker negative relationship between servant leadership and burnout). On the other hand, when employees have insufficient internal resources (Hope), servant leadership serves as an important compensatory resource (Low hope → stronger negative relationship between servant leadership and burnout). Based on the same substitution principle, our claim is that hope serves as a moderator for the influence of servant leadership on burnout, implying that the ability of servant leadership to lower employee burnout is greater when hope is lessened and lesser when hope is increased. Thus, we suggest that:

H3. The relationship between servant leadership and employee burnout is moderated by hope such that the negative influence of servant leadership on burnout is stronger among employees who possess little hope than among those who possess high hope.

Moderated mediation

According to COR theory, individuals are driven to conserve, safeguard, and accumulate valued resources, especially in situations where stress and uncertainty prevail (Hobfoll, 1989). The assumption behind the COR theory is that people who have higher resource endowments can endure losses of these resources better than those whose resources are few and are likely to fall into a cycle of resource loss (Iqbal *et al*., 2020; Luthans *et al*., 2007). Under this model, hope serves as an important internal resource for psychological resilience that consists of pathways and agency thinking, providing people with the ability to stay motivated, come up with alternative solutions, and be psychologically resilient despite the difficulties they encounter. For this reason, employees with high levels of hope have better internal resource

pools from which they can draw to deal with stressful situations and remain psychologically stable in spite of the difficulty of the working conditions. Due to such adequate internal resource pools, they need less support from external contextual resources such as servant leadership to avoid resource depletion and burnout. Conversely, individuals who have low levels of hope do not have many internal psychological resources, which makes them prone to burnout due to the lack of resources.

In line with the resource substitution hypothesis of the COR approach, the importance of external resources like servant leadership increases when the internal resources are deficient. The process of providing support in servant leadership is based on emotional aspects, empathy, and empowerment, as well as individual considerations (Lemoine *et al.*, 2019). This type of leadership can be considered an external resource caravan that helps replenish the deficient internal resources of employees and avoid burnout. In other words, in cases when individuals lack internal psychological resources (low level of hope), servant leadership becomes more valuable, as it compensates for the lack of internal resources and prevents the loss of resources. At the same time, when the level of hope is high, individuals have sufficient internal resources that allow them to manage their working conditions properly, so servant leadership adds little value.

Thus, the moderating role of servant leadership on burnout is more prominent among employees who possess low hope and less pronounced among employees who have high hope. Since burnout serves as a mediator of servant leadership's impact on knowledge-hiding behavior, the above moderation effect is translated into a conditional indirect effect. That is, the negative indirect effect of servant leadership on knowledge-hiding behavior via burnout would be more powerful among low-hope employees and less powerful among high-hope employees, given that the latter depend more on external sources of resources to avoid burnout and associated outcomes. Therefore, we hypothesize:

H4. Employees' levels of hope moderate the indirect relationship between servant leadership and knowledge-hiding behavior through burnout, such that the negative indirect effect is stronger at lower levels of hope and weaker at higher levels of hope.

Method

Sample and procedures

We gathered data from a wide range of Indian service sector companies, including those in information technology, healthcare, business consulting, logistics, academia, research and development, human resource management, and chemistry, to test our hypotheses. Our approach involved contacting human resources managers from each company through executive MBA students enrolled in a graduate management course at the first author's university. Subsequently, we sent emails to the heads of human resources at each organization, requesting their participation in the study. Upon obtaining consent to participate, we coordinated with designated personnel from the human resources departments to facilitate the survey. These contact persons then distributed the questionnaires via email within their respective organizations. This methodology enabled us to reach a diverse array of service organizations and their employees, spread across various remote regions of the country, using a cross-sectional research design that included a self-administered postal questionnaire via email. The objectives of the survey were clearly outlined in a cover letter, which assured participants of the anonymity and confidentiality of their responses and emphasized that the data would solely be used for academic purposes. The authors confirm that the study received ethical exemption from the research ethics committees of the affiliated universities and was conducted in compliance with the ethical standards set forth in the 1964 Declaration of Helsinki and its subsequent amendments, or similar ethical guidelines.

To test the hypotheses above, we collected data from 311 employees of 53 service sector organizations in India. Specifically, 605 questionnaires were administered, of which 311 filled

responses were gathered, signaling a response rate of 51.40%. Data were gathered from April 2022 to June 2022. Participants held many different positions in their respective organizations, such as CEO, program manager, manager of business transformation, India logistics manager, site director, senior business associate, digital marketing manager, senior engineer, staff nurse, project manager, product engineer manager, estimation/procurement engineer, vice president, talent scout, branch manager, data analyst, and dental surgeon among many others.

Of the 311 participants, 68.5% were male, 77.2% were married, 48.9% had a graduate-level degree, and 86.5% were non-teleworker. The participants had 13.27 (Standard Deviation (SD) = 7.91) years of work experience in the industry and 6.46 (SD = −5.77) years of organizational tenure. 28.9% of participants were less than 30 years old, 39.9% were between 31 and 40 years old, 25.7% were between 41 and 50, and 5.5% were older than 50.

Measures

We used original scales in English because the participants had substantial knowledge of the English language. We used the following response categories for the scales: 1 = "strongly disagree," 5 = "strongly agree." The survey instrument containing all the scale items can be obtained from the first author.

Servant leadership. We used the 7-item servant leadership scale by Liden *et al.* (2008). We asked our participants to report, using a 5-point scale, the extent to which they agreed with each item. An example of an item was "I would seek help from my manager if I had a personal problem." ($\alpha = 0.84$)

Hope. The 12-item individual-differences hope scale by Snyder *et al.* (1991) was used to measure hope. We asked each respondent to report, using a 5-point scale, the extent to which they agreed with each item. An example of an item was "There are lots of ways around any problem" for the pathway dimension and "I meet the goals that I set for myself" for the agency dimension. ($\alpha = 0.84$)

Burnout. We used the 16-item Oldenburg Burnout Inventory to measure burnout (Demerouti *et al.*, 2010). We asked each respondent to report, using a 5-point scale, the degree of their agreement with each item. An example of an item was "I can tolerate the pressure of my work very well." ($\alpha = 0.89$)

Knowledge-hiding behavior. We measured knowledge-hiding using the 12-item scale (Connelly *et al.*, 2012). We asked each respondent to report, using a 5-point scale, the degree to which they agreed with each statement. A sample item is "In this specific situation, I agreed to help my colleagues but never really intended to." ($\alpha = 0.92$)

