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"The Missing Link in Knowledge Sharing: The Crucial Role of Supervisor Support: Moderated Mediated Model

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Abstract

Purpose

The aims and objectives of the current study are to investigate the mechanism through which supervisor support influences knowledge-sharing behavior. The study is explained by taking the sequential mediation of psychological states i.e. well-being and ownership and with the moderation of mindfulness. Social exchange theory is used as the underpinning theory to explain the framework adopted.

Design/ Methodology/ Approach

Positivism research philosophy followed by the deductive approach is followed to meet the objectives of the current study. 219 employees from the telecom sector were identified as the respondents of the study. A purposive sampling technique was used to collect the data through self-administrated questionnaires. Exploratory and Confirmatory factor analyses were used through AMOS to generate the results and test hypotheses.

Findings

The results suggested that supervisor support significantly contributes to the achievement of the knowledge-sharing behavior of employees with the chain of mediation, i.e., psychological well-being, ownership, and altruism. Similarly, the moderating role of mindfulness is significant in the relationship between supervisor support and psychological well-being.

Originality/ Value

Although a number of researchers have studied the link between supervisor support and other employees' related attitudinal and behavioral outcomes, few have explored the roles of psychological ownership, well-being, and altruism in the relationship of knowledge-sharing behavior. This study thus posits a novel sequential mediation and moderation mechanism, based on the social exchange theory, through which supervisor support is translated into knowledge-sharing behavior.

Keywords: Supervisor support, Mindfulness, Psychological well-being, Psychological ownership, Altruism, Knowledge sharing behavior, SEM- AMOS

Introduction

In today's turbulent global environment, organizations are facing numerous challenges and are constantly adjusting to survive (Burhan et al., 2023; Malik et al., 2022; Akhtar et al., 2021). The role of a supervisor is considered imperative as it can help to achieve competitive advantage and also to facilitate employee development (Mylona and Mihail, 2022), improve job satisfaction (Seriwatana, 2022; Malik et al., 2021), and enhance productivity (Ali et al., 2022). Stinglhamber and Vandenberghe (2003) elaborated that supervisors can be considered as the human faces of the organizations who not only "represent" but also "replace" the organization in making their employees connected. It has also been indicated that an organization's overall success can be influenced by effective supervisor support in helping it navigate change, improve performance, and increase employee happiness and retention (Karatepe, 2014; Newman et al., 2011; Ng and Sorensen, 2008; Rousseau and Aubé, 2010). In addition, the supervisor supports not only perusing job performance (Ali et al., 2022) but also peruse other psychological outcomes.

A lot of research work has been associated with supervisor support on different organizational and personal level outcomes (Ma et al., 2023), but still few gaps have been identified (Sumardjo et al., 2023). Although, it is widely observed that supervisor support significantly impacts employee attitudinal and behavioral outcomes at the workplace the specific psychological mechanism leading this support to altruism and knowledge-sharing behavior have not been clearly established (Zhu et al., 2023). Prior research has not completely addressed this question, leaving a gap in how supervisor support affects employee attitude and intentions at the workplace (Seriwatana, 2022). For this reason, the current study is considering psychological well-being and psychological ownership as psychological phenomena affected by the supervisor's support. As psychological well-being refers to an individual's overall mental and emotional state, including their sense of purpose (Mcllroy et al., 2021), satisfaction with life (Chen and Wang, 2017), and ability to cope with stress while ownership refers to the feeling of possessing or having control over something, which can have psychological benefits such as increased sense of responsibility, identity, and attachment (Ma et al., 2023; Sumardjo et al., 2023). Whereas, altruism is the act of selflessly helping others without expecting anything in return, and knowledge sharing involves the voluntary

transfer of information from one individual to another (Pohl et al., 2022). Second, there is limited knowledge regarding how interactions and relationships with managers and supervisors lead to altruism and later knowledge-sharing behavior, even a quite few past studies (e.g. Dai et al., 2021; Gardner et al., 2021; Seriwatana, 2022) have investigated the relationship between supervisor support and employee attitudes and behaviors at work but this suggested mechanism is still need to be explored (Zhu et al., 2023). There is a positive relationship between altruism and knowledge-sharing, as more altruistic individuals are more likely to engage in knowledge-sharing behaviors, which can ultimately benefit society as a whole. Lastly, limited emphasis is given to studying the idea of mindfulness at the workplace, according to some researchers (Sumardjo et al., 2023), mindfulness can help employees manage stress and increase their focus and productivity, which can ultimately benefit the organization (Matsuo, 2022). By fostering a culture of mindfulness, organizations can create a more positive and supportive workplace, leading to improved employee well-being (Matsuo, 2022). All of these relationships are typically studied in a fragmented manner, focusing on specific aspects rather than taking a holistic view of their interconnectedness and interdependence. According to prior studies, workplace support, particularly organizational and supervisory assistance, influences employees' psychological states i.e. Psychological well-being and ownership (Dai et al., 2021; Gardner et al., 2021), and these psychological states further affect employees' attitudes and behaviors at workplace (Zhou et al., 2023). It is contended that psychological well-being and ownership could assist in a better understanding of the relationship between supervisor support and work attitudes, such as altruism, and behaviors, such as knowledge sharing, based on various research and related literature.

