THE EFFECTS OF WORKPLACE INCIVILITY AGAINST WOMEN COLLEGE TEACHERS ON ORGANIZATIONAL COMMITMENT, JOB SATISFACTION, AND TURNOVER INTENTION

SHAFEER P S, Assistant Professor, Research Dept. of Commerce, MES Asmabi college, P Vemballur, Kerala, India

ABSTRACT

The purpose of this study is to explore the effects of workplace incivility against female self-financing college teachers on their organisational commitment, job satisfaction , and turnover intention. An empirical study conducted among the 200 female self financing college teachers in Thrissur District, Kerala, India. Purposive sampling method under non probability sampling technique was adopted for selecting samples for this study. Questionnaire survey was conducted for data collection. The major findings were Colleague incivility and superior incivility have negative effects on organisational commitment, Instigated incivility and superior incivility have negative effects on Job Satisfaction and Colleague incivility, superior incivility and Instigated incivility have positive effects on Turnover Intention of SF college lady teachers. The study adopted non probability sampling method for data collection. So it may leads to biased result. Authorities of self financing colleges are major beneficiary of findings of this study. They will get a clear picture about the incivilities experienced by the self financing female college teachers.

Keywords: *Workplace incivility. Turnover intention*

Workplace Incivility

Abnormal behaviour within the workplace has received increased attention in recent years, of which workplace incivility is one of the most well-known problems. It is the systematic, repeated, persistent and continuous negative acts in which the victims feel an inferiority to defend themselves in the actual situation. Workplace incivility is a form of deviant behaviour. Workplace incivility can be interpreted as a low-intensity behaviour that has no clear intention to harm, but still violates social norms and hurts the feelings of the targeted employees (Pearson & Porath, 1999).In many workplaces, women are the primary targets of uncivil behaviours such as rude and discourteous remarks and men are the primary actors. These findings have been observed in studies conducted amongst US employees (Cortina et al. 2001; Miner and Eischeid 2012; Pearson and Porath 2009). Uncivil behaviours are not only indicative of a poisoned work environment, but also results in stress and mental and health problems. Examples of uncivil behaviour include talking down to others, making demeaning remarks , and not listening to somebody.. The intensity of incivility experienced differs according to their work places. The purpose of the study is to explore the effects of workplace incivility against women self-financing college teachers of Self Financing colleges in Kerala on their organisational commitment, job satisfaction and turnover intention.

Review of earlier studies related with Workplace Incivility

A study conducted by Selamat,R.S., Hendryadi. & Irsan,T. (2019) on **"Workplace Incivility,Self-efficacy, and Turnover intention relationship model: A multi-group analysis"** explains the relationship between workplace incivility, self-efficacy, and employees' turnover intentions based on gender in Indonesian companies. The mediating roles of self-efficacy on the relationships between workplace incivility and turnover intention were also investigated. Data were collected randomly from 300 employees at 15 companies in Jakarta through questionnaires and, thereafter, partial least square multi-group analysis (PLS-MGA) was performed to analyze the data. According to result, workplace incivility had significant negative effects on self-efficacy, and a positive effect on turnover intention. Self-efficacy had significant positive effects on turnover intention, and

confirmed the mediating role of self-efficacy between workplace incivility turnover intention relationships.

Raaj,V.G. & Anju,E.N.(2019) investigated on the topic Unseen Incivility in Workplace and Its Impact on Work Allied Outcomes. The study examined the possible relation between incivility in workplace and its potential outcomes. The four variables used in the study are work place incivility, job satisfaction, wellbeing and intent to quit. PPN listed hospital nurses in the Coimbatore city have been selected as populations for this study. Convenience sampling method was used to select the appropriate sample for the study. From the results it is found that there is a strong positive correlation between workplace incivility and turnover intention.

Demsky,C.A.,et.al. (2019) made a study Workplace Incivility and Employee Sleep: The Role of Rumination and Recovery Experiences. The objective was to examine the role of negative work rumination and recovery experiences in explaining the association between workplace incivility and employee insomnia symptoms. The sample was 699 U.S. Forest Service employees. Using preservative cognition model of stress and the effort–recovery model study hypothesize a moderated mediation model in which workplace incivility is associated with insomnia symptoms via negative work rumination. Findings of study suggest a mediated relationship, in which negative work rumination is one mechanism that may explain the association between workplace incivility and increased insomnia symptoms.