Control variables. Consistent with the framework proposed by Bernerth and Aguinis (2016), we incorporated several theoretically relevant control variables. Formal education and work experience (organizational tenure and total work experience) were controlled, as they may contribute to the development of knowledge, skills, and abilities, potentially mitigating burnout and knowledge-hiding behavior (Becker, 1964; Ng and Feldman, 2010). Age was included, as younger employees might prioritize speed, thereby increasing burnout risk, whereas older employees may emphasize accuracy, potentially reducing burnout (Maslach *et al.*, 2001). Marital status was considered, as married employees often face additional home-related responsibilities, which could exacerbate burnout levels (Combs *et al.*, 2010). Gender was included due to its possible influence on both burnout and knowledge-hiding behavior (Maslach *et al.*, 2001; Peng, 2013; Zhao and Xia, 2017). Lastly, working pattern (teleworker vs non-teleworker) was controlled for, as teleworkers may be more susceptible to burnout due to increased social isolation and the unique nature of their work environment (Barca *et al.*, 2025). Age groups were coded as follows: 21–30 = 1, 31–40 = 2, 41–50 = 3, and greater than 50 = 4. Gender was encoded as male = 1, female = 0. Marital status was encoded as married = 1, single = 0. Work experience and organizational tenure were measured in years. Education was coded as undergraduate = 0, graduate = 1. The working pattern was coded as non-teleworker = 0, teleworker = 1.

Results

Table 1 presents the summary of descriptive statistics and intercorrelations among the primary variables in the study. To assess the validity of our measures, we conducted confirmatory factor analysis (CFA) using the lavaan package (version 0.6–12) in *R* (version 4.2.1) with maximum likelihood estimation, prior to testing the hypotheses (Rosseel, 2012). Given the significant correlations between our control variables—age, marital status, and total work experience—and the latent variables, we controlled for them in all CFA analyses (Becker *et al.*, 2016). So, four study variables and control variables were loaded on their respective latent variables which were allowed to covary.

As suggested by previous methodological recommendations, we used item parceling to improve model parsimony and the psychometric quality of the measurement model (Williams *et al.*, 2026). Parceling is not universally required but is considered appropriate when constructs are unidimensional and measured via multiple items because it reduces random measurement error, improves indicator reliability, and produces more stable parameter estimates in structural equation modeling (Little *et al.*, 2002; Matsunaga, 2008; Williams *et al.*, 2009, 2026). In addition, parceling provides a more desirable indicator-to-sample size ratio and lowers model complexity, which is particularly advantageous when estimating models containing multiple latent constructs (Bandalos, 2002; Williams *et al.*, 2026). In the current study, all focal constructs showed conceptual and empirical unidimensionality and thus parceling was employed to represent constructs at the intended level of abstraction rather than to conceal multidimensionality.

Following the item-to-construct balance approach (Little *et al.*, 2002), we developed parcels that well represent the content domain of each construct and have also balanced factor loadings. Parcels were created at the dimension level for theoretically multidimensional constructs. Pathway and agency indicators were used to indicate hope. Evasive hiding, playing dumb, and rationalized hiding were used to indicate knowledge-hiding behavior. For example, the pathway indicator was derived as the average of the six individual items for that dimension. The same procedure was applied for the other dimensions.

For unidimensional constructs (servant leadership and burnout), items were randomly assigned to parcels based on their standardized factor loadings to ensure the equivalence of indicator strength. Specifically, the items with highest loadings were used to anchor each parcel and the remaining items were alternately assigned in descending order following Little *et al.* (2002). The use of a different number of parcels for servant leadership (two parcels) and burnout (four parcels) reflects differences in scale length and content coverage, not conceptual differences. Servant leadership was measured with seven items, so two parcels were enough to generate reliable indicators and keep the model parsimonious. In contrast, burnout was assessed with 16 items and the creation of four parcels yielded a more balanced representation of item content and reduced the risk of creating overly heterogeneous parcels (Bandalos, 2002; Matsunaga, 2008). This accords with suggestions that the number of parcels should depend on the number of items and the need to balance reliability and content validity (Bandalos, 2002; Little *et al.*, 2002; Matsunaga, 2008; Williams *et al.*, 2026).

The two parcels for servant leadership were named servant leadership 1 ($\lambda = 0.888$) and servant leadership 2 ($\lambda = 0.910$), the two parcels for hope were named pathway ($\lambda = 0.663$) and agency ($\lambda = 0.971$), and the four parcels for burnout were named burnout 1 ($\lambda = 0.816$), burnout 2 ($\lambda = 0.796$), burnout 3 ($\lambda = 0.877$), and burnout 4 ($\lambda = 0.866$). The three parcels of knowledge-hiding behavior were labeled as evasive hiding ($\lambda = 0.710$), playing dumb ($\lambda = 0.957$) and rationalized hiding ($\lambda = 0.712$). Using these factor loadings, the average variance extracted (AVE), and composite reliability (CR) were calculated for each construct (AVE = 0.81 and CR = 0.89 for servant leadership; AVE = 0.69 and CR = 0.81 for hope; AVE = 0.71 and CR = 0.91 for burnout; AVE = 0.64 and CR = 0.84 for knowledge-hiding behavior). All factor loadings were significant ($p < 0.001$), positive, and greater than 0.663.

We assessed convergent and discriminant validity using standard procedures for internal model evaluation in structural equation modeling. Convergent validity was assessed based on

Table 1. Summary of descriptive statistics and intercorrelations among main variables

	1	2	3	4	5	6	7	8	9	10	11
1. Age											
2. Gender	0.23**										
3. Marital status	0.48**	0.10									
4. Total work experience	0.89**	0.31**	0.46**								
5. Education	0.16**	−0.05	0.07	0.06							
6. Organizational tenure	0.42**	0.17**	0.25**	0.45**	0.01						
7. Working pattern	−0.07	−0.01	0.01	−0.05	−0.02	−0.04					
8. Servant leadership	0.05	−0.01	0.06	0.08	−0.00	−0.06	0.04	(0.84)			
9. Hope	−0.02	−0.10	0.06	−0.00	0.03	0.02	−0.05	0.12*	(0.84)		
10. Burnout	0.24**	0.00	0.16**	0.28**	0.02	0.08	0.04	0.47**	0.03	(0.89)	
11. Knowledge-hiding behavior	−0.08	0.06	−0.18**	−0.08	0.00	−0.08	−0.06	0.00	0.10	−0.30**	(0.92)
Mean	2.08	0.68	0.77	13.27	0.49	6.46	0.14	3.62	3.67	3.50	2.07
Standard deviation	0.87	0.46	0.42	7.91	0.50	5.77	0.34	0.82	0.37	0.68	0.85
Average variance extracted								0.81	0.69	0.71	0.64
Composite reliabilities								0.89	0.81	0.91	0.84

