A CASE STUDY BASED QUANTITATIVE APPROACH IN DETERMINATION OF WORKPLACE INCIVILITY TOWARDS ADAPTATION EFFECTS

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Abstract. The purpose of this study is to investigate the causes and consequences of workplace incivility, with a focus on its positive and negative effects on workplace adaptation and incivility parameters. The selected parameters provide the effects of positive and negative forms according to the workplace incivility in selected areas of the districts. To do this, data is collected from banking staff in the Jhelum and Sohawa districts of Pakistan. The data is analyzed using a quantitative approach while the data is analyzed statistically and provides the results in tabular form. A confirmatory factor analysis is used to analyze the data using AMOS 21. Besides this, path analysis is used to investigate the connection between workplace adaptation and incivility, whereas adaptation is the basic parameter. After statistically controlling for the various demographic factors, people with a high level of negative effects and a low degree of establishing relationships with co-workers and supervisors are more likely to be uncivil. Workplace incivility can lead to decreased productivity and morale. On the other hand, workplace adaptation mitigates the effects of incivility and improves organizational performance.
Keywords: *workplace, incivility, adaptation, positive effects, negative effects*

Introduction

Facing interpersonal stressors at the workplace, such as rude customers, co-workers, or an angry supervisor, may be a fact of life for most employees (Stroud et al., 2000). Nevertheless, studies indicate that when employees frequently face such noxious aspects of the work environment, they become less happy and less able to focus on their job tasks. Workplace incivility is a form of interpersonal mistreatment typically characterized by a lack of courtesy, rudeness, and a lack of regard for others in violation of norms for mutual respect (Cole et al., 2016). In one estimate, incivility at the workplace can cost businesses $14,000 a year per employee as a result of distractions with work and project delays. Whereas preceding research has exerted considerable effort toward examining incivility and its work-related outcomes, research focusing on moderators of incivility targets' reactions to incivility is scarce in the literature (Milam et al., 2009). Having one's opinion ignored, being excluded from a meeting, and having one's credibility undermined in front of others all these experiences fall under the lens of workplace incivility. Such uncivil behavior may be easily dismissed as subtle and trivial, yet it is ubiquitous within the workforce (Berger, 2000). It is important to understand how incivility might affect organizations and employees; decade has largely

focused on the incivility targets and their work or health outcomes. It has also been argued that workplace incivility may function as a means of asserting power but little empirical work has examined the relative power status of the instigator and targets its relationship with different incivility outcomes (Samma et al., 2020; Cortina et al., 2001).

Workplace incivility is ubiquitous. It has been estimated that 98 percent of workers experience incivility, with 50 percent experiencing such conduct at least weekly. The monetary cost of experiencing incivility is very high per employee annually, due to project delays and cognitive distraction from work (Schilpzandet al., 2016; Cortina et al., 2013). Workplace incivility has received increased attention from both practitioners and researchers within service industries because of its frequency and magnitude of its impact. A series of recent snapshots suggest a growing awareness of this phenomenon as a social problem of the first rank. American President George Bush signed up to support the 'Framework for Civility' declaration developed by the 'Interfaith Alliance'.This formal statement calls for 'promoting civility, mutual respect and cooperation in our increasingly diverse society (Kim and Qu, 2019). Here first of all, the research question is presented for the ease for study. Is workplace adaptation a significant predictor of workplace incivility? So, the main objective of this research is to analyze the impact of workplace adaptation as a predictor of workplace incivility.

Literature review

Socialization is a learning procedure during which the necessary expertise and facts for one's job are acquired. This process is inspired by the need to resolve job-related doubts and skills through curiosity-induced, information-seeking actions such as asking queries, detecting and referring to others, and thinking as stated by Reio Jr and Wiswell (2000). Socialization is important in helping the person successfully adjust to the people and culture of an organization (Taormina, 2009). Organizational socialization mentions the process by which new-comers make the transition from being organizational outsiders to being insiders (Bauer and Knill, 2007). This proposed that employees acquire information and adjust to new jobs, parts, work groups, and the culture of the organization through this process in order to contribute well as an organizational associate (Saks et al., 2007). There are numerous contexts to study adaptation such as social approaches (Pulakos et al., 2000), individual difference approaches by Griffin et al. (2007) and Ployhart et al. (2006), and process approaches (George and Jones, 2001). Socialization factors have usually followed one of the three approaches that influence new-comer adjustment structural, individualistic, and interaction (Goparaju and Jha, 2010; Bauer et al., 2007; Gruman et al., 2006; Kim et al., 2005; Saks and Ashforth, 1997). This reported that objective fit is measured by likening person and environment variables as reported by different sources (Billsberry et al., 2011).

