

Impact of Workplace Incivility on Employees’ Organizational Commitment and Job Satisfaction in Higher Educational Institutes of Balochistan

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Abstract

Background

Uncivil behavior at workplace is the growing problem of the organization and its presence at educational institutes destroy not only the employees commitment and satisfaction with the organization but also the environment of the organization as a whole.

Aim of the study

The aim of the research study was to explore the impact of Workplace incivility on the university employees’ organizational commitment and job satisfaction.

Samples: The data was collected by survey technique and 120 questionnaires were circulated among the university staff (academic and administration).

Methods

Correlation and regression analysis was used to assess the impact of workplace incivility on job satisfaction and organizational commitment (Affective commitment, Normative commitment and Continuance commitment).

Results

The result revealed that workplace incivility has negative impact on job satisfaction and affective and normative commitment of employees however it has a positive impact on continuance commitment of the university employees.

Conclusion

Workplace incivility reduces the employees job satisfaction and commitment with the organization, which will have a further negative influence on the organizational environment and performance. The present study is important for the higher authorities of the universities to realize the negative impact of workplace incivility on employees" job satisfaction and commitment and will motivate them to take serious measures to reduce uncivil behavior as satisfaction and commitment of the employees have a direct impact on organizational performance.

Key words: Workplace incivility; Job satisfaction; Affective commitment; Normative commitment; Continuance commitment

1. Introduction

Generally “incivility is seen as a form of psychological harassment and emotional aggression that violate the ideal workplace norms of mutual respect” (Felblinger, 2008) and the act of coworkers and supervisors that made the employees worried at workplace (Ismail, Zuryani, & Zakuon, 2012).

Workplace incivility is rude and anti-social behaviour at workplace (Mcneice, 2013) and is costly for an organization in many ways. It has harmful effects on organizational integrity because of experiencing Workplace incivility employees tend to leave their organizations or show low performance and productivity. As a result Job satisfaction and loyalty will also reduce (Greenbers, Sikora, Grunberg, & Moore). Workplace incivility is important issue for the organizations who encourage interpersonal relationships among its employees (Rubino & Reed, 2010). It has clear effects on attitude, productivity, health and relationship of employees (Batlett, Bartlett, & Reio Jr, 2008). Although incivility and rudeness are not the only factors which affect the organization performance and profit but they have a meaningful share in it (Crampton & Hodge) and due to its presence the organization will face problems to achieve its goals (Ismail, Zuryani, & Zakuon, 2012).

When incivility becomes frequent practice at workplace then intention to leave the organization and job withdrawal will amplify therefor it adversely affects the employee’s job satisfaction (Rubino & Reed, 2010) and Job satisfaction indicates the level of satisfaction which the employees have with their job in the organization. It is obvious that when employees experience uncivil behaviours from other coworkers in group, they begin to loose trust on organization and it would have direct effect on job satisfaction and organizational trust (Rubino & Reed, 2010).

Workplace incivility affects job satisfaction, turnover intention of employees and organizational commitment (Trudel , 2009).Organizational commitment is the attachment and loyalty which the employee has for the organization with its goals and values and their desires to be remained the member of the organization for long time. Research indicates that incivility has negative impact on the organization workplace environment therefore the organization should devise strategies to overcome this problem at workplace (Crampton & Hodge).

Research has been done on the impact of workplace incivility in the business organizations but how uncivil behaviour affects employees in higher education institutes of Balochistan is the main focus of the present study. The purpose of the current study is to investigate the impact of workplace incivility on job satisfaction and organizational commitment of the faculty and administrative staff of the universities. The research study will address the following research questions.

What will be the influence of workplace incivility on job satisfaction of the university employees?

What will be the impact of workplace incivility on affective commitment of university employees?

What will be the impact of workplace incivility on normative commitment of university employees?

What will be the impact of workplace incivility on continuance commitment of university employees?

2. Literature Review

2.1 Workplace Incivility

Civility is referred to as plain, soft, courteous behaviour, act, and expression while incivility refers to uncivil behaviour or acting rudely (Aly, et al.).

