

A Study of Workplace Ostracism and Knowledge Sharing

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Abstract

This study examines how being left out at work influences people sharing information in a well-known Pakistani company. People have tried to find out how experiences of being left out affect employees' ability to share knowledge and work together, even when their work environment is challenging. This study focuses on the selected employees of Mobex mobile accessories in Pakistan from departments like HR, Archive, and Administration. We picked roughly 55 individuals to participate in the sample so that the view would represent all the offices and departments. The study found that Organizational Culture, Leadership Style, and Team Dynamics are all good signs of Knowledge Sharing at Mobex mobile accessories. These factors fit the model well and have strong R Square values.

Keywords: Workplace Ostracism, Knowledge Sharing, Organizational Behavior, and Employee Engagement.

Introduction

Ostracism transpires when an employee or a cohort of employees perceives exclusion or neglect by their colleagues or supervisors (Ferris, Brown, Berry, & Lian, 2008). Ostracism can manifest in various forms, including bullying, exclusion from social events, or withholding professional assistance from a coworker (Hitlan RT, Noel J., 2009). Ostracism may arise from various factors, including organizational culture, leadership behavior, and team dynamics. Ostracism influences employee engagement at work, affecting both mental and personal involvement. Kahn (1990) defines personal or psychological engagement as the state in which an employee is mentally, emotionally, and physically involved in a task. Workplace ostracism decreases employee motivation and productivity. Neglectful behavior exhibited by coworkers can diminish an employee's cognitive, emotional, and physical engagement in the workplace (Bakker & Demerouti, 2008; Green et al., 2017; Rich et al., 2010). The exclusion of individuals in the workplace can result in a significant loss of knowledge sharing. When employees cease social interactions and mentally detach from their roles, they diminish their motivation to share knowledge. As Oyemomi et al. (2016) state, information sharing transpires through daily interactions among employees, mainly tacitly, and is subsequently applied to work. Connelly et al. (2012) found that information sharing is essential; however, employees frequently withhold their expertise. Zhao et al. (2016) argue that the negative impacts of information concealment have not been thoroughly investigated, highlighting workplace ostracism as a key factor in knowledge hiding. Ostracism hinders reciprocal cooperation and knowledge-sharing behaviors among employees and impedes interpersonal communication (Zaman et al., 2021). Workplace ostracism stemming from job burnout can impede knowledge-sharing behaviors. Yaakobi and Williams (2016), Anjum et al. (2018), Sao and Wadhvani (2018), and Sarfraz et al. (2019) indicate that workplace ostracism significantly reduces motivation and performance due to work-related or interpersonal stress.

The relationship between individuals and knowledge transfer is crucial for fostering innovation and enhancing operational efficiency in the contemporary business environment. Samma et al. (2020). An individual who experiences exclusion in the workplace may exhibit a decreased likelihood of sharing essential information and

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ideas if they are significantly distressed by the situation. A culture prioritizes open communication and collaboration may mitigate the adverse effects of exclusion and foster a more welcoming environment. The emotions associated with exclusion may influence individuals' motivations for sharing knowledge and assisting others in a group context (Sarwar et al., 2024).

Workplace ostracism is all about being neglected, left out, or rejected by coworkers at work. This social phenomenon can significantly affect a person's job performance, happiness, and mental health (Fatima et al., 2023). Being left out of conversations, not being invited to team events, and not getting much communication from coworkers are all examples of ostracism. Studies show that people shunned at work typically feel alone and disconnected, which might lower their motivation and productivity (Ferris et al., 2008). Sharing knowledge is the process by which an organization shares information, ideas, and skills. It is important to encourage teamwork, creativity, and ongoing growth. It is important to promote teamwork, creativity, and ongoing growth. By sharing knowledge, companies can tap into the collective intellect of their employees to improve their ability to solve problems and their overall performance. Sharing knowledge between employees encourages a culture of working together, which makes the organization more successful and helps people make better decisions (Robinson et al., 2013). To understand how organizations work, knowing how sharing information might make you feel left out at work is crucial. People who feel left out may not want to share what they know and can do because they are frightened of being turned down or having terrible things happen (Sahabuddin et al., 2021). People who do not want to share knowledge can get stuck in a cycle where they feel even more alone and isolated, hurting the company's performance and the team's ability to work together.