Some researchers studied the effects of incivility at various points in time. For example, Totterdell employed a diary methodology to study the effects of workplace incivility over time, and Meier and Spector studied incivility longitudinally over a five-wave 8-month time frame (Meier and Spector, 2013; Totterdell et al., 2012). Other domains that assess incivility (e.g., the group norm level and the organizational level) also show effects on theory-driven outcome variables, such as job satisfaction and turnover intentions (Walsh et al., 2012; Griffin et al., 2010). Moreover, other methodologies for studying consequences of uncivil conduct, such as by experimental manipulation or as captured by the critical incident methodology showed relationships

with theoretically relevant outcomes, such as performance, retaliation, and helpfulness (Giumetti et al., 2013; Sallmyr et al., 2008). Some researchers do specifically assess both co-worker instigated and supervisor-instigated incivility (Leiter et al., 2012; 2011; Leiter, 2010). This relatively little about whether incivility from different sources (supervisor, co-worker, and customer) would lead to different outcomes, even though status and role differentials may in fact influence the severity and content of the impact and the manner in which targets react to the uncivil incident (Hershcovis and Barling, 2010).

Materials and Methods

This section provides an illustration of the response in which the quantitative data analysis approach is properly defended. It will also disclose the data's reliability and validity methodologies. As a result, workplace adaption and affective states are critical to the structure. The assessment of workplace adaptation is a measure of organizational socialization. A 1-factor model was used in this study to test a confirmatory factor analysis of selected factors. The criteria for removing items is based on the element loadings and remaining estimations for each item. The factor loadings of >.30 or greater is chosen to hold the item, while the standard estimation of every remnant is chosen to erase the item (Brown and Warschauer, 2006). "I know how to accomplish my job in this organization." and "I know who of my coworkers is most likely to be able to answer my queries appropriately." are two examples of items from the scale. On a 5point Likert scale ranging from 1 to 5, respondents stated how much they agreed with each question, with Cronbach's alpha values of 0.96, 0.86, and 0.85 reported by Reio and Wiswell (2000). As a result, *Figure 1* depicts a factor model for workplace adaptation.

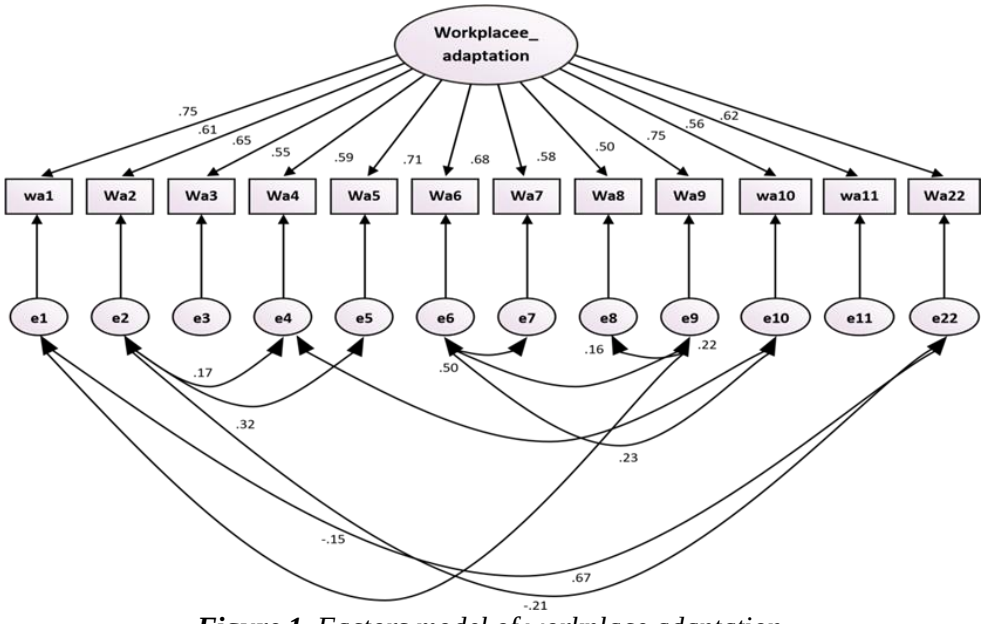

Figure 1. *Factors model of workplace adaptation.*

The PANAS is used to measure the negative and positive effects (Watson et al., 1988). Participants are asked to rate how often they experienced 10 good and 10 negative emotions at work during the time period under consideration. The response options ranged from 1 (strongly disagree) to 5 (completely agree). "Active, determined,

attentive, and thrilled" is examples of positive effects, while "irritable, apprehensive, and afraid" are examples of negative effects. The Positive Effects (PE) scale had a reliability range of 0.86 to 0.90, whereas the Negative Effects (NE) scale had a reliability range of 0.84 to 0.87. *Figures 2* and *Figure 3* shows the graphical representations of the factor model of positive and negative state effects, respectively.