Anderson and Pearson defined workplace incivility as “Low intensity deviant acts, such as rude and discourteous verbal and nonverbal behaviours enacted towards another organizational member with ambiguous intent to harm” (Andersson & Pearson, 1999).

Workplace incivility is a kind of interpersonal mistreatment and has three characteristics. First is violation of workplace rules, norms and values, second is ambiguous intent i.e. instigator goal is not clear to target and the behaviour of the instigator might be intentional or unintentional. Third characteristic is low intensity which means as compared to bullying or any kind of harassment, incivility is of less intensity. Workplace incivility has two dimensions it could be covert or overt. Both involve rude, uncivil, discourteous behaviour but covert workplace incivility has more ambiguities so it has worse outcomes as intention is hidden (Tarraf, 2012).

Workplace incivility influences not only the target of uncivil behaviour, instigator and organization as well (Tarraf, 2012) but also the attitude and behaviour of the observer toward target and instigator. The observer shows a positive behaviour toward target and negative attitude toward instigator (Rich & Herscovis, 2014). A research was conducted to know the relationship between workplace incivility and gender of observer and target. It was found that female observer reports more fear, disregard and anxiety towards the same gender i.e. female targets. Similarly male observer show more fear towards male targets. This suggested that the female gender employees are more demoralized by observing other female coworkers who are being targeted of workplace incivility and male members are demoralized by observing male targets of incivility. (Miner & Eiseheid, 2012). Most frequently workplace incivility can be used for discrimination at workplace especially against women and colored people with intention to force them to

leave the job and to overcome this, management should monitor the environment of workplace (Cortina, Kabat-Farr, Leskinen, & Huerta).

Workplace incivility largely affects employee attitude, behaviours. An employee respond to incivility according to the source i.e. supervisor or coworkers incivility. A person facing incivility at workplace can show strong negative feelings as workplace incivility is related to job satisfaction and commitment, turnover, interpersonal and organizational trust. Usually supervisor's incivility exerts more negative effect on employee than coworker's incivility (Taylor, 2010).

A research study done in Singapore indicates that generally employees face uncivil behaviour from supervisor more frequently as compared to coworkers and subordinates (Lim & Lee, 2011). The person creating incivility tends to have deceiving and disobeying intention, avoiding punishment and flouting rules and conventions. This brings disturbance, demoralization, lack of communication, discoordination and disregard (Pearson, Andersson, & Wegner, 2001). Research indicates that when the organization shows high degree of tolerance toward uncivil behaviour will be risky for the organizational environment as the incivility will gradually result in violence over the work place. However the female employees work withdrawal behaviour will be low as compared to male when the organization tolerate the uncivil behaviour within the organization (Natasha, et al, 2015).

Workplace incivility is either by coworker or by supervisor, it will have negative impact on the employees and organization by many aspects (Lim & Lee, 2011). Incivility has negative effects both on organization integrity and employee satisfaction. It results in decreased performance, satisfaction and increased turnover. It also affects health and wellbeing (Aly, et al.). Workplace incivility in any organization results in low output and dissatisfaction among the employees and health care cost will be increased as

it destroyed the interpersonal relations among the coworkers. It has a negative impact on coworker helping and hurt feeling mediate the relationship between these two variables. Those workers who face incivility they will in future reluctant to help their colleagues (Ismail I. R., 2011). Research indicates the prevalence of Incivility at workplace decreases job satisfaction, increase turnover intentions (Tarraf, 2012).

Workplace incivility and burnout (physical or mental collapse caused by overwork) tends to demoralize and dissatisfy fresh graduated nurses. Violence and distress at workplace is a hazard for healthcare sector (Bushell, 2013). There is a positive relationship between family conflicts and workplace incivility. Incivility is associated with psychological distress and low job satisfaction. It is researched that individuals experiencing workplace incivility usually suffer from performance decline, stress and demoralization from the organization (Mcneice, 2013).

