Employee Knowledge Sharing Behaviour: The Role of Workplace Cyber Incivility and Personality Traits

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ABSTRACT Knowledge sharing behaviour can achieve a greater level of innovation and creativity. Employees victimized with computer-mediated workplace incivility may hinder knowledge with rational justifications. The purpose of this paper is to identify the role of workplace cyber incivility on knowledge sharing behaviour. Additionally, this study identifies the mediating effect of personality traits (Extraversion, Agreeableness, Conscientiousness, Neuroticism, Openness to experience) and the relationship between them. This study is predominantly designed as a quantitative study based on the positivistic paradigm. Data were obtained from an online self-administered questionnaire from permanent employees in software development organizations in Sri Lanka and 251 responses were analysed using correlation and SEM bootstrapping. The findings of the study demonstrated a negative association between cyber incivility and KSB (r = - 467) consistent with previous studies; KSB was positively associated with extraversion (r = 0.937), agreeableness (r = 219), conscientiousness (r = 219), neuroticism (r = 228), openness (r = 243). Succinctly, this study draws attention towards the workplace cyber incivility victims who may negatively respond to knowledge sharing behaviour, creating hostile work environments. The theory of trait activation can be used to explain the individual differences of said relationship. We have also proposed partial mediation of personality traits (extraversion, conscientiousness, neuroticism, and openness) on workplace cyber incivility and knowledge sharing behaviour. The findings of the study have several theoretical and practical implications. It advocates the necessity to address workplace cyber incivility to ensure employee knowledge sharing behaviour.

KEYWORDS: knowledge sharing behaviour, workplace cyber incivility, personality traits, online miscommunication

I INTRODUCTION

In this prodigiously turbulent and dynamic world, organizations are striving to achieve a competitive advantage. Organizations achieve a competitive edge by developing and using knowledge and information which develops products, services, ideas, and information. Knowledge is a strategic asset (gain through continuous learning) for any organization to boost the efficiency and ability of the decision-making process [2]. Knowledge sharing behaviour (KSB) can be identified as the transmission of explicit and tacit knowledge from knowledge providers to receivers [3, 16]. In particular, tacit knowledge is the most important knowledge to win the battle in the market [1]. Modern organizations are fuelled with a new set of knowledge and mutually shared knowledge among members of the organization [1]. Surprisingly, it is not always guaranteed, as it does not occur automatically with employees at the workplace [3, 4].

In this study, the researchers propose that cyber incivility could be the reason to hinder knowledge sharing behaviours at the workplace. Workplace incivility is one of the most frequent less-detrimental behaviours in the workplace, employees experience a variety of face-to-face discourteous behaviours. However, modern technology has transformed the medium of communication in the organization into an electronic communication system that is easy, efficient, and speedy. Besides, emails are the most preferred and commonly used mode of communication in organizations that expedite organizational coordination and productivity [4]. Yet, emails can be a double-edged sword due to non-face-to-face communication, that spill uncivilized work practices into online activities such as email and

text messages [4]. Indeed, computer-mediated communication steered and furnished new avenues to engage in workplace less-detrimental behaviours; examples of such behaviours are hurting comments, gossips, scheduling or cancelling meetings without further notice, irritable emails, and short or no response for emails. Further, online communications pave many avenues for perpetrators of such behaviours through anonymity, for example, posts in an online forum [5]. This can be identified as uncivilized cyber practices in organizations. It is evident that when employees are disregarded or mistreated, it will affect their psychological well-being [6]. Hence, that prevents employees from sharing knowledge with others, especially between supervisors, and co-workers.

A Problem Statement

Organizations onboard employees who are rich in knowledge sharing behaviour. However, employees do not share knowledge as expected which is puzzling [3]. Knowledge hiding between supervisors and co-workers are differed victim to victim, based on their individual differences as well as the severity of the experienced cyber incivility at work. In this study we concentrate mostly on an ignored individual aspect in knowledge sharing literature: further, we examine which personality trait plays as a mediator in cyber incivility and KSB. Most of the previous studies focus on the facilitators of KSB, however, there is less research on barriers to KSB [7]. Moreover, there is a growing concern to identify possible barriers for KSB, hence, we propose that workplace cyber incivility is one of the possible barriers for KSB.