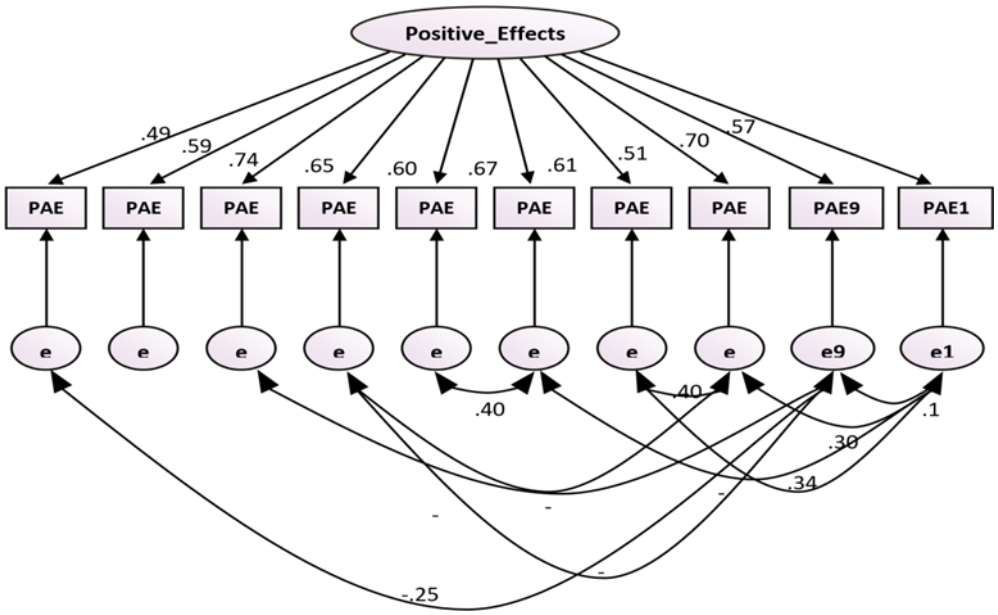

Figure 2. *Factors model of positive effects.*

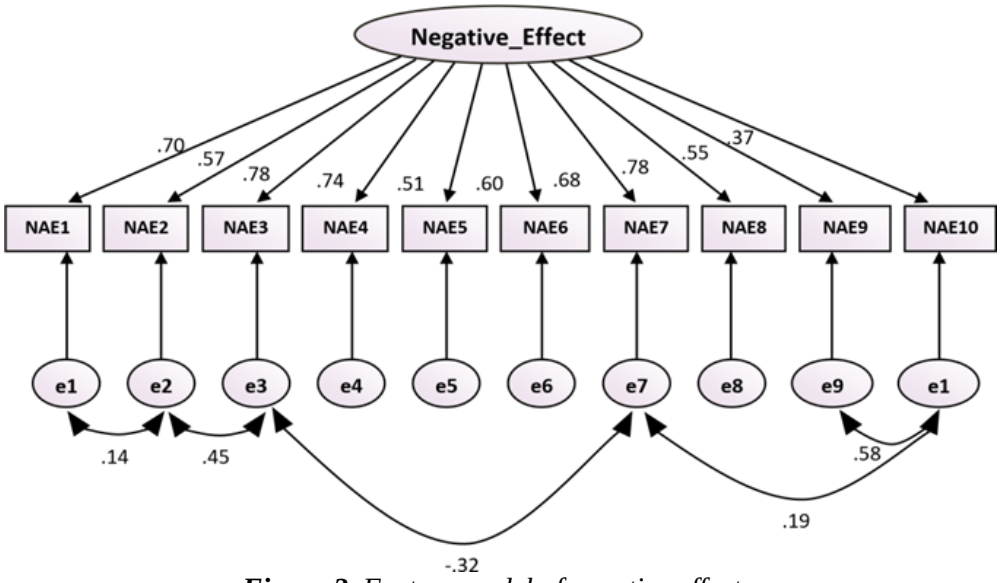

Figure 3. *Factors model of negative effects.*

The factors are validated using AMOS 21 and confirmatory factor analysis. The 7-item scales of interpersonal with 2000 are used to measure incivility in Pakistan's banking sector, and the construct of workplace incivility is made up of 7 items adapted from incivility instigation. To obtain the results in this study, a confirmatory factor analysis evaluation in the form of a model is attempted. The criteria for excluding items are based on variable loadings and residual calculations for each item. Factor loading of >.30 or higher is chosen to keep the item, while 2.80 is picked as the typical estimate of