Social exchange theory is contemplated as the underpinning theory of the current study which argues that individuals engage in social interactions based on the expectation of gaining rewards and avoiding costs (Fan et al., 2019; Roch et al., 2019). In the context of supervisor support and knowledge-sharing behavior, employees will get engaged in knowledge-sharing behaviors when they perceive that their supervisors are supportive and caring, and in the presence of mindfulness, employees will generate a state of psychological well-being and ownership and come up with an altruistic attitude towards their organization (Haider et al., 2021). The current study is intended to contribute to the emerging literature on workplace support and human resource management by examining the relationships between supervisor support and mindfulness, psychological states, altruism, and knowledge-sharing behavior. This study also offers a theoretical contribution by

proposing that supervisor support is associated with various individual and organizational outcomes, such as altruism and knowledge-sharing behavior, which can be better understood by considering psychological well-being and ownership as an explanatory and mediating mechanism and mindfulness as a moderator. This study also makes a contribution to the field of human resource management (HRM) by arguing that emphasizing the development of supervisor support-focused human resource (HR) practices could assist in employee retention as well as knowledge-sharing relationships at work.

Theoretical Expedition

The theoretical framework of social exchange posits that individuals partake in social interactions predicated upon the reciprocal exchange of valuable resources, advantageous benefits, and consequential costs. Within the framework of the research model, it is imperative to acknowledge the pivotal role that supervisor support assumes as a critical resource that is reciprocally exchanged between supervisors and employees (Roch et al., 2019). The principle of reciprocity posits that when employees perceive a substantial degree of support emanating from their supervisors, they experience a sense of obligation to reciprocate by actively participating in knowledge-sharing endeavors. Supervisor support serves as a form of incentivization within the context of the social exchange paradigm (Fan et al., 2019). The provision of invaluable resources, comprehensive guidance, and unwavering assistance to employees is perceived as a series of favorable outcomes or rewards. Employees carefully evaluate the benefits and drawbacks associated with engaging in knowledge-sharing endeavors. Expenses may encompass the temporal and cognitive exertions allocated towards disseminating knowledge, the inherent perils associated with divulging one's expertise, or the consequent diversion of focus from one's own assigned responsibilities (Haider et al., 2021). The comprehensive assessment of expenditures and benefits holds paramount importance in the intricate process of deliberating knowledge dissemination conduct. Furthermore, the social exchange theory takes into account the notion of comparison levels (CL) and comparison levels for alternatives (CLalt). The concept of the CL embodies an individual's subjective criterion or anticipation pertaining to the magnitude of assistance they ought to be bestowed by their superior. In the event that the current level of support surpasses the established confidence limit, it is perceived as a favorable and satisfactory occurrence, thereby amplifying the inclination towards reciprocation and the dissemination of knowledge (Dai et al., 2021).

Moreover, the concept of CLalt pertains to the perceived accessibility of alternative avenues for obtaining support or engaging in knowledge exchange beyond the existing hierarchical dynamic between supervisors and employees. If the level of support provided by the supervisor surpasses the existing alternatives, it serves to bolster the inclination towards reciprocity. Employees are inclined to partake in the dissemination of knowledge when they perceive the support provided by their supervisor as being of greater worth and gratification in comparison to alternative possibilities (Gardner et al., 2021). The Social Exchange Theory duly recognizes the plausible moderating function of mindfulness. The practice of mindfulness, which entails the cultivation of present-moment awareness and the embracing of non-judgmental acceptance, has the potential to exert a profound impact on the cognitive processes involved in perceiving and evaluating supervisor support. When employees exhibit a heightened state of mindfulness, they are more likely to develop a deeper appreciation and internalization of the support they receive, resulting in an elevated sense of well-being, psychological ownership, and a heightened motivation to actively participate in knowledge-sharing endeavors. In a comprehensive analysis, the application of social exchange theory to the research model elucidates the pivotal role of supervisor support as a highly coveted resource that is reciprocally exchanged between supervisors and employees (Gardner et al., 2021). The pivotal factors influencing employees' decision-making with regard to knowledge-sharing behavior encompass the fundamental principles of reciprocity, rewards and costs, comparison levels, and alternatives. Through a comprehensive comprehension and strategic utilization of these intricate dynamics, organizations possess the capability to cultivate an environment that is conducive to the facilitation of knowledge dissemination, thereby augmenting employee engagement and fortifying their overall well-being.

Supervisor Support Psychological wellbeing and psychological ownership

Supervisor Support Psychological wellbeing

Kahneman et al., (1999) defined well-being as the occurrence of positive affect in an individual. Psychological well-being is similarly discussing the positive psychological state of people in different work settings (McIlroy et al., 2021). It is dependent upon several personal, organizational, job-related, and leadership factors (Chen et al., 2017). Among all other factors, supervisor support is identified as the core and essential component of psychological well-being (Ahmed et al., 2017).

Gok et al., (2015) revealed that the literature related to supervisor support is linked with several employee-related physical and psychological outcomes (De Ocampo et al., 2018). Prior studies e.g. Gok et al., 2015; Holland et al., 2016; Chen et al., 2017; De Ocampo et al., 2018; Nasurdin et al., 2018), provided support that the supervisor support has a significant impact on employees' positive attitudinal and behavioral outcomes such as engagement, performance, psychological well- being. Organization support theory (Eisenberger et al., 2002) is also supporting the connection between supervisor support and psychological well-being since it is identified as the source to overcome stress, anxiety, depression, and negative psychological conditions (Yasmeen et al., 2022).