Note(s): $n = 311$, *$p < 0.05$; **$p < 0.01$. Age was in groups as: 21–30 = 1, 31–40 = 2, 41–50 = 3, greater than 50 = 4. Gender was coded as female = 0, male = 1. Marital status was coded as single = 0, married = 1. Total work experience and organizational tenure are in years. Education was coded as undergraduate = 0, graduate = 1. The working pattern was coded as non-teleworker = 0, teleworker = 1. Cronbach's alpha values are shown in parentheses along the diagonal

(a) the size and statistical significance of factor loadings, (b) AVE values greater than 0.50, and (c) CR values greater than 0.70, as recommended by Fornell and Larcker (1981) and Hair *et al.* (2019). All factor loadings (λs) were greater than 0.660 and statistically significant; all AVE values were above the 0.50 threshold; and all CR values were above the 0.70 threshold, all of which supported the convergent and discriminant validity of the constructs (Fornell and Larcker, 1981).

Moreover, overall model fit indices (χ^2, SRMR, CFI, RMSEA, IFI) were examined, since good model fit lends more support to the notion that the indicators are good proxies of their latent constructs (Bentler and Bonett, 1980; Hair *et al.*, 2019; Kline, 2016; Lambert and Newman, 2023). The four-factor model thus represented an acceptable fit ($\chi^2 = 147.13$, df = 59, $p < 0.001$; SRMR = 0.042; CFI = 0.96; RMSEA = 0.069; IFI = 0.96), suggesting convergent validity (Hair *et al.*, 2019; Kline, 2016; Lambert and Newman, 2023).

We developed six parsimonious models (3-factor models) to test the *discriminant validity* of our measures. Accordingly, we claim discriminant validity when our 4-factor model provides a stronger fit than our 3-factor models (Bagozzi *et al.*, 1991). Our 4-factor model fits the data significantly better than all 3-factor models where servant leadership and hope were combined ($\Delta\chi^2$ (Δdf) = 99.69 (6), $p < 0.00001$), servant leadership and burnout were combined ($\Delta\chi^2$ (Δdf) = 274.51 (6), $p < 0.00001$), servant leadership and knowledge-hiding behavior were combined ($\Delta\chi^2$ (Δdf) = 435.89 (6), $p < 0.00001$), hope and burnout were combined ($\Delta\chi^2$ (Δdf) = 113.90 (6), $p < 0.00001$), hope and knowledge-hiding behavior were combined ($\Delta\chi^2$ (Δdf) = 268.13 (6), $p < 0.00001$), and burnout and knowledge-hiding behavior were combined ($\Delta\chi^2$ (Δdf) = 371.95 (6), $p < 0.00001$), providing evidence of discriminant validity of our constructs (Bagozzi *et al.*, 1991; Kline, 2016). These results provide strong evidence of discriminant validity.

Although the convergent and discriminant validity are sometimes assessed by the relationships among different scales, it is well known that they can be reliably assessed in the CFA framework with these internal criteria (Hair *et al.*, 2019; Kline, 2016). We used the CFA marker variable technique to check the results of our study in order to rule out common method variance (Williams and McGonagle, 2016).

We used PROCESS v3.3 by Hayes (2022) to test our moderated mediation model. As a decision rule, we determined that moderated mediation will be accepted if the index of moderated mediation is significant with significant b, bootstrap standard errors, and 95% confidence intervals that do not involve zero obtained through 5,000 bootstrap samples (Hayes, 2022). Huber-White corrected heteroscedasticity-consistent inference was used to deal with heteroscedasticity. Servant leadership and hope were mean-centered for construction of the product (Aiken and West, 1991), and the moderating influence of hope was investigated at low (1 SD below the mean), mean, and high (1SD above the mean) levels of hope (Aiken and West, 1991; Kline, 2016). Following Becker *et al.*'s (2016) recommendation, we included age ($r = 0.24$, $p < 0.01$), marital status ($r = 0.16$, $p < 0.01$), and total work experience ($r = 0.28$, $p < 0.01$) as control variables in all analyses, as they were significantly correlated with the dependent variable, burnout. In contrast, we excluded gender, education, organizational tenure, and working pattern, as they were not significantly correlated with either of the dependent variables—burnout or knowledge-hiding behavior. Importantly, the results remained consistent regardless of whether only the three significant controls or all seven potential controls were included. Additionally, we tested the direct association of servant leadership on knowledge-hiding behavior, although we did not offer a direct relationship hypothesis. Accordingly, our simple regression analysis revealed no statistically significant direct relationship between servant leadership and knowledge-hiding behavior (b = 0.00, SE = 0.05, $t = -0.00$, $p = 0.996$). We also tested the interaction influence of hope on the relationship between servant leadership and knowledge-hiding behavior (b = 0.17, SE = 0.18, $t = 0.96$, $p = 0.334$). The test results showed no interaction effect of hope on the relationship between servant leadership and knowledge-hiding, showing that any impact of leadership on knowledge-hiding will likely be via indirect mechanisms, indeed, through a mediating relationship.

Table 2 presents the analysis of the mediating role of burnout and the moderating role of hope in the relationship between servant leadership and knowledge-hiding behavior. Accordingly, the results showed that the relation between servant leadership and burnout is positive (b = 0.28, SE = 0.04, t = 8.69, p = 0.000), not providing support to our Hypothesis 1 (all burnout column in Table 2) and that the relation between burnout and knowledge-hiding behavior is negative (b = −0.47, SE = 0.09, t = −0.17, p = 0.000), not providing support to our Hypothesis 2 (all knowledge-hiding behavior column in Table 2).

The results point out that the index of moderated mediation is significant, estimate = b = 0.13, bootstrap standard error = bootSE = 0.05, 95% percentile bootstrap confidence intervals (CI: 0.02, 0.25), showing support for our moderated mediation hypothesis (Hypothesis 4). The negative conditional indirect influence for low values (-1SD) of hope was the strongest, b = −0.23 (boot SE = 0.05), 95% percentile bootstrap CI (−0.34, −0.13), it was weaker but still significant for medium values of hope, b = −0.18, boot SE = 0.04, 95% percentile bootstrap CI (−0.27, −0.11) and for high values (+1SD) of hope, b = −0.13, boot SE = 0.04, 95% percentile bootstrap CI (−0.22, −0.06).