the remaining items to remove them (Brown and Warschauer, 2006). Model of workplace incivility is described in *Figure 4*. For data analysis, a statistical technique for data screening is used. Data screening is critical because it ensures that the data acquired during the field survey is of sufficient quality to pass through the different analyses and tests required to answer the study's hypotheses. It would be of little use if it offered only speculative solutions.

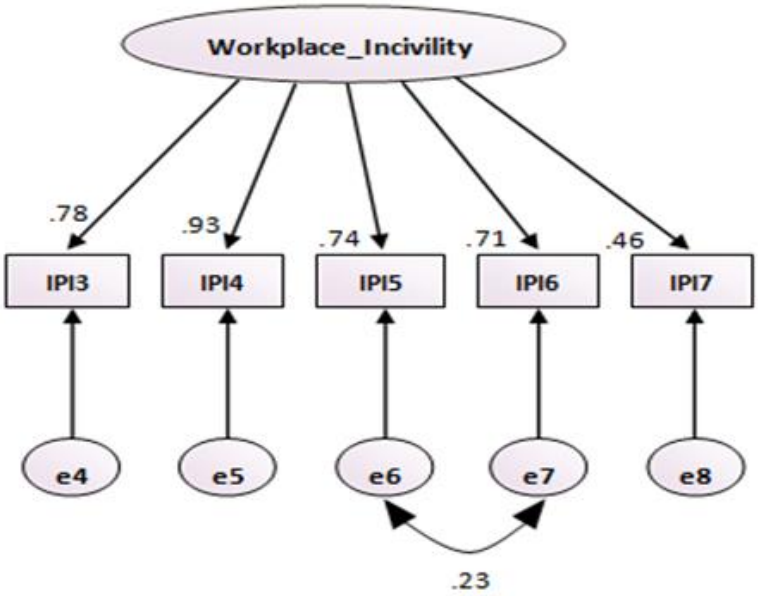

Figure 4. *Factors model of workplace incivility.*

Results and Discussion

Relationship of workplace adaptation with workplace incivility

Workplace incivility dampens the socialization-related learning required to adjust to the association since representatives are more averse to looking for the data they require from colleagues and managers because of the absence of correspondence. The success of organizational socialization will rely on the openness of correspondence of predominate sub-ordinates, encouraging the connection between bosses and partners, understanding the part (work) and hierarchical duty, and particularly the strategies of organizational socialization.

H1: Workplace Adaptation predicts uncivil significantly

Sample description

Table 1 demonstrates the sample description of employee demographics (age, gender, sector, qualification, and establishment size) from public and private banks of Jhelum and Sohawa districts of Punjab, Pakistan. Further information is obtained on the job tenure, 7.1% of employees are in the organization for less than one year.

Table 1. *Demographic description of participate*.

Category		Frequency (N)	Percentage (%)
Gender	Male	243	91.01
	Female	24	8.99

Age	20-24	52	19.48
	25-29	127	47.57
	30-35	79	29.58
	>36	9	3.37
Sector	Public	43	16.10
	Private	224	83.90
Qualification	Intermediate	38	14.23
	Graduation	155	58.05
	Post-graduation	74	27.72
Establishment size	Less than 25 employees	267	100
	25-29	-	-
	100-199	-	-
Job tenure in this organization	Less than 1 year	19	7.12
	1 year	62	23.22
	2-3 year	130	48.69
	4-5 year	56	20.97

Correlation of variables

The mean value of workplace adaptation is 1.76 close to 2 which means the majority of the respondents disagreed and .635 is the standard deviation of workplace adaptation which shows 63.5% variation among responses. Moreover, workplace adaptation is negatively and significantly correlated (r = -.37**) with workplace incivility, at P<.01. The mean value of positive effects is 2.02 close to 2 which mean the majority of the respondents agreed and .928 is the standard deviation of positive effects which shows 92.8% variation among responses. The mean value of negative effects is 2.79 close to 3 which the majority of the respondents are neutral and .988 is the standard deviation of negative effects which shows 98.8% variation among responses. Moreover, negative effects positively and significantly correlated (r = .48**) with workplace incivility at P<.01. The mean value of workplace incivility is 3.05 close to 3 in which the majority of the respondents are neutral and .544 is the standard deviation which shows a 54.4% variation among responses. According to *Table 2*, all the measurements is presented along the effects numerically.