H1a: **Supervisor support is positively related to Psychological well-being.**

Supervisor Support and Psychological Ownership

Gardner et al., (2021) using the perspectives of social exchange theory, described that psychological ownership is a complementary pathway that emerged through the fulfillment of the psychological contract between employer and employees. The source of this fulfillment is supervisors because they are known as the human faces of organizations (Malik et al., 2022) and their support evoked ownership feelings in employees (Liu et al., 2019). Hameed et al., (2019) signify that supervisor support is essential for psychological ownership because supervisor support is the acknowledgment of employees' contribution to the organization that further leads to psychological ownership (Dai et al., 2021; Gardner et al., 2021). Social exchange theory postulated that supervisor support in an organization is reciprocated by their organization members (employees) in more positive manners i.e. increased psychological ownership (Malik et al., 2022; Liu et al., 2019).

H1b: **Supervisor support is positively related to Psychological ownership.**

Psychological Well-being, and Altruism

Empirical evidence (Post, 2005) suggested that psychological well-being is the overall sense of fulfillment, happiness, and satisfaction of an individual which is the source of altruism where individuals put the needs and interests of others before their own (Kahana et al., 2013). Researchers (Luo and Hancock, 2020) also came to the view that psychological well-being is a positive psychological state of an individual which is working as a guiding mechanism towards individuals to pose altruistic behaviors. The researchers (Twenge and Martin, 2020) argued that psychological

well-being is the positive psychological state that motivates the individual to act with kindness and generosity fosters positive emotions such as happiness, contentment, and fulfillment and it further leads to creating a sense of purpose, and meaning in life (altruism), which is an outcome of psychological well-being (Wilson et al., 2020). Psychological well-being is sometimes referred to as the subjective experience of an individual's life and having positive behavioral outcomes such as altruism. Social exchange theory is supporting the relationship between psychological well-beings, and altruism since it is suggesting that individuals engage in prosocial behaviors such as altruism because they expect to receive some form of benefit in return. In the context of psychological well-being, individuals who engage in altruistic behaviors may experience a sense of satisfaction and fulfillment, which in turn contributes to their overall well-being (Twenge and Martin, 2020).

H2a: **Psychological well-being is positively related to altruism.**

Psychological Ownership, and Altruism

Psychological ownership and altruism link were searched and tested in the previous research (e.g. Jami et al., 2021; Peck et al., 2021). Empirical evidence suggested that psychological ownership is the sense of attachment and possession that an individual feels towards an entity or object and altruism is discussed as selfless concern for the welfare (Han et al., 2014). In some of the research i.e. Peck et al., (2021) altruism took as the prosocial behavior of an individual at the workplace to serve others and it is dependent upon the feelings of ownership by the member. The research of Ranjit, (2022) has shown that in organizational settings, employees with a high sense of psychological ownership towards organizations tend to engage in altruistic behaviors. A sense of ownership is having the potential to create a feeling of responsibility toward the organization, leading individuals to act in ways that benefit others (Liu et al., 2019). According to social identity theory, people are driven to uphold a positive social identity since the organization they are a part of contributes to how they perceive themselves (Shu and Peck, 2018). People may see a success or failure of an organization as a mirror of their own identity when they have a sense of psychological ownership towards that organization (Malik et al., 2022). As a result, they may be more inclined to act altruistically toward the organization (Chiang et al., 2013).

H2b: **Psychological ownership is positively related to altruism.**

Sequentially Mediation

Psychological Well-being, and Altruism as sequential mediators

Ali et al., (2022) defined that psychological well-being and altruism might work together in a sequence or serially, not in isolation, but in relation to some other variables. Similarly, Liao et al., (20202) conducted their research by taking subjective well-being as a sequential mediator by using social connectedness. Sarfraz et al., (2022) recently supported that altruistic leaders prevent knowledge hiding through a process of dual mediation. on the basis of empirical evidence, it is proposed that in organizational settings, supervisor support leads to higher psychological well-being (Holland et al., 2016; Chen and Wang, 2017; De Ocampo et al., 2018; Nasurdin et al., 2018) that further lead to adopt altruistic tendencies (Kahana et al., 2013; Feng et al., 2020), which in turn lead to increased knowledge sharing behavior (Saide et al., 2019; Hosen et al., 2021). Empirical evidence supported that supervisor support can have a positive impact on the positive attitude of employees such as it increase job satisfaction (Zhang et al., 2020), motivation (Kim et al., 2019), and performance (Afzal et al., 2019). Similarly, it is having the potential to impact knowledge-sharing behavior through increased psychological well-being that further leads to altruism. Employees who are supported by their supervisors are more likely to feel valued and appreciated that further contributes to psychological well-being. According to Social Identity Theory, it is plausible that psychological well-being and altruism act as mediators between supervisor support and knowledge-sharing behavior. That is, when supervisors provide support to their employees, it can lead to higher levels of psychological well-being and altruism, which in turn can foster a culture of knowledge sharing in the workplace.

