

Artikel - Hindrance of Quality

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Hindrance of Quality of Knowledge Sharing Due to Workplace Incivility in Indonesian Pharmacies: Mediating Role of Co-Worker and Organizational Support

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ABSTRACT

It is well known that the quality of the knowledge sharing process has a crucial role in workplace incivility in a positive way. The author in this study has aimed to examine the impact of workplace incivility on the quality of knowledge sharing process through the presence of mediating variables such as organizational support as well as co-worker support. The data has collected from 311 front line employees of the pharmaceutical employees through designed a questionnaire. Under the analysis, the two major analysis techniques are utilized such as SEM & CFA with the help of SPSS % AMOS. The results and findings have been analyzed through the table of SEM which has indicated that all hypotheses accepted. It means that co-worker support, as well as organizational support, has a significant and positive mediating impact on the relationship between workplace incivility and quality of knowledge sharing. In short, all hypotheses

have accepted. Furthermore, the given study is original, and novel based because the numerous researches had conducted before, but no research has explained the direct impact of workplace incivility on quality of knowledge sharing. Finally, the study has positively provided benefits to the employees and managers to avoid abusive behavior and focus on knowledge sharing behavior.

Keywords: Workplace incivility, quality of knowledge sharing, co-worker support, organizational support.

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INTRODUCTION

Corporate knowledge is a critical factor for sustainable adaption and competitive advantage in in this dynamic business environment. Knowledge is the key resource for creativity and innovation in any organization, that enables firms to differentiate from competitors (Massaro, Handley, Bagnoli, & Dumay, 2016). Existing Research (Kremer, Villamor, & Aguinis, 2019) has revealed that through the knowledge-sharing among employees, organization outcomes, production cost and innovation can be value-added. Therefore, firms are progressively focusing on

building knowledge sharing as an indispensable condition to persist in high competition (Kaur & Misra, 2019). Organizations need new and creative ideas that is only possible through effective knowledge sharing. Knowledge sharing has drawn significant importance from researchers and practitioners. In the line with its importance many organizations are investing their resources, time and money in “knowledge management” systems to promote “knowledge sharing” in their employees (S. Lee, Kim, & Yun, 2018).

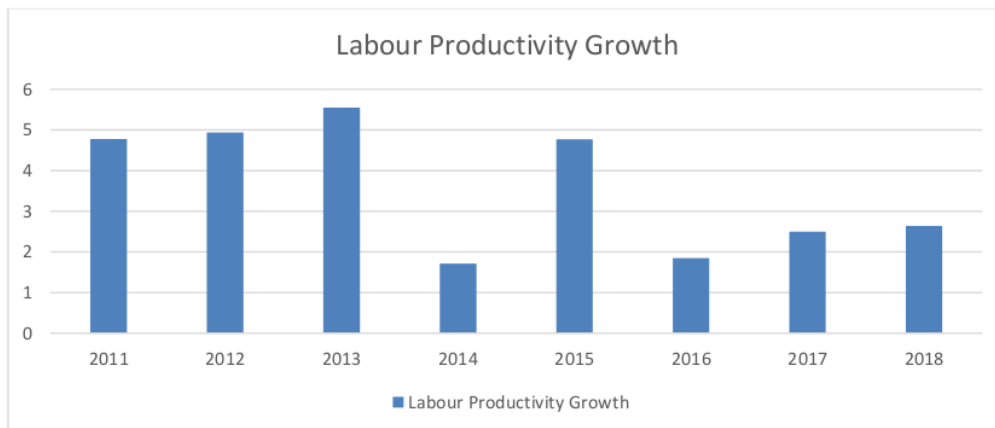


Figure 1: Labor Productivity Growth

Knowledge-sharing is an important component of the today's knowledge driven economy, it is more essential for success of the firms. Knowledge sharing is referred as

exchange of knowledge, skills and ideas among employees as an organization's interaction culture by Naeem, Mirza, Ayyub, and Lodhi (2019). This interaction takes place

