

The Effects of Workplace Incivility on Job Satisfaction: Mediating Role of Organizational Citizenship Behavior, Intrinsic and Extrinsic Motivation, Emotional Exhaustion

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Abstract

Scholars have baptized for investigation relating to the antecedents and sways of workplace incivility and means to condense it. To address this concern, this study proposes a theoretical framework that explains the linkages of workplace incivility (WI) with Job satisfaction (JS). We theorized that incivility decreases employees' motivation, increases emotional exhaustion and further leads to restricted OCB. These factors, in response, confine employees' job satisfaction. Further ahead, age, and gender moderates the effect of incivility on job satisfaction. Hence, OCB, exhaustion, and motivation mediate incivility and job satisfaction nexus. These relationships were theorized in a singular model to portray the overall impact of the variables occurring at once. Empirical validity was established through a survey conducted through close-ended questionnaire from 272 employees working in Karachi. Results proposed that there is a negative mediatory impact of emotional exhaustion, whereas, OCB, extrinsic and intrinsic motivation had no mediatory effect on experienced incivility and

job satisfaction. With regards to instigated incivility, it doesn't cause any significant or material job dissatisfaction, however, intrinsic motivation and emotional exhaustion play a negative mediatory role. Witnessed incivility directly affect JS as its coefficient was negative and significant, however, no mediatory role was found.

Keywords: workplace incivility, organizational citizenship behavior, motivation, emotional exhaustion, job satisfaction, structural equation modeling

1. Introduction

Past research works have revealed that insolent, impolite, or uncivil behaviors at the workplace can be the potentially persistent form of workplace maltreatment also known as workplace incivility (WI) (Cortina, 2008). As indicated by Andersson and Pearson (1999), WI can be defined as, *“a particular form of low-intensity deviance at work which is distinguished from workplace aggression by its ambiguous intent to harm targets”*. Uncivil behavior at the workplace has unfavorable effects on worker and organizational outcomes due to the substantial outlay it causes to the besieged employees, their coworkers, and the organization at large (Sakurai & Jex, 2012).

A qualitative analysis of literature divides workplace incivility into three distinct, yet interrelated areas as experienced incivility (EI), instigated incivility (II) and witnessed incivility. EI caters to the thoughts, feelings and subsequent behaviors of employees who are targets of uncivil behavior. Instigated incivility captures the instigators of incivility and witnessed incivility captures the relationship of witnessing uncivil behavior at the workplace (Schilpzand, 2016).

Workplace incivility often produces deleterious work reactions, for example, emotional exhaustion can potentially lead to an increase in job dissatisfaction (Sliter *et al.*, 2012). Correspondingly, workplace incivility has also shown to aggravate emotional exhaustion among workers (Dorman & Zapf, 2004), and hence, unfavorably moves job satisfaction.

EI and II are the two primary categories of WI that have been frequently researched, however, fewer researches have been conducted regarding witnessed incivility (Schilpzand, 2016). Most of the prevailing work tends to emphasize only on the adverse impacts of either EI or II on employee and organizational outcomes (Cortina & Magley, 2009). In connection with that, preceding researches have overlooked the greater effects of witnessed incivility. Schilpzand (2016) in his research found that out of 55 researches performed on workplace incivility, only 4 researches attempted to address the impacts of witnessed incivility at the workplace.

However, there have been few numbers of researches that caters to the problems undermining workplace incivility and job performance in the context of Pakistani workplace and employee, employer relations. There has been a little effort to analyze the impact of workplace incivility of co-workers and their detrimental impacts on job performance and satisfaction. The following research is an attempt to fill this gap by analyzing the above empirical gaps existing and providing Pakistani organizations to reduce the tendency of this un-civil behavior at the workplace by introducing organizational citizenship behavior (OCB) and means of increasing the intrinsic motivational factors. The counterproductive impacts of

workplace incivility can be minimized to a level that it can barely impact the organizational resources and performance.

The current study is an effort to outline a theoretical model of how different types of workplace incivility influence job satisfaction simultaneously. Moreover, the present research sightsees the mediating via which WI can be influential on job satisfaction (JS) in the presence of emotional exhaustion (EE), intrinsic motivation (IM), extrinsic motivation (EM) and organizational citizenship behavior (OCB) as mediators. Lastly, this research explores the moderating mechanism of gender and years of experience, influencing the relationship between WI and JS. The research is an attempt to provide the organizational implications in terms of how workplace incivility evolves and how it can be a deteriorating factor for work motivation and OCB.

2. Background to the Literature and Hypothesis

2.1 Job Satisfaction and Workplace Incivility

The definition of workplace incivility, often cited in literature, defines WI as: “*Low-intensity behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect; uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard for others*” (Andersson & Pearson, 1999). Past researches have shown that EI is associated with counterproductive behaviors and responses. For example, Bunk and Magley (2013) identified that experienced incivility produces a tendency to reciprocating the behavior. Kim and Shapiro (2008) argue that it brings retaliation, Lim and Teo (2009) argued that it causes deviant behavior and Penny and Spector (2005) provided evidences of counterproductive behavior at work.

Witnessed incivility is defined as, “*the type of incivility dealing with the feelings, thoughts, and behaviors and other correlates of employee who are the witness of uncivil behavior at workplace.*” (Schilpzand, 2016). Witnessed incivility is an emerging range of studies with opportunities and cavities in future researches (Schilpzand, 2016). According to Montgomery et al. (2004), females have a greater tendency of witnessing workplace incivility than men does. Porath and Erez (2009) argued that witnessing incivility at the workplace causes negative impacts and reduces the tendency of creative performance, organizational citizenship behavior and job satisfaction. Whereas, Totterdell et al. (2012) established that WI causes emotional exhaustion.

Instigated incivility is defined as, “*the type of workplace incivility that caters the instigators of workplace incivility directed toward employees and assess its antecedents and outcomes.*” (Schilpzand, 2016). According to research conducted by Blau and Anderson (2005), which examined the effects of II on distributive justice, JS, and EE. The findings implied that job satisfaction and distributive justice were adversely related to instigated incivility, whereas, emotional exhaustion had a positive relation with instigated incivility. The research conducted was a longitudinal study performed on working adults, particularly targeting co-workers and supervisors.