H3a: **Psychological well-being and altruism positively and sequentially mediates between supervisor support and Knowledge sharing behavior.**

Psychological Ownership, and Altruism as sequential mediators

Prior literature suggested that supporting tendencies of organizations such as supervisor support significantly contribute to psychological ownership (Hameed et al., 2019; Dai et al., 2021; Jing and Yan, 2022). It is also evident that psychological ownership is leading to the adoption of altruism (Peck et al., 2021; Jami et al., 2021). Employees with altruism refer to selfless concern for the other organizational members (Saide et al., 2019). When employees feel a sense of commitment and attachment to their organization, they are more likely to prioritize the collective goals of the organization over their own personal interests (Xia et al., 2019), which can foster a culture of knowledge sharing (Ghani et al., 2020). On the basis of evidence, it is suggested that

supervisor support leads to higher levels of psychological ownership and altruistic tendencies, which in turn leads to increased knowledge-sharing behavior. The prior studies highlighted that psychological ownership and altruism in the workplace (Jing and Yan, 2022) both are having the potential to promote knowledge-sharing behaviors (Hameed et al., 2019) and lead by supervisor support in creating a positive work environment that encourages the employees to display such positive behavior (Dai et al., 2021). Social Exchange Theory is also supporting the sequential mediation of psychological ownership, and altruism as mediators in relation to supervisor support and knowledge-sharing behavior. On the basis of literature and theoretical support, the formulated hypothesis is as under:

H3b: Psychological ownership and altruism positively and sequentially mediates between supervisor support and Knowledge sharing behavior.

Moderating the Role of Mindfulness

Babalola et al., (2019) recognized that mindfulness specifically trait mindfulness is having the potential to strengthen or weaken the relationship between supervisor support and other psychological capabilities. Due to its nature and construct, mindfulness has been taken as a moderator in several studies (e.g. Wang et al., 2019; Mubarak et al., 2022). Jami et al., (2021) mentioned that in the context of psychological well-being, mindfulness may moderate the relationship between job demands and employee stress levels. It is defined that an employee with mindfulness may be better able to cope with high job demands and experience less stress as a result (Jami et al., 2021). Similarly, Asim et al., (2021) also discussed that mindfulness is playing a crucial role in relation to an organization's supportive environment and other psychological tendencies of employees at the workplace (Saeed et al., 2022). Empirical evidence argued that employees with mindfulness come- up with more responsive and experience greater feelings of ownership or control over their work (Mubarak et al., 2022). Mindfulness is also identified as an important tool for individuals to help manage and mitigate the negative effects of stressors in the workplace, and supervisors are the best source to contribute to the emergence of mindfulness.

H4a: Mindfulness significantly moderated between supervisor support and Psychological well-being.

Prior literature significantly discussed the role of mindfulness as a moderator (Liu et al., 2019; Yang et al., 2022) in relation to other positive and negative variables. Supervisor support is

identified as a significant contributor to the emergence of mindfulness (Mastuo, 2022). Employees who are getting support from their supervisors are recognized with a stable psychological state (Wu and Chen, 2019) which further leads to the adoption and presentation of positive attitudes and behavior. Since supervisor support is acknowledged as the best source of psychological ownership (Afzal et al., 2019) and the relationship got strength through mindfulness because supervisor support is playing a critical role in the increase of a positive psychological state (Jami et al., 2021). Eisenberger et al., (2002) defined that supervisor support is significantly associated with a range of positive outcomes in terms of employee attitude and behavior at the workplace (Kumar and Kaur, 2019; Singh et al., 2022). Self- determination theory is supporting the relationship as it is suggesting that supervisor support is having the potential to fulfill the basic psychological needs for autonomy (Liu et al., 2019), relatedness (Men et al., 2022), and competence of employees at the workplace and upon fulfillment of these needs, individuals are more likely to experience a sense of psychological ownership and mindfulness is having the potential to enhance the ability of an individual to recognize and appreciate these experiences, leading to a stronger sense of psychological ownership (Hur et al., 2022).

H4b: Mindfulness significantly moderated between supervisor support and Psychological ownership.
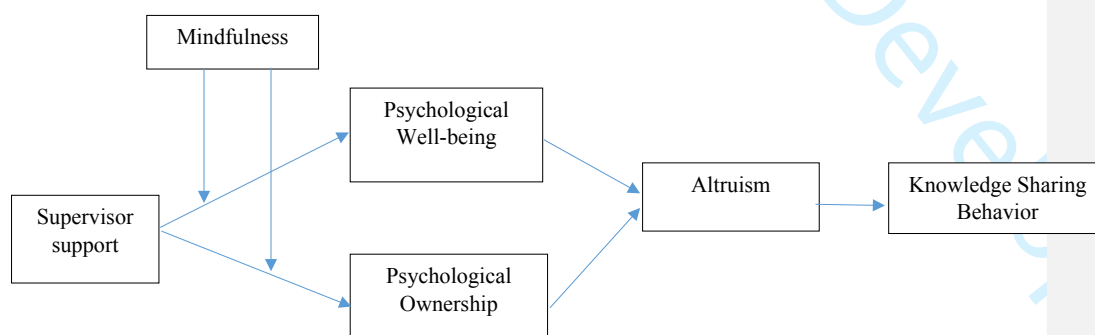
Method:

Sample

The present study employs a survey methodology to collect data, which is consistent with the research objectives. A sample of 219 employees working in the telecommunications sector of Pakistan was selected for the study. Participants were chosen using purposive sampling techniques, focusing on employees with a minimum educational qualification of graduation, who were actively engaged in day-to-day operations. The participants were informed that the study aims to explore work attitudes among employees. A questionnaire was administered to the selected employees for data collection purposes. Out of 230 questionnaires distributed a total of 219 responses were received. Thus the response rate was 95%. Among the 219 survey respondents, 39 were female employees while 180 respondents were male. The rest of the values of different demographical categories are presented in Table 1 of the Respondent's profile.