Gabriel, A.S.,et.al.(2017) conducted a study Further Understanding Incivility in the Workplace: The Effects of Gender, Agency, and Communion. And examined whether women experience increased incivility from other women or men, and whether this effect is increased for women who exhibit higher agency and less communion at work. Students who were working part-time from a large university in the Midwestern United States were the population of the study. Sample size was 422. The study results indicate that women report experiencing more incivility from other women than from men, with this effect being amplified for women who are more agentic at work. And agentic women who experience increased female-instigated incivility from their co workers report lower wellbeing like job satisfaction, psychological vitality etc. and increased turnover intentions.

Smidt O., et.al (2016) attempted a study on "The validation of a workplace incivility scale within the South African banking industry". The research purpose was to investigate the reliability and validity of the adapted workplace incivility scale by Leiter and colleagues for use within South Africa. The constructs used for the study were supervisor incivility, colleague incivility, Instigated incivility, Work engagement, Organisational commitment, Turnover intention, Job satisfaction. The study was made among the employees within the banking industry. A sample of 345 was selected by convenience sampling. The study found the scale showed a three-factor structure as best fitting with acceptable reliability coefficients. In terms of relationships Colleague incivility did not significantly predict any of the outcome variables, instigated incivility is a negative predictor of job satisfaction and supervisor incivility predicted all the outcomes negatively.

A research on Models of Workplace Incivility: The Relationships to Instigated Incivility and Negative Outcomes, was conducted by Holm, K., et.al.(2015). The aim of the study was to investigate workplace incivility as a social process, examining its components and relationships to both instigated incivility and negative outcomes in the form of well-being, job satisfaction, turnover intentions, and sleeping problems. The different components of incivility that were examined were experienced and witnessed incivility from coworkers as well as supervisors. In addition, the organizational factors, social support, control, and job demands, were included in the models. Structural equation modelling indicate that whereas instigated incivility to a large extent was explained by witnessing coworker incivility, negative outcomes were to a high degree explained by experienced supervisor incivility via mediation through perceived low social support, low control, and high job demands.

Statement of the problem and research questions

Workplace incivility consists of discourteous interactions between employees that Violate norms of mutual respect and unethical behaviours. Incivility carves out a specific space in the domain of negative workplace behaviour because these characteristics likely cause different cognitions, emotions, and behaviours. Even if workplace incivility is low in intensity there is a risk that it will grow into more serious forms of aggressive behaviour. In the present study, researcher focuses the effect of superior incivility, colleague incivility and instigated incivility on the organisational commitment, job satisfaction and turnover intention of self financing college teachers. This study addressed to the following research question.

- *What are the effect of workplace incivility against women self-financing college teachers on their organisational commitment, job satisfaction and turnover intention?*

Objectives of the study

- To explore the effects of workplace incivility against women self-financing college teachers on their organizational commitment, job satisfaction, and turnover intention.

Constructs used in the study
Independent Constructs (Workplace Incivility)

Superior incivility

The uncivil behaviours from the superiors towards subordinates makes them dissatisfied in doing their works. Lack of appreciation for good performance, lack of communication, Autocratic management, poor supporting etc are some of the behaviors that breaks the civility in working places. This is supported by previous research study by Dowden (2015), which found that employees who perceive workplace incivility have reported a decrease in their job satisfaction levels. In other words, if supervisor incivility increases, the employee's satisfaction with his or her job will decrease as it stimulates employees' negative feelings (Taylor, 2010).Supervisor incivility also had a positive relationship with turnover intention, which indicated that if supervisor incivility increases, the employees' intention to leave the organisation will also increase. Research has shown that 12% of employees actually leave the organisation after being exposed to workplace incivility (Glendinning, 2001).This could be because of the employee wanting to escape the environment as a result of the perceived incivility from the supervisor towards them.

Colleague incivility

In a work environment where people have impolite manners and are self-serving, uncivil behaviors tend to be very rampant. Such kind of individuals works with selfish and manipulative motives thereby causing severe irritation to their colleagues. Poor communication, different values, difference in personalities, competition, varied educational qualifications, personal rivalries etc are some of the reasons for incivilities among colleagues. Ifcolleague incivility increases, the employee's satisfaction with his or her job will decrease as it stimulates employees' negative feelings (Laschinger et al., 2009). The study analyses whether the female teaching staffs in the self financing colleges experience incivility among their colleagues.

Instigated incivility

The feeling of being disrespected is one of those things that often enrages people. Who has any tolerance for being disrespected? Willingly subjecting yourself to disrespectful people can cause plenty of problems, such as poor self esteem and bottled up anger. These will lead a person being unsatisfied in their working environment. employees who are instigated towards being uncivil towards co-workers are more likely to be less engaged in works. Instigated incivility was significant in negatively predicting job satisfaction. The reason may be that the employee acts in an

uncivil way so as to give expression to his or her dissatisfaction with his or her job situation, as well as experiencing a lack of civility from authority figures, which contributes to a negative attitude that the employee experiences towards his or her job (Holm, 2014). The uncivil behaviors experienced from the superiors and the colleagues instigate a person to behave rudly. Such behaviors makes the person less efficient in his works.