Torkelson et al. (2016) conducted research in the context of the Swedish working population.

He used a stratified sampling technique and found that 52% of the population had been the target of incivility instigated by supervisors and 73% of the people faced some form of incivility through co-workers in the past year. In a similar capacity, Reio and Trudel (2013) conducted research on a group of United States healthcare workers and found that 75% of the sample experienced incivility and approximately 30% of the sample faced incivility, ranging from, sometimes to always. They used the multiple regression analysis and the outcomes implied that the people being the target of the workplace incivility had poor organizational commitment, contextual performance, and greater turnover intent. Based on the empirical evidences, we imply that:

H1: *There exists a negative and significant relationship between EI and OCB.*

H2: *There exists a negative and significant relationship between EI and IM.*

H3: *There exists a negative and significant relationship between EI and EM.*

H4: *There exists a positive and significant relationship between EI and EE.*

H5: *There exists a negative and significant relationship between II and OCB.*

H6: *There exists a negative and significant relationship between II and IM.*

H7: *There exists a negative and significant relationship between II and EM.*

H8: *There exists a positive and significant relationship between II and EE.*

H9: *There exists a negative and significant relationship between witnessed incivility and OCB.*

H10: *There exists a negative and significant relationship between witnessed incivility and IM.*

H11: *There exists a negative and significant relationship between witnessed incivility and EM.*

H12: *There exists a positive and significant relationship between witnessed incivility and EE.*

H13: *There exists a negative and significant relationship between EI and JS.*

H14: *There exists a negative and significant relationship between II and JS.*

H15: *There exists a negative and significant relationship between witnessed incivility and JS.*

2.2 Workplace Incivility and Organizational Citizenship Behavior

Organ (1988) defined OCB as: “Organizational citizenship behavior (OCB) refers to employees’ discretionary behaviors that go above and beyond their prescribed job responsibilities to help others in the workplace in achieving the organizational goal”. Aquino and Thau (2009) argued that experiencing incivility and portraying OCB has a very close relation. Particularly, according to Aquino and Bommer (2003) people who participated greater in OCB had lesser chances of experiencing incivility because individuals who participates more in OCB tend to increase their social attractiveness and thus have minimum

chances of experiencing incivility at the workplace (Bolino, 1999). Porath and Erez (2009) found that witnessing WI at the workplace causes employees to reduce their engagement in OCB. Whereas, Mao et al. (2019) argued that experiencing WI adversely predicted OCB among individuals and leading to job dissatisfaction. Taylor et al. (2012) argued that workplace incivility negatively affects OCB, this is due to the fact that the targets think that the social exchange relationship is deteriorating between them and the organization. It may also be implied that the workplace incivility reduces the tendency of portraying OCB in the presence of emotional exhaustion (Jawahar & Schreurs, 2018). Based on the empirical evidence we imply that:

H16: *OCB has a positive and significant impact on JS.*

H17: *OCB will significantly mediate the relationship between EI and JS.*

H18: *OCB will significantly mediate the relationship between II and JS.*

H19: *OCB will significantly mediate the relationship between witnessed incivility and JS.*

2.3 Workplace Incivility and Motivation

Amabile (1996) viewed intrinsic motivation as the readiness or aspiration to upsurge effort because of the delightfulness of the work. However, people experiencing incivility are less likely to increase their desire for work enjoyment in order to protect their resources. Workplace incivility depletes the emotional resources of the employee working and thus employees are less interested in performing tasks with keen desire and aspiration.

Cortina et al. (2001) in her research argued that extrinsic motivation can have no impact on the relationship of WI and JS. The research conducted was based on the impacts of instigators and experiences of incivility at the workplace pertaining to their fluctuating tendencies in different genders. The research implied that extrinsic motivation refers to the monetary benefits which in any way cannot be impacted by the incivility, however, the researcher implied to testify its no existing relationship.

According to Gagne and Forest (2010), IM tends to increase positive consequences, productive performance and adversely impacts employee withdrawal. The results indicated that external and introjected regulation were connected to EE, physical and mental problems. However, integrated and identified regulations had been positively impacting job performance and lower turnover intention. Based on the empirical evidence we imply that:

H20: *IM has a positive and significant impact on JS.*

H21: *There exists a significant mediating role of IM between EI and JS.*

H22: *There exists a significant mediating role of IM between II and JS.*

H23: *There exists a significant mediating role of IM between witnessed incivility and JS.*

H24: *EM has a positive and significant impact on JS.*

H25: *There exists a significant mediating role of EM between EI and JS.*

H26: *There exists a significant mediating role of EM between II and JS.*

H27: *There exists a significant mediating role of EM between witnessed incivility and JS.*

2.4 Workplace Incivility and Emotional Exhaustion

Maslach and Jackson (1981) defined EE as: “*feelings of emotional helplessness and the depletion of an individual’s emotional resources*”. Aiken et al. (2002) analyzed a data set pertaining to Pennsylvania as part of the International hospital outcomes study. The research examined the relationship between patient to nurse ratio of EE and JS. The results of the research implied that higher tendency of EE was positively and significantly related to higher job dissatisfaction. Moreover, the results showed that an increase in patient per nurse caused a 15% decrease in JS and a 23% increase in EE.