For the a-path from servant leadership to burnout (Hypothesis 3), there was a significant interaction, but not in the expected direction, between servant leadership and hope, b = −0.28, SE = 0.11, t = −2.52, p = 0.012, ΔR^2 = 0.29 (Table 2). As illustrated in Figure 2 (moderating role of hope in the relationship between servant leadership and burnout), simple slope analysis showed that the conditional influence from servant leadership on burnout was strongest for low values (-1 SD) of hope, b = 0.49, SE = 0.06, t = 8.07, p = 0.000, and was weaker but still significant for medium values of hope, b = 0.38, SE = 0.04, t = 8.69, p = 0.000, and for high values of hope, b = 0.28, SE = 0.06, t = 0.4.53, p = 0.000. The b-path from burnout to knowledge-hiding behavior was significant, b = −0.47, SE = 0.09, t = −5.17, p = 0.000. The direct effect (the c'-path) from servant leadership to knowledge-hiding behavior was significant, too, b = 0.19, SE = 0.07, t = 2.47, p = 0.013.

Effect sizes (f^2) were calculated to assess the practical significance of both direct and moderating relationships (Table 2). The effect size for the relationship between the independent variables and burnout was f^2 = 0.41, indicating a large to very large effect (Cohen, 1988). For knowledge-hiding behavior, the effect size was f^2 = 0.16, reflecting a small to medium effect (Cohen, 1988). The moderation effect of servant leadership and hope yielded an effect size of f^2 = 0.02, which is considered large (Kenny, 2018).

Discussion

Even though COR theory implies that servant leadership should help decrease burnout levels among employees by giving them additional social and emotional resources, Job Demands–Resources (JD–R) theory provides a more comprehensive approach explaining why this correlation is not observed in practice (Bakker and Demerouti, 2007). According to the JD–R model, the experience of burnout happens due to the combined effect of demands and resources; therefore, the presence of a good leader alone may not make much difference if employees face certain difficulties at work. High-level demands create conditions in which even a service-oriented leader will not be able to decrease employees' exhaustion. Thus, this point illustrates that servant leadership is one of many resources employees have available in order to experience either burnout or recovery.

The unsupported relationship between burnout and knowledge-hiding can also be clarified through the lens of JD–R theory. While burnout reflects emotional exhaustion and reduced energy, JD–R theory suggests that strained employees do not necessarily engage in the same behavioral coping responses across contexts (Bakker and Demerouti, 2007). Employees experiencing burnout may conserve energy by psychologically withdrawing, limiting social interaction, or reducing discretionary involvement rather than intentionally concealing knowledge from colleagues. Moreover, knowledge-hiding behavior may depend more strongly on relational conditions such as distrust, interpersonal competition, or perceptions of

Table 2. Analysis of the mediating role of burnout and the moderating role of hope in the relationship between servant leadership and knowledge-hiding behavior (Hypothesis 1)

	Burnout Model a-path						Knowledge-hiding behavior Model b path and c'-path					
	b	SE	*t*	*p* =	LLCI	ULCI	*b*	SE	*t*	*p* =	LLCI	ULCI
Intercept	3.21	0.09	35.54***	0.000	3.03	3.39	3.86	0.35	11.03***	0.000	3.17	4.55
Age	−0.01	0.09	−0.21	0.830	−0.19	0.15	0.04	0.12	0.38	0.697	−0.20	0.30
Marital status	0.07	0.08	0.85	0.391	−0.09	0.24	−0.36	0.13	−2.75**	0.006	−0.62	−0.10
Total work experience	0.02	0.00	2.15	0.031	0.00	0.04	0.00	0.01	0.31	0.751	−0.02	0.03
Servant leadership	0.38	0.04	8.69***	0.000	0.30	0.47	0.19	0.07	2.47	0.013	0.03	0.34
Hope	−0.06	0.09	−0.72	0.466	−0.25	0.11						
Servant leadership × hope	−0.28	0.11	−2.52*	0.012	−0.50	−0.06						
Burnout							−0.47	0.09	−5.17***	0.000	−0.65	−0.29
Conditional effect of hope												
−1 SD	0.49	0.06	8.07***	0.000	0.37	0.61						
Mean	0.38	0.04	8.69***	0.000	0.30	0.47						
+1 SD	0.28	0.06	4.53***	0.000	0.15	0.40						
R^2	0.29						0.14					
f^2 (Effect size)	0.41 (between large and very large effect size) [a]						0.16 (between small and medium effect size) [a]					
F (df1, df2), *p* =	20.83*** (6, 304), *p* = 0.000						7.18*** (5, 305), *p* = 0.000					
ΔR^2	0.02											
ΔF (df1, df2), *p* =	6.36* (1, 304), *p* = 0.012											
f^2 (Effect size for moderation)	0.02 (large effect size)[b]											

Note(s): $n = 311$. *$p < 0.05$; **$p < 0.01$; ***$p < 0.001$. ΔR^2 and ΔF are used to show change in R^2 and *F*, respectively, when the interaction term was included. A-path refers to the path: servant leadership → burnout, b-path refers to the path: burnout → knowledge-hiding behavior, and c'-path refers to the path: servant leadership → knowledge-hiding behavior, [a]Cohen's (1988) suggestion for interpreting the magnitude of effect sizes, [b]Kenny's (2018) suggestion for interpreting the magnitude of moderation effect sizes

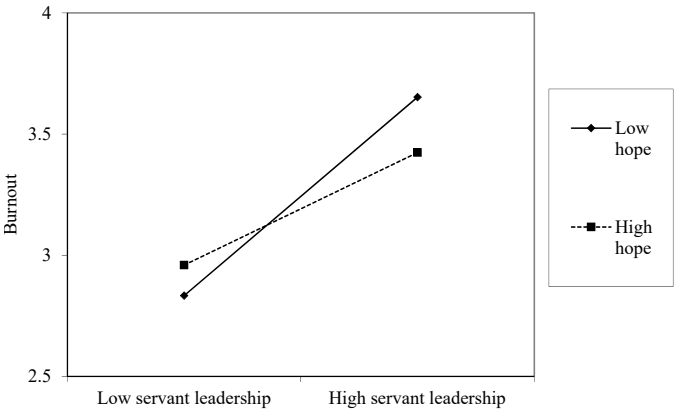

Figure 2. Moderating role of hope in the relationship between servant leadership and burnout

injustice than on exhaustion itself. Under supportive climates, employees may continue sharing knowledge despite feeling emotionally depleted because collaborative norms remain intact. Thus, JD–R theory helps explain why burnout may not consistently predict knowledge-hiding behavior, particularly in contexts where social or organizational factors shape employee behavioral responses more strongly.