between supervisors and co-workers. Even though knowledge sharing is a vital success contributor, there are also situations that impact knowledge sharing of employees, employee may confront deviant behavior in the workplace, employees face incivility from their supervisor and co-workers. These work place incivilities influence quality and quantity of knowledge sharing (Arshad & Ismail, 2018). For instance, when employees face rudeness, impoliteness, sarcasm disrespect, and discrimination from supervisors it subsequently lead to low morale and trust (Al-Hawari, Bani-Melhem, & Quratulain, 2019) and restrict employees to share-knowledge. Supervisor incivility results in negative relationship between employees and supervisor, reduced organizational commitment, employee's turnover and lower job satisfaction. In addition, co-worker's incivility also has negative consequences on willingness of employees to share knowledge among employees. Co-worker's incivility is negative and hurting comments, leg-pulling, gossips, weird staring and irritable emails ,its prompts negative emotions among employees (Smith, Morin, & Lake, 2018). These uncivil behaviors impact relationship between co-workers. Employee loses its confidence and mistrust his colleagues and co-workers, eventually employees resist to

share ideas, opinions, experience and skill with them. Relationship with supervisor and co-workers impact quality and quantity of shared knowledge. Very limited research has explored knowledge sharing in terms of quality and quantity. The quality of knowledge sharing refers to the credibility and accuracy of knowledge (Ghobadi, Campbell, & Clegg, 2017) . On other hand quantity of knowledge is the right and adequate volume of knowledge that is shared by employees. Quality of shared knowledge is assessed by checking how helpful it is for organizational relationships. Supportive relationships elicit trust that lead to good-quality of knowledge sharing. Though, according to Wu and Lee (2016) that when employees are disrespected and mistreated, it affects their psychological perspective , that prevent employees from sharing knowledge with their supervisors and co-workers in the organization. Because they think supervisor and co-workers will judge them and criticize them. however, co-worker and organizational support inspires employees trust to share their views, expertise and knowledge. Furthermore, management support, organizational climate, task of supervisors expedites effectual knowledge sharing in companies (Srivastava et al. 2006; Lee et al, 2018).

Table 1: Employees fire in Indonesia

Years	No of employees
2018	2364 estimated
2019	2883 estimated

In current knowledge-intensive environment, knowledge sharing is considered an essential strategy for survival and building block for overall organizational success. This has urged organizations to promote knowledge sharing by investing in knowledge-management software and building long-term relationship with employees. Knowledge sharing is crucial factor for knowledge-intensive industries such as pharmaceutical industries where employees must have appropriate and up-to date knowledge regarding technical elements and research and development (Yunus, Primiana, Kaltum, & Cahyandito, 2016). However, the role of knowledge sharing has been abandoned by organizations in Indonesia because of the shortage of research on this topic. Knowledge management implantation is in premature stage in Indonesia (Hussein, Rosita, & Ayuni, 2019). Concept and implementation of KS is not well established in this country among 210 pharmaceutical industries only 25% of industries have effective knowledge management systems. Employees working in pharmaceutical industry feel reluctant in sharing their knowledge, skills and expertise due to work incivilities (Septian, Chumaidiyah, & Zulbetti, 2019). Previous studies (Mao, Chang, Johnson, & Sun, 2019) have highlighted the effects of workplace incivility on employee performance but there is just handful researches on its impact on quality and quantity of knowledge sharing in pharmaceutical industry. Organizations must develop effective knowledge management systems to promote knowledge sharing culture.

Taking above into consideration this study aims at analyzing the impact of workplace incivility on quality of knowledge sharing in Indonesian pharmaceutical industry. Additionally, this paper examine the impact of workplace

incivility on co-workers and organization support. This also investigate the relationship between workplace incivility and knowledge sharing quality in an organization. Further this study determine whether co-workers support and organization support mediates the relationship between workplace incivility and knowledge sharing quality. This study is one the 1st empirical study in context of knowledge sharing in Indonesia. The paper has following structure: section 1 introduces the background of the researched topic; in section 2, literature review and hypotheses are demonstrated; section 3 designates the methodological approaches that are used for the data collection and analysis which is followed by results and in section 4, In last section a discussion of the research findings, its limitations, and concluding remarks are presented.