Dependent Constructs

Organisational commitment

Organisational commitment can be conceptualized as the degree to which the individual identifies with his or her organisation as well as the degree to which this employee is involved within this specific organisation (Steers, 1977). Furthermore, when employees have higher organisational commitment, they are more willing to exert effort in completing their work-related tasks, they identify more with the organisation and they are increasingly motivated to preserve their connection with their organisation (Mathis & Jackson, 2000).

Turnover intention

Turnover intentions refer to an individual's desire to quit from the organization. Intention to leave occurs when employees of the organisation consider terminating their employment with the specific organisation based on their own free will (Shim & Chang, 2012). Turnover intention can be divided into two categories, namely voluntary and involuntary turnover, which can be influenced by the party (employer or employee) who makes the decision with regard to the continuation or termination of employment(Price, 1977)..The reasons for quitting from the organization are extreme, uncivil behaviour is one of the drives to quit the job.

Job Satisfaction

Job satisfaction is the emotional response that an employee exhibits in terms of his or her job and situation (Ayeni & Popoola, 2007). These emotional responses can be influenced by employees' perception of whether their job is fulfilling their expectations. In other words, job satisfaction cannot be seen, it can only be inferred. Research has shown that workplace incivility experienced from both the perspectives of the victim and instigator has a negative relationship with the satisfaction these individuals experience related to their jobs (Cingöz & Kaplan, 2015). However, when these individuals experience their work environment as negative and hostile, they will develop a negative attitude or emotional state towards their job. These employees will therefore engage in behaviour that reflects their frustration, their difficulty in learning as well as decreased job satisfaction (Cingöz & Kaplan, 2015). This is supported by the research of Cortina et al (2001) in which it is indicated that when workplace incivility increases, so does employees' negative emotional response to their jobs, that is, their job satisfaction decreases.

Hypothesis formulation
The study includes nine hypotheses.

Employees' levels of commitment to the organisation are influenced by variables such as the experience of uncivil behavior. This is because of uncivil behaviour being considered to be unfair, which causes employees to decrease their commitment to the organisation (Barling & Phillips, 1993). This is supported by the findings of Dowden (2015), which stated that 78% of employees have experienced a decrease in their organisational commitment levels after an instance in which they were victim to uncivil behaviour. This finding suggests the following hypothesis:

H1: Colleague incivility has a negative effect on Organisational Commitment
H2: Superior incivility has a negative effect on Organisational Commitment
H3: Instigated incivility has a negative effect on Organisational Commitment

According to the research of Cortina et al (2001) when workplace incivility increases it leads to employees' negative emotional response to their jobs, that is, their job satisfaction decreases.when individuals experience their work environment as negative and hostile, they will develop a negative attitude or emotional state towards their job. This discussion leads to following hypothesis.

H4: Colleague incivility has a negative effect on Job satisfaction
H5: Superior incivility has a negative effect on Job satisfaction
*H6: Instigated incivility has a negative effect on Job satisfaction*

When employees perceive negative relationships within the working environment, they are more likely to leave the organisation (Shim, 2015). According to Glendinning (2001), 50% of employees who have experienced incivility have considered leaving the organisation and 12% actually terminate their employment with the organisation.On the basis of these grounds following hypothesis were formulated.

H7: Colleague incivility has a positive effect on Turnover intention
H8: Superior incivility has a positive effect on Turnover intention
H9: Instigated incivility has a positive effect on Turnover intention

Hypothesized research model of the study
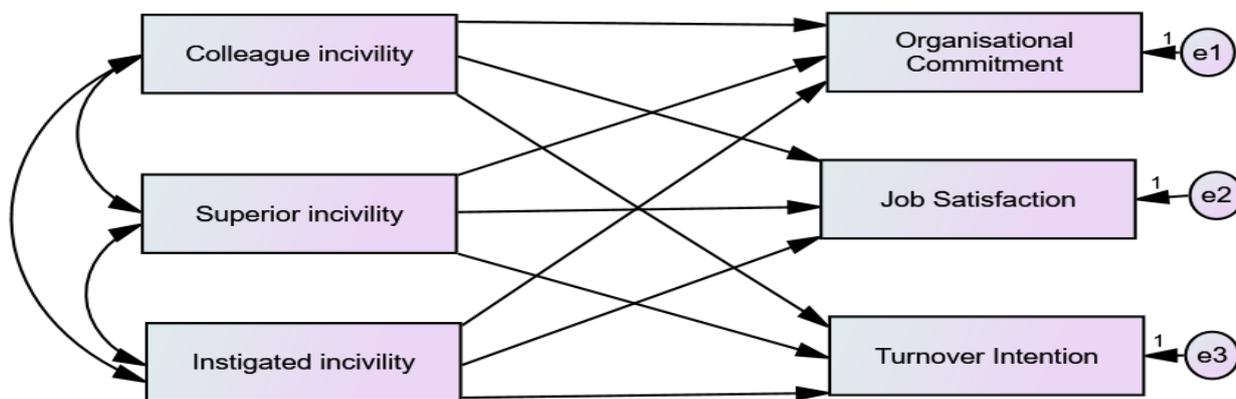
Significance of the study