Researchers in this study seek to employ qualitative and quantitative research to find the most important factors that affect this interaction and to give businesses helpful tips on making knowledge-sharing easier and the workplace more pleasant.

Companies like Mobex mobile devices need to understand this connection because it shows how important it is to make the workplace friendly and supportive. By addressing the causes of workplace exclusion and encouraging knowledge sharing, companies can get their workers more involved, boost morale, and improve the well-being of the people they serve.

Research Questions

How does workplace ostracism affect knowledge sharing among employees?

What is the impact of workplace ostracism on employee motivation and performance?

What strategies can organizations implement to mitigate the effects of workplace ostracism and promote a culture of knowledge sharing?

Research Objectives

This study specifically focuses on:

To assess how experiences of exclusion and rejection in the workplace influence employees' motivation levels, especially their job engagement and productivity.

To explore how feelings of being ostracized affect employees' willingness to share their knowledge and expertise with colleagues, which is essential for fostering collaboration and innovation.

To identify effective interventions and organizational practices that can reduce feelings of exclusion and encourage a culture of openness and knowledge exchange among employees.

To understand how persistent ostracism influences workplace culture, employee turnover, and long-term organizational engagement.

Significance of the Study

This research shows us how to get workers to work together and develop fresh ideas more effectively. Businesses can make their workplaces friendlier by dealing with the negative impacts of exclusion. This will make workers feel free to share their ideas and abilities, improving overall performance. The study can assist in finding strategies to make people happier and more satisfied with their jobs by illustrating how these things function. This is crucial for maintaining employees and getting work done. Companies can improve the workplace by understanding how being ignored at work can lead to disengagement (Sharda et al., 2024).

The results can help human resource management develop effective policies and training programs to reduce ostracism and encourage healthy interactions at work. Companies can create a culture of respect and teamwork by using these principles in their HR operations. This study adds to what we already know about how people

interact at work, especially regarding social connections and managing knowledge (Risgiyanti et al., 2023). It sets the stage for more research on the effects of social exclusion in the workplace, which will improve the academic conversation about how organizations work. This study examines the link between being left out at work and sharing information. This fills a big hole in understanding how social factors affect knowledge management processes (Dan et al., 2021). This knowledge can help businesses make better use of their human capital. By enhancing workplace dynamics, firms can improve their service delivery, especially in industries such as healthcare. This has significant effects on the Health of the community since better organizational performance can lead to better health outcomes and services for people at risk (Wang et al., 2023).

In conclusion, this study is significant for companies that want to improve their internal processes and for companies that want to help their employees and the communities they serve. Organizations may create more welcoming and productive work environments by recognizing and addressing the effects of workplace ostracism.

Review of Literature

Bilal and Siddique (2023) looked into the complicated connections between sharing knowledge, performance at work, wanting to leave a job, and being left out at work, and how emotional intelligence might change these connections. Workplace ostracism (WO) has profound effects on both individuals and businesses. Structured surveys were used to gather information from various people in different fields to examine these dynamics. Another study examined how sharing information could help lessen the indirect impacts of being excluded from the workplace on turnover intention and organizational performance. The results showed a negative relationship between WO and organizational performance, mainly because it made sharing knowledge (KS) harder. This shows how excluding people from the workplace can hurt employee retention and the firm's effectiveness. This study also looked at how emotional intelligence could change the results. Studies show that emotional intelligence can lessen the harmful effects of these kinds of interactions. Emotional intelligence can make the benefits of sharing information on how well an organization works even better. This shows the importance of developing emotional intelligence to lessen the negative repercussions of being left out at work.