Measures

Supervisor Support

Supervisor support is assessed through an adapted questionnaire of Eisenberger et al., (1986). The sample item is "*My supervisor strongly considers my goals and values*". All the items were rated by the respondents by following five-point Likert scale guidelines, where 1 = "strongly disagree" and 5= "strongly agree".

Psychological well-being

Psychological well-being is also measured on the five-point Likert scale 1 for "strongly disagree" to 5 for "strongly agree". A survey questionnaire with 5 items from Ryff and Singer, (2008) was used. Statements like *"Has a feeling of continued development"* is included among the items of different categories of psychological well-being.

Psychological Ownership

Psychological ownership is measured by using the scale of Pierece et al., (2004). The said scale consists of 5-items and each item response used a 5- point Likert scale. The sample item is *"I keep myself well informed about issues where my opinion might be useful to the organization"*.

Altruism

Rushton et al., (1981) scale is used to measure altruism. All the items were rated on the same five-point Likert scale.

Knowledge sharing behavior

Seven items scale of Mogotsi et al., (2011) is used to measure the knowledge-sharing behavior of employees. The sample items are *"When I have learned something new, I tell my colleagues about it"*, and *"I share information with my colleagues when ask for it"*.

Mindfulness

Baer et al., (2006) scale is used to measure mindfulness. The sample item of this scale is *" I perceive my feelings and emotions without having to react to them"*.

Common method Biases

To overcome the issue of common method biases procedural and statistical remedies are taken as suggested by Podsakoff (2003). Procedural remedies include changing the sequence of items and pretesting while CFA is conducted as a statistical outcome. Moreover, common method bias is also detected through Harman's Single Factor test and table presented below is revealed the first unroated factor captured 26% the variance in the data. The results suggested that there is no issue of CMV in the data.

Table 1

Harman's Single Factor

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.426	29.703	29.703	7.426	29.703	29.703
2	3.541	14.164	43.867	3.541	14.164	43.867
3	2.612	10.446	54.313	2.612	10.446	54.313
4	1.984	7.935	62.248	1.984	7.935	62.248
5	1.823	7.292	69.540	1.823	7.292	69.540
6	1.093	4.371	73.911	1.093	4.371	73.911
25	.012	.050	100.000			

Extraction Method: Principal Component Analysis.

Commented [Ma1]: Comment 1: Provide a more detailed and accurate method to detect common method biases.
Reply: Separate table (**Harman's Single Factor**) to determine Common Method Bias is obtained and presented for clarity.

Data collection procedure

Since the model is contained mediating variables, so in order to avoid common method biases, the data was collected at different points in time as initially the data was collected related to independent and dependent variables, and in the second phase after a month, mediation-related variables were rated by the respondents. In total, 230 questionnaires were distributed among

employees at first stage. Howerver, 219 were collected back and at second stage of data collection, the mediation related variables were rated by the same employees.

Results

Respondent's Profile

Table 2 revealed information related to respondents who took part in the study. Overall 219 participants participated in the study and the categories of respondents were gender, age, experience, and working experience with the current supervisor to capture the true response related to the support of the supervisor. The table revealed that 180 males participated in the study with a percentage of 82.2%. On the other hand, 39 females took part in the current study with a percentage of 17.8%. Most of the respondents were aged between 25-30 years. Similarly, 148 respondents reported their experience bracket 0-5 years. 156 respondents (71.2%) had the interaction with their immediate supervisor between 0-3 years.

Table 2
Respondent's Profile (219)

	Frequency	Percent	Cumulative Percent
Gender			
Male	180	82.2	82.2
Female	39	17.8	100.0
Age			
25-30	148	67.6	67.6
31-35	59	26.9	94.5
36-40	12	5.5	100.0
Experience			
0-5	148	67.6	67.6
6-10	59	26.9	94.5
11-15	12	5.5	100.0
Years working with current supervisor			
0-3	156	71.2	71.2
4-8	57	26.0	97.3
8 years and above	6	2.7	100.0
Total	**255**	**100.0**	

Structural Model Evaluation

In the first phase of analysis, items loading, composite reality, alpha values, and validity (AVE) were obtained with the help of Amos. Table 3 is revealing the values of the above-mentioned tests,

and the results are consistent with the defined range. All the loaded items were displayed in the mentioned table. However, model fit-related information is presented in Table 3.

Table 3

Measurement Model Assessment of Reflective Construct

Construct	Items	Loadings	α	CR	AVE
Supervisor Support	SS1	.843			
	SS2	.774	.815	.820	.534
	SS3	.901			
	SS4	.619			
Psychological Ownership	PO2	.928			
	PO6	.913	.909	.956	.880
	PO7	.958			
Psychological Wellbeing	PW1	.932			
	PW2	.731			
	PW3	.937	.944	.956	.813
	PW4	.975			
	PW5	.947			
Knowledge Sharing Behavior	KB1	.811			
	KB2	.781			
	KB3	.899			
	KB4	.907	.933	.933	.667
	KB5	.897			
	KB6	.833			
	KB7	.687			
Mindfulness	MF1	.758			
	MF2	.856	.798	.802	.576
	MF3	.884			
Altruism	AL1	.796			
	AL2	.871	.776	.781	.544
	AL3	.830			

Table 4

Model Fit Measures

Measure	Estimate	Threshold	Interpretation
CMIN/DF	1.581	Between 1 and 3	Excellent
CFI	0.956	>0.95	Excellent
SRMR	0.057	<0.08	Excellent
RMSEA	0.041	<0.06	Excellent
P Close	0.431	>0.05	Excellent

Validity

Table 5 of the discriminant analysis displayed the values of correlation among independent, dependent, mediating, and moderating variables. The table is used for the analysis of correlation among variables as well as provide help to identify the multicollinearity among variables. Since all the values of correlation are less than 0.6, so no issue of multicollinearity has been deducted.