Workplace incivility leads to negative workplace behaviours, Which can ultimately effect the personal life of employees as well as the organisational goal. So it is necessary to identify the forms of behaviours which are uncivil in the workplace. This study reveals various factors that lead to workplace incivility. Therefore this study is very significant.

Scope of the Study

This study is conducted among the female self-financing college teachers of Self Financing colleges in Thrissur District, Kerala, India

Research Methodology

Both primary and secondary data are used for the purpose of the study. Primary data for the study collected through questionnaire survey from female self-financing college teachers of SF colleges in Thrissur District. Secondary data collected by published sources of information from books, journals, websites, magazines and profiles etc. Questionnaire is used to collecting the data. Questionnaire is constructed by the comprehensive review of literatures, expert's opinions and previous studies. Likert 5 point types questions are mainly used for this study. Non probability sampling technique is used. Purposive sampling method is used. Sample size was 200. Respondents of the questionnaire of this study are female self-financing college teachers of Self Financing colleges in Thrissur District, Kerala, India. For analysis and interpretation of collected data, Co-

variance Based Confirmatory Factor Analysis and Structural Equation Modeling Techniques were used.

Data analysis and interpretation
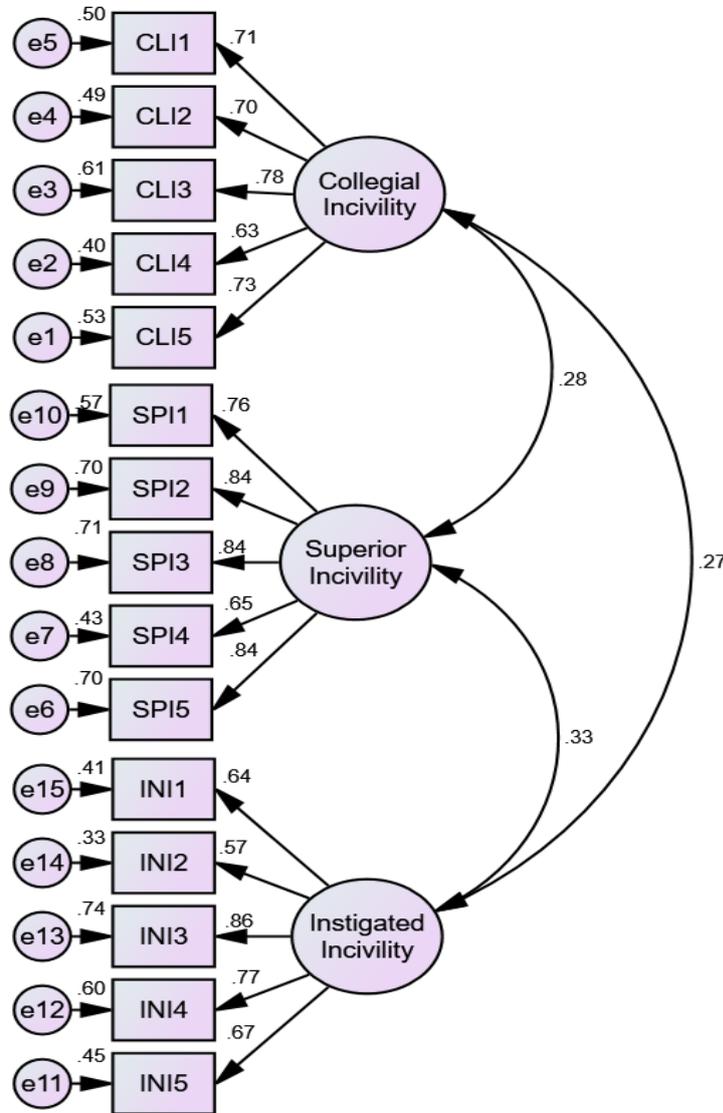**Confirmatory factor analysis (CFA)**