B Research Objectives

This study aims to identify the role of workplace cyber incivility and personality traits that play in the knowledge sharing behaviour of software development employees. Further, we focus on addressing the below-listed objectives.

First, we identify the impact of workplace cyber incivility on employee knowledge sharing behaviour. Second, investigating the role of personality traits as a mediating factor between cyber incivility and KSB. Further, there is a dearth of research focusing on cyber incivility and individual-level knowledge sharing behaviour [8]. Finally, this study may contribute to the information system and organizational behaviour knowledge through the theory of trait activation by combining the mediating role of personality traits

The next section of the paper reviews substantial existing literature on knowledge sharing behaviour to identify pertinent aspects, which is structured according to the theoretical framework of workplace incivility and personality traits. Based on the literature review, four main hypo-

theses (Figure 2) were derived and analysed through structural equation modelling (SEM). To do so data were collected through an online self-administered questionnaire from software development employees in Sri Lanka. This paper ends with a discussion of the findings, conclusion, practical and theoretical implications, and avenues for future research.

II THEORETICAL BACKGROUND

A Knowledge sharing behaviour

Knowledge is the most valuable intangible asset which expedites competitive advantage, change management [9], and leads to the expansion of Information Technology (IT) [10]. Knowledge is regarded as the justifying personal notion towards the veracity gained through experience, values, and information [1] that originates in the minds of the knowers [3]. This definition encompasses two dimensions of knowledge (1) explicit; facts, rules, and policies (which is objective) that can be articulated and codified in writing or symbols shared easily [11] and (2) implicit; the knowledge which is embodied in practices and routine which is difficult to share [1]. Implicit knowledge and explicit knowledge affect organizational performance and they can differ significantly; explicit knowledge leads to efficiency while tacit knowledge improves task quality and innovation [12].

Tacit and explicit knowledge has become one of the most important assets in the organization, therefore, they remarkably invest in effective knowledge management systems [12]. Knowledge sharing has potential benefits to the organization such as, increase team performance, reducing cost, developing new products and services, improving creativity and innovation [1], strengthening the decision-making process, increasing efficiency and effectiveness [10], wealth maximization, increasing firm performance, and competitive advantage [12].

Knowledge sharing is a communication process between two or more individuals who exchange knowledge to create new knowledge [13]; that is decisive for organizations to develop knowledge, skills, attitude for creativity and innovation. Therefore, KSB can be defined as "the degree of one's positive feelings about sharing one's knowledge" [3]. This is a conscious behaviour (voluntary, proactive, behavioural awareness) shaped by the organisation's culture, ethics, and code of conduct [14].

There are contextual, group, and individual antecedents which affect the KSB such as technology, procedural justice, creativity, shared norms, personality, intrinsic motivation, and social capital [13]. Nevertheless, there is less research on barriers for KSB such as workplace mistreatment and workplace incivility [14]. Moreover, knowledge

sharing behaviour is determined by an individual's personality traits [7], knowledge sharing attitudes (employees may share knowledge when they perceive pleasure and meaning for helping others, besides they are reluctant to share knowledge when they perceive their knowledge is not important to others), subjective Norms (the degree to which subordinates and co-workers persuade to share knowledge through psychological contracts), and intention to share implicit/ explicit knowledge [15]. Nevertheless, knowledge is considered as a source of power and fuel to obtain political mileage; employees deliberately hinder their knowledge in order to achieve individual competitive advantage and growth [2]. Moreover, it is found that diversity driven misunderstanding and mistreatments affect technology-mediated knowledge sharing behaviours [15].

