



Opposing Role of Prosocial Motivation and Job Insecurity Towards Employee Thriving: Moderating Role of Workplace Incivility

Muhammad Nawaz, Ph.D. Scholar (Business Administration), School of Business Administration, National College of Business Administration & Economics, Lahore, Pakistan, Institute for Grey Systems and Decision Sciences, GreySys Foundation, Lahore, Pakistan, m_nawaz_progressive@yahoo.com
<https://orcid.org/0000-0002-3719-7914>

Khurram Shahnawaz Rana, M.Phil. (Business Administration), School of Business Administration, National College of Business Administration & Economics, khurramrana@hotmail.com

Muhammad Imad-ud-din Akbar, Management Sciences Department, National University of Modern Languages, Lahore, dr.imad@numl.edu.pk

Muhammad Zohair Durrani, Ph.D. Scholar (Business Administration), School of Business Administration, National College of Business Administration & Economics, Lahore, Pakistan, Balochistan University of Information Technology, Engineering and Management Sciences, zohair_16@hotmail.com

Umar Tahir, M.Phil. (Business Administration), University of Lahore, Lahore, Pakistan, umar6847@gmail.com

Dr. Syed Mutahir Hussain Shah, Ph.D. (Engineering Management), Institute of Business and Management, University of Engineering and Technology, Mutahir5@gmail.com

Abstract- Organizations around the world are constantly involve in exploring different ways of maintaining and improving employee's level of thriving. However, the question is, does learning with vitality (dimensions of thriving) really matter to enhance overall organizational performance? Thus, this study attempted to explore antecedents of thriving. No doubt workplace incivility and job insecurity are the most impacting factors that decreases the thriving level of employees, which results harmful outcomes. In line, 261 marketing and sales employees from service sector (information technology sector i.e. HP, DELL and BILYTICA) rated the predictors (prosocial motivation, job insecurity), outcome (thriving) and moderator (workplace incivility) of this study. Results revealed that there are opposing roles of prosocial motivation and job insecurity towards employee thriving and workplace incivility moderate their relationships.

Keywords: prosocial motivation, job insecurity, thriving, workplace incivility

I. INTRODUCTION

Organizations are constantly exploring the ways to maintain employees' growth by improving their working capabilities (Nawaz, Mustafa, Unsa, Namatullah, & Ali, 2021). These capabilities allow an organization to perform its best to gain positive outcomes. However, the question that instigates the scholarly debate augment that, what do organizations mean when they claim to have 'best capable employees' amongst their competitors? While adding to this debate, this study suggests that employee thriving (learning with vitality) could be best fit capability in this regard. Employee thriving matters a lot to improve the overall well-being of organizations (Abid, Ahmed, Elahi, & Ilyas, 2020; Nawaz, Abid, Arya, Bhatti, & Farooqi, 2020).

Organizations are social entities that are made up of individuals and their interrelationships within the workplace (Daft, 2014). When employees work with mutual understanding and cooperation, it positively influences the accomplishment of organizational tasks and objectives. The effort, hard work, energy, and commitment of these employees are some of the major factors that contribute to an organization's long-term sustainability in achieving competitive advantage. During their professional lives, these employees may face numerous obstacles one of which is work-family imbalance (Beigi, Mirkhalilzadeh Ershadi, & Shirmohammadi, 2012; Wang, 2006). However, employees who are optimistic, energetic, loyal to the organization and courteous to their colleagues and customers can overcome this imbalance and are less likely to have work-family spillover and turnover.