Fatima et al. (2023) looked at peer contact quality (PCQ) as a mediating variable to help explain the link between peer ostracism (POS) and the behavior of suppressing knowledge to exclude peers. The study used a survey design with three waves and a time lag. We randomly sampled 234 teaching and non-teaching staff members from Pakistan's Higher Education Sector to get the data. We used Procedure Models 4 and 7 to look at mediation and moderated mediation. The results supported the ideas about moderation, mediation, and moderated mediation. POS has been shown to make trading relationships worse. Because of this, the staff members who are on the outside do not tell on the exploiter. This study adds to the body of research by showing that some people are more likely to be rejected by their peers since they do not have enough interaction with the exploiter and do not know enough about them.

Islam et al. (2021) analyzed the moderating effects of willpower and way-power while considering trust as a mediating factor in ostracism. The study elucidated the relationship between ostracism and knowledge sharing within the diverse environment of projected organizations in Pakistan. Data was collected from 162 employees of projected organizations in Pakistan during a cross-sectional timeframe. As anticipated, a detrimental correlation between ostracism and the exchange of knowledge was observed, whereas trust exerted a constructive mediating influence on ostracism. In the context of moderating factors, the results, however, diverge significantly. It was concluded that the connection between ostracism and knowledge sharing is uninfluenced by willpower or positional authority. This study aims to enhance the current body of literature by initially recognizing workplace ostracism as a significant factor influencing knowledge sharing. Furthermore, by exploring the interplay between trust and ostracism, as well as the relationship between ostracism and knowledge sharing.

Al-Dhuhouri and Shamsudin (2023) asserted that workplace ostracism is a traumatic experience that adversely impacts employees' attitudes, behaviors, and mental Health. Although the effects of workplace exclusion have garnered scholarly attention, comprehensive models are scarce in identifying the causes and consequences of its antecedents. This study analyzes perceived workplace exclusion comprehensively by evaluating the impact of interpersonal mistrust and its subsequent effects on knowledge concealment. This study also examines the moderating role of person-organization misfit in the proposed relationship between knowledge hiding and workplace exclusion. Data collected from 242 employees in the United Arab Emirates were analyzed using partial least squares structural equation modeling (PLS-SEM). The findings indicated interpersonal mistrust positively influences perceived workplace ostracism, promoting knowledge hiding. The relationship between perceived workplace ostracism and knowledge hiding is moderated by person-organization fit, with higher levels of unfit exacerbating the effect.

Riaz and Hussain (2019) examined the impact of workplace exclusion on employees' knowledge-hiding behavior. This study investigated the moderating role of employee loyalty and the mediating role of job tension, grounded in the conservation of resource theory. Data were collected from 392 workers in the textile industry utilizing a time-lagged research design. The findings indicate that ostracism in the workplace positively influences knowledge-hiding behaviors such as evasive hiding and feigned ignorance, while it does not significantly affect rationalized hiding. Job tension mediates the relationship between knowledge hiding and workplace ostracism, exacerbating job tension. Moreover, the findings indicated that workplace ostracism diminishes the benefits of employee loyalty due to its greater influence on job-related tension. The theoretical and practical implications were also addressed.

Yao et al. (2022) noted that employee silence is prevalent in the workplace and can result in significant financial losses for service firms. This study investigated the interpersonal precursors of employee silence, namely workplace ostracism, while considering the moderating effect of negative reciprocity beliefs (NRBs) based on the conservation of resource theory. The suggested model was validated through design, approach, and strategy using two waves of data collected from 355 employees in Pakistani service organizations. The study analyzed the measurement and structural models utilizing SmartPLS (version 3.2.7). The authors found that workplace ostracism was positively connected with defensive and acquiescent quiet but not prosocial silence. The findings of this study established a bidirectional association between workplace exclusion and non-reciprocal behavior regarding acquiescent essence and defensive silence, but not prosocial silence. A high NRB explicitly intensifies the adverse effects of employment exclusion. This study examines the boundary circumstances that affect the probability of employee quiet. This underscores the existing studies regarding the motivations and conditions influencing ostracized employees' choice to remain silent in the workplace.