Table 2. *Means, standard deviation and Pearson moment correlation.*

Variables	Positive effects	Negative effects	Workplace incivility
Mean	2.02	2.79	3.05
Standard deviation	.928	.988	.544
Positive effects	1	-.344**	-.363**
Negative effects	-	1	.489**
Workplace incivility	-	-	1

*Notes: * means p<.05; ** means p<.01*

Effective experience

In the current study, a confirmatory factor analysis is tested in the form of a 1-factor model to better understand it. The factor loadings >.30 or above is chosen to hold the item while ± 2.80 is chosen the standard estimation of every leftover to erase the items (Brown and Warschauer, 2006). Model is tested and the criteria for eliminating the item is set on the basis of factor loadings and residual values of each item. A single factor model of positive effects is tested as shown in *Table 3* and all 10 items are loaded on a single factor. After model specification, all the items having factor loading less than .30 are eliminated and residuals are correlated as modification indices guided. The range of standardized factor loadings in single factor model is from .49 to .57 which is in fairly

adequate and over the set criterion for holding the items. *Table 4* is illustrated all the retained items of positive effects.

Table 3. *Confirmatory factor analysis of positive effects.*

Statistics	Fit indices	Acceptable threshold value	Factor model
Absolute fit	$\chi 2$	As close as to zero	50.462
	DF	As close as to zero	25
	CMIN/DF	As low as 2 and as high as 5	2.018
	GFI	>.95	.963
	RMR	<.05	.047
	RMSEA	<.08	.062
Incrememntal fit	NFI	>.90	.950
	TLI	>.90	.952
	CFI	>.95	.974
Parsimony	AGFI	>.90	.918

Notes: $\chi 2$=Chi-square; DF=Degree of Freedom; CMIN=Minimum Chi-square; GFI=Goodness of fit index; RMR=Root Mean Square Residual; RMSEA=Root Mean Square Error of Approximation; NFI=Normed Fit Index; TLI=Tucker Lewis Index; CFI=Comparative Fit Index; AGFI=Adjusted Goodness of Fit Index.

Table 4. *Retained items of positive effects.*

Item number	Retained items
PE 1	Indicate the extent you feel interested in the job
PE 2	Indicate the extent you feel excited in the job
PE 3	Indicate the extent you feel strong in the job
PE 4	Indicate the extent you feel hostile in the job
PE 5	Indicate the extent you feel enthusiastic in the jon
PE 6	Indicate the extent you feel proud in the job
PE 7	Indicate the extent you feel inspired in the job
PE 8	Indicate the extent you feel active in the job
PE 9	Indicate the extent you feel determined in the job
PE 10	Indicate the extent you feel attentive in the job

The components of negative effects are affirmed through CFA by utilizing AMOS 21. In the present review, a CFA is tested in the shape of a single model to comprehend it. Factor loading >.30 or above is chosen to hold the item while ± 2.80 is chosen as the standard estimation of every remaining to erase the items (Brown and Warschauer, 2006). The model is tried and the criteria for taking out the item are determined on the premise of variable loadings and residual estimations of each item. A single factor model of negative effects is tested and all 10 items are loaded on a single factor. After model specification, all the items having factor loading less than .30 are eliminated and residuals are correlated as modification indices guided. The results of the single factor model are dramatically extremely good and the Chi-square value is also in the good range as shown in *Table 5*. The values of the goodness of fit index are $\chi 2$=62.023, GFI=.953, CFI=.972, RMR=.043 and RMSEA=.063. A single factor model is used to study the testing of negative effects. The range of standardized factor loadings in the

single factor model is .37-.70. *Table 6* is demonstrated all the retained items of negative effects.