B   Cyber incivility

Workplace incivility is identified as any rude or discourteous behaviour that drives psychological or physical consequences for both victims and bystanders of such behaviours, creating hostile workplaces, almost 90% of employees are experiencing workplace incivility [15]. Particularly, workplace incivility can be defined as "low-intensity deviant behaviour in a workplace with ambiguous intent to harm the target, violating the social norm of mutual respect towards both individuals and organizations" [6].
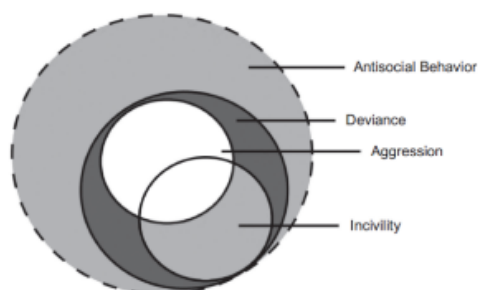

Figure 1. Workplace incivility and other constructs
Source: Andersson and Pearson, (1999)

Figure 1 demonstrated the different quantum of workplace negative behaviours based on the severity scale [6]. Therefore, workplace incivility shows a less severe detrimental behaviour towards their victims. Examples of such behaviours include not saying please or thank you, demeaning remarks, credit taking, unreasonable insulting, not responding or short response to emails, and withholding essential information by showing ignorance, and unawareness. Therefore, victims of such behaviours negatively result in physical and psychological harm such as work withdrawal or intention to leave the organisation, lack of job satisfaction, commitment, and productivity.

Cyber incivility can be defined as computer-mediated less severe detrimental behaviour that violates mutual re-

spect and norms [4]. Further, Lim and Teo [16] stated that cyber incivility is electronic aggression that occurs in workplaces through email communication [17]. Examples of such behaviours include condescending through emails, sarcastic comments in email paragraphs, cancelling or scheduling a meeting on short notice, failing to acknowledge emails, using emails that require face to face conversation, paying little attention in email, and not replying at all for emails [3]. There is a growing concern to address cyber incivility because of the anonymity of the perpetrator. Consequently, there is research focusing on cyber harassment but very few on cyber incivility [16]. If managers overlook addressing cyber incivility, that may escalate to the next level of aggression. Researchers stated that abusive supervision and deviant behaviours can reduce KSB [15]. Therefore, we have identified that cyber incivility is a predictor of knowledge-sharing behaviour. Victims may camouflage knowledge by playing ignorant, evasive hiding, and justifying their hiding behaviour [18]. This has led to our first hypotheses. H_1: There is a negative impact between workplace cyber incivility and KSB

C   Personality traits

Personality demonstrates individual differences based on their behaviour, cognition, and emotions which are conceptualized through personality traits. Personality traits are the intrinsically characteristics of a person exposed to a particular pattern of demeanours for different situations. Personality traits can be defined as "the individual characteristics and behaviours, organized in a way that reflects the unique adjustment the person makes to his or her environment" [19]. Personality traits of Conscientiousness, Extraversion, Neuroticism, Agreeableness, and Openness to experience leads to certain attitudes and behaviours. This has led to our second hypothesis,

H_2: There is a relationship between workplace cyber incivility and personality traits (Extraversion, Agreeableness, Conscientiousness, Neuroticism, Openness to experience)

Extraversion includes traits such as convivial, loquacious, gregarious, assertive, active, zealous, and expressive individuals who have a vigorous desire for the accolade, convivial apperception, status, and power. Hence, extroverts may not be victims of workplace cyber incivility because they have more positive social interactions. Therefore, we hypothesized that workplace cyber incivility may negatively relate to the extrovert trait.

H_{2A}: There is a negative relationship between workplace cyber incivility and Extraversion
Agreeableness includes traits such as courteous, flexible, trusting, good-natured, cooperative, forgiving, soft-hearted, and tolerant. It is predicted that those high in agreeableness

may be less likely to be a victim of workplace cyber incivility. Therefore, we hypothesized that,

H_{2B}: There is a negative relationship between workplace cyber incivility and Agreeableness
Conscientiousness personality type includes traits such as hardworking, meticulous, exhaustive, responsible, organized, and persevering. Further, these individuals are attentive to detail and spot the subtle deviations as uncivil. Therefore, there is a positive relationship between said variables. We hypothesized that,

H_{2C}: There is a positive relationship between workplace cyber incivility and Conscientiousness
Neuroticism includes traits like apprehensive, dispirited, exasperated, disconcerted, emotional, worried, and insecure. Neurotic employees experience a greater deal of negative life experiences. Therefore, we hypothesized that,