Table 5

Discriminant Validity

Variables	1	2	3	4	5	6
1. Knowledge Sharing Behavior	1					
2. Psychological Wellbeing	0.450***	1				
3. Psychological Ownership	0.422***	0.098	1			
4. Supervisor Support	0.381***	0.125	0.456***	1		
5. Mindfulness	0.341***	0.125	0.314***	0.088	1	
6. Altruism	0.246**	0.117	0.193*	0.252**	0.02	1

*P<0.05, **P<0.01, **P<0.001

Hypothesis Testing

Hypotheses considered for the study were tested using the SEM approach. Table 6 through Table 9 provide values to test the hypotheses. The results supported that the supervisor support has a significant impact on psychological well-being and psychological ownership as the values of beta for psychological well-being are identified as 0.379, and for psychological ownership 0.363 where p<0.001. So the formulated hypotheses are accepted. Similarly, psychological well-being is having a significant impact on altruism (Beta= 0.285, p<0.001) and psychological ownership is also having a significant impact on altruism (Beta= 0.168, p<0.05). So the hypotheses related to psychological well-being and psychological ownership are also got acceptance. Irrespective of

direct impact, the current study included a serial mediation, and for assessing the results, the study is using variance explained for (VAF) methodology to test the serial mediation. Hair et al., (2014) defined that to examine the mediation effect, it is one of the best methods for testing the mediation effect. The formula for VAF is as under

$$\textbf{VAF} = \text{Indirect Effect/Total Effect}$$

If the value of VAF is greater than 0.80 is regarded as full mediation; a VAF value between 0.20 and 0.80 is partial mediation and a value less than 0.20 is regarded as no mediation. Psychological well-being indirect effects are .099 and total effects are .063. So according to the formula, the value is 1.571, so full mediation is recorded. Similarly, for psychological ownership indirect effects are .058 and total effects are .063and VAF value obtained as 0.003. So no mediation was found. Moderation-related results revealed that mindfulness as a moderator strengthened the relationship.

Table 6

Direct Relationship

			Estimate	S.E.	C.R.	P
Psychological Wellbeing	<---	**Supervisor Support**	0.379	0.05	7.574	***
Psychological Ownership	<---	**Supervisor Support**	0.363	0.055	6.653	***
Psychological Wellbeing	<---	**Supervisor Support*Mindfulness**	0.197	0.064	3.061	**
Psychological Ownership	<---	**Supervisor Support*Mindfulness**	0.376	0.062	6.02	***
Altruism	<---	**Psychological Wellbeing**	0.285	0.087	3.296	***
Altruism	<---	**Psychological Ownership**	0.168	0.081	2.066	**
Knowledge Sharing Behavior	<---	**Alturism**	0.133	0.045	2.967	**

Table 7
Mediation analysis results

DV	Effect of IV on M (a path)		Effect of M on DV (b path)		Total effect of IV on DV (c path)	Direct effect of IV on DV (c' path)
	β	T	β	t	β	B
KSB	0.379***	7,574	.285***	3.296	.063***	.529***

* p<0.05, ** p<0.01, *** p<0.001, No. of bootstrap resample = 5000, M = Psychological Welbeings, KSB= Knowledge Sharing Behavior

Table 8
Mediation analysis results

DV	Effect of IV on M		Effect of M on DV		Total effect of IV on DV	Direct effect of IV on DV
	(a path)		(b path)		(c path)	(c' path)
	β	T	β	t	β	B
KSB	0.376***	6. 02	.168	2.066	.063***	.529***

* p<0.05, ** p<0.01, *** p<0.001, No. of bootstrap resample = 5000, M = Psychological Ownership, KSB= Knowledge Sharing Behavior

Table 9
Moderation analysis results

	Mediator Model: Psychological Ownership	
	B	t
Effect of Supervisor Support on Psychological Ownership	.740***	7.574
Effect of Mindfuless on Psychological Ownership	.657***	7.007
Effect of Supervisor Support x Mindfulness on Psychological Ownership	.022	2.269

	Mediator Model: Psychological Wellbeing	
	B	t
Effect of Supervisor Support on Psychological Wellbeing	0.379***	5.623
Effect of Mindfulness on Psychological Wellbeing	.197**	3.061
Effect of Supervisor Support x Mindfulness on Psychological Wellbeing	.015	.186

Discussion

The objective of the current study was to identify the impact of supervisor support on knowledge-sharing behavior with the mediating role of psychological states and altruism and moderation of mindfulness. Our findings complement the proposed framework which proves that supervisor support positively impacts psychological states i.e. well-being and ownership in a way that

enhances the altruism that further results in knowledge sharing behavior of the employee. Our comprehension of the underlying mechanisms relating supervisor support to knowledge-sharing behaviors is thus improved by this study. This study also contributes to the growing literature on workplace support and HRM by emphasizing the important function of supervisor support in fostering knowledge-sharing behaviors and improving employees' psychological well-being and ownership.