Theoretical implications

This study offers three key theoretical contributions. First, it advances the emerging scholarship on knowledge-hiding behavior by exploring its association with servant leadership, burnout, and hope—an area with limited prior research (Cerne *et al.*, 2014; Connelly *et al.*, 2012). Building on COR theory, the study positions servant leadership as a critical organizational resource that influences knowledge-hiding indirectly through burnout (mediator) and hope (moderator). This moves beyond previous direct-effect models and provides an advanced understanding of how leadership impacts knowledge-hiding, especially within the service sector in the Indian context. Recent studies similarly highlight servant leadership's negative link with knowledge-hiding (Tian *et al.*, 2022), supporting our theoretical framework.

Second, this research extends literature on servant leadership's complex relationships with burnout and hope. It empirically tests a mediation model where burnout connects servant leadership to knowledge-hiding, addressing calls to deepen insight into knowledge-hiding antecedents (Xiao and Cooke, 2018). Our findings also emphasize the moderating role of hope—a novel contribution—that shapes the servant leadership–burnout link. Notably, burnout's positive association with servant leadership is stronger among employees with low hope. This highlights burnout's mediating role in diminishing knowledge-hiding, aligning with research linking negative psychological states to counterproductive behaviors (Smoktunowicz *et al.*, 2015).

Third, grounded in hope theory, hope functions as a boundary condition that attenuates burnout in response to servant leadership. Employees high in hope tend to interpret workplace stressors as challenges and learning opportunities, thereby experiencing less burnout and reduced inclination to hide knowledge. Conversely, low-hope individuals are more vulnerable to stress, burnout, and withdrawal behaviors, which can increase knowledge-hiding behavior. This finding reinforces previous work showing hope's buffering effects against negative psychological states (Gustafsson *et al.*, 2010; Smoktunowicz *et al.*, 2015). By linking hope with servant leadership, burnout, and knowledge-hiding, this study expands hope theory in organizational contexts. Finally, most knowledge-hiding research originates from Western

contexts (Connelly *et al.*, 2012). Our study addresses this gap by examining these relationships within India's service sector, contributing valuable cross-cultural insights from a Southeast Asian emerging economy. Given India's high collectivism and power distance (Hofstede, 1980), this integrative model enriches understanding of servant leadership's influence on burnout, hope, and knowledge-hiding in non-Western settings, marking a novel contribution to the literature.

Practical implications

Based on the findings of the current study, it can be argued that companies need to be more balanced when using servant leadership. While COR theory sees servant leadership as an important emotional and social resource, our findings show that even in such situations where there is servant leadership, employees might not experience reduced levels of burnout due to the high level of task demands. Based on JD–R theory, it is important for managers to understand that their support will work only in a situation where they have sufficient time and are provided with enough role clarity and other organizational resources. In particular, service organizations should be careful not to assume that only because of servant leadership, they will be able to offset excessive job demands.

Moreover, the results call attention to the need to develop organizational climates which promote psychological safety, trust, and cooperative knowledge-sharing. The JD-R model indicates that burnout is not the only cause of knowledge-hiding since the response of employees largely depends on contextual and relational factors. Therefore, besides addressing the problem of burnout, managers need to create an environment which encourages the exchange of knowledge by providing support, fairness, and transparency to their subordinates. Such interventions can involve introducing team-based learning schemes, peer mentoring programs, rewards for collaborative behavior, and measures to prevent knowledge-hiding in organizations. Organizations should also include criteria related to knowledge-sharing when assessing employee and leader performance. Through building interpersonal trust and minimizing competitive and unfair practices within an organization, it becomes difficult for employees to engage in knowledge-hiding even under emotional exhaustion and stressful working conditions.

The third significant implication deals with the psychological resources of the employees, especially hope. As per the predictions of hope theory and COR theory, our results reveal that employees having more hope will be able to better cope with organizational stressors and less dependent on other leadership resources to preserve their psychological state. In light of the above finding, organizations are advised to adopt interventions for enhancing the pool of internal resources of their employees which include resilience building, goal setting, problem solving, and adaptive coping interventions. Human resources can conduct hope assessments while recruiting and developing their leaders within the organization to recognize those employees who can cope well in difficult situations in their services. Brief intervention programs can be used for employees for reframing their perception towards the stressor and seeing them as challenging instead of overwhelming.

Finally, the present study indicates that leaders should utilize contingency theory when implementing servant leadership principles in various organizational and cultural settings. Specifically, this study's findings indicate that not only the leadership style, but also the availability of personal resources among employees, plays a role in the success of servant leadership principles. This means that firms in collectivist cultures with high power distance levels, like India, may find leadership principles that focus on interpersonal relationships and employee development useful. At the same time, managers are advised against applying servant leadership practices indiscriminately without taking into consideration organizational culture, work stress level, or the psychological preparedness of employees to respond to these demands. Developing tailored leadership training programs based on particular job requirements and individual employee resources might prove to be more effective for organizational outcomes than any generic application of servant leadership techniques.

Limitations and future pathways of research

These are some of the limitations associated with this study, but they equally provide key theoretical insights into future research directions. Firstly, the cross-sectional nature of the study does not allow for any determination about the causal direction implied in both COR and hope theories. While our theoretical framework suggests that servant leadership serves as a work-related resource that lowers burnout and consequently results in a reduction in knowledge-hiding behavior, there is a need for more longitudinal and experimental research to investigate whether such a process takes place over time. It would then be possible to ascertain whether servant leadership triggers the beginning of resource caravans that increase psychological resources and reduce defensive work behavior in employees. Secondly, because the data collected was primarily from self-reports, this might have impacted the findings, even with low intercorrelations.

Future research could also consider furthering the theory-building efforts of the integration of COR and JD-R frameworks adopted in this paper. The results from the current research reveal that servant leadership alone might not be enough to alleviate burnout among employees experiencing excessive demands, which implies that leadership resources work in conjunction with other demands-resources configurations. Hence, future research should consider investigating potential boundary conditions, such as workload, emotional labor, conflict, or organizational justice, to determine the conditions under which servant leadership can mitigate the risks of burnout and knowledge-hiding. Further, multilevel research in different types of service organizations would help identify how organizational climates influence the preservation of resources and sharing of knowledge. Finally, since the study has been carried out in the collectivistic and high-power distance environment of India, future cross-cultural research should explore whether the same resource-based processes apply to individualistic cultures.