The levels of EE are linked with the levels of tolerance, employees, have for their colleagues and clients (Leiter & Maslach, 1988). Uncivil behaviors from coworkers become a primary foundation of stress by draining a targeted employee’s expressive energy and intellectual resources (Laschinger et al., 2009). Coworker incivility comprises distinctive behaviors with vague intent to detriment the oppressed, such as deserting to say “please” or “thank you”, overlooking or levitating voice (Pearson et al., 2000), These are associated with undesirable outcomes such as amplified EE (Laschinger et al., 2009; Sliter et al., 2012) and cut mental well-being (Lim & Cortina, 2008). Based on the empirical evidence we imply that:

H28: *EE has a negative and significant impact on JS.*

H29: *There exists a significant mediating role of EE between EI and JS.*

H30: *There exists a significant mediating role of EE between II and JS.*

H31: *There exists a significant mediating role of EE between WI and JS.*

2.5 Workplace Incivility and Gender

Past researches have suggested that the WI is a gendered variable of workplace environment and females are the easiest target of workplace incivility than men (Cortina, 2008; Pearson et al., 2000). According to research conducted by Rubino and Cortina (2004), women who observed uncivil work behaviors at work had lower job and health satisfaction. During the observation, it was found that women who experience incivility have a greater tendency of increasing exhaustion, disengagement and lowers JS, physical and psychological well-being (Miner-Rubino & Cortina, 2007). The theorized concept related is based on the empirical pieces of evidence provided from the past. Past researches imply that females have a greater tendency of getting impacted by workplace incivility and reduced job satisfaction. Based on the aforementioned arguments, we expect that:

H32: *Gender will moderate the relationship between WI and JS.*

2.6 Workplace Incivility and Work Experience

There is a lack of research on the moderating role of years of experience between WI and JS, according to Yeung and Griffin (2008), who argued that years of experience may cause

employees to experience and instigate, less or more uncivil behavior at the workplace. The results implied that employees having less than six months of experience experienced significantly less uncivil behavior than employees having experience greater than six months. The research implied the first six months of experience as the “honeymoon” period after which employees start experiencing the same uncivil behavior and hence increasing job dissatisfaction level. Based on the empirical pieces of evidence, we theorize that the greater years of experience tend to have greater experiences of workplace incivility and lesser years of experience tend to have lower experiences of workplace incivility. Based on the aforementioned arguments, we expect that:

H33: *Work experience will moderate the relationship between WI and JS.*

3. Method

3.1 Hypothesized Model

The hypothesized model contained 82 item out of which three incivility scales (12 items each), experienced, instigated and witnessed, OCB (10 items), IM (3 items), 4 scales of EM (3 items each), introjected regulation, integrated regulation, identified regulation and external regulation, EE (7 items) and JS (10 items). The model also contained two demographic variables, gender and years of experience as moderator between workplace incivility and job satisfaction.

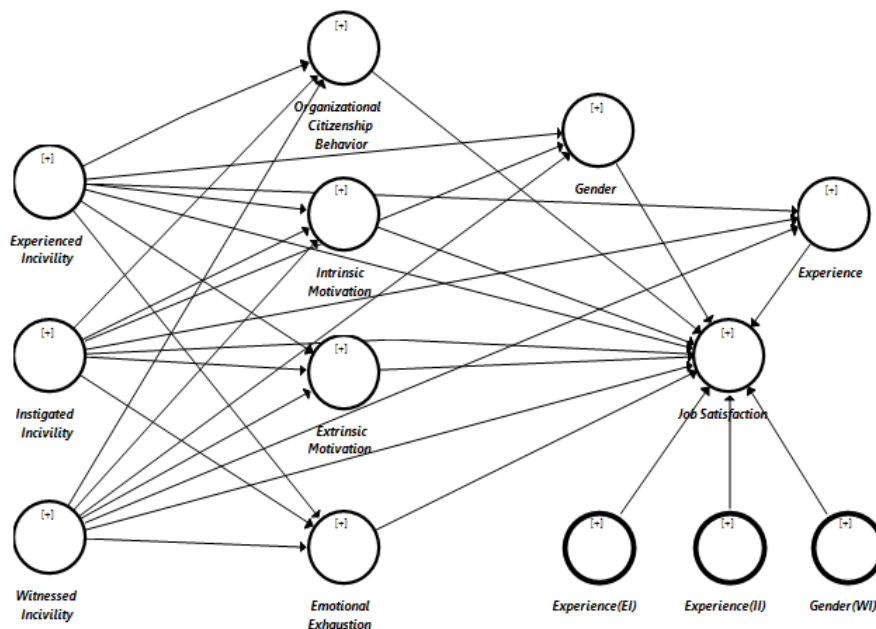


Figure 1. Hypothesized Model

3.2 Data Collection and Participant Characteristics

3.2.1 Demographic Characteristics

The survey instrument also included four demographic questions relating to the length of service, gender, education, and age to gather demographic characteristics of the respondents (see table 1). Whereas, gender and length of services were also used as a moderating variable between workplace incivility and job satisfaction.

Table 1. Descriptive Statistics of demographic characteristics

		Frequency	Percent
Gender	Male	153	76.5
	Female	47	23.5
Age	20-24 years	53	26.5
	25-29 years	80	40
	30-34 years	34	17
	35-39 years	18	9
	40-44 years	6	3
	45-49 years	4	2
	50-54 years	1	0.5
	55-59 years	3	1.5
	60 Above	1	0.5
Education	Intermediate	10	5
	Graduation	88	44
	Post-Graduation	75	37.5
	M.Phil./ PhD	15	7.5
	Other	12	6

Years of Experience	0-6 months	16	8
	7-11 months	14	7
	1-2 years	40	20
	3-5 years	55	27.5
	6-10 years	35	17.5
	11-15 years	25	12.5
	More than 15 years	15	7.5

The data for the study was collected using a survey questionnaire instrument, from 272 employees working in different organizations in Pakistan, specifically in Karachi. The respondents belonged to the services industry operating in Pakistan. 75% of the respondents were male and 25 % of the respondents were female (SD= 0.431) having an average age of 25-29 years (SD= 1.427). Most of the respondent's education was above graduation (SD= 0.905) and the average experience of the respondents was 3-5 years (SD= 1.614).

3.3 Measurement Scales

All of the selected scales were English-based. Four, Five and Seven points Likert- scales were used to measure the responses of all the constructs respectively which are further discussed.

3.3.1 Workplace Incivility

All of the types of WI which are, experienced, instigated and witnessed were measured using a 12- item instrument developed by adopting 7- items from Cortina et al. (2001) and 5 items from Chihak (2018). These 12 items were measured using a 4-point liker scale (1= "Hardly ever"; 4= "Frequent"). The responses were averaged on 4- point scale, where a higher score represents the greater tendency of WI. The reliability of the instrument was measured using Cronbach's α (Nunnally, 1978). The internal consistency reliability of this instrument was 0.84, 0.88 and 0.89 respectively.