In today's rapidly growing world, employees are the most valuable asset to the organizations (Nawaz & Bhatti, 2017). Hence, it becomes imperative to study the factors that positively affect the employees' growth. Amongst the most significant factors, employee thriving and prosocial motivation are those which helps employees to flourish to achieve their tasks with efficiency. On the contrary, factors like workplace incivility and job insecurity may serve as forces that oppose the optimal effectiveness of employee performance, thereby reduces the overall organizational efficiency. According to Spreitzer, Sutcliffe, Dutton,

Sonenshein, & Grant, (2005) “thriving is a psychological state in which individuals jointly experience a sense of learning and vitality at work”. Thriving brings positive organizational outcomes, including job performance (Paterson, Luthans, & Jeung, 2014), health, innovation (Porath et al., 2012), low burnout, and self-development (Wallace, Butts, Johnson, Stevens, & Smith, 2016). Further, learning and vitality are the two dimensions of thriving, which are in turn important for personal as well as organizational growth (Abid, Arya, Arshad, Ahmed, & Farooqi, 2021). For instance, individuals with thriving can combat the challenging situations with confidence and can accomplish tasks effectively (Porath et al., 2012; Spreitzer et al., 2005). On the other hand, there are a number of negative consequences of workplace incivility have been observed such as job stress, cognitive distraction, psychological distress, lower job satisfaction and lesser creativity (Cortina, Magley, Williams, & Langhout, 2001). Further in extension, personnel showing pervasive incivility are observed to ultimately leave their organizations at higher rates as compared to employees who are civil and courteous (Lim & Cortina, 2005; Andersson & Pearson, 1999). On the basis of above facts, we can argue that incivility is a harmful attribute for organizations that should not be compromised at any cost. In addition to workplace incivility, another factor that can negatively influences organizational growth and employee performance at workplace is job insecurity. Insecure employees are less likely to perform positively for the organization as compared to secure ones. Job insecurity has been linked to factors of poor work-related well-being, such as need for recovery, burnouts and decreased work engagement (Schreurs, Van Emmerik, Notelaers, & De Witte, 2010). Furthermore, job insecurity is associated with health complaints including anxiety, depression and physical symptoms such as high blood pressure and headaches (Burchell, 2009). Similarly it is related to negative attitudes towards the job in particular and the organization in general, in terms of lower job satisfaction and organizational commitment (Gracia, Ramos, Peiró, Caballer, & Sora, 2011). While the association of job insecurity with employee thriving is still at nascent stage and therefore gaining growing attention in connection with employee thriving. Recent economic recession has increased the significant research interest towards job insecurity (Hellgren, Sverke, & Isaksson, 1999). Moreover, scholars increasingly are pointing out the importance of job insecurity, which is feeling of insecurity about the future of one’s valued job attributes. In sum, to reduce the workplace incivility and job insecurity, one of the important factors that are helpful in organizational development could be the prosocial motivation. It is referred to as the desire to help others (Batson, 1987; Grant, 2008). It also refers to “an individual’s desire to benefit other people or groups” (Grant & Berg, 2011). Individuals with high levels of prosocial motivation tend to place importance on protecting and promoting the well-being of others in general (Schwartz & Bardi, 2001). Prosocial motivation is observed as has positive impact on job satisfaction, employee initiative (De Dreu & Nauta, 2009) and creativity when considered along with intrinsic motivation (Grant & Berry, 2011). These results elicit that prosocial motivation has the potential to move individuals into the realm of making a difference for others through their work. Therefore, prosocial employees are valuable assets to the organizations. Based on discussion, the focus of the study is to investigate the impact of prosocial motivation and job insecurity on employee thriving under the moderating role of workplace incivility on these associations.

II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Prosocial Motivation and Thriving

Prosocial motivation is the desire to benefit others (Grant & Berry, 2011). Grant & Berry, (2011) found that prosocial motivation is positively associated with psychological safety which is more likely to engage in social gatherings. In line, high-quality relationships at workplace are also associated with employees thriving at work (Paterson et al., 2014; Spreitzer et al., 2005). Thus, prosocial motivation and thriving allows individuals to develop and grow their personal resources in such a way that they can utilize to help themselves and others at work (Wallace et al., 2016).

