



## WORKPLACE INCIVILITY AND ORGANIZATIONAL COMMITMENT: THE CASE OF PUBLIC SECTOR WOMEN COLLEGES IN PUNJAB, PAKISTAN

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### ABSTRACT

The study undertakes workplace incivility extended to female faculty in public sector colleges. Incivility in the educational institutes has detrimental effects both for the employees in respect of their organizational commitment and for the whole organization in terms of their repute and productivity. Aim of this quantitative work was to study the nature of experiences of incivility, the female faculty face at their workplace. This research work has identified the relevance of incivility with the levels of organizational commitment of female faculty in female colleges. Theoretically, the study integrates with Affective Event Theory and Conservation of Resources Theory. Through cross-sectional survey the data were collected from female faculty of public sector female colleges in Northern, central and southern Punjab, Pakistan. In this regard, results of the study showed that co-worker incivility and principle/supervisor incivility had a negative and significant effect on affective commitment, continues commitment and normative commitment of the respondents. Moreover, the findings indicated that coworker incivility has insignificant relationship with affective commitment. Lastly, the findings indicated that incivility on the part of principal/supervisors had more inverse relationship than incivility on the part of female coworkers.

**Keywords:** Principle Incivility, Co-worker Incivility, Normative commitment, Affective Commitment

**JEL Codes:** R12

### I. INTRODUCTION

Be it formal or informal setting, human behavior has always been considered important in terms of interpersonal relationships. Formal setting demands specific behavior of interacting partners which generally relates to their expected roles and responsibilities. Such kind of behavior becomes more important when it encompasses educational institutions. This is because the quality of education that depicts the kind of interpersonal behavior within the fold of an educational institution in addition to the internalization of decency among the future generation (Dutta & Khatri, 2017). This sense of decency becomes more important when it comes to the demonstration of teachers' behavior, whether with their students or among themselves. Teachers behavior, therefore, should exhibit high standards of morality and decency (Naik, 1982). Formal professional behaviors, according to the norms of the organization generate collaborative work environment, enhance employee commitment and elevate the status of the organization. When people feel contented to come to work, feel delighted with their jobs and enjoy the concern and association of their colleagues, they in fact add to the image and performance of the organizations concerned. Behavior that is not consistent with basic collegial and professional expectations is called uncivil behavior or incivility (Ekrot et al., 2016). Workplace incivility is defined as "low-intensity aberrant acts, such as unfriendly and impolite verbal and non-verbal behaviours directed at another organizational member with ambiguous intent to hurt" (Schilpzand et al., 2016). In research over the past 18 years, approximately half of those workers measured in 1998 informed they were handled offensively at least once a month, figure which rose to 55 percent in 2011 and 62 percent in 2016. It is a worldwide issue that leads to bad consequences across countries and happens daily in various working contexts (Akella & Lewis, 2019). Incivility is an expensive and inescapable working environment behavior that has adverse emotional, mental, and behavioral result for its targets (Wang & Chen, 2020).

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Workplace incivility is of two types it could be hidden or open. Both involve bad-mannered, uncivil, insolent conduct but hidden workplace incivility has many uncertainties so it has severer consequences because of veiled aims (Hanganu, 2014). Earlier the last two decades or so, incivility was supposed to be an issue of schools level but recently , it has been recognized as a drawback of higher education as well (Yip et al., 2018). The occurrence of workplace incivility in higher education institutes is informed to be up to 47% with females reporting the highest incidence rate (Anjum & Muazzam, 2018). Organizational Commitment is the attachment, devotion which the workers have for the organization with its targets and standards and wish to continue as the participant of the organization for extended period. Every organization has its own code of conduct; not to follow those values are usually opposed. In higher education, much of the working environment rotates around the continuation of ego-based politics, hatred and straight away disgrace of coworkers (Sarfo et al., 2022). Unfortunately, Incivility in the educational organizations has damaging effects that are destruction of valued time, that should be utilize for educational activities, classrooms become unconducive for teaching and learning because of the negative behavior exhibit by teaching faculty towards their job. Teachers may think again adopting teaching as career. It may intensify the level of tension for teachers and decline the level of commitment. Decrease of organizational commitment among teaching faculty of educational institutes may affect the quality and quantity of their work (Klassen & Chiu, 2011). So forth, current study had highlighted the severity of this problem in higher educational institutes and helped the policy makers to design the strategies to address this social evil. In Pakistan there is scarcity of studies related to incivility, especially within the institutions of higher education, which are head by females. The study had following objectives:

- 1) To examine the association between Incivility exhibited by Principal and three dimensions of Organizational Commitment that is Affective, Normative and Continuance Commitment.
- 2) To examine the association between Incivility on the part of coworkers and three dimensions of Organizational Commitment that is Affective, Normative and Continuance Commitment.

## II. LITERATURE REVIEW

Workplace incivility is a rising trial for all sorts of organizations; scholars have studied its pervasiveness in a wide range of organizational frameworks, academics have paid comparatively slight consideration to this phenomenon in public sector institutes, especially in Public Colleges (Keashly & Neuman, 2010). Incivility has increased, largely due to greater sense of individualism and competition, coupled with intolerance and avoidance. In higher educational institute incivility is supposed to be a language or behavior that hurt the feelings of employee, wear away professional relationships and hinders the teaching and learning procedure (Clark & Kenaley, 2011). Investigators have primarily examined the incivility faces by teachers, from boss, parents, and students (Randel, 2008) although there has been a growing interest in incivility among teachers (Gray & Gardiner, 2013).

Cortina and Magley (2009) define workplace bullying as interference, patronizing tone, disrespectful terms of address, verbal harassment, and non - verbal rudeness behavioural patterns such as disregarding, glaring at, while excluding coworkers, making sarcastic remarks about a subordinate's error in front of other employees, making jokes at the expense of another, making unwanted attempts to draw employee into personal discussion, or paying little attention to the statement. Zhang et al. (2018) conducted research on impoliteness in the education sector. The purpose of this study was to examine the female teachers' experiences with workplace incivility. It was indicated that incivility is far more prevalent among new female personnel, significantly impairing their work abilities and performance. Career expectations, on the other hand, have mitigated the association and reduced the influence of incivility on job performance. Moreover, the presence of external migrant in the household is also cause inactivity among the female and keep her out of labor force (Shair & Majeed, 2020; Shair et al. 2021). Additionally, Abubakar (2018) found a link between workplace incivility and psychological distress among female workers in Nigeria. Incivility was found to cause psychological discomfort and impair females, professional capacity to work efficiently and pleasantly with coworkers.

Gabriel et al. (2018) collected data on the influence of female supervisors' uncivil behaviour on female teachers by observing female teachers. They reported an intriguing finding: women teachers faced more hostile encounters with other women, particularly in the education sector. Young et al. (2021) also examined the effect of female supervisors' uncivil behaviour on female teachers, concluding that women were victims of incivility in Pakistan's public and non-profit sectors. Thus, data regarding the relationship of female supervisor incivility with their female subordinates are inconsistent and require clarification, particularly in higher education systems where female supervisors supervise only female employees.

A recent study conducted by Sinclair (2021) indicated that females reacted strongly to an incivility incident involving a coworker. Viotti et al. (2018) conducted a study in the education and health care sectors to investigate the association between colleagues' incivility, weariness, and employee efficiency. The study's findings indicated that incivility had a one-way effect on weariness that is not reciprocal. Similarly, a connection between tiredness and efficiency was identified. It was determined that workplace interventions that foster a sense of mutual respect and civilized behaviour can aid in preventing colleague incivility, lowering work-related tiredness, and increasing organizational commitment.