Sahabuddin et al. (2021) have shown that employee silence (ES) and other counterproductive work habits are instigated by workplace ostracism (WO), ultimately leading to diminished job performance. However, there is limited knowledge regarding the variables that serve as a buffer against this fundamental relationship. This study investigated the hitherto unrecognized moderating roles of organizational identification (OI) and moral identification (MI) in the link between WO and ES, emphasizing the conservation of resources (COR) theory and social identity theory.

A study employed a time-lagged approach to collect multisource data from 250 employees in Pakistani service sector firms. SMARTPLS (v 3.3.3) assesses data to appraise the structural and measurement models. The statistics indicated that WO has a negative association with job performance and a positive correlation with ES. ES further mediates the inverse relationship between WO and job performance. Moreover, MI and OI buffer against the positive correlation between WO and ES. At elevated levels of MI and OI, the positive association between WO and ES becomes less pronounced. Conversely, Various interventions were examined based on the data, indicating that the development of MI and OI could be advantageous. Uniqueness/Significance:

Fatima et al. (2019) noted that as a subjective and relative concept, ostracism can manifest in various forms and yield different effects based on the context. This study identified behaviors perceived as workplace exclusion by teaching faculty at Pakistani Higher Educational Institutions (HEIs). It examined the impact of ostracism on psychological Health, considering context-specific factors that shape these outcomes, and emphasized the concept of belongingness. Thirty semi-structured interviews were conducted with the teaching faculty of higher education institutions in Lahore, Pakistan, utilizing a phenomenological approach. The interviews were coded, and themes and sub-themes were generated through an inductive thematic analysis utilizing the NVivo 12 Plus program. In the higher education institutions examined, ostracism was characterized by five behaviors: biased treatment, exclusion from both formal and informal interactions, interpersonal alienation, delayed sharing or concealment of knowledge, and absence of social, emotional, and work-related support. The psychological Health of faculty members declined due to negative emotions and reduced satisfaction in their job, career, and overall life, affecting both professional and personal domains. The severity of workplace outcomes was influenced by factors such as head-of-department support, compensation, cordial relationships, fear of conflict, alternative employment options, and faculty designation. This study is the first to establish a behavioral typology of ostracism in academia through a comprehensive phenomenological approach. Furthermore, examining psychological well-being encompasses professional and personal contexts, aiming for a comprehensive outcome.

Bhattarai (2020) addressed the lack of empirical data and domestic theoretical development concerning job contracts, workplace exclusion, and knowledge withholding. This study aimed to investigate the impact of perceived workplace exclusion on knowledge-withholding behavior and to examine the role of job contracts in moderating the relationship between information withholding and workplace exclusion. Employees in the Nepalese cooperative sector supplied cross-sectional and perceptual data. SPSS was employed to analyze 329

survey responses from employees. A conclusion was drawn from the quantitative data using a positivist research philosophy and a deductive reasoning approach. This study indicates that workplace exclusion positively influences knowledge-withholding behavior. The type of employment contracts influenced the relationship between knowledge-withholding behavior and workplace exclusion. Ostracism in the workplace positively influenced the knowledge-withholding behavior of permanent employees. Ostracism in the workplace did not influence the knowledge-withholding behavior of temporary employees. Multiple implications and avenues for future research are suggested.

Mohsin et al. (2022) investigated the relationship between knowledge-hiding behaviors—specifically evasive hiding, playing dumb, and reasoned hiding—and workplace ostracism and incivility, considering job anxiety as a mediating variable. The research employed structured questionnaires to collect data from 275 participants, specifically employees of small to medium-sized enterprises in five major cities of Pakistan. The study employed structural equation modeling for data analysis. The study's findings demonstrate that workplace ostracism and incivility positively influence employees' knowledge-hiding behavior. Job anxiety significantly mediates between these three variables and employees' knowledge-hiding actions.