***Table 5**. Confirmatory factor analysis of negative effects.*

Statistics	Fit indices	Acceptable threshold value	Factor model
Absolute fit	$\chi 2$	As close as to zero	60.023
	DF	As close as to zero	30
	CMIN/DF	As low as 2 and as high as 5	2.067
	GFI	>.95	.953
	RMR	<.05	.043
	RMSEA	<.08	.063
Incrememntal fit	NFI	>.90	.948
	TLI	>.90	.958
	CFI	>.95	.972
Parsimony	AGFI	>.90	.914

Notes: $\chi 2$=Chi-square; DF=Degree of Freedom; CMIN=Minimum Chi-square; GFI=Goodness of fit index; RMR=Root Mean Square Residual; RMSEA=Root Mean Square Error of Approximation; NFI=Normed Fit Index; TLI=Tucker Lewis Index; CFI=Comparative Fit Index; AGFI=Adjusted Goodness of Fit Index.

***Table 6**. Retained items of negative effects.*

Item number	Retained items
NE 1	Indicate the extent you feel irritable in the job
NE 2	Indicate the extent you feel alert in the job
NE 3	Indicate the extent you feel ashamed in the job
NE 4	Indicate the extent you feel scared in the jonb
NE 5	Indicate the extent you feel nervous in the job
NE 6	Indicate the extent you feel distressed in the job
NE 7	Indicate the extent you feel guilty in the job
NE 8	Indicate the extent you feel jittery in the job
NE 9	Indicate the extent you feel upset in the job
NE 10	Indicate the extent you feel afraid in the job

Workplace incivility

An endeavour is made to test a single factor model of workplace incivility and each of the 7 items is stacked on a single component. The criteria to remove items are determined to the premise of variable loadings and residual estimations of every item. The value of goodness of fit record are $\chi 2$/df=8.792(4) and remaining items like GFI=987, CFI=992, RMR=029 and RMSEA=067 as appeared in *Table 7* is also excellent. The *Table 8* is represented the workplace incivility items in details.

***Table 7**. Confirmatory factor analysis of workplace incivility.*

Statistics	Fit indices	Acceptable threshold value	Factor model
Absolute fit	$\chi 2$	As close as to zero	8.792
	DF	As close as to zero	4
	CMIN/DF	As low as 2 and as high as 5	2.198
	GFI	>.95	.987
	RMR	<.05	.029
	RMSEA	<.08	.067
Incrememntal fit	NFI	>.90	.986
	TLI	>.90	.981

	CFI	>.95	.992
Parsimony	AGFI	>.90	.951

Notes: χ2=Chi-square; DF=Degree of Freedom; CMIN=Minimum Chi-square; GFI=Goodness of fit index; RMR=Root Mean Square Residual; RMSEA=Root Mean Square Error of Approximation; NFI=Normed Fit Index; TLI=Tucker Lewis Index; CFI=Comparative Fit Index; AGFI=Adjusted Goodness of Fit Index

***Table 8**. Retained items of workplace incivility.*

Item number	Retained items
IPI 3	Cursed at someone at work
IPI 4	Played a mean prank on someine at work
IPI 5	Acted rudely toward someone at work
IPI 6	Publically embarrassed someone at work
IPI 7	Made fun of someone at work

Conclusion

Workplace incivility is subtle and unclear, but it may be extremely damaging to a company. It is therefore critical to take appropriate measures to prevent incivility from spreading. The researcher tries to show in this study that demographics (age, gender), workplace adaption, and its effects all influence workplace incivility. To reduce workplace incivility, bank HR departments must clearly define workers' opinions of what should be considered disrespectful in the workplace and assist in the development of a common organizational perception of what constitutes workplace incivility. Furthermore, people with more negative effect and less workplace adaption are more likely to engage in uncivil behavior, especially if they did not form favorable relationships with their co-workers. On the other hand, positive effect and workplace adaption increased the risk of high job stress and withdrawal behavior. Furthermore, more negative effects, less adaption, and more uncivil behavior are all linked to increased job stress and withdrawal behavior among employees. According to these findings, which are consistent with organizational socialization theory, employee collaboration and interconnection are vital for becoming effectively socialized in an association.

The current study, like many other investigations, has limitations. The study tried to address a wide variety of characteristics that influence workplace incivility among banking employees. The current study's findings are limited to two areas in Punjab, Pakistan (Jhelum and Sohawa). For a better understanding, it should be discussed at the divisional level. The current research is quantitative in nature. Qualitative research may also help in better understanding the causes of incivility. Researchers would benefit greatly from the development of new incivility measures that are both theoretically and psychometrically more rigorous. Because the researcher's current study is cross-sectional, longitudinal studies could be valuable for tracking the impact of research factors on organizational results over time. It would be interesting to monitor newcomers for two years and see how uncivil behavior interacts with and influences their learning and socialization, as well as their long-term retention in the organization.

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Conflict of interest

The authors confirm that there is no conflict of interest involve with any parties in this research study.

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