LITERATURE REVIEW AND THEORETICAL BACKGROUND

Eisenberger, Huntington, Hutchison, and Sowa (1986) proposed the organizational support theory. According to this theory the employees are accustomed to fostering perceptions regarding the degree to which organizations in general value the contributions made and are concerned about their wellbeing. (Eisenberger, Malone, & Presson, 2016; Eisenberger & Stinglhamber, 2011). The organizational support theory has been able to garner significant interest from academicians and professionals, probably due to its wide ranging applicability and understandability of various organizational and employee outcomes (Stinglhamber, Caesens, Clark, & Eisenberger, 2016). This theory views the employee-organization and employer-employee relationship from the employee's

perspective, and views the construct with strong associations found through various meta-analytic evaluations. the organizational support was found to have associations with commitment, satisfaction, leadership, supervisor and coworker relationships, organizational politics, developmental opportunities, intra-organizational knowledge frequency, work environment and related behaviors, psychological contracts, trust, role clarity and identification among others (Baran, Shanock, & Miller, 2012; Jin & McDonald, 2017; Kurtessis et al., 2017). The basic construct of the organizational support theory is the employee's perceived organizational support and it refers to the extent to which the organization and its agents demonstrate attributes and concern for the employee's professional and personal well-being (Baran et al., 2012).

A variety of factors can be used to explain the upsurge and practitioner-academician interest in this domain; it has been used to study various organizational outcomes like turnover, leadership, incivility, citizenship behavior, it has wide-ranging relevance across multiple occupational domains, Eisenberger et al. (1986) development of a reliable measurement scale, focused theoretical basis in different organizational situations and contexts (Eisenberger et al., 2016; Kurtessis et al., 2017; Nica, 2016; Vardaman et al., 2016). The OST draws some relevance from social exchange process as well (Vardaman et al., 2016). The perceived organizational support notion of employees commences a social exchange process in which employees feel obligated to reciprocate the actions of the organization, whether positive or negative. The OST through effects measured by the perceived organizational support, also aims to satisfy the socio-emotional and socio-motivational needs of employees that result in increased loyalty, commitment, wellbeing and a heightened desire in helping the organization in achieving its success (Liu, 2018). The environment of the business organizations is changing and is governed by the dynamism, globalization and technological evolutionary constructs of the market. The successful organizations are maintaining an edge over their competitors due to the presence of a strong knowledge base, present in the form of human and intangible resources. These resources are used to achieve organizational performance and to navigate through employee requirements and needs (Ugwu, Okafor, Onyishi, Casimir, & Chinedu, 2018). The OST theory has been applied in various constructs to deal with the conflicts arising within the organization as well. A quite frequent conflict and issue of today's organizational setting is that of workplace incivility and its impending effects on the transference of knowledge in the organization (Ugwu et al., 2018).

Workplace Incivility and Quality of Knowledge Sharing

Workplace incivility is defined as a low-intensive behavior with a vague intent to harm the recipient or target. For example subjecting a subordinate to ridicule, making rude comments about a coworker, speaking rudely to a service employee etc. almost 98% employees are subjected to workplace incivility. Extensive research has been conducted to make sense of the discordant definition of workplace incivility. Incivility or uncivil attitudes and behaviors are characterized as insolent, rude and offensive actions targeted at others with an unclear or ambiguous motive to harm. Throughout the literature, researchers