Samma et al. (2020) employ job anxiety as a mediating variable to examine the relationship between workplace ostracism (WO), workplace incivility (WI), and innovative work behavior (IWB). This research presents a theoretical framework grounded in the conservation of resources (COR) paradigm. This framework posits that workplace incivility and ostracism promote creative work practices, both directly and indirectly, by influencing job anxiety. Data was collected from employees of small and medium-sized enterprises (SMEs) in Pakistan. We utilized structural equation modeling (SEM) with AMOS-21 to evaluate the proposed relationships in the conceptual model. The study indicated that workplace incivility and ostracism negatively impacted creative work practices. Furthermore, it was determined that the relationship among innovative work behavior, job anxiety, workplace incivility, and ostracism is influenced by job anxiety. The conclusion thoroughly examined the study's shortcomings, practical consequences, conclusions, and future research goals.

Nasir et al. (2024) aim to characterize the effects of ostracism by coworkers and supervisors on employees' emotional, psychological, and behavioral responses mediated by employees' relational and efficacy requirements. Psychological capital serves as a moderator in mitigating the adverse reactions of employees who experience social exclusion. The study employed a three-wave quantitative research design utilizing self-administered, closed-ended questionnaires to gather data from 510 healthcare unit employees and their supervisors. The data were analyzed using Smart PLS software's structural equation modeling (SEM) techniques. The study's empirical findings indicated that ostracism adversely affected employees' emotional, behavioral, and psychological responses. The findings indicate that the relationship between employee ostracism from supervisors and coworkers and their emotional, behavioral, and psychological reactions is mediated by their demands, specifically efficacy and relational factors. Moreover, research indicates that psychological capital strengthens the negative correlation between employee needs and responses. Traditional approaches prioritize outcomes over examining employees' conditional experiences, resulting in a lack of research and a limited theoretical perspective. This study enhances comprehension of transactional coping mechanisms and their association with workplace exclusion. The findings of this study may assist practitioners in developing strategies that foster a positive work environment.

Using social exchange theory and a cultural viewpoint, Xu et al. (2020) examined the relationship between professional involvement and workplace ostracism, focusing on collectivism and felt obligation. Four months were spent on a two-wave study in a Chinese private service company. The participants included 108 Chinese workers. Workplace ostracism lowers perceived commitment and job engagement. This study illuminates the internal mechanism of workplace ostracism–job engagement paradigm by emphasizing perceived obligation. It also shows how collectivism might worsen workplace exclusion. However, this cultural aspect may limit our findings' generalizability. According to our research, workplace ostracism severely affects employee engagement. Thus, reducing workplace ostracism is vital. This study addresses the unidentified mechanism that links workplace ostracism with job engagement, opening up new research avenues.

In workplace ostracism research, Qiu et al. (2023) examined the victimization perspective instead of the perpetrator-centric position. This study uses self-categorization and social exchange theories to explore how workplace romance promotes workplace ostracism from the perpetrator's perspective to answer victim-blaming concerns. Romanticism-induced occupational ostracism may also cause knowledge sabotage, according to the study. The study also examines how parochial charity affects relationships. The study collects data from Pakistani service sector workers using multisource, time-lagged methods. The study uses SmartPLS 4.0 to examine 343 replies. This study found that workplace romance causes ostracism and knowledge sabotage. The study also finds that parochial altruism strengthens the associations between (a) workplace romance and

workplace ostracism and (b) workplace romance and knowledge sabotage, mediated by workplace ostracism. Higher levels of altruism strengthen the associations and vice versa. The first study to address workplace romance as the perpetrator-centric antecedent of workplace ostracism found that parochial altruism exaggerates outgroup ostracism and knowledge sabotage.

Abid et al. (2023) sought to hypothesize and examine a mediation model that examined the underlying mechanism through which workplace racism (WO) and workplace incivility (WI) affect people's entrepreneurial intentions (EI). It was based on the social exchange theory (SET) and the theory of planned behavior (TPB). Two hundred seventy-five workers from Pakistan's FMCG industry provided replies for the study, which used a probability sample technique to examine the hypothesized links. The data was analyzed using PLS-SEM and the Statistical Package for Social Sciences (SPSS). The study found that through the mediating function of knowledge concealment, workplace racism and rudeness have a strong link with people's entrepreneurial intentions (EI).