The results of this study show that ownership and psychological well-being are significantly predicted by supervisor support. While a few earlier studies have examined the correlation between workplace support - encompassing both supervisor and organizational support - and psychological states (e.g., Hur et al., 2022; Men et al., 2022; Liu et al., 2019), there appears to be no investigation solely dedicated to examining the direct relationship between supervisor support and knowledge sharing behavior (Kumar and Kaur, 2019). A supervisor who is supportive plays a crucial role in enabling employees to meet their basic needs and in providing them with access to organizational resources, rewards, and opportunities (Ali et al., 2022). Additionally, since supervisors are viewed as representatives of the organization, a supportive supervisor can engender a sense of organizational care and support for employees (Rhoades and Eisenberger, 2002). In summary, it can be posited that a supportive supervisor contributes to employees' psychological well-being and psychological ownership by creating opportunities and providing organizational resources while also demonstrating that the organization values their contributions and is concerned about their well-being. Altruism is positively impacted by psychological well-being and psychological ownership. A positive state of mind and a sense of possession of the organization can motivate individuals to act in ways that benefit the organization. The results also support the relationship between psychological well-being and ownership in altruism.

Also, it was discovered that altruism improved employees' knowledge-sharing behavior toward the organization. According to various prior research findings (Malik et al., 2022), altruism is positively associated with employees' knowledge-sharing practices. Based on the results of these and other studies, it can be claimed that employees are more likely to feel obligated to an organization if it helps them meet a range of requirements, including those related to their health, finances, leisure, knowledge, and social life. Also, in accordance with the principle of reciprocity (Ali et al., 2022), also in accordance with social exchange theory these employees may attempt to

repay the organization for the support and resources it has given them by remaining loyal to it and extending their affiliation with it. These workers may eventually demonstrate increased devotion to the company and encourage conduct that encourages knowledge sharing. Lastly, mindfulness significantly mediates the relationship between supervisor support and psychological well-being and ownership. Mindfulness is the practice of being present and fully engaged in the current moment, without judgment or distraction. It has been linked to a range of positive outcomes, including increased well-being and reduced stress. When combined with a supportive supervisor, mindfulness is enhancing the benefits of supervisor support by promoting a deeper sense of psychological well-being and greater ownership.

Overall, the findings of this study demonstrated that the relationship between supervisor support and knowledge-sharing behavior is sequentially mediated by psychological well-being, psychological ownership, and altruism. Moreover, the presence of mindfulness was found to have a positive moderating effect on this relationship. Taken together, these results underscore the importance of supervisor support and the role that individual factors such as psychological well-being, ownership, and mindfulness play in promoting knowledge-sharing behaviors in the workplace.

Implications of the study

Theoretical Implications

There are a number of interesting theoretical implications for these results. First, they add to the growing body of literature on the importance of supervisory encouragement for employee success. In particular, the results indicate that supervisors who are seen as caring and supportive can encourage employees' mental health and pride in their work, which in turn encourages them to help one another and share what they've learned.

Second, the findings stress the significance of personal characteristics like mindfulness in determining how workers react to supervisor support. Mindfulness may augment the beneficial effects of supervisor support on employee well-being, ownership, and knowledge sharing by encouraging greater focus on the present moment and decreasing distractions.

The cuurent research highlights the importance of social exchange theory in comprehending the connection between supervisor support and knowledge-sharing behaviour. The sequential mediation model proposes, more specifically, that when workers feel their managers have their backs, they are more likely to share what they know; this, in turn, improves their own sense of happiness and pride in their work, which in turn encourages them to help others. These results broaden our knowledge of social exchange processes in the workplace and have significant practical implications for businesses that want to encourage employees to share what they know and work together. It is concluded that the supervisor support can be seen as a form of social exchange, where employees reciprocate supportive behaviours by demonstrating higher levels of job satisfaction, organisational commitment, and performance. The current study expands on the thoughts prevalent in the social exchange theory by emphasising the importance of social norms, reciprocity, and reputation in promoting altruistic behaviours.

Practical Implications

The practical implications of these findings are significant for organizations seeking to promote knowledge sharing and other prosocial behaviors among employees. First, the results highlight the importance of providing supervisor support that fosters a positive work environment, where employees feel valued and cared for. This can be achieved through training and development programs for supervisors, which emphasize the importance of providing resources and opportunities to employees, and of building positive relationships based on trust and mutual respect.

Second, the study suggests that organizations can promote employee well-being, ownership, and knowledge sharing by encouraging mindfulness practices in the workplace. This can be achieved through the provision of mindfulness training or by creating a work environment that supports mindfulness practices, such as providing quiet spaces for meditation or encouraging employees to take short breaks throughout the day to practice mindfulness exercises.

Finally, the study highlights the importance of recognizing and rewarding prosocial behaviors in the workplace. By acknowledging and incentivizing knowledge sharing and other forms of altruistic behavior, organizations can create a culture that values and promotes such behaviors, thereby fostering a more collaborative and productive work environment.