have tried to separate the concept of incivility from aggressiveness (Loh & Loi, 2018). aggressive behaviors are characterized by vehemence, physical and verbal abuse and mistreatment, intimidation, bullying with a clear motive of harming another person (Hur, 2015). Workplace incivility has been divided into three categories on the basis of its possible perpetrators; supervisor, coworker and customer. The organizational theory has explored the effects of abusive leadership and workplace incivility on various employee outcomes. The incivility directed from supervisors to supervisees is characterized by behaviors like targeting esteem, violation of confidence and trust and domineering remarks. from the three dimensions of incivility, supervisor incivility has been noted to have the most potent effects on the overall decoration of employee morale and willingness to work (Jawahar & Schreurs, 2018). The second dimension of workplace incivility is coworker incivility, it is characterized by attitudes and behaviors aimed at disturbing and teasing fellow workers. This type of behavior sparks negative and unhealthy competition where the sole motive is to tear each other down and has a total spiraling effect on the environment of the workplace. these types of behaviors cause physical and mental exhaustion and have a downward effect on the performance and team spirit of employees (Rhee, Hur, & Kim, 2017).

The third context of incivility is customer incivility. Customers often behave rudely and impolitely with employees, which has a negative effect on their morale and energy (Alola, Olugbade, Avci, & Öztüren, 2019). employees are subjected to various types of exploitative and oppressive behaviors, still the effects of workplace incivility have been found to have extremely harmful impediments, as it isn't as direct or formative as other types of workplace mistreatments and it sparks negative feelings and emotions in the recipients which in turn have petulant effects on the overall sustainability of the organization (Schilpzand, De Pater, & Erez, 2016). Incivility harms the relationships and associations among employees and supervisors and actively destroys any feelings of comradeship or respect towards each other. The overall environment of the workplace becomes hostile and no one wants to help the other in accomplishment of tasks or goals. The environment gets affected by negative competition and information is retained purposely from other employees to harm the work outcomes of others (Connelly, Zweig, Webster, & Trougakos, 2012; Jawahar & Schreurs, 2018; Rhee et al., 2017; Ugwu et al., 2018). Knowledge is one of the most important resources in today's knowledge based economies where one of the most important facets of company edge over competitors is defined by the quality and quantity of knowledge possessed. Knowledge can be defined as any information maintained by the organization that can create value. Knowledge management is being studied as a separate domain by the scholars of business and management sciences (Connelly et al., 2012; Sharifirad, 2016). The type, quantity and quality of information shared within the organization can be depleted in the presence of workplace incivility (Anand & Dalmaso, 2019);

H1: There is a significant relation between workplace incivility and quality of knowledge sharing.

Mediating Role of Co-Worker Support

The social support systems are a very important part of any individual's life. In the organizational context supervisor/ leader, co-worker and organizations form the social support construct (Wolff, Gay, Wilson, DeJoy, & Vandenberg, 2018). These sources and aspects of the employee's life can serve as a factor of understanding the concept and rationale behind knowledge sharing. Social support constructs are useful resources for enhancing the performance outcomes of employees (Choi, Cheong, & Lee, 2018). Support from supervisors and fellow workers is the most invigorating and confidence boosting impediments. Emotional encouragement, contributory activities, information sharing, appraisal systems are viewed as some dominant activities of the support system created by employees in their workplace (Kim & Yun, 2015). When employees are bred in a positive and sustainable environment they happily share information with each other and provide assistance in the work tasks. Coworker supportive context relates positively with employee engagement attitudes (Park, Choi, & Kim, 2018). However coworker support suffers from unfair and uncivil treatments by supervisors and coworkers. Knowledge sharing is a very important prospect of the work environment. Individuals who receive positive and healthy support from their coworkers are inclined to reciprocate the behavior by increasing their knowledge sharing abilities. Similarly when employees suffer from abuse or mistreatment from their supervisors and coworkers they develop tendencies to suppress knowledge (Connelly et al., 2012; Massaro et al., 2016). However in the instance where individuals are subjected to uncivil treatment from their leaders, they get affected psychologically and coworkers can utilize KS as a tool of counterbalancing this situation.