Employee thriving are supposed to create new resources such as knowledge and social relationships, in order to facilitate their performance at workplace (Abid, Ahmed, Qazi, & Sarwar, 2020). In doing so, thriving builds capabilities of learning and vitality in individuals and with the addition of prosocial motivation the impact on lives becomes positive. Prosocially motivated employees are energetic (Shado et al., 2016) and are always enthusiastic to facilitate others (Grant & Sumanth, 2009; Ryan & Deci, 2000), which ultimately builds the foundation of employees’ thriving. This energy and enthusiasm is further strengthened when the organization gives rewards, bonuses and incentives to motivate employees (Warneken & Tomasello, 2008). According to the attribution theory and the work of Luthans, Youssef, and Luthans (2007) these rewards boost employees morale and make them more optimistic which further leads them to participating in thriving directed activities.

In line, according to Grant & Sumanth (2009) prosocial motivation benefits the organization by improving employee persistence, performance, and productivity which would significantly influences the employee

thriving. In turn, thriving explores and translates perceptions of psychological safety into higher levels of task performance and helping behaviors. It improves employee performance by creating the ability to learn and be vital in order to accomplish organizational tasks (Porath et al., 2012). Consequently, we can argue that prosocial motivation has significant and positive relation with thriving. Thus, we propose the following hypothesis:

Hypothesis 1: *Prosocial motivation has significant positive relation with thriving.*

Job Insecurity and Thriving

Job Insecurity is a lack of assurance and major work-related stressor, which may influence the learning and vital capabilities of employees. Based on previous literature, job insecurity linked to a number of negative health-outcomes e.g. mental health (Vander Elst, Van den Broeck, De Cuyper, & De Witte, 2014). Job insecurity explained as the 'overall concern about the continuance of the job in the future. Job insecurity is a perception that is subjective, which upholds due to a number of reasons e.g. corporate changes and poor financial performance that affect different employees differently. Some might not take it as a threat even though they might be losing their jobs. While other might feel that their job is insecure when this is not the case, thus job insecurity may also lead to counter-productive behaviors towards the organization (Vander Elst et al., 2014). To the best of our knowledge we possess so far, no study focused the impact of job insecurity on employee thriving, even though, researchers have begun to lay more stress on the importance of studying the dimensions of psychological well-being in the work domain (Bambra et al., 2010).

The subjectivity enroots from the insecurity surrounding the future (Nawaz, Bhatti, Ahmad, & Ahmed, 2018), for instance, employees with job insecurity do not know that they will remain on their position or not, hence, might struggle to plan for a future elsewhere. Consequently, employees with job insecurity might not thrive, as they will indulge in other activities like seeking other job. Another argument in this regard would be as when job insecurity increase, employees' level of thriving become low, because job insecurity leads counterproductive behaviors that create low confidence of employees and their ability to working in difficult condition, become low. It breaks the consistency and reliability of employees in organization. No, Doubt thriving is a vital key of employee to improve himself and perform every task in appropriate way (Abid, Contreras, Ahmed, & Qazi, 2019), but when job insecurity prevails, stress of employees would increase. Further, although thriving at work has been shown to be positively associated with organizational outcomes such as employee health and performance (Carmeli & Spreitzer, 2009; Cullen, Gerbasi, & Chrobot-Mason, 2015; Paterson et al., 2014; Porath et al., 2012; Vander Elst, De Cuyper, Baillien, Niesen, & De Witte, 2016; Wallace et al., 2016) but the role of job insecurity would be vice versa. Thus, we propose the following hypothesis.

Hypothesis 2: *Job insecurity has significant negative relation with thriving.*

Workplace Incivility and Thriving

Workplace incivility is a deviant workplace behavior that includes being rude, impolite and violating workplace norms. These behaviors create a negative work environment, which disturbs the relationships of employees within the organization. Therefore, the notion of thriving is important and relevant as it serves as an adaptive function that helps individuals to navigate and change their work contexts to promote their own development (Spreitzer et al., 2005).