3.3.2 Organizational Citizenship Behavior

A 10-item scale was adopted from Spector et al. (2010). These 10 items were measured using a 5-point Likert-scale (1= "Never"; 5= "Everyday"). The responses were averaged on 5- point scale, where a higher score represents the greater tendency of OCB. The reliability of the instrument was measured using Cronbach's α (Nunnally, 1978). The internal consistency reliability of this instrument was 0.79.

3.3.3 Motivation

A 3-item and 12-item scale were adopted by Tremblay et al. (2009) for IM and EM respectively. These items were altogether measured using a 7-point Likert-scale (1= “Corresponds not at all”; 7= “Corresponds exactly”). The responses were averaged on 7-point scale, where a higher score represents the greater tendency of motivation. The reliability of the instrument was measured using Cronbach’s α (Nunnally, 1978). The internal consistency reliabilities of these instruments were 0.81 and 0.91 respectively.

3.3.4 Emotional Exhaustion

A 7-item scale was adopted from the Maslach Burnout Inventory (MBI) developed by Maslach (1981). MBI has three components namely: exhaustion, depersonalization, and personal achievement, out of them only emotional exhaustion has been adapted to record the responses. These 7 items were measured using a 7-point Likert-scale (1= “Never”; 7= “Everyday”). The responses were averaged on 7-point scale, where a higher score represents the greater tendency of EE. The reliability of the instrument was measured using Cronbach’s α (Nunnally, 1978). The internal consistency reliability of this instrument was 0.82.

3.3.5 Job Satisfaction

A 10-item scale was adopted from Macdonald and MacIntyre (1997). These 10 items were measured using a 5-point Likert-scale (1= “Strongly Disagree”; 5= “Strongly Agree”). The responses were averaged on 5-point scale, where a higher score represents the greater tendency of JS. The reliability of the instrument was measured using Cronbach’s α (Nunnally, 1978). The internal consistency reliability of this instrument was 0.85.

4. Results and Data Analysis

4.1 Data Analysis

Data analysis was performed using the SMART- PLS-SEM version 3.2.8 which is a leading software tool for partial least square structural equation modeling (Ringle et al., 2015). Ringle (2018) argued that out of 77 studies conducted, 65 studies (84.4%) used PLS-SEM in their analysis. The research also implied that it is reasonable to use PLS-SEM in the context of HRM studies. The reason for using PLS-SEM in HRM context is the sample size, non-normal data and use of categorical variables (Ringle, 2018). It is argued that these aspects are less emphasized in HRM as compared to other business research disciplines that’s why it is recommended to use PLS-SEM (Hair et al., 2012).

4.2 Reliability

The measurement scales used to record the responses of the participants were tested for validity and reliability using a common validation process. Firstly, the constructs’ reliability factor was tested using Cronbach’s alpha coefficients (see table 2). According to Nunnally (1978), the reliability of the constructs is considered normal if it is >0.6 . The variable’s reliability coefficients ranged from 0.79 to 0.9, which is considered normal.

Table 2. Reliabilities of the variables

Variables	Cronbach's Alpha	rho_A
Emotional Exhaustion	0.82	0.86
Experienced Incivility	0.84	0.85
Instigated Incivility	0.88	0.88
Intrinsic Motivation	0.81	0.82
Job Satisfaction	0.85	0.85
Organizational Citizenship Behavior	0.79	0.81
Witnessed Incivility	0.89	0.89
extrinsic motivation	0.91	0.91

4.3 Validity

According to Carmines and Zeller (1979), discriminant validity can be defined as “*any single construct, when differs from other constructs in the model*”. Discriminate validity outcomes are acceptable when the constructs are taking an AVE loading more than 0.5 which implies that at least 50% of the variance was taken by the construct (Chin, 1998). Discriminant validity is recognized if the components which are in oblique are ominously greater than those values in off-diagonal in the parallel rows and columns. Discriminant Validity tests are being piloted in order to see if non-related concepts or extents are in fact distinct or not. An effective assessment of discriminant acceptability establishes that a sample of an idea isn't outstandingly linked with numerous tests envisioned to enumerate theoretically various ideas.

In our model, the value of AVE for intrinsic motivation was 0.73 (see table 3) but for remaining variables, it was less <0.5 (see table 4). However, if $AVE < 0.5$ but composite reliability is > 0.6 than validity is still adequate (Fornell & Larcker, 1981). In our model, the composite reliabilities of the variables ranged from 0.81 to 0.92 (see table 3).

Table 3. Composite reliabilities and AVE of the variables

Variables	Composite Reliability	Average Variance Extracted (AVE)
Emotional Exhaustion	0.86	0.48
Experienced Incivility	0.87	0.36
Instigated Incivility	0.9	0.43
Intrinsic Motivation	0.89	0.73
Job Satisfaction	0.88	0.42
Organizational Citizenship Behavior	0.81	0.33
Witnessed Incivility	0.91	0.45
extrinsic motivation	0.92	0.49

4.4 Model Fit Measures

The fitness of the model in SEM-PLS is distinct by numerous methods, for example, standardized root-mean-square residual (SRMR), and the exact model fit like Normed Fit Index (NFI), d_{ULS} , χ^2 (Chi-square) and d_G . The model fit measures comprising the measured value of both saturated-model as well as the estimated model (see table 4). The saturated model evaluates the correlation between all constructs. Whereas, the estimated model takes a model arrangement into account and is based on the total outcome arrangement. The value of SRMR was 0.9, NFI was 0.5 and RMS-Theta 0.9 were recorded. However, NFI and Chi-square has been poor criteria of model fit (Hu, 1999). On the basis of SRMR and RMS-theta, evidences of convergent validity are normal.

Table 4. Validity measures of the model

Measures	Saturated Model	Estimated Model
SRMR	0.07	0.09
d_ULS	15.18	24.97
d_G	4.92	5.28
Chi-Square	6,243.93	6,509.14
NFI	0.52	0.5
Rms_theta		0.09

4.5 Structural Modeling (Testing Hypothesis)

The hypothesis was tested using the bootstrapping function (see table 5) of PLS-SEM software. The criteria on which the hypothesis tested was two-tailed p-value testing (Fisher, 1925). The confidence interval used as α was 0.1 as recommended by Fisher (1925), according to whom 0.1, 0.05, .0.01 and 0.001 can be used as α when conducting a significance test.