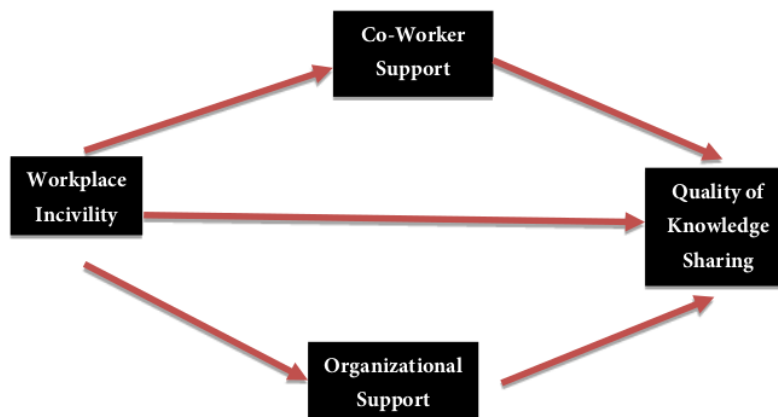
H2: there is a significant mediating effect of coworker support on the relationship between workplace incivility and quality of knowledge sharing.

Mediating Role of Organizational Support

Organizational support is the perception of employees regarding the concern and care the organization holds for them (Kim, Lee, & Yun, 2016). Organizational support is demonstrated by activities that endorse employee wellbeing and gratitude for the contributions and efforts made by them in helping the organization achieve its goals. Organizational support aids in satisfying the socio-emotional and socio-motivational needs of the employees (Wolff et al., 2018). These types of behaviors serve as re-enforcers of positive attitude. According to the social prospect of the organizational support theory, employees develop an obligatory tendency to satisfy the organizational requirements in order to reciprocate for the positive attitude and behavior demonstrated towards them (Kurtessis et al., 2017). Many employee outcomes are predicted and ensured by the apparent positive organizational support (Stinghamer et al., 2016). One key organizational and employee outcome is knowledge (Choi et al., 2018). Employees are the carriers of knowledge. In the case that the organization doesn't treat employees fairly or abstains from giving them their due appreciation and rights, there is a chance that employees develop a tendency of not sharing the knowledge with the organization (Jin & McDonald, 2017; Park et al., 2018). This step can have domineering effects for the organization that will impact the performance and image negatively.

H3: There is a significant mediating effect of organizational support on the relationship between workplace incivility and quality of knowledge sharing

RESEARCH MODEL



METHODOLOGY

Procedure and Participants

The data on the variables of interests are collected by conducting survey in pharmaceuticals companies of Indonesia having considerable share in market of Indonesia. For this study five pharmaceuticals companies' employees were approached to participate in the study. The

data was taken from the both top management and front line employees to include diversify hierarchy of management. To collect the responses we distributed the questionnaire in supervisor and subordinates dyads by adopting the from the study of T. H. Lee, Qu, and Telzer (2018). The supervisors of the pharmaceuticals companies had different role such as operation, HRM, sales,

production, procurements etc. The dyads were not overlapped to avoid repetition of responses. To maintain the transparency is survey the responses were collected by allocating codes to each participants. Moreover, all the participants' anonymity were assured in survey. In total, 500 questionnaires were distributed among the respondents, among which 311 responses includes in valid data.

Measurement Scales

Quality of Knowledge Sharing: This is the dependent variable, of which measure is developed by adopting the scale of Chiu, Wang, Shih, and Fan (2011). The measures is constructed on the concept of virtual environment. The measure is based on twelve survey items each having reliability factor adequate to endorse validity of construct. All the measures' items were recorded on five point Likert scale from strongly disagree and strongly agree. The items get responses on knowledge precision, timely sharing, accuracy, and comprehensibility.

Incivility at workplace: This is the independent variables in theoretical framework which is developed in context of its impact on quality of knowledge sharing. The measures is constructed by twelve survey items by emulating the scale of Guidroz, Burnfield, Clark, Schwetschenau, and Jex (2007). The responses of items are recorded on five point Likert scale from never to very often. The measures comprised on five subset scales: 5 items took responses on environmental incivility, 5 items recorded responses on incivility of staff, five items recorded responses on incivility from visitor, five items recorded responses on incivility from supervisors, and seven items recorded responses on incivility on administration.