References

Ahmad, B., Shafique, I. and Kalyar, M.N. (2021), "A moderated mediation model of the association between coworker social undermining and knowledge-hiding", *VINE Journal of Information and Knowledge Management Systems*, Vol. 52 No. 5, pp. 763-778, doi: 10.1108/vjikms-03-2020-0051.

Aiken, L.S. and West, S.G. (1991), *Multiple Regression: Testing and Interpreting Interactions*, Sage Publications, Newbury Park, CA.

Ali, I., Musawir, A.U. and Ali, M. (2018), "Impact of knowledge sharing and absorptive capacity on project performance: the moderating role of social processes", *Journal of Knowledge Management*, Vol. 22 No. 2, pp. 453-477, doi: 10.1108/jkm-10-2016-0449.

Ali, M., Ali, I., Albort-Morant, G. and Leal-Rodríguez, A.L. (2021), "How do job insecurity and perceived well-being affect expatriate employees' willingness to share or hide knowledge?", *International Entrepreneurship and Management Journal*, Vol. 17 No. 1, pp. 185-210, doi: 10.1007/s11365-020-00638-1.

Aljawarneh, N.M.S. and Atan, T. (2018), "Linking tolerance to workplace incivility, service innovative, knowledge-hiding, and job search behavior: the mediating role of employee cynicism", *Negotiation and Conflict Management Research*, Vol. 11 No. 4, pp. 298-320, doi: 10.1111/ncmr.12136.

Babakus, E., Yavas, U. and Ashill, N.J. (2010), "Service worker burnout and turnover intentions: roles of person-job fit, servant leadership, and customer orientation", *Services Marketing Quarterly*, Vol. 32 No. 1, pp. 17-31, doi: 10.1080/15332969.2011.533091.

Bagozzi, R.P., Yi, Y. and Phillips, L.W. (1991), "Assessing construct validity in organizational research", *Administrative Science Quarterly*, Vol. 36 No. 3, pp. 421-458, doi: 10.2307/2393203.

Bakker, A.B. and Demerouti, E. (2007), "The job demands-resources model: state of the art", *Journal of Managerial Psychology*, Vol. 22 No. 3, pp. 309-328, doi: 10.1108/02683940710733115.

Bandalos, D.L. (2002), "The effects of item parceling on goodness-of-fit and parameter estimate bias in structural equation modeling", *Structural Equation Modeling*, Vol. 9 No. 1, pp. 78-102, doi: 10.1207/s15328007sem0901_5.

Barca, O., Aydemir Dev, M. and Bayram Arlı, N. (2025), "Comparing teleworkers and traditional workers: differences in social isolation, burnout, work-life balance and job satisfaction", *Journal of Workplace Behavioral Health*, Vol. 40 No. 4, pp. 1158-1178, doi: 10.1080/15555240.2025.2491383.

Becker, G.S. (1964), *Human Capital*, University of Chicago Press, Chicago, IL.

Becker, T.E., Atinc, G., Breaugh, J.A., Carlson, K.D., Edwards, J.R. and Spector, P.E. (2016), "Statistical control in correlational studies: 10 essential recommendations for organizational researchers", *Journal of Organizational Behavior*, Vol. 37 No. 2, pp. 157-167, doi: 10.1002/job.2053.

Belen, H., Yildirim, M. and Belen, F.S. (2020), "Influence of fear of happiness on flourishing: mediator roles of hope agency and hope pathways", *Australian Journal of Psychology*, Vol. 72 No. 2, pp. 165-173, doi: 10.1111/ajpy.12279.

Bentler, P.M. and Bonett, D.G. (1980), "Significance tests and goodness of fit in the analysis of covariance structures", *Psychological Bulletin*, Vol. 88 No. 3, pp. 588-606, doi: 10.1037/0033-2909.88.3.588.

Bernerth, J.B. and Aguinis, H. (2016), "A critical review and best-practice recommendations for control variable usage", *Personnel Psychology*, Vol. 69 No. 1, pp. 229-283, doi: 10.1111/peps.12103.

Cerne, M., Nestad, C.G.L., Skervalaj, M. and Škerlavaj, M. (2014), "What goes around comes around: knowledge-hiding, perceived motivational climate, and creativity", *Academy of Management Journal*, Vol. 57 No. 1, pp. 172-192, doi: 10.5465/amj.2012.0122.

Cohen, J. (1988), *Statistical Power Analysis for the Behavioral Sciences*, 2nd ed., Lawrence Erlbaum Associates, Hillsdale, NJ.

Colla, R., Williams, P., Oades, L.G. and Camacho-Morles, J. (2022), "A new hope for positive psychology: a dynamic systems reconceptualization of hope theory", *Frontiers in Psychology*, Vol. 13, 809053, doi: 10.3389/fpsyg.2022.809053.

Combs, G.M., Clapp-Smith, R. and Nadkarni, S. (2010), "Managing BPO service workers in India: examining hope on performance outcomes", *Human Resource Management*, Vol. 49 No. 3, pp. 457-476, doi: 10.1002/hrm.20355.

Connelly, C.E., Zweig, D., Webster, J. and Trougakos, J.P. (2012), "Knowledge-hiding in organizations", *Journal of Organizational Behavior*, Vol. 33 No. 1, pp. 64-88, doi: 10.1002/job.737.

Davenport, T.H. and Prusak, L. (1998), *Working Knowledge: How Organizations Manage what They Know*, Harvard Business School Press, Boston, MA.

De Simone, S., Vargas, M. and Servillo, G. (2021), "Organizational strategies to reduce physician burnout: a systematic review and meta-analysis", *Aging Clinical and Experimental Research*, Vol. 33 No. 4, pp. 883-894, doi: 10.1007/s40520-019-01368-3.

Demerouti, E., Mosters, K. and Bakker, A.B. (2010), "Burnout and work engagement: a thorough investigation of the independence of both constructs", *Journal of Occupational Health Psychology*, Vol. 15, pp. 209-222.

Eva, N., Robin, M., Sendjaya, S., van Dierendonck, D. and Liden, R.C. (2019), "Servant leadership: a systematic review and call for future research", *The Leadership Quarterly*, Vol. 30 No. 1, pp. 111-132, doi: 10.1016/j.leaqua.2018.07.004.

Fornell, C. and Larcker, D.F. (1981), "Structural equation models with unobservable variables and measurement error: algebra and statistics", *Journal of Marketing Research*, Vol. 18 No. 3, pp. 382-388, doi: 10.1177/002224378101800313.

