

Workplace Incivility: Assessing The Relationship with Psychological Well Being in Workplace

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ABSTRACT

Workplace incivility is stated as a universal problem which result in disquieting the employees around multifarious professions. Those who have experienced workplace incivility tend to show a greater number of negative retorts towards their initiators. The symptom of this form mistreatment which is enlarging in organizations at a distressing quantity by day by day. As per the existing review of literature it is identified that workplace incivility befalls on a regular basis or at least once in a week. Therefore, the aforementioned facets of workplace incivility claim further enquiry in the arena meanwhile there is a drought of analyses led in Indian establishments. This analysis is assisted to contribute to the existing body of literature on workplace incivility and especially in case of the IT sector. The proposed model was tested using the structural equation Modelling (SEM). In this study, the interdependence of the workplace incivility with the psychological well-being of IT employees has been tested with SEM analysis. The result of the study reveals that there is significant impact between the study variables.

Keywords: Workplace incivility, Psychological well-being, Employee mental health, Organizational behavior, Job satisfaction

INTRODUCTION

Workplace incivility is stated as a universal problem which result in disquieting the employees around multifarious professions. Incivility which occurs in the workplace due to several unscrupulous behaviours which includes discourtesy, passing undignified comments disparaging the viewpoints of associates, Not mentioning acknowledgement, dreadfully ignoring others, tattling in the workplace, intruding in other personal concerns, showing aggressive behaviour towards associates, and sending correspondences or private messages during the working time or on business meetings (Tricahyadinata et al., 2020). It is also described that workplace incivility give rise to psychological stress at the working environment and result in negative brunt on job engagement.

It was clearly described by Porath and Pearson (2013) in their study that 98% of their defendants have underwent discourteous behaviours at their place of work. Additionally, it was found that 78 percentiles of

those employees agreed in such a manner that they have faced the incivility which result in withdrawing their work commitment with regard to their concern. A scrutiny which were laid down in UK has also discovered that stress which occurs in the workplace due to uncultured workplace behaviour might fetch 1.3 billion euros per annum to the organizations (Yeung and Griffin, 2008).

Though the vehemence of workplace incivility is not that much spartan but it will result in distress with its employee who experiences it. As an outfall of aforementioned behaviour which are more probably to affect the psychological wellbeing of its employees. (Torkelson et al., 2016).

Nowadays discourteous behaviours are found common in an organization but same thing was practiced and were accepted in certain cases which will persuade the activating employees to behave in a same way which is most dangerous shine for degenerating the organization atmosphere. It is also to be noted from the previous scrutiny that an employee

who does not maintain a soothing affiliation with their contemporaries may find it very hard to get in the organization, thus by concealing negative emotional state and subsequently result in inducing inappropriate actions. (Reio and Ghosh, 2009).

Workplace civility contributes to the development of a stable and effective organization by fostering a positive working environment for the employees. Incivility at work develops into a toxic environment where workers can experience a range of physical and mental health issues. While previous studies have examined the effects of workplace incivility and cynicism separately, this study integrates these factors to provide a comprehensive analysis of their impact on employee psychological well-being. By encouraging polite interactions, openness, and moral behaviour, businesses can actively combat incivility and prevent the spread of disparaging remarks while also promoting a positive work atmosphere. In the fast-paced IT industry, where high-pressure settings and swift technological advancements are commonplace, this strategy is especially important. Employers can keep a productive and mentally sound workforce by emphasizing polite communication and dealing with bad behaviour. Thus, the purpose of this study is to investigate how workplace rudeness affects the mental health of workers in the IT industry.

OBJECTIVE OF THE STUDY

1. To examine the impact of workplace incivility on psychological well-being of IT employees.

Review of literature

Akhtar et al. (2017) in his paper deliberated around the outspreading literature portion on workplace incivility and studied their association with the antecedents. It is already known that many studies have reported the negative significances of workplace incivility but in this paper the researcher has conferred the characteristic of personality like emotional stability which was signifying as a moderator and pointed out to reconnoitre the negative emotions and the emotional stability of employees. Education sector were considered for the current study and data were

compiled from among 150 employees who are working in a private institution from the town of skardu. The researcher has used various analytical tools like correlation analysis, hierarchical method and the regressive model for analysing the data. The results of the study indicate a positive relationship with negative emotions and emotional stability of employees it also found both variables have a direct proportional relationship with each other.