Co-Worker and Organization Support: These two are the mediating variable to mediate the relationship between knowledge quality hindrance and workplace incivility. The

organizational support and coworker support measures are developed through the scale of Woo and Chelladurai (2012). The measure of organizational support is based on nine survey items and measure of coworker support is measured by four survey items. The scales explain the broader dimensions of support at the end of co-workers and organization. All the items recorded on reverse score in which higher values denotes higher support.

Empirical Analysis

After constructing the methodology, the researcher move towards analysis. The researcher face various option to conduct the empirical analysis. The study opted SPSS and AMOS to run six analysis. On AMOS the researcher estimated Structural Equation Model to check hypotheses and regression coefficient, Model Fitness test such as GFI, RMSEA, IFI, and CFI, and Confirmatory Factor Analysis. On SPSS the frequency distribution of respondents based on demographic characteristics were estimated. Moreover, researcher also presents the descriptive analysis and reliability factor of measures.

DATA ANALYSIS AND INTERPRETATION

Demographic details

The main purpose behind this study was to estimate the effect that is workplace incivility on quality of knowledge sharing. The co-worker support and organizational support was taken as mediators between workplace incivility and quality of knowledge sharing. The study took a total sample of 311 individuals, out of which 127 were males and 184 were females. The percentage of males was less than the females in sample. Out of 311 individuals 23 were graduates, 155 of the respondents were post-graduate, 13 had master's degree and 10 of them had some other degree. Out of 311 individuals, 44 were between 21 to 30 years of age, 184 were between 31 to 40 years of age, 64 were between 41 to 50 years of age and 19 were above 50 years of age.

Table 1: Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
WorkIncivi	311	1.00	5.00	2.1951	1.21002	.796	.138
CoworkSup	311	1.00	5.00	3.5563	1.15652	-.807	.138
OrgnaizSup	311	1.00	4.89	3.5366	1.06675	-.855	.138
QuaKnwoShr	311	1.00	5.00	3.4207	1.11683	-.537	.138
Valid N (listwise)	311						

The results above are showing the descriptive details of the study, there is a complete summary about the explanations of the variables, the descriptive coefficients are being shown in the above table. The data given in the table is a representation of the whole population in the form of a sample. It can be seen through the data that no outlier is present in it, because the maximum values and the

minimum values lie exactly in the range of the 5-point Likert scale. The values for skewness are present between -1 to +1 and so it can be observed that it is present in the "threshold range" of normality. The given data is proved to be normal and valid and can be proceeded for further testing.

Table 2: Factor Loading and Convergent Validity

	1	2	3	4	CR	AVE
WI1	.977				0.927	0.929
WI2	.896					
WI3	.884					
WI4	.887					
WI5	.904					

WI6	.976			
WI7	.978			
WI8	.975			
WI9	.968			
WI10	.965			
WI11	.940			
WI12	.921			
WI13	.931			
WI14	.979			
WI15	.931			
WI16	.955			
WI17	.969			
WI18	.971			
WI19	.975			
WI20	.968			
WI21	.976			
WI22	.977			
CS1		.872	0.948	0.821
CS2		.837		
CS3		.835		
CS4		.873		
OS1	.807		0.957	0.711
OS2	.774			
OS3	.822			
OS4	.823			
OS5	.841			
OS6	.847			
OS7	.829			
OS8	.815			
OS9	.801			
QS1	.932		0.919	0.802
QS2	.741			
QS3	.777			
QS4	.820			
QS5	.811			
QS6	.800			
QS7	.937			
QS8	.944			
QS9	.946			
QS10	.942			
QS11	.926			
QS12	.939			

¹ The above table 2 is showing the factor loading and the discriminant validity of the given variables. It can be seen that all indicators have factor loading more than 0.7. This

means that there is reliability found in them and they are ready for further testing. This is because of the reason that they are in suitable threshold range.