Data and Methodology

This study used a quantitative research approach to examine the correlation between workplace ostracism and knowledge sharing among employees in Pakistan. The study seeks to determine the impact of perceived ostracism on employees' desire to share information inside their firms. The research targeted personnel from various departments of Mobex mobile accessories in Pakistan, including Human Resources, Archive, and Administration. A sample size of roughly 55 individuals was selected to ensure a representative perspective across all work departments and offices. A stratified random selection method guarantees an appropriate representation of various sectors and demographics. This strategy enhances the knowledge of the phenomenon across various organizational contexts.

Ethical Considerations

In conducting this research, ethical considerations are paramount. Informed consent is obtained from all participants, ensuring they are aware of their rights to confidentiality and the voluntary nature of their participation.

Limitations

The study acknowledges potential limitations, including the self-reported nature of the data, which may introduce bias. Additionally, the findings may not be generalizable beyond the context of the selected organizations.

Results and Discussion

Table 1 illustrates the gender distribution of 30 respondents, with 27 males constituting 90% of the sample and three females accounting for 10%. The data indicates a pronounced gender imbalance, predominantly featuring male responders. This analysis highlights that 90% of the respondents are male, whereas 10% are female, indicating a significant gender disparity within the respondent group.

| Table 1: Gender | | | | | |
|------------------------|--------------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Male | 27 | 90 | 90 | 90 |
| | Female | 3 | 10 | 10 | 100.0 |
| Age | | | | | |
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Under 20 years old | 5 | 16.7 | 16.7 | 16.7 |
| | 20-30 years old | 8 | 26.7 | 26.7 | 43.3 |
| | 31-40 years old | 10 | 33.3 | 33.3 | 76.7 |
| | 41-50 years old | 7 | 23.3 | 23.3 | 100.0 |

The aforementioned table also indicates age distribution. Presents data for 30 participants classified into various age categories. Of the respondents, five persons (16.7%) are under 20 years old, eight individuals (26.7%) are aged between 20 and 30 years, 10 individuals (33.3%) are in the 31-40 years age range, and seven individuals (23.3%) are between 41 and 50 years old. The cumulative percentages illustrate the age distribution of the

sample, with the predominant group of respondents aged 31-40 years comprising 33.3%. This analysis reveals the age demographics of the respondents, demonstrating a diverse distribution among various age groups.

Regression Analysis

The data presented in the model summary and regression analysis offers critical insights into the relationships between several independent variables, such as Employee Motivation, Leadership Style, Organizational Culture, and Team Dynamics, and the dependent variable, Knowledge Sharing. Understanding these relationships is essential for identifying the key factors influencing knowledge sharing within Mobex mobile accessories.

| Coefficients^a | | | | | | |
|--|------------------------|-----------------------------|------------|---------------------------|-------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 13.555 | 4.090 | | 3.315 | 0.003 |
| | Organizational Culture | 0.400 | 0.113 | 0.432 | 3.544 | 0.002 |
| | Leadership Style | 0.777 | 0.158 | 0.427 | 4.920 | 0.000 |
| | Team Dynamics | 0.659 | 0.151 | 0.602 | 4.352 | 0.000 |
| | Employee Motivation | 0.219 | 0.121 | 0.198 | 1.815 | 0.000 |
| a. Dependent Variable: Knowledge Sharing | | | | | | |

| Table 2: Model Summary | | |
|-------------------------------|--------------------|----------|
| Model | R | R Square |
| 1 | 0.955 ^a | 0.913 |

First, the summary of the model shows that there is a perfect general fit. A strong positive link exists between the independent factors and Knowledge Sharing, as shown by the correlation coefficient (R) of 0.955. It is clear from the high correlation that the predictors can explain a lot of the variation in how people share knowledge, showing how these factors are linked within the company. A value of 0.913 for R Square shows that the independent factors in the model can explain about 91.3% of the variation in Knowledge Sharing. The fact that this percentage is so high shows that the model captures the main factors that affect sharing information. Even though the number of predictors in the model is considered, the Adjusted R Square of 0.899 still points to a good fit. This change makes the model more reliable, showing that the link is still important even when overfitting is possible.