There is a relationship between workplace incivility and target's intention to share knowledge. This impact of workplace incivility also depends on collaborative climate and individual personality traits. These all serve to be as barriers of knowledge sharing. There is an inverse relationship between workplace incivility and knowledge sharing. A collaborative climate will influence the relationship between workplace incivility and intention to share knowledge. Moreover emotional stability and agreeableness also moderates the relationship between workplace incivility and knowledge sharing (shim, 2010). In order to reduce workplace incivility at workplace, training and orientation sessions can be arranged (Shim & Park).

Organization has to take some steps to curtail incivility. Target gets satisfied when organization handles the incivility. Workplace incivility could be curtailed through many approaches, some of them are setting zero-tolerance policy, self-examination by managers and executives, to overcome the

trouble before it enters in organization, taking initial steps, training of employees for civility, putting ear on the ground and listening carefully, not making excuses for powerful instigators and finally calling to action (Greenbers, Sikora, Grunberg, & Moore).

2.2 Job satisfaction

“The term Job satisfaction describes a positive feeling about job resulting from an evaluation of its characteristics. A person with a high level of job satisfaction holds positive feelings about his or her job, while a dissatisfied person holds negative feelings” (Robbins, Judge, & Sanghi, 2009). Employees’ empowerment and positive emotions have a significant relationship with job satisfaction (Aziz, 2011).

Employees’ motivation plays an important role in enhancing the job satisfaction of the employees. The research demonstrates that Intrinsic motivational factors such as professional growth, recognition, opportunity for advancement, work itself, good feeling about organization and responsibility are positively associated with employee job satisfaction however extrinsic motivational factors are not positively associated with job satisfaction (Ahmed, Nawaz, Iqbal, Ali, Sukath, & Usman, 2010). The employee’s job satisfaction also depends on organizational justice such as distributive justice, procedural justice and interpersonal justice. When employees find that their organization treats them equitably then they will be more satisfied with their work at organization (Al-Zubi, 2010).

Research study done by Kruja & Oelflce exhibits that Employee’s empowerment has a positive impact on employee’s performance as empowerment and autonomy will enhance their job satisfaction which is in the best interest of the organization (Kruja & Oelflce, 2009). Job satisfaction and workplace satisfaction also has a very strong impact on commitment (Lok & Crawford). High level of commitment would increase efficiency and

production which every organization try to achieve therefore organization should try to enhance the job satisfaction and motivation level of employees as these both are the controlling variables for enhancing the commitment (Alhaji & Yusoff, 2012).

Incivility started by colleagues will decrease the satisfaction with coworkers and will increase the depression and incivility created by the superior will reduce the satisfaction with supervisor and the ultimate result will be the increased work family conflict (Lim & Lee, 2011). Workplace incivility has a positive relationship with intention to leave and negative relation with job satisfaction. Higher the intensity of workplace incivility, higher will be the intention of the employees to leave the organization. It will reduce the trust among the employees (Shim & Chay, 2012).

2.3 Organizational commitment

“Organizational commitment is a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization” (Robbins, et al, 2009). Organizational commitment has three different but interrelated forms that are affective, continuance and normative. The most effective dimension is affective commitment that relates to emotional attachment with the organization. Continuance commitment refers to cost of leaving the organization while normative commitment is feeling the responsibility and supporting organization (Weibo, Kaur, & Jum, 2010).

First dimension of organizational commitment is affective commitment and it “is an emotional attachment to the organization and a belief in its values” (Robbins, Judge, & Sanghi, 2009). The second dimension of affective commitment is normative commitment and it “is an obligation to remain with the organization for moral or ethical reasons” (Robbins, Judge, & Sanghi, 2009). The third dimension of the organizational commitment and it “is the perceived economic value of remaining with an organization compared to

leaving it. An employee may be committed to an employer because she is paid well and feels it would hurt her family to quit”(Robbins, Judge, & Sanghi, 2009).

The major antecedents of organizational commitment are congruency, empowerment, clarity of purpose, challenging job, equity and fairness, autonomy and feedback. Employees’ empowerment is positively associated with organizational commitment and it is the best way to manage the employees more effectively as compared to traditional hierarchical system. Empowerment will enhance their commitment with organization and individual commitment of the employees will make the employees to devote their full energies for achieving organizational goals (Sahoo & Das, 2011). It is observed that in most of the organizations the employees are skilled and talented but yet they are not committed with their organization. In order to increase their commitment the organization should empower them as employees’ empowerment has a positive relationship with organizational commitment. Organization should provide opportunity to the employees to perform different tasks to increase their skills (Borthei, Jandaghi, Matin, & Dastani, 2010).