There are few studies in the literature that examine the relationship between incivility and all aspects of organizational commitment. Noreen et al., (2017) examined the relationship between various aspects of female teachers' workplace empowerment and job satisfaction, as well as the moderating effect of affective commitment. The study enrolled 386 female university lecturers as participants. Data collection tools included the workplace empowerment scale, an organizational commitment questionnaire, and a teacher job satisfaction questionnaire. The findings indicated that workplace empowerment was a strong predictor of job satisfaction and that affective commitment acted as a moderator in the link between job satisfaction and workplace empowerment.

Experienced incivility can also have an effect on normative commitment. Aslamiah (2019) examined female teachers' organizational commitment on each parameter; analyse teachers' organizational commitment in high- and low-achieving schools; and assess teachers' organizational commitment in urban and suburban areas of Banjarmasin. Several responses were female instructors from Banjarmasin's 247 primary schools. The study discovered that female teachers in Banjarmasin's elementary schools have a high level of organizational commitment. The normative commitment has the greatest mean value. Auguskani et al., (2021) study on 'An analysis of commitment among college professors' was conducted in Nagercoil, Kanyakumari District. The purpose of that study was to ascertain the level of commitment among female college lecturers. The investigation revealed that college professors in Nagercoil, Kanyakumari District, have a high level of organizational continuance commitment.

Based on the above discussion, the following hypothesis is proposed:

H1: Incivility on the part of female principal is negatively related to female teachers' organizational commitment.

H2: Incivility on the part of female coworkers is negatively related to female teachers' organizational commitment.

### III. METHODS

This study was conducted through a cross-sectional survey using quantitative research design. The data was collected from female faculty members of women colleges who were teaching in public sectors colleges. In this regard, the respondents were recruited from women colleges of 3 divisions of Punjab province namely Division Sahiwal Rawalpindi and Division Bahawalpur. The data were collected by using multistage simple random sampling technique. In total, 400 respondents were delivered questionnaire. To measure workplace incivility, Maestre and Cortina (2003) scale was adapted and used. Organizational Commitment was quantified by instrument offered by Allen and Meyer (1990). Current study used structural equation model to investigate the relationship between variables.

### IV. RESULTS

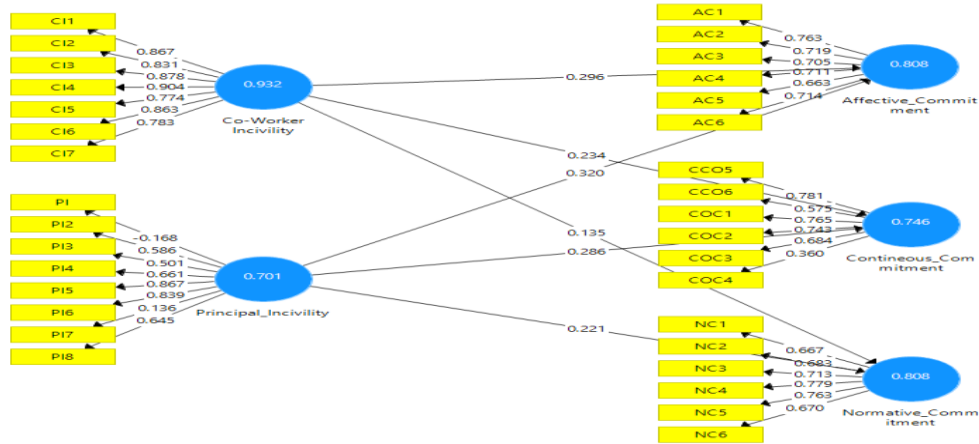
**Table 1: Measuring of Reliability of the tool**

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Affective Commitment	0.808	0.808	0.861	0.509
Co-Worker Incivility	0.932	0.937	0.945	0.712
Contineous_Commitment	0.746	0.788	0.821	0.546
Normative Commitment	0.808	0.813	0.861	0.509
Principal Incivility	0.701	0.798	0.766	0.569