When workplace incivilities increases, employee's level of thriving would decrease as incivility creates miscommunication between employees. It makes rudeness in work norms, due to which the achievement of organizational goals becomes problematic resulting in destabilization of working environment. Thus, even when workplace incivility at its lowest form can have a negative impact on the individual as well as organizational performance. Workplace incivility also leads to weak interaction because a fear of getting uncivil behave put individuals away from their colleagues. This weak interaction with bosses and colleagues leads to work stress that further increases the tendency to engage in incivility. Given that, this study is an attempt to contribute to the literature by investigating that the incivility and thriving relationship. Therefore, we hypothesize that:

Hypothesis 3: *Workplace incivility has significant negative relation with thriving.*

Workplace Incivility as a Moderator

Ambrose, Schminke, & Mayer, (2013) explored the trickle-down model suggesting that the behaviors and perceptions of a focal individual can have an influence on the behaviors and perceptions of others with

whom he/she interacts. According to Luthans (2002), when incivility is prevalent, colleagues may be less able to tap into their collective strengths to cope with their work stressors. The socialization theory helps organizational behavior scholars in understanding the organizational norms. The socialization process helps employees to establish a positive relationship among them for achieving organizational tasks. A variety of constructs have been engendered which are considered as the outcomes of the incivility at workplace e.g. social discouragement and workplace violent behavior (Duffy, Ganster, & Pagon, 2002). Incivility makes an employee's outcomes weaker at work place. Similarly, the uncivil behaviors result in less attention toward work which ultimately reduces the job performance (Porath & Pearson, 2010). Workplace incivility creates ambiguities in task accomplishment and increase in turnover intentions. It leads to a variety of negative organizational outcomes including decreased commitment (Andersson & Pearson, 1999). Besides the harmful consequences of workplace incivility, we discussed the positive association of prosocial motivation and employee thriving. This positive association of prosocial motivation and employee thriving would be influence in the presence of workplace incivility. As when there is uncivil environment, individual feel fears to help colleagues and in turn there would be no learning with vitality. Thus, we argued that workplace incivility may weaken the relationship between prosocial motivation and thriving. Thus: we hypothesize that:

Hypothesis 4a: *Workplace incivility moderates the association of prosocial motivation and thriving.*

Workplace incivility leads to a variety of negative organizational outcomes, such as decreases organizational commitment (Pearson, Andersson, & Wegner, 2001), decreases job satisfaction (Lim & Cortina, 2005), reduces thriving (Porath & Erez, 2007) and increases the absenteeism (Everton, Jolton, & Mastrangelo, 2005). Similar to workplace incivility, job insecurity is also a negative construct which also carry negative consequences which would influence the employee thriving negatively. In line, the uncivil environment would influence the association of job insecurity and employee thriving in such a way that decreases the employee thriving. Thus, we hypothesize that:

Hypothesis 4b: *Workplace incivility moderates the association of job insecurity and thriving.*

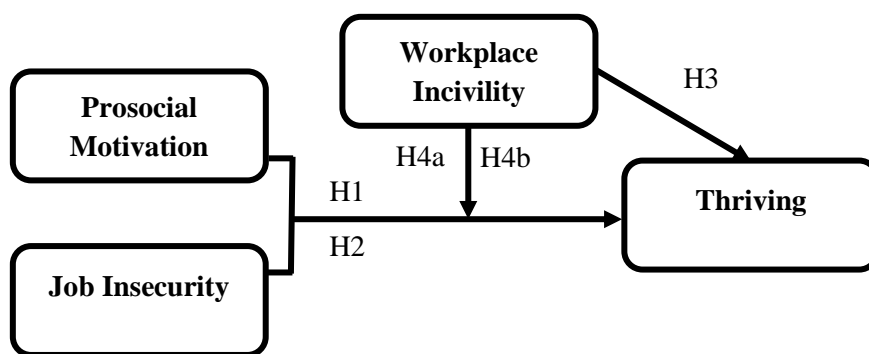


Figure 01: Proposed conceptual model of thriving as a function of incivility, prosocial motivation and job insecurity

III. METHODOLOGY

Data were collected from marketing and sales personnel of public and private organizations of Pakistan. We targeted the 261 marketing and sales employees from service sector (information technology sector e.g. HP, DELL and BILYTICA) who rated the predictors (prosocial motivation, job insecurity), outcome (thriving) and moderator (workplace incivility). Instead of collecting data from same source the predictors and criterion variables were rated by marketing and sales personnel in order to reduce common source biasness (Min, Park, & Kim, 2016). Sales representatives who worked with their area managers for less than 6 months, were not considered as participants of the survey. Furthermore, study focused on those people who spent their time mostly in the field such as sales representatives, area sales managers and marketing executives.

