



WORKPLACE INCIVILITY: A LITERATURE REVIEW AGENDA

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ABSTRACT

Workplace incivility is described as low-intensity aberrant behaviour at workplace with hazy intention to harm. Workplace incivility has been a severe concern in the previous two decades, affecting employees' job performance, work efforts, job satisfaction, well-being, organisational loyalty, and many other factors. The purpose of this paper is to investigate the consequences of workplace incivility by analysing prior research in this area. Finally, relevant characteristics are explored that can help in regulating uncivil workplace behaviour for future employment for the benefit of people and organisations.

KEY WORDS: *Incivility, Uncivil, Human Behaviour, Workplace Deviance*

INTRODUCTION

In the literature on organisational behaviour, workplace incivility has become a hot issue. Thousands of research have looked at how different sorts of negative workplace behaviours affect results at the organisational, group, and individual levels. The term "workplace incivility" is comprised of two words: 'Workplace' which refers to a location where individuals go to do their jobs, while, 'Incivility' is defined as behaving in a rude or courteous manner with others, bullying them, lowering their morale, and so on. Workplace incivility is described as low-intensity aberrant behaviour with uncertain intention to damage the target that breaches workplace mutual respect standards. Uncivil behaviour is frequently unpleasant and disrespectful, exhibiting a contempt for others (Andersson & Pearson, 1999). Examples of uncivil behavior include any superior reprimanding (or putting down) a subordinate in front of his/her coworkers making demeaning remarks or coworkers making jokes about the employee's race or religion, not listening to somebody and instead of offering credit to the employee for his/her hard work, declaring him or her professionally inept etc. (Porath & Pearson, 2009).

In a significant theoretical piece published in the Academy of Management Review in 1999, Anderson and Pearson presented incivility at workplace as a new area within the study of negative workplace behaviours. They stated that uncivil workplace behaviours would be countered with progressively severe kinds of negativity in ongoing colleague interactions. An

extensive study comprising large surveys in Europe and America demonstrates that workplace incivility has become a major problem, and several researches have been undertaken to recognise and analyse the causes and effects of incivility for individuals and organisations (Cortina et al., 2001; Lewis & Malecha, 2011; Pearson & Porath, 2009). Such situation demonstrates that workplace incivility is a worldwide issue that requires quick attention from HR professionals (Ghosh et al., 2013). Number of earlier researches on organisational incivility has been conducted in the United States, and it was subsequently undertaken in Australia (Warner & Sommers, 2016; Loh & Loi, 2018). Several studies were conducted in Asia, including in the Philippines (Bulloch, 2017), Malaysia (Arshad & Ismail, 2018), India (Sharma & Singh, 2016), China (Shi et al., 2018; Zhou et al., 2015), and Singapore (Shi et al., 2018; Zhou et al., 2015). (Ho & Tan, 2018; Torres et al., 2017). Employees experience workplace incivility in almost all studies, and it tends to grow substantially and become progressively distressing.

Incivility at workplace is verbally and physical deviant behaviour, such as a condescending glance, rude language, impatience, or a loss of regard for others' dignity; as a result, employees who are the target of incivility appear to limit their involvement over time (Tricahyadinata et al., 2020). Other examples of immoral behaviour include not giving thanks, not listening to coworkers' comments, texting or sending emails during sessions, making disparaging remarks, violating privacy, exclusive conduct, gossiping, and



ignoring or criticising coworkers (Porath & Pearson, 2010). It reduces organisational commitment and increases turnover intentions (Pearson & Porath, 2005), decreases employee well-being (Lim & Cortina, 2005), and makes workers feel socially rejected (Caza & Cortina, 2007). Incivility at work leads to increased anger, anxiety, and unhappiness (Porath & Pearson, 2012). In this series, more research has been done on the relationship between workplace incivility and other variables.