Reliability and validity are the two key measures utilised in PLS-SEM analysis to establish the outer model's dependability (Richter et al., 2016). The development of a connection between the internal and external models was made possible by the discovery of valid discoveries. The following evaluation criteria may be applied to a measurement model: Individual item reliabilities, i.e. item reliability and internal consistency, are determined

utilising composite reliability (CR); convergent validity of measures associated with individual models is determined utilising average variance extracted (AVE); and discriminant validity is determined utilising the Fornell-Larcker criterion and HTMT values (Richter et al., 2016). The internal consistency and reliability of CR and AVE were considered to be satisfactory based on the data in the preceding table, as all values are greater than the 0.70 criterion.

**Figure 1: Measuring of Reliability of the tool**



**IV.I. VALIDITY ANALYSIS: RATIO OF HETERO TRAIT TO MONOTRAIT CORRELATIONS (HTMT)**

Henseler et al., (2015) On the basis of the multitrait-multimethod matrix, a novel method for establishing discriminant validity was proposed: a hetero trait mono trait correlation ratio. In addition, it describes how the procedure's performance was enhanced by Monte Carlo simulation analysis. Close HTMT readings to zero indicate an absence of discriminant validity. When used as a criterion, the HTMT must be compared to a predetermined threshold. If the HTMT value is greater than this number, discriminant validity is determined to be lacking. Certain authors propose for a 0.85 threshold. (Kline, 2011).

**Table 2: Heterotrait-Monotrait Ratio for Discriminant Validity**

	Affective_Commitment	Worker Incivility	Continuous Commitment	Normative Commitment
Affective Commitment				
Co-Worker Incivility	0.567			
Contineous Commitment	0.646	0.472		
Normative Commitment	0.434	0.313	0.719	
Principal Incivility	0.581	0.713	0.522	0.376

As a result of the findings in the preceding table, the HTMT values were determined to be satisfactory as all the values are above the threshold. Thus, it demonstrates the discriminant validity of HTMT by demonstrating that no value exceeds 0.90.

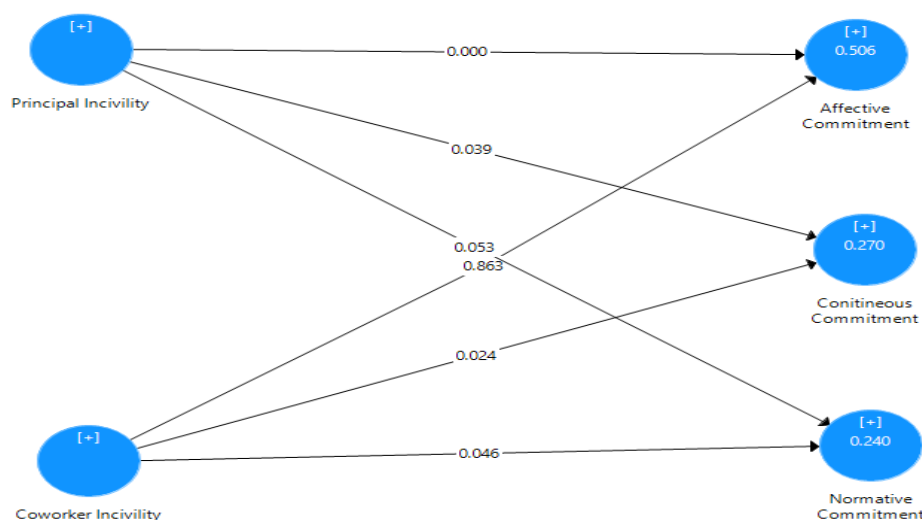
**Table 3: Structural Equational Model (Regression Analysis)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P-Values
CI -> AC	-0.018	-0.009	0.103	0.172	0.863
CI -> CC	-0.030	-0.033	0.136	2.253	0.024
CI -> NC	-0.029	-0.028	0.146	1.996	0.046
PI -> AC	-0.073	-0.069	0.111	6.491	0.000
PI -> CC	-0.026	-0.024	0.128	2.064	0.039
PI -> NC	-0.024	-0.027	0.128	1.938	0.053