Table 5. Significance testing values of the model

Relationships	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STD EV)	P Values
Emotional Exhaustion -> Job Satisfaction	-0.26	-0.27	0.06	4.59	0
Experience(EI) -> Job Satisfaction	0.1	0.1	0.06	1.73	0.08
Experience(II) -> Job Satisfaction	-0.09	-0.09	0.06	1.36	0.17
Experienced Incivility -> Emotional Exhaustion	0.28	0.29	0.09	3.06	0
Experienced Incivility -> Intrinsic Motivation	0.05	0.05	0.09	0.53	0.59

Experienced Incivility -> Job Satisfaction	-0.1	-0.1	0.07	1.38	0.17
Experienced Incivility -> Organizational Citizenship Behavior	0.34	0.35	0.1	3.46	0
Experienced Incivility -> extrinsic motivation	-0.01	-0.02	0.1	0.14	0.89
Gender(WI) -> Job Satisfaction	0.14	0.13	0.04	3.07	0
Instigated Incivility -> Emotional Exhaustion	0.14	0.14	0.08	1.76	0.08
Instigated Incivility -> Intrinsic Motivation	-0.28	-0.29	0.08	3.8	0
Instigated Incivility -> Job Satisfaction	0.06	0.06	0.07	0.9	0.37
Instigated Incivility -> Organizational Citizenship Behavior	-0.34	-0.34	0.11	2.98	0
Instigated Incivility -> extrinsic motivation	-0.1	-0.11	0.08	1.31	0.19
Intrinsic Motivation -> Job Satisfaction	0.17	0.17	0.08	2.23	0.03
Organizational Citizenship Behavior -> Job Satisfaction	0.03	0.03	0.07	0.47	0.64
Witnessed Incivility -> Emotional Exhaustion	0.01	0.01	0.08	0.13	0.9
Witnessed Incivility -> Intrinsic Motivation	-0.07	-0.08	0.08	0.94	0.35
Witnessed Incivility -> Job Satisfaction	-0.11	-0.11	0.06	1.89	0.06
Witnessed Incivility ->	-0.09	-0.1	0.11	0.84	0.4

Organizational Citizenship Behavior					
Witnessed Incivility -> extrinsic motivation	-0.08	-0.08	0.08	0.94	0.35
extrinsic motivation -> Job Satisfaction	0.24	0.24	0.07	3.52	0
Experienced Incivility -> Emotional Exhaustion -> Job Satisfaction	-0.07	-0.08	0.03	2.43	0.02
Instigated Incivility -> Emotional Exhaustion -> Job Satisfaction	-0.04	-0.04	0.02	1.62	0.1
Witnessed Incivility -> Emotional Exhaustion -> Job Satisfaction	0	0	0.02	0.12	0.9
Experienced Incivility -> Intrinsic Motivation -> Job Satisfaction	0.01	0.01	0.02	0.49	0.63
Instigated Incivility -> Intrinsic Motivation -> Job Satisfaction	-0.05	-0.05	0.02	1.98	0.05
Witnessed Incivility -> Intrinsic Motivation -> Job Satisfaction	-0.01	-0.01	0.02	0.77	0.44
Experienced Incivility -> Organizational Citizenship Behavior -> Job Satisfaction	0.01	0.01	0.03	0.45	0.65
Instigated Incivility -> Organizational Citizenship Behavior -> Job Satisfaction	-0.01	-0.01	0.03	0.44	0.66
Witnessed Incivility -> Organizational Citizenship Behavior -> Job Satisfaction	0	0	0.01	0.28	0.78
Experienced Incivility -> extrinsic motivation -> Job Satisfaction	0	0	0.02	0.13	0.9
Instigated Incivility -> extrinsic	-0.03	-0.03	0.02	1.13	0.26

motivation -> Job Satisfaction					
Witnessed Incivility -> extrinsic motivation -> Job Satisfaction	-0.02	-0.02	0.02	0.87	0.39

Table Notes: EI: Experienced incivility, II: Instigated incivility, WI: Witnessed incivility

**p-value < 0.1

The SEM bootstrapping result showed a negative effect of EI on OCB and had a reasonable fit. The direct negative effect of EI on OCB was accepted (SD= 0.1, T-Value= 3.46, p= 0.0). Thus, we pass to reject the null hypothesis. There exists a negative effect of experienced incivility on intrinsic motivation but had no reasonable fit. The direct negative effect of experienced incivility on intrinsic motivation was rejected (SD= 0.09, T-Value= 0.53, p= 0.53). Thus, we failed to reject the null hypothesis. Whereas, result showed a negative effect of experienced incivility on extrinsic motivation but had no reasonable fit. The direct negative effect of experienced incivility on extrinsic motivation was rejected (SD= 0.1, T-Value= 0.14, p= 0.89). Thus, we failed to reject the null hypothesis. In relation to the evidences from literature, the results showed a positive effect of EI on EE and had a reasonable fit. The direct positive effect of EI on EE was accepted (SD= 0.09, T-Value= 3.06, p= 0.0). Thus, we pass to reject the null hypothesis. The result showed a negative effect of II on OCB and had a reasonable fit. The direct negative effect of instigated incivility on OCB was accepted (SD= 0.11, T-Value= 2.98, p= 0.0). Thus, we pass to reject the null hypothesis. Whereas, result showed a negative effect of instigated incivility on intrinsic motivation and had a reasonable fit. The direct negative effect of instigated incivility on intrinsic motivation was accepted (SD= 0.08, T-Value= 3.8, p= 0.0). Thus, we pass to reject the null hypothesis. However, the result showed a negative effect of instigated incivility on extrinsic motivation but had no reasonable fit. The direct negative effect of instigated incivility on extrinsic motivation was rejected (SD= 0.08, T-Value= 1.31, p= 0.19). Thus, we failed to reject the null hypothesis. In accordance with the result, a positive effect of II reflects on emotional exhaustion and had a reasonable fit. The direct positive effect of instigated incivility on organizational citizenship behavior was accepted (SD= 0.08, T-Value= 1.76, p= 0.08). Thus, we pass to reject the null hypothesis. The result also implied that there exists a negative effect of witnessed incivility on OCB but had no reasonable fit. The direct negative effect of experienced incivility on organizational citizenship behavior was rejected (SD= 0.11, T-Value= 0.84, p= 0.4). Thus, we failed to reject the null hypothesis. Whereas, result showed a negative effect of witnessed incivility on intrinsic motivation but had no reasonable fit. The direct negative effect of witnessed incivility on intrinsic motivation was rejected (SD= 0.08, T-Value= 0.94, p= 0.35). Thus, we failed to reject the null hypothesis. Further, the result showed a negative effect of witnessed incivility on extrinsic motivation but had no reasonable fit. The direct negative effect of witnessed incivility on extrinsic motivation was rejected (SD= 0.08, T-Value= 0.94, p= 0.35). Thus, we failed to reject the null hypothesis. However, the result showed a positive effect of witnessed incivility on EE but had no reasonable fit. The direct positive effect of witnessed incivility on emotional exhaustion was rejected (SD=