Gagné, M., Tian, A.W., Soo, C., Zhang, B., Ho, K.S.B. and Hosszu, K. (2019), "Different motivations for knowledge sharing and hiding: the role of motivating work design", *Journal of Organizational Behavior*, Vol. 40 No. 7, pp. 783-799, doi: 10.1002/job.2364.

Greenleaf, R.K. (1970), *The Servant as Leader*, Robert K. Greenleaf Center, Indianapolis, IN.

Gustafsson, H., Hassmén, P. and Podlog, L. (2010), "Exploring the relationship between hope and burnout in competitive sport", *Journal of Sports Sciences*, Vol. 28 No. 14, pp. 1495-1504, doi: 10.1080/02640414.2010.521943.

Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2019), *Multivariate Data Analysis*, 8th ed., Cengage.

Hayes, A.F. (2022), *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach*, The Guilford Press, New York, NY.

Hislop, D. (2002), "Mission impossible? Communicating and sharing knowledge via information technology", *Journal of Information Technology*, Vol. 17 No. 3, pp. 165-177, doi: 10.1080/02683960210161230.

Hobfoll, S.E. (1989), "Conservation of resources: a new attempt at conceptualizing stress", *American Psychologist*, Vol. 44 No. 3, pp. 513-524, doi: 10.1037/0003-066x.44.3.513.

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. 5 No. 1, pp. 103-128, doi: 10.1146/annurev-orgpsych-032117-104640.

Hoch, J.E., Bommer, W.H., Dulebohn, J.H. and Wu, D. (2018), "Do ethical, authentic, and servant leadership explain variance above and beyond transformational leadership? A meta-analysis", *Journal of Management*, Vol. 44 No. 2, pp. 501-529, doi: 10.1177/0149206316665461.

Hofstede, G. (1980), *Culture's Consequences*, Sage Publications, Beverly Hills, CA.

Iqbal, A., Latif, K.F. and Ahmad, M.S. (2020), "Servant leadership and employee innovative behaviour: exploring psychological pathways", *Leadership and Organization Development Journal*, Vol. 41 No. 6, pp. 813-827, doi: 10.1108/lodj-11-2019-0474.

Irving, L.M., Snyder, C.R. and Crowson, J.J., Jr (1998), "Hope and coping with cancer by college women", *Journal of Personality*, Vol. 66 No. 2, pp. 195-214, doi: 10.1111/1467-6494.00009.

Karatepe, O.M., Ozturk, A. and Kim, T.T. (2019), "Servant leadership, organisational trust, and bank employee outcomes", *The Service Industries Journal*, Vol. 39 No. 2, pp. 86-108, doi: 10.1080/02642069.2018.1464559.

Kenny, D.A. (2018), "Moderation", available at: http://davidakenny.net/cm/moderation.htm (accessed 10 May 2026).

Kline, R.B. (2016), *Principles and Practice of Structural Equation Modeling*, Guilford Press, New York, NY.

Koo, B., Yu, J., Chua, B.L., Lee, S. and Han, H. (2020), "Relationships among emotional and material rewards, job satisfaction, burnout, affective commitment, job performance, and turnover intention in the hotel industry", *Journal of Quality Assurance in Hospitality and Tourism*, Vol. 21 No. 4, pp. 371-401, doi: 10.1080/1528008x.2019.1663572.

Lambert, L.S. and Newman, D.A. (2023), "Construct development and validation in three practical steps: recommendations for reviewers, editors, and authors", *Organizational Research Methods*, Vol. 26 No. 4, pp. 574-607, doi: 10.1177/10944281221115374.

Lee, R.T. and Ashforth, B.E. (1996), "A meta-analytic examination of the correlates of the three dimensions of job burnout", *Journal of Applied Psychology*, Vol. 81 No. 2, pp. 123-133, doi: 10.1037/0021-9010.81.2.123.

Lemoine, G.J., Hartnell, C.A. and Leroy, H. (2019), "Taking stock of moral approaches to leadership: an integrative review of ethical, authentic, and servant leadership", *Academy of Management Annals*, Vol. 13 No. 1, pp. 148-187, doi: 10.5465/annals.2016.0121.

Liden, R.C., Wayne, S.J., Zhao, H. and Henderson, D. (2008), "Servant leadership: development of a multidimensional measure and multi-level assessment", *The Leadership Quarterly*, Vol. 19 No. 2, pp. 161-177, doi: 10.1016/j.leaqua.2008.01.006.

Liden, R.C., Wayne, S.J., Meuser, J.D., Hu, J., Wu, J. and Liao, C. (2015), "Servant leadership: validation of a short form of the SL-28", *The Leadership Quarterly*, Vol. 26 No. 2, pp. 254-269, doi: 10.1016/j.leaqua.2014.12.002.

Little, T.D., Cunningham, W.A., Shahar, G. and Widaman, K.F. (2002), "To parcel or not to parcel: exploring the question, weighing the merits", *Structural Equation Modeling*, Vol. 9 No. 2, pp. 151-173, doi: 10.1207/s15328007sem0902_1.

Luthans, F., Avolio, B.J., Avey, J.B. and Norman, S.M. (2007), "Positive psychological capital: measurement and relationship with performance and satisfaction", *Personnel Psychology*, Vol. 60 No. 3, pp. 541-572, doi: 10.1111/j.1744-6570.2007.00083.x.

Maslach, C., Schaufeli, W.B. and Leiter, M.P. (2001), "Job burnout", *Annual Review of Psychology*, Vol. 52 No. 1, pp. 397-422, doi: 10.1146/annurev.psych.52.1.397.

Matsunaga, M. (2008), "Item parceling in structural equation modeling: a primer", *Communication Methods and Measures*, Vol. 2 No. 4, pp. 260-293, doi: 10.1080/19312450802458935.

Meher, J.R., Nayak, L., Mishra, R.K. and Patel, G. (2024), "Impact of organizational learning culture on organizational effectiveness: a serial mediation analysis with knowledge sharing and employee competencies", *VINE Journal of Information and Knowledge Management Systems*, Vol. 54 No. 2, pp. 324-338, doi: 10.1108/vjikms-10-2021-0230.

Mittal, R. and Dorfman, P.W. (2012), "Servant leadership across cultures", *Journal of World Business*, Vol. 47 No. 4, pp. 555-570, doi: 10.1016/j.jwb.2012.01.009.

Ng, T.W. and Feldman, D.C. (2010), "Organizational tenure and job performance", *Journal of Management*, Vol. 36 No. 5, pp. 1220-1250, doi: 10.1177/0149206309359809.