H_{2D}: There is a positive relationship between workplace cyber incivility and Neuroticism
Openness to experience includes traits like imaginative, cultured, curious, pristine, broad-minded, perspicacious, and artistically sensitive. Individuals with openness traits are more likely to embrace challenges and enable innovative work behaviours [20]. Therefore, openness to experience individuals is providing favourable responses for the absence of evidence for less detrimental behaviours. Therefore, we hypothesized that,

H_{2E}: There is a negative relationship between workplace cyber incivility and Openness
A personality trait is a most studied individual-level predictor in KSB literature [8]. Literature demonstrated that extroverts have positive emotions and feeling for team and group efforts. Therefore, they prefer to share knowledge among other team members in order to ensure work efficiency. It is argued that extraversion people tend to demonstrate themselves as knowledge distributors. Further, it is argued that individuals with high agreeableness and consciousness traits are more likely to share knowledge among others [11]. Moreover, neurotic people reflect anxiety, lack of trust, and fear negatively impacted on knowledge sharing behaviour with others. Nevertheless, openness to experience is the most significant predictor of the big five personality traits that facilitate knowledge sharing [8]. It is evident that people with openness traits are knowledgeable and always willing to share their knowledge than low openness individuals. Therefore, it is argued that knowledge sharing behaviour is a helpful social interaction; hence, there is a positive relationship between Extraversion, Agreeableness, Conscientiousness, and Openness to experience and KSB. However, there is a negative relationship between neuroticism and KSB. This has led to our third hypothesis,

H_3: There is a positive relationship between personality traits (Extraversion, Agreeableness, Conscientiousness, Neuroticism, Openness to experience) and KSB
Additionally, the conceptual framework (figure 2) was developed based on the Theory of Trait activation, which elucidates the individual traits that are activated to respond to the situation [21]. Succinctly, traits and situations are the two-sided of the same coin. Determinately, we propose that personality traits mediate the relationship between workplace cyber incivility and KSB. This has led to the fourth hypothesis,

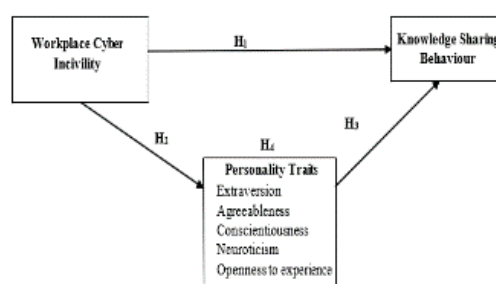H_4: Personality traits mediate the relationship between workplace cyber incivility and KSB

Figure 2. Conceptual Framework
Source: Andersson and Pearson, (1999)

III   METHODOLOGY

This study is extravagant to designed as a quantitative study predicated on the positivistic paradigm, with the purpose of identifying employee cyber incivility and personality traits that lead to employee knowledge-sharing behaviour in organizations.

A   Respondents and Procedure:

The target population was identified as male and female permanent employees working in Information Technology (IT) sector organizations (Software Development) in Sri Lanka. The sample compromised of a wide range of employees including trainee programmers, programmers, associate software engineers, and software engineers. A convenient sampling method was used to collect data from the target population via an online self-administered questionnaire. We have distributed 350 questionnaires among the sample proportionately and 251 usable responses were obtained after replacing the missing values, yielding a 74% response rate. The pilot study was conducted to ascertain the internal consistency of the scale and to ascertain validity before distributing the final questionnaire to the respondents.

B   Measures

Based on previously developed and validated measures were used to assess workplace cyber incivility, personality

traits, and KSB, and it was pre-tested and revised with 25 respondents. Demographic information was collected for respondents' gender, age group, education, tenure, and marital status through a questionnaire. The Cronbach Alpha reliability coefficients were computed as a measure of internal consistency for the variables and measurement items used.

Knowledge sharing behaviour: dependent variable was measured using sixteen items adapted from Bock, et al. [3] through a five Likert point scale (1- very rarely to 5- very frequently). The three types of knowledge sharing behaviour were measured through; Attitude toward Knowledge Sharing (Cronbach's Alpha = 0.918), Subjective Norms (α = 0.823), Intention to share explicit knowledge (α = 0.924), and Intention to share implicit knowledge (α = 0.933). Cyber incivility: the independent variable was measured with ten questions adapted from Lim and Teo's [16] anchored on a five-point Likert scale ranging from (1) Not at all to (5) All the time, with 0.942 of internal consistency (α = 0.942).