Figure 1: Confirmatory Factor Analysis for workplace incivility constructs

Table 1: Model fit indices for workplace incivility constructs

ATTRIBUTES	CMIN/DF	P-VALUE	GFI	AGFI	CFI	RMSEA
Study model	3.147	0.000	0.927	0.918	0.947	0.058
Recommended value	Acceptable fit [1-5]	Greater than 0.05	Greater than 0.9	Greater than 0.9	Greater than 0.9	Less than 0.08
Literature support	Hair et al., (1998)	Barrett (2007)	Hair et al. (2006)	Hair et al. (2006)	Hu and Bentler (1999)	Hair et al. (2006)

Table 2: Final Reliability and Validity for Workplace fun constructs

Constructs	Item code	Factor loading	Cronbach's Alpha Final	AVE	Composite Reliability
Colleague incivility (CLI)	CLI 1	0.71	0.835	0.506	0.836
	CLI 2	0.70			
	CLI 3	0.78			
	CLI 4	0.63			
	CLI 5	0.73			
Superior incivility (SPI)	SPI 1	0.76	0.887	0.564	0.891
	SPI 2	0.84			
	SPI 3	0.84			
	SPI 4	0.65			
	SPI 5	0.84			
Instigated Incivility (INI)	INI 1	0.64	0.820	0.506	0.832
	INI 2	0.57			
	INI 3	0.86			
	INI 4	0.77			
	INI 5	0.67			

From Table 2 it can be inferred that all the factor loadings are above the threshold level of 0.5 which establishes the item validity of the constructs. The final values of Cronbach's Alpha are found to be greater than 0.7 which confirms the reliability of the variables used to measure the construct. The Composite Reliability values are found to be higher than 0.7 which indicates that all the constructs have high level of internal consistency reliability. The Average Variance Extracted (AVE) values are also found to be above the threshold value of >0.5. Thus, it can be inferred that the constructs have high levels of convergence. As all the parameters meet the prescribed value, the data is appropriate for further analysis and model building. The discriminant validity for Workplace Fun constructs displayed in Table 3

Table 3: Discriminant Validity for Workplace incivility Constructs

Constructs	Colleague incivility (CLI)	Superior incivility (SPI)	Instigated Incivility (INI)
Colleague incivility (CLI)	(0.711)		
Superior incivility (SPI)	0.281	(0.750)	
Instigated Incivility (INI)	0.275	0.334	(0.711)

Table 3 displays the square root of AVE values and inter construct latent variable correlations. Values in brackets are square root of AVE scores which should be greater than the inter construct latent variable correlation values to establish non-existence of any relationship. From the above table, it can be inferred that no relationship exists among the constructs and discriminant validity for the workplace incivility construct is established.
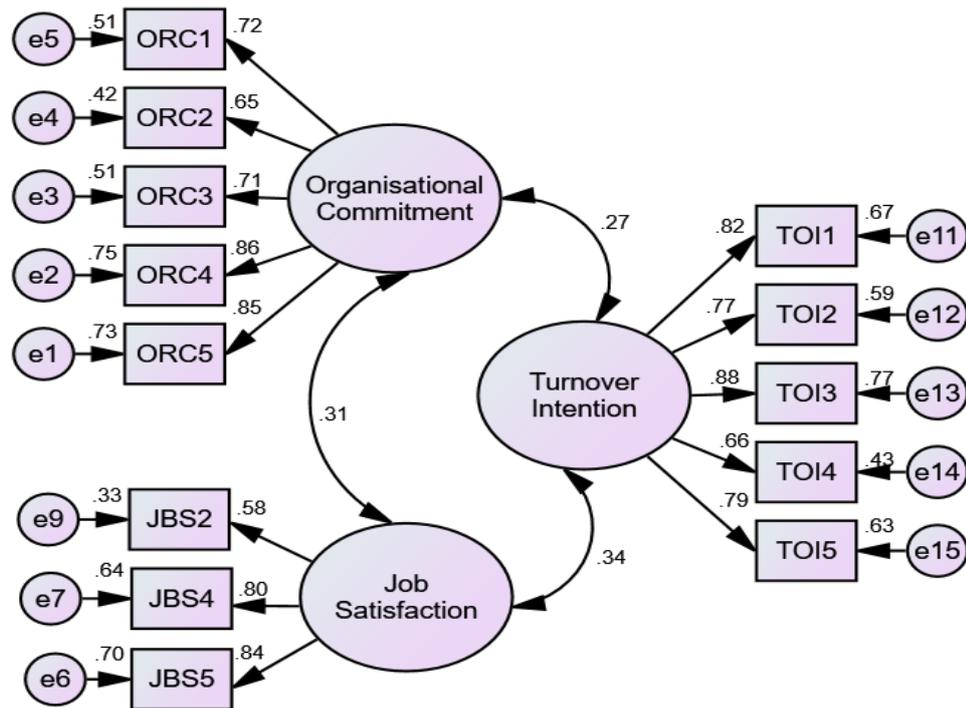
Figure 2: Confirmatory Factor Analysis for organisational commitment, job satisfaction and turnover intention constructs