0.08, T-Value= 0.13, $p= 0.9$). Thus, we failed to reject the null hypothesis.

The SEM bootstrapping result showed a negative effect of EI on JS but had no reasonable fit. The direct negative effect of EI on JS was rejected ($SD= 0.07$, T-Value= 1.38, $p= 0.17$). Thus, we failed to reject the null hypothesis. The result also showed that there exists a negative effect of II on JS but had no reasonable fit. The direct negative effect of II on JS was rejected ($SD= 0.07$, T-Value= 0.9, $p= 0.37$). Thus, we failed to reject the null hypothesis. According to the result, there is a negative effect of witnessed incivility on JS and had a reasonable fit. The direct negative effect of witnessed incivility on JS was accepted ($SD= 0.06$, T-Value= 1.89, $p= 0.06$). Thus, we pass to reject the null hypothesis. Whereas, result showed a positive effect of OCB on JS but had no reasonable fit. The direct positive effect of OCB on JS was rejected ($SD= 0.07$, T-Value= 0.47, $p= 0.64$). Thus, we failed to reject the null hypothesis. However, the mediating effect of OCB on the relationship between EI and JS showed an indirect effect of OCB on the relationship of EI and JS but had no reasonable fit. The indirect effect of OCB on the relationship of EI and JS was rejected ($SD= 0.03$, T-Value= 0.45, $p= 0.65$). Thus, we failed to reject the null hypothesis. Referring to the mediating effect of OCB on the relationship between II and JS. The SEM bootstrapping showed an indirect effect of OCB on the relationship between II and JS but had no reasonable fit. The indirect effect of OCB on the relationship of II and JS was rejected ($SD= 0.03$, T-Value= 0.44, $p= 0.66$). Thus, we failed to reject the null hypothesis. Whereas, the mediating effect of OCB on the relationship between witnessed incivility and JS. The SEM bootstrapping showed an indirect effect of OCB on the relationship of witnessed incivility and JS but had no reasonable fit. The indirect effect of OCB on the relationship of witnessed incivility and JS was rejected ($SD= 0.01$, T-Value= 0.28, $p= 0.78$). Thus, we failed to reject the null hypothesis.

The SEM bootstrapping result showed a positive effect of IM on JS and had a reasonable fit. The direct positive effect of IM on JS was accepted ($SD= 0.08$, T-Value= 2.23, $p= 0.03$). Thus, we pass to reject the null hypothesis. In the case of the mediating effect of IM on the relationship between EE and JS, the SEM bootstrapping showed an indirect effect of IM on the relationship of EI and JS but had no reasonable fit. The indirect effect of IM on the relationship of EI and JS was rejected ($SD= 0.02$, T-Value= 0.49, $p= 0.63$). Thus, we failed to reject the null hypothesis. Concerning to the mediating effect of IM on the relationship between II and JS. The SEM bootstrapping showed an indirect effect of II on the relationship between II and JS and had a reasonable fit. The indirect effect of IM on the relationship between II and JS was accepted ($SD= 0.02$, T-Value= 1.98, $p= 0.05$). Thus, we pass to reject the null hypothesis. However, the mediating effect of IM on the relationship between witnessed incivility and JS showed an indirect effect of IM on the relationship of witnessed incivility and JS but had no reasonable fit. The indirect effect of IM on the relationship of witnessed incivility and JS was rejected ($SD= 0.02$, T-Value= 0.77, $p= 0.44$). Thus, we failed to reject the null hypothesis.

The result showed a positive effect of EM on JS and had a reasonable fit. The direct positive effect of EM on JS was accepted ($SD= 0.07$, T-Value= 3.52, $p= 0.0$). Thus, we pass to reject the null hypothesis. Whereas, the mediating effect of EM on the relationship between EI and JS showed an indirect effect of EM on the relationship of EI and JS but had no reasonable fit.

The indirect effect of EM on the relationship of EI and JS was rejected ($SD= 0.02$, $T\text{-Value}= 0.13$, $p= 0.9$). Thus, we failed to reject the null hypothesis. However, the mediating effect of EM on the relationship between II and JS. The SEM bootstrapping showed an indirect effect of EM on the relationship between II and JS but had no reasonable fit. The indirect effect of EM on the relationship of II and JS was rejected ($SD= 0.02$, $T\text{-Value}= 1.13$, $p= 0.26$). Thus, we failed to reject the null hypothesis. In the context of the mediating effect of EM on the relationship between witnessed incivility and JS, the SEM bootstrapping showed an indirect effect of EM on the relationship between witnessed incivility and JS but had no reasonable fit. The indirect effect of EM on the relationship of witnessed incivility and JS was rejected ($SD= 0.02$, $T\text{-Value}= 0.87$, $p= 0.39$). Thus, we failed to reject the null hypothesis.