Table 3: Discriminant Validity

	WI	CS	OS	QS
WI	0.964			
CS	-0.265	0.906		
OS	-0.338	0.500	0.843	
QS	-0.289	0.366	0.429	0.896

The above table represents the convergent and discriminant validity of the variables. The value of convergent validity i.e. greater than 705 as well as the value

of AVE i.e. greater than 50% showing the discriminant validity indicates the presence of discrimination between variables.

Table 4: Confirmatory Factors Analysis and KMO

CFA Indicators	CMIN/DF	GFI	IFI	CFI	RMSEA	KMO
Threshold	≤ 3	≥ 0.80	≥ 0.90	≥ 0.90	≤ 0.08	0.6 – 1.0
Observed Value	2.143	0.800	0.969	0.969	0.061	0.968

The table 4 is showing results for confirmatory factor analysis and KMO, the table is showing that CMIN is less than 3, GFI is more than 0.80, CFI is more than 0.90, IFI is more than 0.90, and RMSEA is less than 0.08. All of the

results showed that the data is in valid range and is good to go for further testing. Following is the screen shot of CFA in figure one.

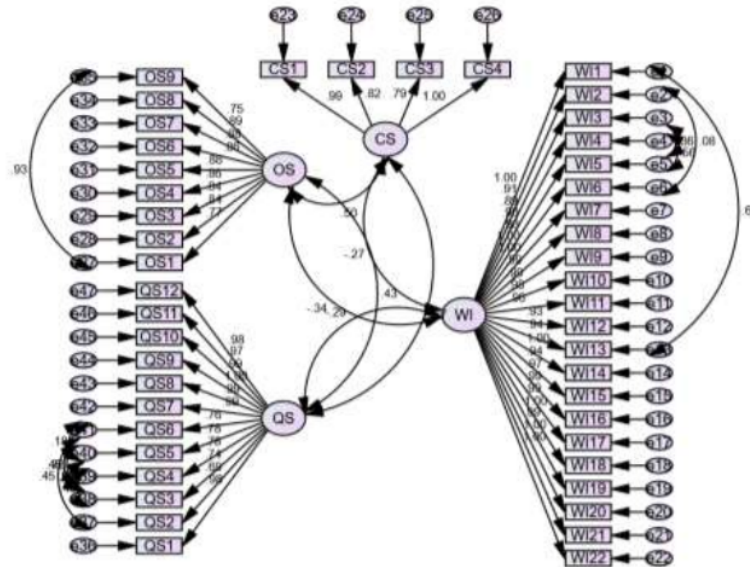


Figure 1: CFA

SEM

Table 5: Structural Equation Modeling

Hypothesis	B-Value	SE	P-Value	Decision
WI→QS	-.166	.050.	.003	Accepted
WI→CS→QS	-.059	.023	.000	Accepted
WI→OS→QS	-.098	.026	.000	Accepted

The table 5 above is showing the relationships among the different variables, it can be seen that the value of significance for relationship between WI and QS that is significant and it is because the p value is less than .05 and also the mediation of CS between WI and QS and the mediation of OS between WI and QS is significant as for

both of these, the p value is less than .05 so relationships are significant. It can be observed from the table that QS changes by 16.6% with one unit change in WI. Moreover, CS mediates between WI and QS by 5.9% while OS mediates between WI and QS by 9.8%. Following is the snapshot of SEM:

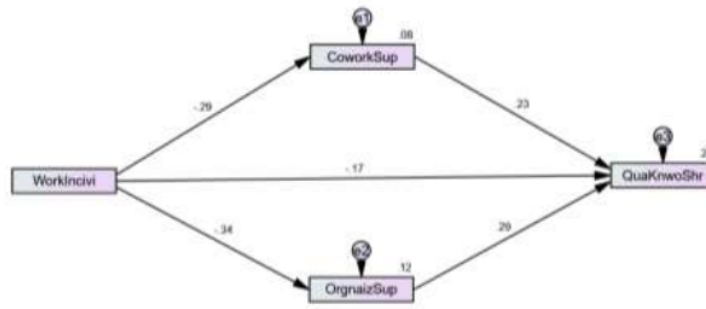


Figure 2: SEM

Regression weights

1.1.1.1.1 Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P
CoworkSup	<---	WorkIncivi	-.290	.052	-5.330	***
OrgnaizSup	<---	WorkIncivi	-.343	.047	-6.436	***
QuaKnwoShr	<---	WorkIncivi	-.166	.050	-3.012	.003
QuaKnwoShr	<---	CoworkSup	.228	.049	4.376	***