REVIEW OF LITERATURE

Incivility in the workplace is all too common. It is not confined to a single geographic region; it is a global phenomenon with negative implications all around the world. It is believed that 98 percent of workers are subjected to incivility, with 50 percent encountering it on a weekly basis. Numbers of employees are affected by incivility, which leads to significant financial impact on the companies where they work. Furthermore, employees who are subjected to workplace incivility pay a high price in terms of human expenses. Worrying, avoiding the aggressor, withdrawing from work, and even taking their emotions out on customers are all possibilities (Porath & Pearson, 2013). The development of incivility measurement instruments like WIS, a seven-point scale that identify the frequency of uncivil behaviour from supervisors or coworkers (Cortina et al., 2001; Martin & Hine, 2005) facilitated empirical research on workplace incivility, and studies using these instruments revealed a variety of antecedents, processes, and outcomes of uncivil workplace behaviour. Questionnaire relating to uncivil workplace behavior developed and validated by Martin and Hine (2005), is a 20-points scale that asks participants to report how often they experienced behaviours like raised voices, eye-rolling, being interrupted, being excluded, and being gossiped about at work over the previous year.

According to a research, workplace incivility affected 1,180 (out of 1662) public sector employees in the US Eighth Circuit Federal Court System. Women were more affected than males in this regard (Cortina et al., 2001). In another study of 2400 participants from the United States and Canada, researchers discovered that incivility reduced work effort, productivity, and performance, job satisfaction, and organisational loyalty, and as a result, increased turnover-intention (Pearson & Porath, 2005). Job satisfaction was negatively correlated with organisational constraints, incivility, and interpersonal conflict, whereas it was positively correlated with counterproductive work behaviour (CWB) (Penney & Spector, 2005). 75 percent of 1,043 students at a public institution in the North-Western United States said they had encountered

uncivil behaviour and have been socially shunned (Caza & Cortina, 2007). It was discovered that workplace incivility had greater harmful implications than personal incivility (Lim et al., 2008). Uncivil behaviour has a detrimental impact on organisational outcomes, thus HRD scholars and professionals were tasked with reducing uncivil behaviour and improving organisational performance (Reio & Ghosh, 2009). Workplace incivility operated as a shared stressor and raised turnover intentions, according to a research of 34,000 employees in Australia and New Zealand, while interactional justice moderated the relationship between environmental incivility and desire to stay (Griffin, 2010).

Hostile attribution and negative reciprocity both generated a positive association between workplace incivility and interpersonal deviance, according to a study of 233 Chinese employees (Wu et al., 2014). Workplace incivility was linked to initiated incivility and negative consequences such as sleeping issues, reduced job satisfaction, turnover intention, and well-being, according to a research of 2871 (2058 women and 813 males) members of the Swedish Hotel and Restaurant Workers Union (Holm et al., 2015). In Faisalabad, 184 nurses indicated that workplace incivility was linked to employee absenteeism (Zia-ud-Din et al., 2017). Turnover intentions were shown to be adversely connected to age, position, and qualifications (Randhawa, 2007) and favourably related to workplace incivility (Cortina et al., 2013; Rahim & Cosby, 2016; Sharma & Singh, 2016; Tricahyadinata et al., 2020). Job happiness, work effort, productivity, job performance, and loyalty all suffer as a result of workplace incivility, which leads to an increase in turnover intentions (Pearson & Porath, 2005). Workplace incivility lowered self-efficacy, which raised turnover intentions, according to 300 workers from 15 firms in Jakarta, and self-efficacy worked as a mediator between workplace incivility and turnover intention (Riadi et al., 2019). Customer satisfaction was negatively correlated with workplace incivility and customer-incivility (Danish, 2019). The association between workplace incivility and job search behaviour was indirectly modulated by income level through employee cynicism, according to 331 samples from 5-star hotels in Jordan (Megeirhi et al., 2020). Employee productivity was also harmed as a result of coworkers devoting time to discussing workplace incivility (Pierre, 2019).