Table 4: Model fit indices for organisational commitment, job satisfaction and turnover intention constructs

ATTRIBUTES	CMIN/DF	P-VALUE	GFI	AGFI	CFI	RMSEA
Study model	1.987	0.000	0.947	0.929	0.974	0.031
Recommended value	Acceptable fit [1-5]	Greater than 0.05	Greater than 0.9	Greater than 0.9	Greater than 0.9	Less than 0.08
Literature support	Hair et al., (1998)	Barrett (2007)	Hair et al. (2006)	Hair et al. (2006)	Hu and Bentler (1999)	Hair et al. (2006)

Table 5: Final Reliability and Validity for organisational commitment, job satisfaction and turnover intention constructs

Constructs	Item code	Factor loading	Cronbach's Alpha Final	AVE	Composite Reliability
Organizational Commitment (ORC)	ORC 1	0.72	0.868	0.584	0.887
	ORC 2	0.65			
	ORC 3	0.71			
	ORC 4	0.86			
	ORC 5	0.85			
Job Satisfaction (JOS)	JOS 2	0.58	0.769	0.556	0.807
	JOS 4	0.80			
	JOS 5	0.87			
Turnover Intention (TOI)	TOI 1	0.82	0.888	0.618	0.878
	TOI 2	0.77			
	TOI 3	0.88			
	TOI 4	0.66			

	TOI 5	0.79				

From Table 5 it can be inferred that all the factor loadings are above the threshold level of 0.5 which establishes the item validity of the constructs. The final values of Cronbach's Alpha are found to be greater than 0.7 which confirms the reliability of the variables used to measure the construct. The Composite Reliability values are found to be higher than 0.7 which indicates that all the constructs have high level of internal consistency reliability. The Average Variance Extracted (AVE) values are also found to be above the threshold value of >0.5. Thus, it can be inferred that the constructs have high levels of convergence. As all the parameters meet the prescribed value, the data is appropriate for further analysis and model building. The discriminant validity for Workplace Fun constructs displayed in Table 6

Table 6: Discriminant Validity for organisational commitment, job satisfaction and turnover intention constructs

Constructs	Organizational Commitment	Job Satisfaction	Turnover Intention
Organizational Commitment	**(0.764)**		
Job Satisfaction	0.314	**(0.745)**	
Turnover Intention	0.271	0.341	**(0.786)**

Table 6 displays the square root of AVE values and inter construct latent variable correlations. Values in brackets are square root of AVE scores which should be greater than the inter construct latent variable correlation values to establish non-existence of any relationship. From the above table, it can be inferred that no relationship exists among the constructs and discriminant validity for the workplace incivility construct is established.

Testing of hypotheses & hypothesized research model by using CB-SEM techniques
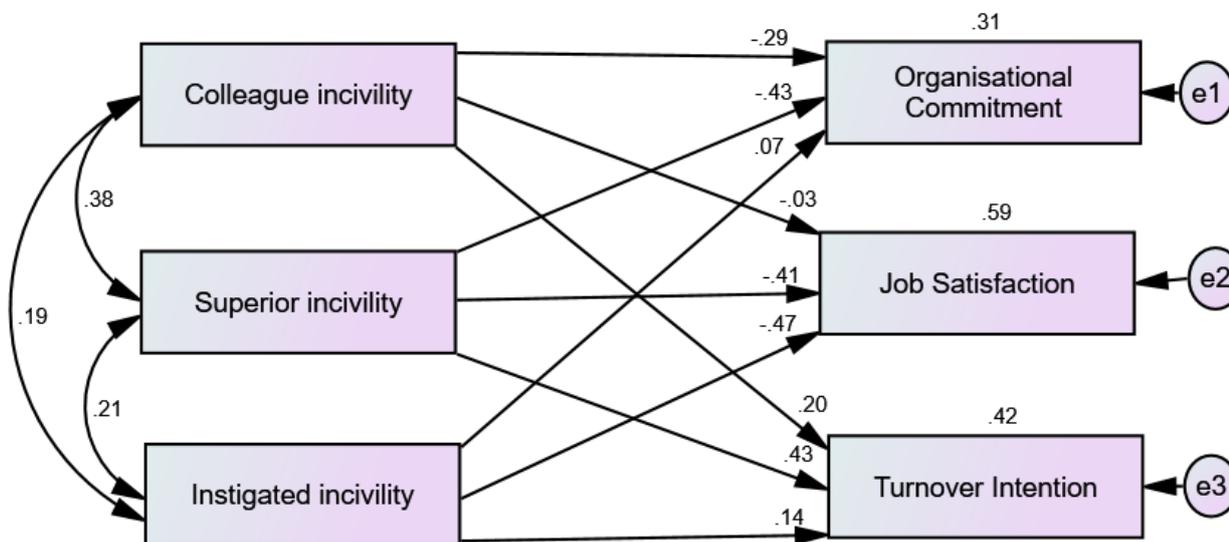