According to the regression weights model the relationship between WI and QS is significant and positive. On the other hand, the mediating role of CS and OS is also significant between WI and SQ as per the regression weights.

DISCUSSION AND CONCLUSION

Discussion

The core motive behind this study was to estimate the effect that is workplace incivility on quality of knowledge sharing. The “co-worker support” and “organizational support” was taken as mediators between workplace incivility and quality of knowledge sharing. The first hypothesis generated by the study was that, “The impact casted on WI by QS is significant.” This hypothesis is accepted by the study as the P value was less than .05. This hypothesis was accepted based on the study of (Kis-Katos & Sparrow, 2015) as well. Second hypothesis developed by the study was that, “The mediating impact of CS between WI and QS is significant” because the p-value is less than 0.05. This hypothesis is accepted as well and accepted based on the study of (Khadijah, Kamaluddin, & Salin, 2015) as well. Another hypothesis given was that “the mediating impact of OS between WI and QS was significant”. This hypothesis is accepted as well due to the less p-value than 0.05 and it is accepted based on the study of (Dirgeyasa & Ansari, 2015) as well.

CONCLUSION

The given study has aimed to examine the role and influence of workplace incivility in the quality of sharing knowledge of the pharmaceutical companies. At the same time, co-worker support, and organizational support, has a mediating role in the relationship of workplace incivility and quality of sharing knowledge. The data has been gathered from pharmaceutical employees. The multiple tests have been applied in order to test hypotheses such as KMO, SEM & CFA. Now, the results have concluded that

workplace incivility has a significant and positive impact on the quality of sharing knowledge of the employees in pharmaceutical employees. It means that the positive working environment and workplace incivility have taught employees to behave positively and effectively, that further influences the knowledge sharing. The results and findings have also illustrated that the coworker support as well as organizational support both has a significant mediating role in the relationship between workplace incivility and quality of sharing knowledge. It means that co-worker support and POS are the major factors of social influence present in the workplace and investigating the fact that how support from these different sources may integrate with and influence individuals’ different behaviors. At the same time, the results and findings have supported the theory of social exchange in a positive way. The theory and practices have demonstrated the organizational support has helped to make positive relations.

Policy Implications

It cannot be denied that every research has some of the implications that helped to understand the significant outcomes of the research. The research has helped the overall pharmaceutical firms to analyze and understand the role of workplace incivility that is one of the biggest reasons to hinder the quality of knowledge sharing and aspects. At the same time, the quality of knowledge sharing in the workplace has increased workplace incivility which further affects the overall performance of the firms. Therefore, the lack of workplace incivility is important for individuals as well to avoid negative behavior. Moreover, factors like “management support”, “leadership empowerment”, “organizational climate”, trust, and role of supervisors facilitate helped firms to enhance the performance as well as the efficiency of the organizations. Therefore, the study has provided benefits to individuals as well as overall pharmaceutical firms.

LIMITATIONS

The limitations of the current study generally helped future studies to open new avenues. The theoretical model of the current study is usually related to previous studies. One of the biggest limitations of the current study is the lack of new variables. Therefore, it is recommended that future studies should focus on new variables to make research more significant and effective. For instance, the future researcher should first of all study the most significant impact variable and then add it to the model. Supervisor support is one of the significant variables that have a significant impact on knowledge sharing behavior. Moreover, in this study, pharmaceutical firms do not analyze the effect and relationship between KS and abusive coworker as a direct effect. Therefore further studies may fill the above given gaps.

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