Nitzsche, Ribeiro et al. (2018) in their article have studied about the association among the impolite behavioural inclination of employee and various emotional issues which occurs in workplace. It is specified in the article that indecorous conduct which arises at the workplace would be labelled as any vernacular or deed of the employees which are result in by affecting the healthy corporate values and atmosphere. If the indecorous conduct at workplace occurs often in an organization will affect the mental state of its employee which leads to emotional breakdown and also create withdrawal signs between the employees regarding their work. About 385 employees working in diverse hotels at Portugal were taken as a tester for the present scrutiny. The outcomes of the study showed that indecorous behaviours are arises from the people who are at the superior positions rather than lower cadre people in the managerial ladder. It is concluded from the study that misbehaviours occur often mutually by superior and colleagues which often directed towards an emotional distress. The researcher has highlighted it as disquieting issue and also came up with recommendations for the management which could help to battle against the above-mentioned problems.

Iqra Zahoor (2019) in their study assessed the association of job insecurity, workplace incivility, counterproductive work behaviours also with the role of work family conflict among colleges across diverse towns of Pakistan. Data were gathered from among 170 repliers from private and public colleges. Various scales were used and data were analysed with Zero order correlation analysis which exposed a substantial constructive relationship which exists between workplace incivility and counterproductive work

behaviour. It was also noted that work family conflict grounded a significant mediator in relationship of job insecurity and counterproductive work behaviours as well as in relationship of workplace incivility and counterproductive work behaviours. It is also identified from the t-test analysis that male employees are seamed significantly very high towards job insecurity and counterproductive work behaviours though with regard to work family conflict it was found to be non-significant. It is also revealed from the study that private sector employees ensured a high job insecurity when compared to public sector employees.

Larry Achara, Uchenna Onyemaechi, et.al, (2020) in their inquiry they examined about the employee retention and workplace rudeness. This inquiry was required because of the rude behaviour occurring in our hospitality business and the consequences that follow. The aim of the study was to ascertain how discrimination and sexual harassment affect employee retention, as well as whether organizational culture, as a moderating factor, has a significant impact on the relationship between workplace rudeness and employee retention. A survey research design was chosen in order to accomplish the above-mentioned goals. A sum of 609 employees who were chosen from the hotels in Uyo, Akwa Ibom State, to made up the study's population. The Taro Yemane formula was used to determine the sample size, which came out to be 242. The data was analysed using Spearman Rank Correlation, ordinal least squares, and descriptive statistics. The results of the inquiry showed that discrimination has significant effect on employee retention. It was unearthed that sexual harassment has substantial effect on employee retention. It was also exposed from the study that organizational culture as a moderating factor significantly affects the relationship between workplace incivility and employee retention. Therefore, it is concluded from the inquiry that workplace incivility affects employee retention

Dr Krishan Lal Grover (2023) the definition of workplace incivility is low-intensity deviant behavior with a vague purpose to cause harm. Over the past 20 years, workplace rudeness has become a serious problem that has an impact on a variety of aspects of

employees' lives, including their work performance, efforts, job happiness, well-being, and loyalty to the company. This paper's goal is to examine the effects of workplace rudeness by reviewing earlier studies in the field. Lastly, pertinent traits that can aid in controlling rude behavior at work for future employment are examined for the good of individuals and organizations.

RESEARCH GAP

Bullying and workplace incivility are problems that many companies throughout the world encounter. We aim to comprehend the significance of rudeness on the mental health and general well-being of IT professionals by evaluating its prevalence and effects. All firms suffer greatly from it, but the IT sector is distressing more than others. It is also to be found that in India Studies on workplace rudeness have been carried out in a number of industries including banking, construction, hospitality (restaurants and hotels), and healthcare (nurses). In particular, studies have looked into how rudeness at work affects workers' well-being, job satisfaction, intentions to leave, and general self-efficacy in relation to performance. According to Abualigah, A.S., Koburtay, T., & Syed, J. (2021) in their study examines the moderating effect of religiosity between the association of workplace incivility and psychological well-being. A sample of 199 employees from diverse industries in Jordan, such as education, healthcare, hospitality and banking, the findings of the study reveal that workplace incivility negatively affects employee's well-being and religiosity buffers this adverse effect. Henceforth research on bullying and workplace rudeness among IT industry workers in India is alarming. In fact, there isn't much literature that takes this viewpoint.