The Standard Error of the Estimate, which is 2.45530, shows how far the observed values are from the regression line on average. A decreased standard error means that the model's predictions are closer to the real data points, which makes the model more believable. This part of the ANOVA study looks at how important the regression model is overall. The total sum of squares is 1725.467, the sum of the regression sum of squares (1574.754), and the residual sum of squares (150.712). These numbers show the entire variation in the dependent variable, which helps us understand how well the regression model works.

| ANOVA^a | | |
|--------------------------|--------|--------------------|
| F | | Sig. |
| 1 | 65.305 | 0.000 ^b |
| | | |
| | | |

The ANOVA table shows that the regression has 4 degrees of freedom and the residual has 25. The mean square for regression is 393.689, and the mean square for residual is 6.028. The F-statistic of 65.305 and the significance level (Sig.) of 0.000 shows that the total regression model is statistically significant. This result suggests that at least one of the predictors is strongly connected to Knowledge Sharing, which supports the model's usefulness in explaining how knowledge is shared. The regression analysis's coefficients component shows how much each independent variable adds to the model. The constant term is 13.555, the anticipated

value of Knowledge Sharing when all the predictors are zero. This baseline helps put the predictors' effects on the dependent variable into perspective. The unstandardized coefficient for Organizational Culture is 0.400, and the standardized coefficient (Beta) is 0.432. This means a strong positive link exists between organizational culture and knowledge sharing. This means that when an organization's culture improves, people prefer to share knowledge more. The 0.002 significance level shows how important it is to have a supportive organizational culture to improve knowledge exchange.

On the other hand, the Leadership Style variable has a standardized coefficient (Beta) of 0.427 and an unstandardized coefficient of 0.777, which means that it has a negative association with knowledge sharing. This discovery shows that bad leadership might make it harder to share knowledge. The significance level of 0.000 shows that Leadership Style has a strong negative influence, which shows how important it is for leaders to create a culture of sharing. Team Dynamics has a positive effect, with an unstandardized coefficient of 0.659 and a standardized coefficient (Beta) of 0.602. This means that better team dynamics make it much easier for people to share information. The significance level of 0.000 confirms that this is important to getting people to share information. Lastly, Employee Motivation has an unstandardized coefficient of 0.219 and a standardized coefficient (Beta) of 0.198; however, its significance level of 0.081 shows that this link is not statistically significant at the usual 0.05 level. This means there is a positive link between employee motivation and information sharing, but the data is not strong enough to say that it has an effect. More research may be needed.

In short, our regression research shows that Organizational Culture, Leadership Style, and Team Dynamics are strong indicators of Knowledge Sharing within Mobex mobile accessories. The high R Square values and good model fit show that these characteristics are important for encouraging good ways to share knowledge. The harmful effects of Leadership Style make it even more clear that good leadership is needed to encourage a culture of sharing. Even while Employee Motivation had a positive association, it was not statistically significant enough to need more research. This analysis is very important for your thesis since it shows how these factors are all connected and how they can help improve information exchange and the company's performance.

Limitations and Conclusion

The study only looks at one organization; therefore, its results may have limited application to others, especially in different situations. Also, the topic is broad enough, and there are many plausible intervening variables, but the researcher has only looked at a small number of them.

The researcher faced several problems during this study that impacted the method and the results. It was hard to find a balance between employment and research. Being busy with full-time work makes it hard to devote full time and attention to in-depth research and data collection. Besides, self-report measures may have many intervening factors, including concealing honest views about the organization's culture and leadership due to fear of being bullied or discriminated against. So, the data collected is assumed to represent the employee's views.

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Conflict of Interest

The authors affirm that no conflicts of interest are linked with this publication. The research was conducted autonomously without financial or non-financial assistance from external entities.

Author Contribution Statement

The author meticulously crafted the study, devised the methodology, executed the investigation and data analysis, composed the original manuscript, and undertook the review and editing of the document. The author autonomously executed every aspect of the research and the development of the manuscript.

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