Table 7: Model fit indices for organisational commitment, job satisfaction and turnover intention constructs

ATTRIBUTES	CMIN/DF	P-Value	GFI	AGFI	CFI	RMSEA
Study model	3.874	0.000	0.921	0.937	0.964	0.057
Recommended value	Acceptable fit [1-5]	Greater than 0.05	Greater than 0.9	Greater than 0.9	Greater than 0.9	Less than 0.08
Literature support	Hair et al., (1998)	Barrett (2007)	Hair et al. (2006)	Hair et al. (2006)	Hu and Bentler (1999)	Hair et al. (2006)

Table No. 8: Result summary of hypothesis testing

Hypotheses No.	Hypotheses for model building	Result of Hypotheses testing
H1	Colleague incivility has a negative effects on Organisational Commitment	*Supported*
H2	Superior incivility has a negative effects on Organisational Commitment	*Supported*
H3	Instigated incivility has a negative effects on Organisational Commitment	*Not supported*
H4	Colleague incivility has a negative effects on Job Satisfaction	*Not supported*
H5	Superior incivility has a negative effects on Job Satisfaction	*Supported*
H6	Instigated incivility has a negative effects on Job Satisfaction	*Supported*
H7	Colleague incivility has a positive effects on Turnover Intention	*Supported*
H8	Superior incivility has a positive effects on Turnover Intention	*Supported*
H9	Instigated incivility has a positive effects on Turnover Intention	*Supported*

Major findings
- Colleague incivility and superior incivility have negative effects on organisational commitment of Self-Financing college lady teachers. If colleague and superior incivility is higher in the organisation, teachers' organisational commitment would be reduced. But instigated incivility does not have any significant effects on organisational commitment of teachers.
- Instigated incivility and superior incivility have negative effects on Job Satisfaction of SF college lady teachers. If instigated and superior incivility is higher in the organisation, teachers' Job Satisfaction would be reduced. But Colleague incivility does not have any significant effects on Job Satisfaction of teachers.
- Colleague incivility, superior incivility and Instigated incivility have positive effects on Turnover Intention of Self-Financing college lady teachers. If Colleague, instigated and superior incivilities are higher in the organisation, teachers Turnover intention to other organisation would be increased.
-

Suggestions based on findings of the study

The study reveals that Colleague and superior incivility negatively effects to the commitment of the teachers towards their organisation. Instigated and superior incivility negatively effects to the

Job Satisfaction level of the teachers in their organisation. Colleague, superior and Instigated incivility positively effects to turnover intention of the teachers from their organisation. Therefore, it is suggested to the management of the SF college teachers to avoid all these incivilities from their organisation by adopting appropriate measures to enhance teachers' organisational commitment and job satisfaction and to reduce their turnover to other organisation. Some of the measures that can be taken for these are as follows:

- Develop a civil code in the organization, which requires each and every one to follow it, and so uncivil practices can be avoided.
- Try to consider and accept others perception, Hence the arguments among colleagues can be avoided.
- Ensure mutual respect in the organisation.
- Don't make excuses in doing works. Try to do works promptly.
- Acknowledgement from superiors to subordinates for their valuable suggestions encourages work efficiency.
- Superiors can provide opportunities among the subordinates to bring out their potential.
- Equal and fair treatment among employees improves sense of belongingness.