CONCLUSION

From the review of incivility literature, it may be concluded that the current status of incivility research is vast, diversified, and fragmented. This paper of the workplace incivility literature reveals that the

uncivil experiences analysed differ significantly. Incidents of incivility vary not just in terms of their source (boss, coworker, or customer), but also in terms of the sort of incivility i.e., experienced, witnessed, or instigated (Schilpzand et al., 2016). Moreover studies of incivility differ in terms of the type of investigation (i.e. critical occurrences, questionnaires, experimental research, diary studies, and qualitative inquiry) and the time period covered (i.e., retrospective, cross-sectional, and longitudinal). Incivility findings are challenging to understand due to the diversity of studies. From past research on workplace incivility, we may deduce that incivility has a negative impact on both personal behaviour and organisational outcomes. Studies have shown that workplace incivility is expensive to both people and organisations, with negative repercussions. In the future, workplace behaviours must be examined in order to achieve maximum employee productivity, job happiness, work-holism, and loyalty to the company. Income level (Taheri et al., 2020), self-efficacy (Riadi et al., 2019) (Moreira & Aparício, 2019),

positive workplace conditions and affective conditions (Demskey et al., 2019), affective commitment (Liu et al., 2019), satisfaction with work and supervisors (S. Lim et al., 2008), interactional justice (Griffin, 2010), organisational trust (Miner-Rubino & Reed, 2010), family support (Lim & Lee, 2011), expressive writing intervention (Kirk et al., 2011), emotional and organisational support (Miner et al., 2012), supervisor's social support (Sakurai & Jex, 2012), training to employees (Zia-ud-Din et al., 2017), psychological capital (Mahfooz et al., 2017) and personality disposition (Arshad & Ismail, 2018) were the variables which were derived by various researchers that moderated the impact of workplace incivility. Organizations must also keep an eye out for uncivil behaviour among their employees in order to maximise employee productivity and job happiness. Workplace incivility can be summarized in Figure 1 which shows that workplace incivility is negatively associated with job performance and positively associated with work stress, which result in a higher likelihood of turnover.

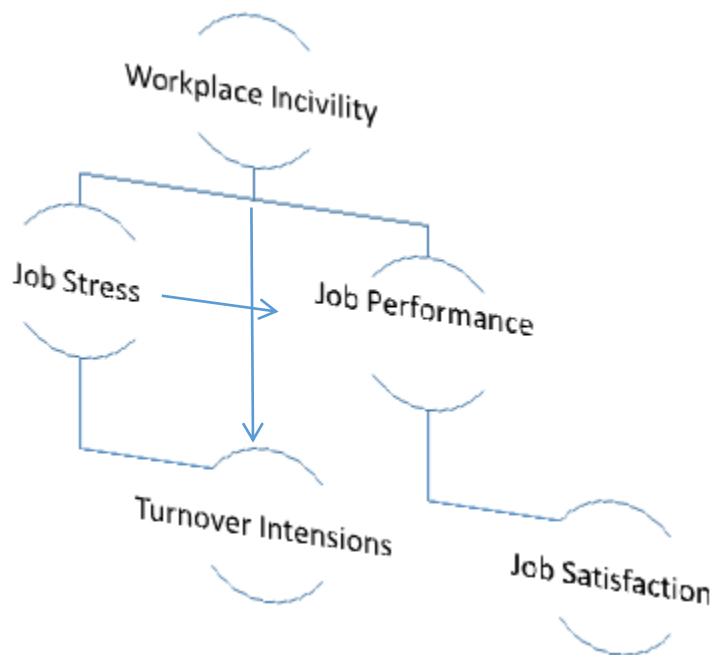


Figure-1: Workplace Incivility Model

The study's findings suggest that suitable interventions are needed to improve supervisors' social skills, which are linked to their capacity to talk clearly and convincingly, which includes knowing what to say, when to say it, and how to say it. Building and sustaining healthy connections, behaving appropriately in human relations, and dealing with difficulties without denigrating any organisational members are all examples of social skills (Rahim, 2014). A supervisor's

social skills ability allows them to communicate with their relevant internal and external settings in order to improve employee performance and satisfaction.

In the present scenario of workplace incivility, this review article will stimulate researchers to perform further study on workplace incivility, as well as help and encourage practitioners to design policies and strategies to limit the occurrence and effect of various forms of workplace incivility. A cohesive theoretical



framework should be created that integrates experienced, witnessed, and instigated workplace incivility.

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