Personality traits: we used 30 items personality traits short scales adapted from Soto and John (2017) through a five Likert point scale (1) disagree to (5) agree. It consists of five personality traits: Extraversion (α = 0.939), Agreeableness (α = 0.696), Conscientiousness (α = 0.876), and Negative Emotionality (α = 0.893), and Openness to experience (α = 0.891).

Data analysis involves descriptive statistics using SPSS and structural equation modelling using AMOS structural equation modelling. In this study, AMOS 23.0 is used to investigate the causal relationships, where the path coefficients are tested for significance and goodness of fit. Model goodness of fit was estimated using the normed chi-square ($\pi^{2/df}$), IFI (incremental fit index), CFI (comparative fit index), RMSEA (root mean square error approximation), and GFI (goodness of fit index).

IV RESULTS

Parametric assumptions of normality, linearity, multi-collinearity, and common method bias are met, and the parametric test is fitting in this study. First, demographic data analysis is presented; the sample consisted of 62% male and 38% female employees. Besides, the sample represents a younger and educated population (below 25 represents 23%, 26 to 35 represents 31%, 36 to 40 represents 31, and more than 40s age group represents 25%) with 23% postgraduate, 59% bachelors, and 18% of professional qualifications. Ostensibly, there were fewer tenure employees due to the nature of the industry; 23% of the employees have more than ten years of experience while the majority had 1 to 3 years of experience (43%) and

34% have 3 to 5 years of tenure in the same organization.

Descriptive statistics including mean and standard deviation were used to assess basic characteristics of data in our paper. Table 1 indicates the descriptive output data; mean values for workplace cyber incivility, Extraversion, Agreeableness, Conscientiousness, Neuroticism, Openness to experience, and KSB are 2.90, 2.63, 3.13, 3.47, 3.40, 3.73, and 2.65 respectively. A low standard deviation indicates that the data points are inclined to be very proximate to the mean. However, KSB values are spread out over a substantial range.

Table 1. Means, standard deviations, correlations

	Construct	Mean	SD	1	2	3	4	5	6	7
1.	WCI	2.90	1.12	(0.86)						
2.	PE	2.63	1.13	.502**	(0.76)					
3.	PA	3.13	0.76	0.42	.221**	(0.54)				
4.	PC	3.47	0.99	-.216**	-.310**	.681**	(0.98)			
5.	PN	3.4	0.95	-.193**	-.244**	.630**	.637**	(0.82)		
6.	PO	3.73	0.87	-.135*	-.200**	.551**	.687**	.548**	(0.82)	
7.	KSB	2.65	1.00	-.467**	.937**	.219**	.292**	.228**	.243**	(0.70)

Note: N = 251

WCI (workplace cyber incivility), PE (Extraversion), PA (Agreeableness), PC (Conscientiousness), PN (Neuroticism), PO (Openness to experience), and KSB (Knowledge Sharing Behaviour)
**p<0.001, **p< 0.01, *p< 0.05
The square root of AVE values is in diagonal parenthesis
Table 1 demonstrated the correlation analysis of the data and data found that workplace cyber incivility has a negative significant relationship with knowledge sharing behaviour with 0.467 (r = -0.467, p< 0.01). Consequently, personality traits demonstrated a positive relationship with KSB. Accordingly, extraversion positively influences KSB with 0.937 (r = 0.937, p< 0.01); agreeableness positively influences KSB with 0.219 (r = 0.219, p< 0.01); conscientiousness positively influences KSB with 0.292 (r = 0.219, p< 0.01); neuroticism positively influences KSB with 0.228 (r = 0.228, p< 0.01); and openness to experience positively influences KSB with 0.243 (r = 0.243, p< 0.01). Among the five personality traits, extraversion is the most frequently investigated and received consistent support to encourage KSB with relates to team efforts [14]. There is a weaker relationship between cyber incivility and KSB (Table 1), this has led to identifying the missing link between cyber incivility, personality traits, and KSB. The below sections demonstrated the output results

for structural equation modelling (measurement and structural model).