For the purpose of data entry, the sales representatives and marketing personnel separately coded in order to have matching of surveys between the subordinates and their supervisors. Both anonymity and confidentiality ensured to the participants of this study before they agreed to engage. The characteristics of sample profile given in Table 1 was similar to the previous studies conducted using data from hospitality industry of North Cyprus (Arasli, Bavik, & Ekiz, 2006; Karatepe & Uludag, 2008; Kilic & Okumus, 2006)

Measures:

Prosocial Motivation: Questionnaire tool of prosocial motivation developed by (Grant & Sumanth, 2009) having ‘5’ items were used in this study. A sample item includes “I get energized by working on tasks that have the potential to benefit others”. Participants by using 5-point Likert scale indicated their level of prosocial motivation where “1=Strongly Disagree” and “5=Strongly Agree”. A high score show employees are high in prosocial motivation and vice versa.

Workplace Incivility: Workplace incivility is measured with a scale developed by (Cortina et al., 2001), which is comprised of 7-items. For this purpose, there are four items on ignoring individuals and three items on perceived judgment. A sample of item on Ignoring is “Ignored or excluded you from professional camaraderie” on the other hand, a sample of item on judgment is “doubted your judgment on a matter over which you have responsibility”? Questionnaire tool is measured by “5-point Likert scale” where 1= “Never” & 5= “Frequently”.

Job Insecurity: We used the 4-item scale to measure job Insecurity level by (Schreurs et al., 2010). A sample of items includes “I will soon lose my job”. The level of job insecurity of participants of this study measured with 5-point Likert scale where “1= Strongly Disagree” and “5= Strongly Agree”. A high score revealed employees are in high Job Insecurity and vice versa.

Thriving: We used the 10-items scale to measure employee thriving with a scale developed by (Porath et al., 2012). A sample of items includes “I find myself often learning”. This tool was measured by 5-point Likert scale ranged from “Not at all” to “Very Much” where 1 indicated “Not at all” and 5 indicated “Very Much”. A higher score revealed higher level of thriving of individuals and vice versa.

IV. DATA ANALYSIS

The current study used a sample of 261 working adults for analyzing the hypothesized relationships. Primarily the sample consisted of males (197), of whom majority (64) were post-graduates (see Table 1). It was observed that the sample data was largely composed of graduates (140) and post-graduates (22), but (99) of them were under-graduates, which shows that our sample was educated enough to understand the language and terminologies used in our questionnaire.

Table 1: Respondent Characteristics

Variables	Undergraduates	Graduates	Post-Graduates	Total
Male	83	102	12	197
Female	16	38	10	64
Total	99	140	22	261

For further understanding the sample characteristics, mean and standard deviations were calculated for the study variables. The highest means were of prosocial motivation (Mean=4.092, SD= 0.923), and thriving at work (Mean=3.646, SD=0.687) indicating that most of the respondents opted for positive replies indicating higher cumulative scores for the two variables. On the contrary, low mean score (see Table 2) of workplace incivility (Mean=2.882, SD= 0.904) and Job Insecurity (Mean=3.220, SD= 0.830) indicates that mostly the respondents feel that their behavior is civil at their workplace.

Table 2: Descriptive Statistics

Variables	Minimum	Maximum	Mean	Standard Deviation
Workplace Incivility	1.00	5.00	2.882	0.904
Prosocial Motivation	1.00	5.00	4.092	0.923
Job Insecurity	1.00	5.00	3.220	0.830
Thriving at work	1.50	4.60	3.646	0.678

Prior to conducting the self-administered survey in the main study, the reliabilities of the all scales checked using the Cronbach's alpha. High alpha coefficients (see Table 3) of all the scales indicate that the measures used were reliable enough to provide results could use for making inferences about the population.