RESEARCH METHODOLOGY

To measure the unfavorable effect of workplace Incivility over psychological well-being of IT employees. Data were gathered from respondents with the aid of a designed instrument through a surveying method. Snowball sampling, a non-probability sampling technique, were deployed to gather a sample

of 315 respondents from Coimbatore city. Adopted scales developed by earlier researchers and framed questionnaire was the main source while accumulating the data. We weighed the workplace incivility by using the scale adopted from Gupta, Aditi & Patiraj Kumari (2023) and psychological well-being by means of Ryff's (2014). The reliability of the questionnaire was

PWB $\alpha = 0.860$ and workplace incivility scale has $\alpha = 0.856$.

ANALYSIS AND INTERPRETATION

H 1 : Workplace Incivility significantly influence Psychological Wellbeing

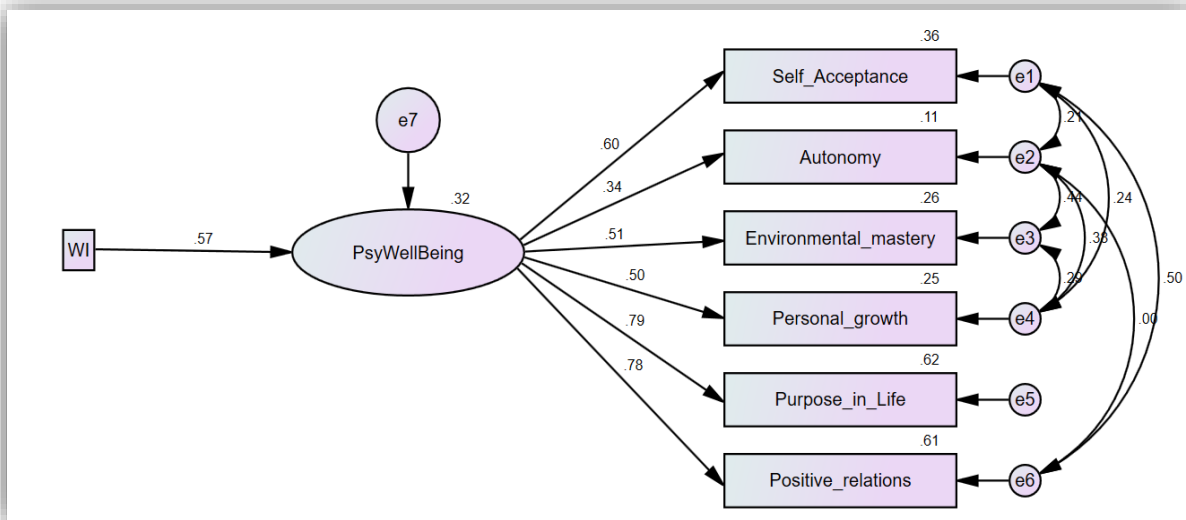


Table 1: Summary of Model Fitness

Particulars	Model Goodness of fit – Emotional Intelligence Scale	Criteria for Goodness of fit
CMIN/DF	3.179	3:01
GFI	.980	≥ 0.9
AGFI	.921	≥ 0.9
CFI	.982	≥ 0.9
RMSEA	.083	≤ 0.09
χ^2/df : normed chi-square, GFI: goodness of-fit, AGFI: adjust goodness-of-fit, CFI: comparative fit index, RMSEA: root mean square error of approximation.		

(CMIN/DF- Chi- square / degree of freedom, GFI – Goodness of Fit index, AGFI: Adjusted Goodness of fit Index, CFI – Comparative fit index, RMSEA: Root Mean Square Error of Approximation)

From the above table 1, by comparing the threshold values recommended by Bagozzi and Li,1988 and Hair

et al, 2010 all the model fit indicates value for the current model are within the recommendation's limits. Hence, the current model is considered as the model with good fit.