The findings of aforementioned table 3 and fig 2 showed that all the predictors' variable of the study (i.e. co-worker incivility and principal incivility) had significant and inverse effect on outcome variable of the study. As above table showed that Incivility on the part of female principal is negatively and significantly related to female teacher's

organizational commitment ( $\beta=-0.073$ ,  $P=0.000$ ,  $\beta=-0.026$ ,  $P=0.039$  &  $-0.024$ ,  $P=0.05$ ). Furthermore, Incivility on the part of female coworkers had an inverse significant effect on continues commitment and normative commitment of the respondents ( $\beta=-0.030$ ,  $P=0.024$  &  $-0.029$ ,  $P=0.046$ ). Moreover, it is also stated that incivility in term of female co-workers has insignificant effect on affective commitment ( $\beta=-0.018$ ,  $P=0.863$ ). Lastly, the findings indicated that incivility on the part of principal/supervisors had more inverse relationship than incivility on the part of female coworkers.

**Figure 2: Structural Equational Model**



## V. DISCUSSION AND CONCLUSION

The primary objective of the research was to determine whether or not female principals'/coworker' incivility is significantly and adversely associated with female teachers' organizational commitment. The findings indicated that incivility shown by female principals/supervisors is inversely linked with organizational commitment. The high degree of incivility in the workplace will result in decreased organizational commitment: The more the incivility on the job, the poorer the workers' emotional commitment. Affective commitment is the workers' emotional connection to the institution; hence, its low degree will also have a negative effect on female employee commitment. Female supervisor incivility is inversely related with affective commitment, according to the findings. In addition, there is a negative correlation between supervisory incivility and continued commitment. A higher level of incivility in the workplace will diminish employee retention. It implies that female workers will not desire to work for the institution if their supervisors are rude. The findings of the regression analysis support the study's hypothesis. The principal incivility in the workplace has a strong negative effect on the organizational commitment of workers, confirming the first hypothesis of the study, and this conclusion is consistent with those of other researchers who have undertaken similar research (Cortina, Magley, Williams, and Langhout, 2001; Zia-ud-Din, Arif, and Shabbir, 2017).

In addition, the present study indicates that colleague incivility is inversely connected with organizational commitment. Incivility amongst female employees in the workplace has a negative and substantial effect on emotional and sustained commitment. If workers are not devoted, they will never perform to their full potential, resulting in a decline in the organization's performance; in educational institutions, satisfied and committed personnel are even more crucial. Incivility begun by female employees decreases pleasure with coworkers and increases unhappiness, resulting in diminished organizational commitment, as shown by the present study: The higher the amount of incivility in the workplace, the greater the risk that workers will quit the institution, especially in the case of colleges in the public sector. It will diminish employee confidence, which will ultimately weaken company commitment (Shim & Chay, 2012). This is the first research to examine the effect of female principal and colleague incivility on the organizational commitment (affective commitment, normative commitment, and continues commitment) of colleges in the public sector. The present study's associations between factors and research results are consistent with those of earlier studies. The results of the current research are very valuable for the administration of colleges for women in the public sector, as they demonstrate the significance of civil behaviour

inside the institution to increase work commitment. This research will contribute to the field of organizational behaviour. In addition to having certain limitations, such as a small sample size, the present research also has other limitations. It is exclusively administered at public institutions; private colleges and universities are not examined. The research was done at educational institutions, thus generalizations to the corporate sector may need caution. Therefore, the higher authorities of public colleges should take serious measures to reduce incivility within the institutions in order to increase the job commitment of college employees, as a high level of job commitment among female college employees will improve the overall performance of the public sector colleges.

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