The SEM bootstrapping result showed a negative effect of EE on JS and had a reasonable fit. The direct negative effect of EE on JS was accepted ($SD= 0.06$, $T\text{-Value}= 4.59$, $p= 0.0$). Thus, we pass to reject the null hypothesis. In the case of the mediating effect of EE on the relationship between EI and JS, the SEM bootstrapping showed an indirect effect of EE on the relationship between EI and JS and had a reasonable fit. The indirect effect of EE on the relationship of EI and JS was accepted ($SD= 0.03$, $T\text{-Value}= 2.43$, $p= 0.02$). Thus, we pass to reject the null hypothesis. Whereas, the mediating effect of EE on the relationship between II and JS, the SEM bootstrapping showed an indirect effect of EE on the relationship of II and JS and had a reasonable fit. The indirect effect of EE on the relationship between II and JS was accepted ($SD= 0.02$, $T\text{-Value}= 1.62$, $p= 0.1$). Thus, we pass to reject the null hypothesis. However, the mediating effect of EE on the relationship between witnessed incivility and JS showed an indirect effect of EE on the relationship between witnessed incivility and JS but had not a reasonable fit. The indirect effect of EE on the relationship of witnessed incivility and JS was rejected ($SD= 0.02$, $T\text{-Value}= 0.12$, $p= 0.9$). Thus, we failed to reject the null hypothesis. The moderating effect of gender on the relationship between EI and JS. The SEM bootstrapping calculated the moderating effect of gender on the relationship of EI and JS but had no reasonable fit. The moderating effect of gender on the relationship of EI and JS was rejected ($SD= 0.08$, $T\text{-Value}= 1.23$, $p= 0.22$). Thus, we failed to reject the null hypothesis. However, the moderating effect of gender on the relationship between II and JS. The SEM bootstrapping calculated the moderating effect of gender on the relationship between II and JS but had no reasonable fit. The moderating effect of gender on the relationship of II and JS was rejected ($SD= 0.1$, $T\text{-Value}= 1.56$, $p= 0.12$). Thus, we failed to reject the null hypothesis.

In the case of the moderating effect of gender on the relationship between witnessed incivility and JS, the SEM bootstrapping calculated the moderating effect of gender on the relationship of witnessed incivility and JS and had a reasonable fit. The moderating effect of gender on the relationship of witnessed incivility and JS was accepted ($SD= 0.04$, $T\text{-Value}= 3.07$, $p= 0$). Thus, we pass to reject the null hypothesis. Whereas, the moderating effect of years of experience on the relationship between EI and JS, The SEM bootstrapping calculated the moderating effect of years of experience on the relationship of EI and JS and had a reasonable fit. The moderating effect of years of experience on the relationship between EI and JS was accepted ($SD= 0.06$, $T\text{-Value}= 1.73$, $p= 0.08$). Thus, we pass to reject the null hypothesis. However, the moderating effect of years of experience on the relationship

between II and JS, SEM bootstrapping calculated the moderating effect of years of experience on the relationship of II and JS but had no reasonable fit. The moderating effect of years of experience on the relationship between II and JS was rejected (SD= 0.06, T-Value= 1.36, p= 0.17). Thus, we failed to reject the null hypothesis. Lastly, the moderating effect of years of experience on the relationship between witnessed incivility and JS, bootstrapping calculated the moderating effect of years of experience on the relationship of witnessed incivility and JS but had no reasonable fit. The moderating effect of years of experience on the relationship of witnessed incivility and JS was rejected (SD= 0.08, T-Value= 0.03, p= 0.98). Thus, we failed to reject the null hypothesis.

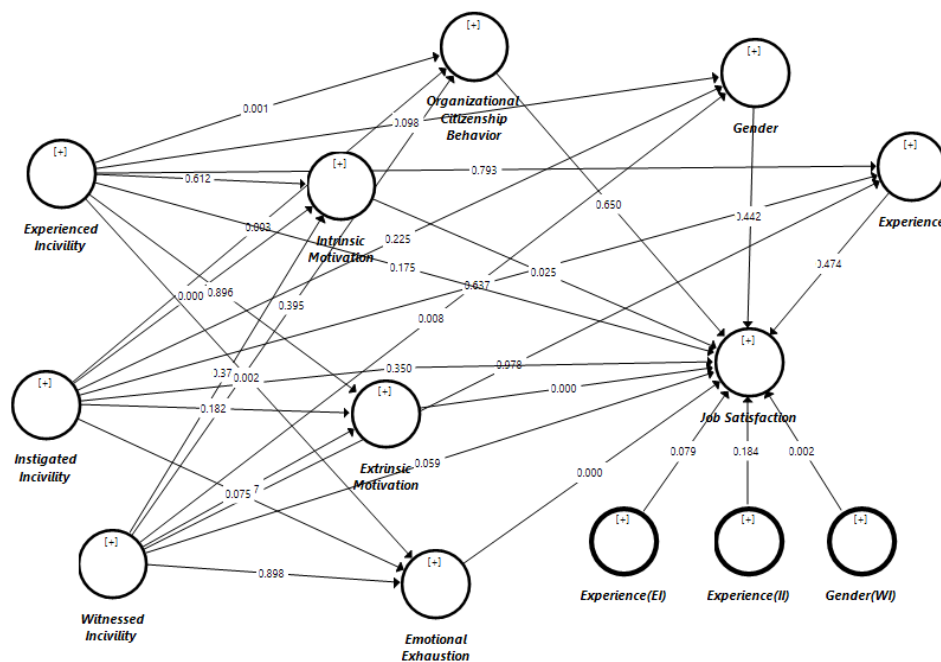


Figure 2. Hypothesized model with p values

5. Discussion

This was an investigative study where a model of workplace incivility and its corresponding mediators and moderators were tested as supported by the shreds of evidence from the past. The model, as depicted in figure 2, portrayed the impact of WI on JS in the presence of OCB, IM, EM, and EE as mediators. The model also portrayed the presence of gender and year of experiences as moderators. However, the results did not fully support the model. There was no direct relationship between WI and JS. However, in the presence of EE, the relationship between EI, II, and JS was significant. Thus, results fully supported the argument that EE has mediated the relationship. The results implied that witnessing incivility has no impact on JS neither it is mediated by any of the mediators tested. Another important highlight of the results was that OCB and EM had no mediating impact on the relationship of WI and JS, this was due to the fact that OCB had no direct impact on JS.