Human resource practices such as Training and development, perceived organizational support, communication, compensation, organizational climate, work life policies and career development opportunities have positive relation with organizational commitment. By providing training and career development opportunities, the organization can increase the commitment level of the employees (Imran & Ahmed, 2012). When employees realized that the organization is not fair in its decision making, reward, recognition and allocation of resources than their commitment with organization will be reduced as the organizational injustice has a negative relation with organizational commitment (Sulu, et al). Commitment can be

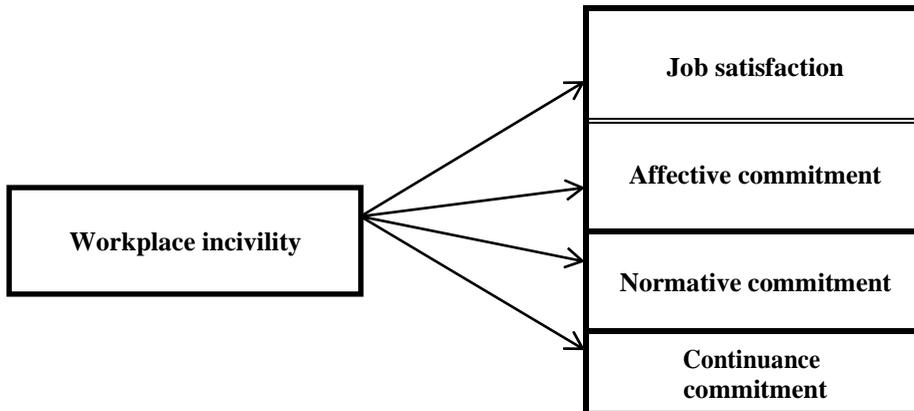
made beneficial not only for employers but also for employees. Affective commitment has positive outcomes for employees as well as for employer because it has a positive relationship with employee well-being (Meyer & Maltin, 2010). Training plays a significant role in enhancing the employees' commitment with the organization because by providing training it help the employee to improve and boost his expertise so in return he will be more committed with organization and at this moment his intention to escape the organization will be low (Brum, 2007).

The organizational commitment also depends on the formulation and implementation of work life and career development policies therefore every organization should develop family friendly policies for employees that will reduce the hostile effects of work life conflicts (Bashi & Ramay, 2008). There is an influence of organization culture on organization commitment in municipal sector which affect productivity and service delivery. Organizational culture will influence employees to act consistent with organizational policies. This influence of organizational culture leads to improved organizational commitment in return. So it is important for municipal organizations to understand clearly their culture so that they could manage enhance and develop it in order to increase organizational commitment (Meizen).

In the current study the impact of workplace incivility on job satisfaction, affective commitment, normative commitment and continuance commitment will be investigated in universities' employees within Baluchistan.

3. Theoretical framework

On the basis of the extensive literature review the following theoretical framework has been developed.



Workplace incivility is an independent variable and job satisfaction, affective commitment, Continuance commitment and normative commitment (sub component of organizational commitment) are dependent variables in the present study. The impact of workplace incivility on employees job satisfaction, affective commitment, continuance commitment and normative commitment will be investigated.

Hypothesis 1: workplace incivility will have a negative impact on job satisfaction

Hypothesis 2: workplace incivility will have a negative impact on affective commitment

Hypothesis 3: workplace incivility will have a negative impact on normative commitment.

Hypothesis 4: workplace incivility will have a positive impact on continuance commitment.

4. Research Methodology

The present study was descriptive and empirical with sample size of 120. The data for the study was collected from two universities of Balochistan by convenience sampling technique. Self-administered questionnaires were distributed among academic and administrative staff (all level of management) of the university. There were 22 male respondents and 98 female respondents.