Table3: Reliability Analysis

Variables	Items	Cronbach's Alpha	Source
Workplace Incivility	7	0.854	Cortina et al. (2001)
Prosocial Motivation	5	0.899	Grant & Sumanth (2009)
Job Insecurity	4	0.587	Luthans et al. (2007)
Thriving at work	10	0.770	Porath et al. (2012)

Initial testing of the study hypotheses carried out using the correlational analysis. The correlation matrix (see Table 4) reveal that thriving has significant moderate correlation with prosocial motivation ($r=0.672$, $p<0.05$) and job insecurity ($r=0.110$, $p<0.05$). Alternately, it has a significant weakly negative correlation ($r=-0.149$, $p<0.01$) with workplace incivility. Moreover, workplace incivility, which taken as moderator in the study, has a significant correlation relationship with both independent variables (see Table 4).

Table 4: Correlation Matrix

#	Variables	1	2	3	4
1	Workplace Incivility	1			
2	Prosocial Motivation	.155*	1		
3	Job Insecurity	0.570**	0.630**	1	
4	Thriving at work	0.117*	0.672**	0.110*	1

* $p<0.05$, ** $p<0.01$

Hierarchical linear modeling (HLM) used to test the hypotheses as this study consists of a multilevel model. In this context, prosocial motivation and thriving were tested at level 1, whereas, at level 2-workplace incivility and thriving were investigated. Further, the influence of Workplace Incivility as moderator is studied at level 03 (see Fig 1). HLM was considered as an appropriate method since employees are nested within departments in the organizational hierarchy (Raudenbush & Bryk, 2001). Multi-collinearity and normality within the data checked before administering the linear regression modeling. It was observed that multi-collinearity was not a concern for this study as tolerance values were above the generally accepted level of 0.10 (Fidell, Tabachnick, Mestre, & Fidell, 2013) Therefore, research data used in this study were suitable for HLM regression.

Our first hypothesis i.e. *H1* predicts that there would be a positive relationship between Prosocial motivation and Thriving. Linear regression analysis (see Table 5) shows that incivility causes a 2.2% change in thriving of people at work through a significant negative effect ($\beta=-0.149$, $p<0.01$). Hence, hypothesis 1 was accepted. Our next hypothesis i.e. *H2* predicted that there would be a negative relationship between job insecurity and thriving. Linear regression shows that this model is significant at $p<0.01$ with prosocial motivation bringing about an overall change of 19.6% in thriving of employees ($\beta=0.443$, $p<0.01$). Hence, our hypothesis *H2* was also accepted. Hypothesis *H3* predicted a negative relationship between workplace incivility and thriving. Regression results illustrate that workplace incivility bring 0.448 units of change for each unit of thriving, resulting in an overall change of 20.1% ($\beta=0.448$, $p<0.01$). hence, hypothesis *H4* was also accepted.

Table 5: Linear Regressions

Variable	R ²	B	F	F-sig
Workplace Incivility	0.014	-0.087*	3.564	0.060
Prosocial Motivation	0.451	0.494*	212.87	0.000
Job Insecurity	0.012	-0.090*	3.185	0.075

Dependent Variable: Thriving at work, * $p<0.010$

To further test our hypotheses *H4a* and *H4b*, which indicated moderation of workplace incivility in the relationship between prosocial motivation and prosocial motivation with thriving at work. According to McClelland and Judd (1993), it is hard to obtain significant interaction particularly in cross level case. However, Table 6 shows that workplace incivility has a direct significant relationship with thriving and has a significant relationship in the presence of workplace incivility as moderator ($\beta=0.095$, $p<0.01$). In addition, the model is significant ($p<0.01$) bringing about an overall change of 9.6% in thriving when moderator is added to the direct relationship between incivility and thriving. Hence, our hypothesis *H4b* accepted indicating that workplace incivility moderates the relationship between job insecurity and thriving at work.