Table 2: Regression Weights: (Group number 1 - Default model)

H1- psychological wellbeing was significantly influenced by Workplace incivility

Particulars		Estimate	S.E.	C.R.	P
Psychological Well Being	<--- Work place Incivility	.023	.005	4.793	***

The above table shows the regression weight and the significance of the items for the variable Psychological Well Being and Workplace Incivility. From which it is inferred that the path psychological well-being and

Workplace Incivility are found to be significant. Since the P value is < 0.05 , hence hypothesis H1 is accepted that there is significant influence between psychological wellbeing and workplace incivility.

Table 3 Estimate and Squared multiple correlation

Particulars		Estimate	Squared Multiple Correlations
Psychological Well Being	<--- Work place Incivility	.567	.322

From the above table 3, the relationship between the study variables is found to be significantly positive correlated with 56.7% (0.567). The influence of workplace incivility on psychological wellbeing is found to be significant with 32.2% (0.322).

Discussion

The outcome of this present analysis shows that a significant relationship between workplace incivility and psychological well-being among IT sector employees. Previous researches (e.g., Chris et al., 2022; He, Walker, Payne, & Miner, 2021; Lim & Cortina, 2005; Lim & Lee, 2011) have proved an intriguing dichotomy that, regardless of being measured as low-intensity, workplace incivility also holds a numerous serious consequence on the health and wellbeing of employees. Studies indicate that experiencing incivility can result in increased stress and anxiety. Cortina et al. (2001) discovered that women facing incivility at work reported elevated levels of stress and anxiety. It not only generates stress but also reduces job satisfaction. Research conducted by Lim et al. (2008) indicated that workplace incivility had a negative correlation with job satisfaction and organizational commitment. A study by Miner-Rubino and Cortina (2004) discovered that incivility was linked to intensified emotional distress, encompassing feelings of anger and sadness. Hence forth it is understood that the workplace incivility significantly

influences the psychological well-being of employees. This line up with earlier research by Schilpzand, Pater, and Erez (2016) inveterate these outcomes with the help of a meta-analysis, demonstrating that incivility is coupled with increased anxiety, condensed mental health, and lowered psychological well-being. On the other hand, according to Kathryn Page (2005), the overall well-being at work is profoundly affected by core affect, precisely the general job satisfaction linked to job contentment and emotions associated with work. An organization that overlooks the components of employee well-being mentioned above may result in workers feeling less at ease at their job, potentially leading to intentions of quitting their job. It is also identified from the research work carried out by Cheng, Dong, Zhou, Guo, & Peng, 2020; Liu, Yu, Chen, & He, 2020; Schilpzand, Leavitt, & Lim, 2016, enumerated that employees' perceptions of uncivil behaviours can influence their actions, they do not entirely consider and these perceptions might differ among various employees. Formulating and implementing policies to combat workplace incivility can foster a culture of respect (Pearson & Porath, 2005). Additionally, the organization should offer training on respectful communication and conflict resolution to assist employees in managing challenging situations (Leiter et al., 2012). The authorities and organization should establish a

comfortable atmosphere for the staff member and make it simple for them to bring the matter to the attention of the grievance handling department. Further escalation can be avoided by looking into and fairly handling instances of rudeness as soon as they occur (Cortina et al., 2001). Organization may foster a more encouraging and courteous workplace by recognizing the negative impacts of rudeness and putting policies in place to lessen them.

Conclusion

The current study makes it abundantly evident that unfavourable factors, such as rudeness in the workplace, contribute to the psychological well-being of IT sector workers, which ultimately results in lower performance. To reach these results researchers used SEM model and examined the impact of workplace incivility on psychological well-being on workers performance. According to statistical findings, workplace incivility at work have a favourable and significant impact on employee performance. Additionally, it should be mentioned that workplace rudeness may make bullying more likely to occur in the future. Individuals who were enduring incivility in the workspace results in increased stress, anxiety, and depression, while they also experiencing decreased job satisfaction and potentially higher turnover intentions, Lyra Health reports. Organizations should prioritize by creating a culture of civility to protect employee well-being and improve overall workplace outcomes which result in reduced turnover.

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