4.1 Variables Measurement

4.1.1 Workplace incivility

Workplace incivility was measured by ten items on five point likert scale developed by Cortina et al (2001). The reliability for workplace incivility was $\alpha=0.6$

4.1.2 Job satisfaction

It was measured with three items on five point likert scale from “strongly disagree” to “strongly agree”. The job satisfaction scale used for the study was developed by Hackman and Oldham (1975). The reliability for the job satisfaction was $\alpha=0.6$

4.1.3 Organizational commitment

Three main components of organizational commitment were measured separately on five point likert scale developed by Allen and Meyer (1990). Each component was measured by eight items. The reliability for affective commitment, normative commitment and continuance commitment were $\alpha=0.8$, $\alpha=0.7$ and $\alpha=0.7$ respectively. The reliabilities for all variables can be seen in table 1.

5. Data Analysis and Results

5.1 Data Analysis

The statistical computer program SPSS 19 version was used for data analysis. The cronbach alpha (α) was used to test the reliability of the study variables. Correlation analysis was used to determine the association among the variables. Simple regression analysis was used to determine the impact of predictor variable (workplace incivility) on the outcome variables (job satisfaction, affective commitment, normative commitment and continuance commitment).

5.2 Results

The correlation table (2) shows that workplace incivility is negatively associated with job satisfaction, affective commitment, and normative commitment and positively associated with continuance commitment. Workplace incivility was negatively associated with job satisfaction ($r=-.74$, $n=120$, $p<0.01$). Negative association was present between workplace incivility and affective commitment($r=-.77$, $n=120$, $p<0.01$).workplace incivility was negatively associated with normative commitment($r=-.63$, $n=120$, $p<0.01$). The workplace incivility was positively associated with continuance commitment ($r= .44$, $n=120$, $p=0.01$). The correlation table also shows that job satisfaction, affective commitment and normative commitment was also negatively correlated with continuance commitment.

Normality of the data was checked before the regression analysis and for this purpose skewness and kurtosis of the variables were determined. The skewness and the kurtosis values for all the variables were with in acceptable range , indicating the normality of the data and it can be seen in Table (3).Simple regression analysis was used to test the impact of independent variable on the dependent variables and to test the hypothesis of the study. The table 4 shows that workplace incivility has significant negative impact on job satisfaction ($\beta=-.77$, $t=-12.072$, $p<0.05$). Workplace incivility has

significant negative impact on affective commitment ($\beta=-.91$, $t=-13.152$, $p<0.05$). The independent variable has a significant negative impact on normative commitment ($\beta=-.57$, $t=-8.859$, $p<0.05$). Workplace incivility has a significant positive impact on continuance commitment ($\beta=.38$, $t=5.340$, $p<0.05$). Workplace incivility produces 55% variation in job satisfaction, 59% in affective commitment, 39% in normative commitment and 19% in continuance commitment.

6. Discussion

The main purpose of the study was to investigate the association and impact of workplace incivility on employee's job satisfaction and commitment in higher educational institutes. The results showed that workplace incivility is negatively associated with job satisfaction. The high intensity of workplace incivility will lead toward lower level of job satisfaction which will ultimately have an adverse impact on employees performance. The workplace incivility is negatively associated with affective commitment. Higher the workplace incivility, lower will be the affective commitment of the employees. As affective commitment is the emotional attachment of the employees with the organization so its low level will also have a negative impact on employee performance. Results revealed that workplace incivility is negatively associated with normative commitment. However the workplace incivility is positively associated with continuance commitment. Higher workplace incivility will increase the continuance commitment of the employees. It means that in the presence of workplace incivility the employees will still prefer to serve in the organization from the fear of sacrifices of benefits which are available in the present organization but the overall organizational commitment will reduce as a result of workplace incivility that will affect the performance of employees and profitability of the organization.