A   Measurement Model

Confirmatory factor analysis (CFA) was used to ensure the validity and reliability of the measurement scales. Table 2 average variance extracted (AVE) ensures convergent validity with greater than 0.5 output value. In this study, AVE ensures the convergent validity of the model which is demonstrated in figure 3. Conscientiousness had the highest discriminant validity among all the constructs. However, agreeableness and KSB did not achieve the threshold value for discriminant validity. However, we have achieved an optimum level of discriminant validity by sequentially removing items from the model.

Table 2. AVE, Composite Reliability, and Discriminant Validity

Construct	AVE	Composite Reliability	Discriminant Validity
Cyber Incivility	0.57	0.94	0.70
Extraversion	0.61	0.93	0.60
Agreeableness	0.66	0.69	0.59
Conscientiousness	0.70	0.87	0.70
Neuroticism	0.66	0.89	0.70
Openness to experience	0.73	0.89	0.72
KSB	0.70	0.90	0.57

Note: N = 251

AVE – Average Variance Extraction

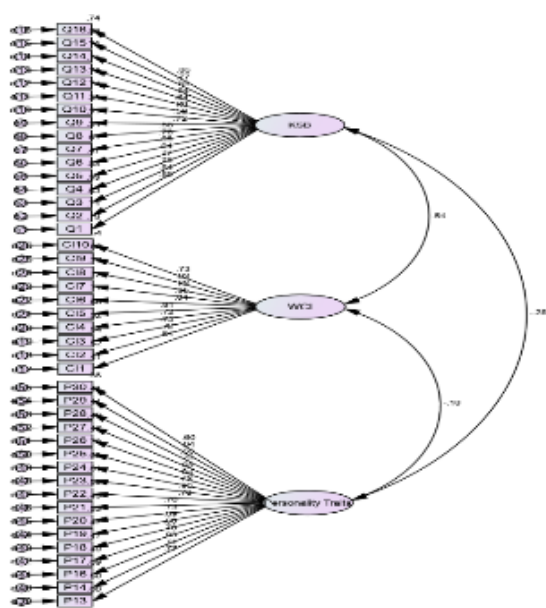Measurement model fit indices were tested to check the fitness of the SEM model.

Figure 3. Confirmatory factor analysis

B   Structural Model

The goodness of the fit indicates; $x^{(2/df)}$ = 2.899, RMSEA = 0.076, CFI = 0.862, GFI = 0.705, and TLI = 0.849 ensures the best fit with output data. The goodness of fit indices ensures that the model is well fitted with the data.

We have hypothesized a negative relationship between cyber incivility and KSB (H_1); according to output data, it ensured a negative relationship supporting the first hypothesis (β= - 0.507, p< 0.01). It is argued that if employees experience cyber incivility behaviour by one unit, they may decrease or hinder their explicit and implicit KSB by 0.507. Further, 26% of the KSB variations (R_2 = 0.26) can be explained through the selected cyber incivility behaviours.

To test the second hypothesis (H_2); we have hypothesized that there is a relationship between workplace cyber incivility and personality traits (Extraversion, Agreeableness, Conscientiousness, Neuroticism, Openness to experience) among employees. Output data for workplace cyber incivility ensures a (H_{2A}) positive relationship with workplace cyber incivility and extraversion (β= 0.502, p< 0.001), it is expected to increase extraversion trait by 0.502 if employees experience cyber incivility; negative relationship with (H_{2C}) workplace cyber incivility and conscientiousness (β= - 0.216, p< 0.001), it is expected to lose or reduce conscientiousness by 0.216 when employees experience workplace cyber incivility; (H_{2D}) workplace cyber incivility and Neuroticism (β= - 0.193, p< 0.01), it is expected to reduce neuroticism by 0.193 when employees experience cyber incivility; (H_{2E}) workplace cyber incivility and Openness to experience (β= - 0.135, p< 0.05) when employees experience cyber incivility it is expected to decrease openness to experience trait. Yet, there is no relationship between workplace cyber incivility and agreeableness (H_{2B}).