Table 6: Moderation Analysis with Workplace Incivility

Variables	Outcome		
	Thriving at Work		
	B	R ²	F-sig
Independent			
Prosocial Motivation	-0.473		
Moderator			
Workplace Incivility	-0.20	0.451	0.000
Interaction			
Workplace Incivility ×Prosocial Motivation	0.007		

Similarly, moderation analysis in Table 7 shows that when Workplace Incivility as a moderator between prosocial motivation and thriving there is a significant relationship ($\beta=0.084$, $p<0.01$) that results in an overall change of 5.9% ($\Delta R^2=0.059$, $F\text{-sig}=0.000$) thriving of employees at work. Hence, our hypothesis *H3b* accepted as well.

Table 7: Moderation Analysis with Prosocial Motivation

Variables	Outcome		
	Thriving at Work		
	B	R ²	F-sig
Independent			
Job Insecurity	-0.351		
Moderator			
Workplace Incivility	-0.416	0.43	0.000
Interaction			
Workplace Incivility × Job Insecurity	.146		

V. DISCUSSION AND CONCLUSION

This study focused on exploring the antecedents of thriving, which is a broad construct having two main dimensions: learning and vitality. A cross sectional study conducted to analyze and empirically investigate the cross-level interactions of prosocial motivation, workplace incivility and job insecurity and thriving of the employees. Moderation analysis predicted that high levels of prosocial motivation made employees thrive more as compared to employees with low measures of job insecurity. On the contrary, high level of job insecurity in employees reduced thriving more in the presence of workplace incivility.

Regression analysis is carried out to further explain the interactions between study variables. HLM revealed that with the increase in prosocial motivation, the thriving of employee also increases which leads to reduction in workplace incivility. In opposition to that, when there is a high level of workplace incivility and low level of prosocial motivation there is a decrease in thriving of the employees. Therefore, results support hypotheses *H_{4a}* and *H_{4b}*, which conclude that the effect of prosocial motivation of employees on thriving was stronger when there was a low degree of workplace incivility. This claim supported by the premises of social exchange theory, which suggests reciprocity between attitudes and behaviors. On the other hand, the effect of workplace incivility on thriving was weaker when there was a high degree of job insecurity.

Roberts, Scherer, and Bowyer (2011) also support the findings of our study that lower levels of workplace incivility lead to higher levels of thriving in the workplace. Thus, managers should be more compassionate and empathetic towards their subordinates in order to provide an atmosphere where employees may flourish and minimize any kind of uncivil behavior. Uncivilized behavior badly influences the employees' motivational level and their level of job commitment. Henceforth, managers should try to improve thriving of employees by being unbiased and less judgmental towards them, which would neutralize the impact of incivility.

Subordinates' opinions should be taken into the consideration by their supervisors especially where frontline managers and customer relation officers are concerned (Özduran & Tanova, 2017) in order to improve the level of thriving swiftly. The reason behind considering their opinions is that they have hands-on information to the various kinds of customers that they deal with on constant basis and hence well informed to make better decisions. In addition, the opinions of other departmental employees should also be given due consideration so that they remain prosocially motivated and do not engage in reducing any kind of uncivil behavior. Furthermore our study concluded that few tools such as training intervention (Luthans, Avey, & Patera, 2008), supportive climate (Luthans et al., 2008), and authentic leadership (Clapp-Smith, Vogelgesang, & Avey, 2008) are necessary for smaller as well as larger organizations to improve employees' prosocial motivation which leads to fruitful environment for employees' thriving.

VI. RESEARCH LIMITATIONS AND FUTURE RESEARCH SUGGESTIONS

This study is limited in aspects such as generalizability of findings, sampling, and cultural context. For instance, due to idiosyncratic characteristics of research location the generalizability of the findings is limited. Further, sample collected from limited public and private companies and further specific to sales and marketing personnel. Furthermore, the sales persons working under the Area Sales Manager and perform specific jobs, which further specifies the respondents into a certain category and makes it difficult to generalize findings. In addition, the sales respondents were primarily from the Sales Representatives of IT industry, which make an uneven representation of other industries in our sample. Hence, not easily generalize the findings to all sectors.

In future, scholars could also focus on comparison between the thriving of sales and marketing employees. We also recommend that future studies may work on thriving level of CEO and its' subsequent effects on their decision making with this model (see Fig 1) which was not the concern of our study.

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