Limitations and Future Research Directions

It is important to recognize the limitations of the current investigation. First, the study's cross-sectional design makes it difficult to infer causes from the connections between the variables. Longitudinal research designs should be used in the future to investigate the causal nature of these correlations over time.

Second, the study relied on self-report measures, which are susceptible to biases like common method bias and social desirability bias. Future research should explore utilizing numerous data sources and different measurement techniques to boost the validity of the findings.

Third, a specific sample and context (the Pakistani telecoms industry) were used in the study (employees with minimum qualification of graduation). The findings' applicability to other fields or situations may thus be constrained. To strengthen the external validity of the findings, subsequent research should reproduce these findings in diverse contexts and using different samples. Moreover, the study did not examine the function of additional potential variables, such as cultural influences, work characteristics, or individual differences, which may have an impact on the connections between the study variables. To develop a more thorough understanding of the variables that influence knowledge-sharing behavior in the workplace, future research should think about including these variables in the study design. Finally, in order to build positive attitudes and behaviours, leadership also plays an imperative role (e.g., spiritual Leaders). So future researchers should consider spiritual leaders as determinants of extra-role behaviors (knowledge sharing behavior, innovative work behavior, and pro-social behavior) through attitudes such as commitment, engagement, and satisfaction.

Conclusion

Finally, by evaluating the connections between workplace knowledge-sharing behavior, altruism, mindfulness, supervisor support, psychological well-being, and psychological ownership, the current study contributes to the body of literature. The study's findings emphasize the value of supervisor encouragement in encouraging knowledge sharing among staff members as well as the mediating function of psychological well-being and psychological ownership in this relationship. Also, the study discovered that mindfulness moderates the association between supervisor support

and psychological well-being, suggesting the potential benefit of mindfulness-based interventions in fostering employee well-being at work.

Overall, the study's conclusions have applications for businesses seeking to encourage knowledge sharing and employee wellbeing. To improve the quality of supervisor-employee relationships and promote a culture of information sharing, firms may specifically think about investing in supervisor training and support. In order to increase employee well-being and improve the success of supervisor support efforts, employers may also think about using mindfulness-based interventions. Nonetheless, it is important to recognize that the study has a number of limitations. The study's cross-sectional methodology and self-report metrics limit the validity of causal inferences and raise the possibility of bias. Future studies should make use of longitudinal designs, alternate measuring techniques, and other potential variables that may affect the correlations between the study variables in order to overcome these constraints.

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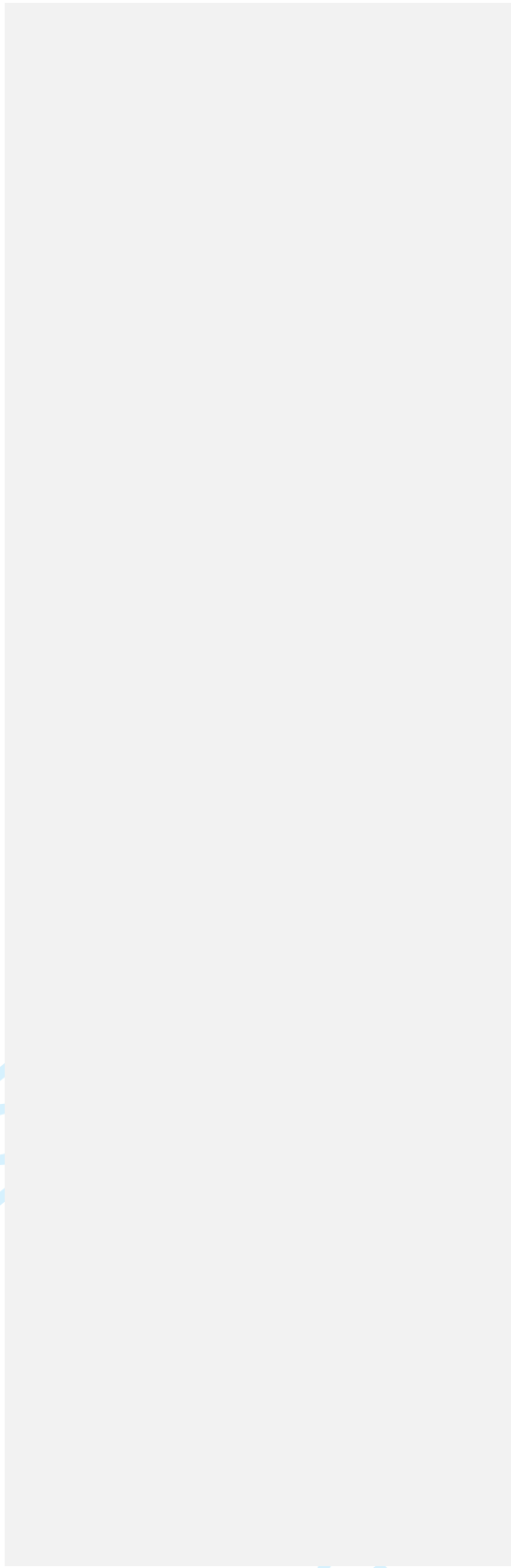
COMMENTS COMPLIANCE REPORT

Comments by Reviewer # 1

S. #	Comment (s)	Action taken	Page #
1	Provide a more detailed and accurate method to detect common method biases.	Separate table (Harman's Single Factor) to determine Common Method Bias is obtained and presented for clarity.	12