To test the third hypothesis (H_3); we have hypothesized that personality traits (Extraversion, Agreeableness, Conscientiousness, Neuroticism, Openness to experience) positively relate with KSB. According to output data, extraversion ensures a positive relationship with KSB (β= 0.906, p< 0.001), rejecting all four-sub hypotheses. It is expected to increase 0.906 of KSB if we increase extraversion personality traits. Finally, we have hypothesized (H_4) that personality traits (Extraversion, Agreeableness, Conscientiousness, Neuroticism, Openness to experience) mediate the relationship between workplace cyber incivility and KSB. We have used bootstrapping to test the mediation effect.

WCI (workplace cyber incivility), PE (Extraversion), PA (Agreeableness), PC (Conscientiousness), PN (Neur-

oticism), PO (Openness to experience), and KSB (Knowledge Sharing Behaviour)

Table 3. Total Effect

Path	Direct effect	Indirect effect	Total effect
H4A: WCI→ PE → KSB	0.05	0.35	0.40
H4B WCI→ PA → KSB	0.04	0.06	Rejected
H4C: WCI→ PC → KSB	0.47	0.04	0.49
H4D: WCI→ PN → KSB	0.48	0.03	0.51
H4E: WCI→ PO → KSB	0.49	0.02	0.51

Note: N = 251

According to table 3 output data; H_{4A} is accepted and there is a partial mediation of 0.35 (β= 0.35, p = 0.08) and the mediation effect is significant under 95% of bootstrap confidence level. 37% of the KSB variations (R_2 = 0.37) can be explained through the extraversion mediation. Second, H_{4B} rejected, there is no evidence to ensure mediation effect under 5% of bootstrap significant level (p = 0.51). Third, conscientiousness ensures a partial mediation between cyber incivility and KSB (β= 0.04, p = 0.002). Further, 29% of the KSB variations (R_2 = 0.29) can be explained through conscientiousness mediation. Fourth, H_{4C} ensures a partial mediation of 0.03 between Neuroticism and KSB (β= 0.03, p = p< 0.01) with significant bootstrapping. Moreover, 27% (R_2 = 0.27) of the KSB variations can be explained through Neuroticism and cyber incivility. Fifth, openness ensures a 0.02 (β= 0.02) of partial mediation between cyber incivility and KSB and the bootstrapping significance is 0.019 (p< 0.01). Moreover, 29% (R_2 = 0.29) of the KSB variations can be explained through openness mediation. Finally, we can conclude that personality traits mediate the relationship between workplace cyber incivility and KSB. Succinctly, 89% (R2 = 0.88) KSB variations can be explained through cyber incivility and personality traits (Figure 4).
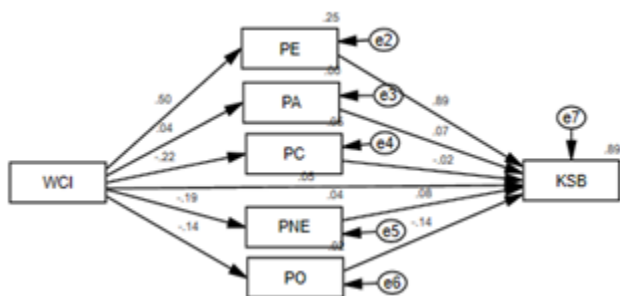

Figure 4. Results of the structural model for direct, and bootstrap indirect effect
Note: N = 251

V DISCUSSION

The purpose of this study was to identify the role of workplace cyber incivility and personality traits on KSB of IT sector employees in Sri Lanka. The first objective of our study was to identify the impact of workplace cyber incivility and KSB. The findings are consistent with the previous studies. When employees perceive workplace cyber incivility; they tend to hinder KSB (Farrukh, et al., 2018; Santoso & Anggraeni, 2020). Consequently, despite different initiation to encourage knowledge-sharing behaviours, employees may not share knowledge due to their barriers and situational factors [10].