The results of the regression analysis confirm the hypothesis of the study. The workplace incivility has significant negative impact on the job satisfaction of the employees that confirms the first hypothesis of the study and this finding of the study is consistent with previous studies conducted by other researchers such as (Rubino & Reed, 2010), (Aly, et al.), (Shim & Chay, 2012). Secondly the workplace incivility has a significant negative impact on the affective commitment which confirms the second hypothesis of the study and this finding is also consistent with previous research study (Tarraf, 2012). Thirdly the workplace incivility has a significant negative impact on the normative commitment which confirms the third hypothesis of the study. Fourthly the workplace incivility has a significant positive impact on continuance commitment which confirms the fourth hypothesis of the study so collectively workplace incivility affects the organizational commitment (Bushell, 2013). Both correlation and regression analysis confirm the hypothesis of the study.

7. Conclusion

The present study investigates the impact of workplace incivility on employees' job satisfaction, affective commitment, normative commitment and continuance commitment in the university. The workplace incivility has negative impact on the university staff (both academic and administration) job satisfaction, affective commitment and normative commitment. Low level of job satisfaction will affect the employee's performance. If employees are not satisfied then they will never perform with their full capacity and ultimately the organization profitability will be reduced and in case of educational institutes the importance of satisfied and committed employees becomes more essential. The workplace incivility also has negative impact on organizational commitment as the employees' commitment is their emotional attachment with the organization so low level of employees' commitment

also has negative impact on their job satisfaction and performance. Therefore the higher authorities and vice chancellor of the universities should take serious measure to reduce incivility within the organization to enhance the job satisfaction and commitment of the university employees as high level of job satisfaction and commitment of the university staff will improve the performance of the organization as a whole.

The present study is the first study which investigates the impact of workplace incivility on the job satisfaction and organizational commitment (three important dimensions such as affective commitment, normative commitment and continuance commitment) of university employees with in Baluchistan. The association among the variables and research outcomes of the current study are consistent with result of previous researches. Research findings of the present study are very useful for the higher authorities of universities as its finding revealed the importance of civil behaviour within the organization to enhance the job satisfaction and commitment of the academic and administrative staff without any financial expenditure. Current study will add in the literature of organizational behaviour.

The present study also has some limitation such as the sample size of the current study is small just 120 and data has not being collected from all the universities of Baluchistan. It is conducted only in Public Sector University and private sector universities are not studied. The study has been conducted in educational institutes so its findings may be need great care for generalization in corporate sector.

8. Future implications

Future research can be made with large sample size and some other probability sampling technique instead of convenience sampling which will give more effectively represent the population characteristics

The study can be conducted in all the private and public sector universities of Balochistan and the comparative studies can be made within these universities to endorse the research outcome of the present study

A comparative study can be conducted to investigate the impact of workplace incivility on the job satisfaction and organizational commitment of male and female university staff.

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Appendix

Table 1. Reliability statistics

Variables	Cronbach's Alpha	Number of items
Workplace incivility	0.6	10
Job satisfaction	0.6	3
Affective commitment	0.8	8
Normative commitment	0.7	8
Continuance commitment	0.7	8

Table -2: Descriptive statistics and correlation among variables

Variables	Mean	S.d	(1)	(2)	(3)	(4)	(5)
(1) Workplace incivility	2.48	0.572	1				
(2) Job satisfaction	2.40	0.599	-.74**	1			
(3) Affective commitment	2.10	0.681	-.77**	.65**	1		
(4) Normative commitment	2.50	0.520	-.63**	.55**	.60**	1	
(5) Continuance commitment	3.45	0.494	.44**	-.43**	-.45**	-.34**	1

**Correlation is significant at the 0.01 level (2- tailed), $p < 0.01$

N= 120, s.d= standard deviation

Table. 3 Normality of the variables

Variables	Skewness	Kurtosis
Workplace Incivility	-0.785	0.742
Job satisfaction	1.177	1.487
Affective commitment	0.786	0.539
Normative commitment	-1.570	1.9
Continuance commitment	0.570	0.472

Table -4: Regression table

Dependent variables	Workplace incivility (independent variable)			
	Beta	t-values	p-values	R square
Job satisfaction	-.77	-12.072	.000	0.55
Affective commitment	-.91	-13.152	.000	0.59
Normative commitment	-.57	-8.859	.000	0.39
Continuance commitment	.38	5.340	.000	0.19