Our research implied that experiencing incivility causes emotional exhaustion at the workplace and leads to job dissatisfaction, however witnessing incivility had no impact on job satisfaction. This could be the result of our culture that is prevalent in the organizations operating in Pakistan. It was also a fact that people having greater years of experience, experienced a greater level of workplace incivility and years of experience moderated the relationship between experience incivility and job satisfaction. Secondly, it was astonishing to see that witnessing incivility in terms of gender had different effects on job satisfaction. As compared to males, the females who witnessed incivility had a greater tendency of having job dissatisfaction.

Intrinsic motivation proved to be a factor reducing workplace incivility at the workplace, however, OCB and extrinsic motivation had no effects on the relationship of workplace incivility and job satisfaction. We encourage researchers to continue testing the hypothesized model in larger regional aspects and it should also be tested in a different cultural context. Practical implications imply that management should intervene in reducing uncivil behavior at the workplace because it can spiral throughout the workplace and impact the organization's bottom line (Harold, 2015).

It is important for organizations to provide adequate attention towards such complex behavioral aspects which makes the culture of the organization. The results have strongly supported the argument that WI is sometimes an undeliberate action which can harm the performance of the employees, yet it can be judged and analyzed via various means. The empirical evidences had a strong basis to theorize that experiencing workplace incivility causes the depletion of OCB in employee's behaviors mainly due to the fact that workplace incivility causes depression and paranoia which leads to reduced exhibition of OCBs. However, workplace incivility tends to decrease the desire of work enjoyment in order to protect employee's resources of intrinsic factors. This provided strong empirical evidences to theorize that experiencing incivility has detrimental effects on employees psychologically. These negative psychological effects cause employees to lose internal factors of motivation. The research also implied that extrinsic motivation refers to the monetary benefits which in any way cannot be impacted by the incivility. This relationship was theorized on the basis of Maslow's hierarchy of need in context of organizational atmosphere. The lowest level of hierarchy reveals that basic pay or monetary factors are the primary basis of employment, thus the cultural context is secondary to an employee and workplace incivility doesn't harm, in any way, the extrinsic motivational factors. According to the theorized viewpoint of incivility and emotional exhaustion, WI is a source of psychological and mental distress at workplace, experiencing incivility depletes the emotional resources of employees and causes burnout and exhaustion, and hence workplace incivility is chaotic for emotional resources and causes employees to feel emotionally exhausted. The results of the research had been in line with empirical evidences provided from the past, on the other hand they had been contrary to the cultural context and can vary from region to region.

The model is satisfactory in nature because the results provided strong shreds of evidence of discriminant and convergent validity of the model and constructs. The constructs used to record the responses also had strong reliability and validity. Thus, it is implied that the model

and constructs had no flaw and were unbiased in the result. The outcomes of the current research had depicted the essence of culture in organizations that are operating in Pakistan, particularly in Karachi. Hence, it is important to note that the model of the present study can have different implications and results in a diversified regional context.

6. Conclusion

WI is conceivably a persistent root of disruptive behavior at the workplace. To evaluate WI occurrence, Cortina et al. (2008) worked in an array of work settings in which; the incidence rates they revealed exemplify the ubiquity of this dilemma. For example, 79% of a law enforcement sample, 71% of a court employee data, 75% of a university employee data (Cortina et al., 2001; Cortina & Magley, 2009) asserted that they had experienced some form of uncivil behavior at work in recent years. Other than that, researchers have affirmed similarly high rates of correlated workplace misconducts. In sum, preceding researches have positioned substantial grounds in explaining WI, demarcating its influence, and enunciating its liaison to other taxonomies of generalized antagonism in the workplace.

According to Porath and Pearson (2013), experiencing incivility at the workplace has detrimental consequences for individuals and cost organizations adversely. The results of this research suggested that experiencing WI causes EE and psychological stress and leads to job dissatisfaction. The prevalence of uncivil behavior causes employees to feel emotionally drained and gets less productive (Maslach, 1981). However, the research implied that witnessing incivility has no impact on job satisfaction. Workplace incivility spreads like a virus, once it creeps into the organization, organizations should take measures to reduce workplace incivility (Harold, 2015).

The results of the research implied that organizations may take in to account, the delinquent and significance of WI at the administrative level. The present research ought to provide implications of how workplace incivility does not unswervingly impact JS. EE, on the other hand, has been revealed to link WI and JS. Allowing for the influences concerning to the mediating influence of OCB and motivation between WI and employee JS, it will allow firms to cogitate instituting organized institutional practices and strategies to avert employees from sensing emotionally exhausted as a consequence of WI (Ferguson, 2012). With the help of findings of this research, organizations might establish T&D programs to aid targets of WI such as psychoanalysis and stress management training as may be the case (Ferguson, 2012). As suggested by Anderson and Pearson (1999), in order to alleviate stress tolerance among employees, organizations might introduce their own human resource hotlines, conflict mediators or fitness centers. Strategic management teams, on the basis of research, can also introduce firm strategies and guidelines intended at cultivating required behaviors among organizational associates in order to protect targets of WI. Beyond these policies and rules, they would be prudent to proactively improve corporate culture which uplifts empathetic acts and guards against WI.

7. Future Recommendations and Limitations

Although the research has numerous practical and theoretical implications, it is important to

mention the limitations of the present work. Firstly, time to conduct research was very short due to which longitudinal study was not performed. Secondly, lack of resources caused the data to be less diversified, it can be extended to different countries. Lastly, the use of cross-sectional self-reports raises concerns regarding common method bias (CMB), it is recommended to be cautious when performing causal relationships between variables.

Future studies might use the existing model to conduct research in intercontinental or inter-country regions to get a more diversified view of the theoretical model. Secondly, a longitudinal study can be performed in this regard, to avoid CMB and to capture the changing behavior of respondents. Lastly, organizational and societal culture and norms should be tested as moderators among incivility and job satisfaction in order to verify any biased effects of regular norms and behaviors.

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