The study's second objective was to identify the mediating effect of personality traits on workplace cyber incivility and KSB. According to the theory of trait activation, individuals tend to hinder knowledge by playing ignorant and justifying such behaviours based on experienced situations. In aligning with the previous studies, if employees with extraversion personality traits are less likely to perceive workplace cyber incivility [7]. Yet, workplace cyber incivility negatively relates to employees' conscientiousness, neuroticism, and openness personality traits. Additionally, the literature suggests that extraversion, conscientiousness, neuroticism, and openness personality traits employees are more likely to share information [11]. Finally, the findings of the study show the negative indirect effect of personality traits (extraversion, conscientiousness, neuroticism, and openness) between workplace cyber incivility and KSB [17]. Nevertheless, employees with traits such as positive social interactions, cooperative, hardworking, responsible, and imaginative [21] employees are more likely to share knowledge though they perceived less-detrimental cyber behaviours [8]. Therefore, we have concluded that personality traits partially mediate the said relationship.

VI THEORETICAL AND MANAGERIAL IMPLICATIONS

Implications of the study are twofold, stating with theoretical implications followed by implications for managers. Workplace cyber incivility is a relatively new detrimental behaviour that impedes knowledge sharing behaviour among others. This study sheds light on organizational behaviour and information management literature by unveiling the relationship between cyber incivility, personality traits, KSB directly as well as indirectly. Consequently, we have made a contextual contribution to the IT sector addressing rarely studied predictors of KSB. In addition to the theoretical implications, there are several managerial implications for practitioners and organizations.

Knowledge-sharing behaviour generates substantial positive consequences for organizations and employees such

as competitive advantages, survival, innovations and creativity, and interpersonal relationships [10]. Therefore, it is of utmost importance to identify and address workplace cyber incivility; ignoring less detrimental behaviours may create a hostile work environment that demoralizes KSB. First, practitioners should ensure a civilized workplace; this can be done through proper orientation, training programs, and awareness sessions to use technology wisely. Second, create policy, procedures, code of conduct, and shared norms to ensure civilized culture. Nevertheless, it is the organization's responsibility to continuously update its policies and communicate them among all the members of the organization. However, such initiations should start from the top management when they use computer-mediated communication and knowledge management. Third, we have identified that though employees experienced workplace cyber incivility, their personality traits guide them for their behaviours. Hence, practitioners can recruit employees who are rich in personality characteristics and ethics. Last but not least ample employee engagement programs and knowledge management systems would help to encourage KSB among employees. Whoever, who is interested in KSB should focus on developing knowledge management systems with gamification and more engaging tools addressing individual differences and potential cyber incivilities.

VII LIMITATIONS, FUTURE RESEARCH, AND CONCLUSION

The current study's limitations generally helped future studies to open new avenues. Several limitations of this study need to be addressed; we have measured KSB and workplace cyber incivility based on a measurement scale which is mental constructs. Therefore, there can be the possibility of occurring common method bias, we have addressed this using different scales to measure the constructs [22]. Moreover, the reason for optimum discriminant validity could be the contextual differences; these measurements were developed in a western context.

There are many research avenues for future researchers. First, we have conducted our study on cross-sectional nature which lacks in-depth exploration. Therefore, these constructs can be used to identify in-depth barriers for KSB among employees. Second, longitudinal studies may help to identify employee KSB. Moreover, it is better to identify the most significant personality trait which encourages KSB and identify moderating variables such as gender, generational differences, and educational level. In this study we have identified potential issues in knowledge sharing behaviour, therefore future researchers and practitioners shall identify the aforementioned barriers when developing and implementing knowledge management systems. Moreover, future researchers can identify potential security issues when adopting new technology for knowledge management systems.

In conclusion, knowledge-sharing behaviour is critical for organizational survival and competitive advantage. However, negative feelings and experiences may hinder employee knowledge-sharing behaviours. Therefore, this study attempted to identify the negative relationship between workplace cyber incivility and KSB via the mediating role of personality traits including Extraversion, Agreeableness, Conscientiousness, Neuroticism, Openness to experience. The findings demonstrated that perceived workplace cyber incivility practices can negatively impact not only employees but also teams and organizations; if employees are reluctant to share knowledge among others. Consequently, addressing and mitigating workplace cyber incivility behaviours could be an antidote for hindrances of knowledge. We believe that this study will stimulate the discernable views of researchers and practitioners to give more attention to deliberate less-severe detrimental cyber behaviours in organizations and KSB.

Disclosure statement

No potential conflict of interest was reported by the authors.

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