Bibliography

1. Ayeni, C.O., & Popoola, S.O. (2007). Work motivation, job satisfaction, and organisational commitment of library personnel in academic and research libraries in Oyo State, Nigeria. Library Philosophy and Practice.
2. Barling, J., & Phillips, M. (1993). Interactional, formal, and distributive justice in the workplace: An exploratory study. Journal of Psychology, 127(6), 649–656.
3. Cingöz, A., & Kaplan, A. (2015, April). The effect of workplace incivility on job satisfaction and organizational trust: A study of industrial enterprises in turkey. Paper presented in The 2015 WEI International Academic Conference Proceedings, Vienna, Austria, pp. 12–15.
4. Cortina, L.M., Magley, V.J., Williams, J.H., & Langhout, R.D. (2001). Incivility in the workplace: Incidence and impact. Journal of Occupational Health Psychology, 6(1), 64–80.
5. Demsky,C.A., Fritz,C., Hammer,L.B.,Black,A.E.(2019). Workplace Incivility and Employee Sleep: The Role of Rumination and Recovery Experiences. *Journal of Occupational Health Psychology,*24(2),228-240.
6. Dowden, C. (2015). Civility report: Civility matters: An evidence-based review on how to cultivate a respectful federal public service. Association of Professional Executives of the Public Service of Canada.
7. Gabriel,A.S., Butts,M.M.,Yuan,Z., Rosen,R.L.,Sliter,M.T.(2017). Further Understanding Incivility in the Workplace: The Effects of Gender, Agency, and Communion. *Journal of Applied Psychology,*1-64.
8. Glendinning, P.M. (2001). Workplace bullying: Curing the cancer of the American workplace. Public Personnel Management, 30(3), 269–286.
9. Holm,k., Torkelson,E.,Bäckström,M.,(2015). Models of Workplace Incivility: The Relationships to Instigated Incivility and Negative Outcomes. *Hindawi Publishing Corporation,*2015,1-10.
10. Mathis, R.L., & Jackson, J.H. (2000). Human resource management. (9th edn.). Cincinnati, OH: South Western College Publishing.
11. Meyer, J., & Allen, N. (1991). A three-component conceptualization of organizational commitment. Human Resource Management Review, 1(1), 61–89.
12. Phillips,G.S., MacKusick,C.I., Whichello,R.(2018). Workplace Incivility in Nursing: A Literature Review Through the Lens of Ethics and Spirituality. *Journal of Christian nursing: a quarterly publication of Nurses Christian Fellowship,*E7-E12,
13. Price, J. (1977). The study of turnover. Ames, Iowa: Iowa State Press.

14. Raaj,V.G., Anju,E.N.(2019).Unseen Incivility in Workplace and Its Impact on Work Allied Outcomes. *International Journal of Engineering and Advanced Technology*, 8(3S),80-85

15. Raykov, T. (1997). Estimation of composite reliability for congeneric measures. Applied Psychological Measurement, 21(2), 173-184.

16. Schilpzand,P., De pater,I.E., Erez,A.(2016).Workplace incivility: A review of the literature and agenda for future research.*Journal of Organizational Behavior,* 37, S57–S88,

17. Selamat,R.S.,Hendryadi.,Irsan,T.(2019).Workplace Incivility,Self-efficacy,And Turnover intention relationship model:A multi-group analysis.*Russian journal of Agricultural and Socio-Economic Sciences*,1(85),358-368

18. Shim, J., & Chang, H. (2012, August). The relationship between workplace incivility and the intention to leave: Implication to HRD. Paper presented at the Krivet Conference, Asia, South Korea.

19. Smidt O., De Beer L.T., Brink L. & Leiter M.P. (2016). The validation of a workplace incivility scale within the South African banking industry. *SA Journal of Industrial Psychology/SA Tydskrif vir Bedryfsielkunde*,42(1),a1316.

20. Spence Laschinger,H.K.,Cummings,G.G.,Wong,C.A.,Grau,A.L.(2014).Resonant Leadership and Workplace Empowerment: The Value of Positive Organizational Cultures in Reducing Workplace Incivility. *Nursing economics,*32(1)

21. Steers, R.M. (1977). Antecedents and outcomes of organizational commitment. Administrative Science Quarterly, 22(1), 46–56.

22. Torkelson, E., Holm, K., Bäckström, M., & Schad, E. (2016). Factors contributing to the perpetration of workplace incivility: the importance of organizational aspects and experiencing incivility from others. *Work and stress*, *30*(2), 115–131.

Web-Bibliography

1. https://hbrascend.org/topics/workplace-incivility-and-rudeness-needs-to-stop-heres-why/
2. https://www.mindtools.com/pages/article/five-ways-deal-with-rudeness.htm
3. https://www.thejobnetwork.com/10-signs-your-boss-is-disrespecting-you/
4. https://www.alignthoughts.com/10-signs-you-are-being-disrespected-at-work/
5. https://www.mentalhelp.net/blogs/do-disrespectful-people-make-you-angry/