Ozyilmaz, A. (2020), "Hope and human capital enhance job engagement to improve workplace outcomes", *Journal of Occupational and Organizational Psychology*, Vol. 93 No. 1, pp. 187-214, doi: 10.1111/joop.12289.

Peng, H. (2013), "Why and when do people hide knowledge?", *Journal of Knowledge Management*, Vol. 17 No. 3, pp. 398-415, doi: 10.1108/jkm-12-2012-0380.

Rand, K.L. and Touza, K.K. (2021), "Hope theory", in Snyder, C.R., Lopez, S.J., Edwards, L.M. and Marques, S.C. (Eds), *The Oxford Handbook of Positive Psychology*, Oxford University Press, New York, NY, pp. 425-442.

Ravallion, M. (2016), "Social frictions to knowledge sharing in India", available at: https://blogs.worldbank.org/impactevaluations/social-frictions-knowledge-sharing-india (accessed 10 May 2026).

Rosseel, Y. (2012), "lavaan: an R package for structural equation modeling", *Journal of Statistical Software*, Vol. 48 No. 2, pp. 1-36, doi: 10.18637/jss.v048.i02.

Scuotto, V., Nespoli, C., Tran, P.T. and Cappiello, G. (2022), "An alternative way to predict knowledge-hiding: the lens of transformational leadership", *Journal of Business Research*, Vol. 140, pp. 76-84, doi: 10.1016/j.jbusres.2021.11.045.

Sherwin, E.D., Elliott, T.R., Rybarczyk, B.D., Frank, R.G., Hanson, S. and Hoffman, J. (1992), "Negotiating the reality of caregiving: hope, burnout and nursing", *Journal of Social and Clinical Psychology*, Vol. 11 No. 2, pp. 129-139, doi: 10.1521/jscp.1992.11.2.129.

Smoktunowicz, E., Baka, L., Cieslak, R., Nichols, C.F., Benight, C.C. and Luszczynska, A. (2015), "Explaining counterproductive work behaviors among police officers: the indirect effects of job demands are mediated by job burnout and moderated by job control and social support", *Human Performance*, Vol. 28 No. 4, pp. 332-350, doi: 10.1080/08959285.2015.1021045.

Snyder, C.R. (2002), "Hope theory: rainbows in the mind", *Psychological Inquiry*, Vol. 13 No. 4, pp. 249-275, doi: 10.1207/s15327965pli1304_01.

Snyder, C.R., Harris, C., Anderson, J.R., Holleran, S.A., Irving, L.M., Sigmon, S.T., Yoshinobu, L., Gibb, J., Langelle, C. and Harney, P. (1991), "The will and the ways: development and validation of an individual differences measure of hope", *Journal of Personality and Social Psychology*, Vol. 60 No. 4, pp. 570-585, doi: 10.1037/0022-3514.60.4.570.

Snyder, C.R., Lopez, S.J., Shorey, H.S., Rand, K.L. and Feldman, D.B. (2003), "Hope theory, measurements, and applications to school psychology", *School Psychology Quarterly*, Vol. 18 No. 2, pp. 122-139, doi: 10.1521/scpq.18.2.122.21854.

Surachartkumtonkun, J., Ngo, L.V. and Shao, W. (2023), "The crisis cloud's silver linings: the effects of hope and gratitude on employee burnout and engagement", *Journal of Retailing and Consumer Services*, Vol. 74, 103421, doi: 10.1016/j.jretconser.2023.103421.

Tian, Z., Tang, C., Akram, F., Khan, M.L. and Chuadhry, M.A. (2022), "Negative work attitudes and task performance: mediating role of knowledge-hiding and moderating role of servant leadership", *Frontiers in Psychology*, Vol. 13, 963696, doi: 10.3389/fpsyg.2022.963696.

Upadyaya, K., Vartiainen, M. and Salmela-Aro, K. (2016), "From job demands and resources to work engagement, burnout, life satisfaction, depressive symptoms, and occupational health", *Burnout Research*, Vol. 4, pp. 101-108, doi: 10.1016/j.burn.2016.10.001.

Visser, P.L., Loess, P., Jeglic, E.L. and Hirsch, J.K. (2013), "Hope as a moderator of negative life events and depressive symptoms in a diverse sample", *Stress and Health*, Vol. 29 No. 1, pp. 82-88, doi: 10.1002/smi.2433.

Williams, J.L. and McGonagle, A.K. (2016), "Four research designs and a comprehensive analysis strategy for investigating common method variance with self-report measures using latent variables", *Journal of Business and Psychology*, Vol. 31 No. 3, pp. 339-359, doi: 10.1007/s10869-015-9422-9.

Williams, L.J., Vanderberg, R.J. and Edwards, J.R. (2009), "Structural equation modeling in management research: a guide for improved analysis", *The Academy of Management Annals*, Vol. 3, pp. 543-604.

Williams, L.J., Hanna, A.A. and Smith, T.A. (2026), "Methods and theory for using parcels in management research: an overview and guide for improved analysis", *Journal of Management*, Vol. 52 No. 4, pp. 1333-1362, doi: 10.1177/01492063251316479.

Xiao, M. and Cooke, F.L. (2018), "Why and when knowledge hiding in the workplace is harmful: a review of the literature and directions for future research in the Chinese context", *Asia Pacific Journal of Human Resources*, Vol. 57 No. 4, pp. 470-502, doi: 10.1111/1744-7941.12198.

Yao, L., Li, P. and Wildy, H. (2021), "Health-promoting leadership: concept, measurement, and research framework", *Frontiers in Psychology*, Vol. 12, 602333, doi: 10.3389/fpsyg.2021.602333.

Zhao, H. and Xia, Q. (2017), "An examination of the curvilinear relationship between workplace ostracism and knowledge hoarding", *Management Decision*, Vol. 55 No. 2, pp. 331-346, doi: 10.1108/md-08-2016-0607.

Further reading

O'Brien, K. and Cooper, C. (2022), "Conservation of resources theory", in *Elgar Introduction to Organizational Stress Theories*, Edward Elgar Publishing, pp. 109-122.

Pharris, A.B. (2025), "The protective effects of hope training on the human service workforce burnout and secondary traumatic stress", *Human Service Organizations: Management, Leadership and Governance*, Vol. 49, pp. 123-134, doi: 10.1080/23303131.2024.2388726.

Corresponding author
Adnan Ozyilmaz can be contacted at: ozyila@yahoo.com