



## Examining The Impact of Supervisor and Co-Worker Incivility on Organizational Commitment Among Female Employees in Public Universities

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### ABSTRACT

Organizational commitment is an important factor for the success of any organization. However, incivility in the workplace can negatively impact employees' commitment to their organization. This study aims to examine the effect of supervisor and co-worker incivility on organizational commitment among female employees of public universities. A quantitative research method was employed in this study. Data was collected through a self-administered questionnaire from a sample of 200 female employees of public universities. The questionnaire included items on supervisor and co-worker incivility and organizational commitment. The data was analyzed using structural equation model. The results of the study showed that both supervisor and co-worker incivility had a negative effect on organizational commitment. Specifically, supervisor incivility had a stronger negative effect on organizational commitment than co-worker incivility. This study highlights the importance of addressing incivility in the workplace, particularly from supervisors, to promote organizational commitment among female employees of public universities. Organizations should implement strategies to prevent and address incivility, such as training programs for managers and employees on respectful communication and behavior, and clear policies on acceptable conduct in the workplace.

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### Introduction

The impact of uncivil behaviour from supervisors and colleagues on an individual's level of commitment to their organisation is a significant area of inquiry within the realm of

organisational psychology. The present case study has a particular emphasis on female personnel working in state-funded academic institutions, given that women tend to experience a disproportionate impact of uncivil conduct in professional settings. The existence of unsafe workplace conditions is a major contributor to the development of health issues in workers, in addition to being one of the reasons why workers are unable to carry out the duties associated with their jobs (Chris et al., 2022). It is crucial to have an understanding of the extent to which personnel are able to fulfil their performance obligations notwithstanding the existence of such adverse situations (Sood & Kour, 2022).

The belief that one's co-workers and boss are impolite or disrespectful to oneself or one another is a significant contributor to the feeling of being treated poorly at work. The term "workplace incivility" pertains to behaviours that are characterized by a lack of intensity, but are nonetheless impolite, discourteous, or inconsiderate in nature, and which contravene established social conventions of respect. The aforementioned actions encompass conduct such as making derogatory remarks, disregarding or ostracizing an individual, disseminating hearsay or chitchat, and utilizing disparaging or patronizing vocal inflections. The manifestation of incivility can take on overt or subtle forms and can be observed in diverse modalities such as verbal, nonverbal, and online communication. The presence of uncivil behaviour within a work environment can result in adverse consequences for employees, including a decline in job contentment, a decrease in work output, and an elevation in stress levels. The presence of workplace stressors can exert a noteworthy influence on the overall performance of an organisation, manifesting as heightened rates of absenteeism and turnover, diminished levels of motivation and commitment, and lowered levels of customer satisfaction (Bushra et al., 2021).

The exposure to impolite conduct deprives female teaching personnel of relevant organisational information and hinders their capacity to thrive at work (Zaheer et al., 2021). Their consequent irritation may drain workers' resource reservoirs, leading to undesirable consequences such as poor organisational commitment, job burnout, unhappiness with work, less knowledge sharing, and decreased work efforts (Smith et al., 2021). The issue of workplace incivility is increasingly becoming a cause for concern among employees, particularly female employees in public universities. According to existing research, it has been found that female employees are more likely to encounter instances of incivility in comparison to their male counterparts. This can result in unfavorable consequences such as decreased levels of job satisfaction, reduced organisational commitment, and an elevated rate of employee turnover. (Agbaje et al., 2021). Various manifestations of incivility exist, such as verbal or nonverbal expressions, exclusionary practises, and discourteous conduct. Workplace harassment is a phenomenon that can be sustained by both managers and colleagues and can manifest in diverse professional environments (Tutar et al., 2021).

Workplace incivility can take various forms, such as being ignored, excluded, or spoken to in a condescending tone, among others. In a university setting, female employees may experience incivility from their supervisors or co-workers, which could negatively impact their organizational commitment. Supervisors who exhibit uncivil behavior can make female employees

feel disrespected, devalued, and marginalized, leading to lower morale and job satisfaction. Such behavior can also contribute to a toxic work environment that could affect the mental health and well-being of female employees (Butt & Yazdani, 2021).

Unfortunately, incivility in education institutions has severe consequences, including the waste of valuable time that should be devoted to instructional activities and the deterioration of the classroom environment as a result of the unprofessional behavior of teaching personnel. Teachers may reconsider pursuing a profession in teaching. It may increase stress among instructors and decrease their degree of commitment. Consequently, the present research revealed the seriousness of this issue in higher education institutions and assisted policymakers in developing methods to combat this social evil. There is a dearth of research about incivility in Pakistan, notably within the mostly female-run higher education institutions. This research attempts to find out the association between workplace incivility and organisational commitment. According to researchers, workplace incivility is significantly associated. Specifically, researchers aim to examine the role of supervisors and co-worker workplace incivility and organisational commitment.

## **2.0 Literature Review**

Hodgins et al. (2014) Workplace incivility is a type of adverse behavior that occurs in the workplace and can result in emotional fatigue, anxiety, and a reduction in job contentment. Moon and Morais (2022) described that various manifestations of workplace incivility have been identified, such as engaging in impolite or derogatory conduct, disseminating hearsay or unfounded claims, diminishing or shaming others, and interjecting or dominating conversations with coworkers. The aforementioned actions may result in significant repercussions for both the individual staff member and the entire institution.

The concept of organizational commitment pertains to the degree of an employee's emotional attachment and allegiance to their employing organization. Organizational identification is a psychological phenomenon that pertains to an employee's sense of alignment with the objectives and principles of their employing organization, as well as their inclination to invest energy and resources in furthering the organization's interests (Lan et al., 2020). Studies indicate that the level of commitment an employee has towards an organization is a crucial element in determining their job retention, performance, and overall satisfaction. Organizational commitment is positively associated with employee retention, discretionary effort, and job performance. Furthermore, there is a higher probability that individuals will experience job satisfaction and a sense of purpose and fulfillment in their work (Gui et al., 2022).

Ko et al. (2021) established that organizational commitment encompasses three distinct forms: affective, normative, and continuance. Affective commitment pertains to the emotional bond that an employee has with the organization, whereas normative commitment is grounded on a perception of responsibility or moral obligation towards the organization. Continuance commitment is predicated on the perception of expenses associated with departing from the organization, including the forfeiture of benefits or seniority. Organizational commitment can be

enhanced by establishing a favorable work atmosphere that nurtures a sense of camaraderie, offers avenues for personnel advancement and progress, and acknowledges and incentivizes employee input. The promotion of organizational commitment is reliant on crucial factors such as communication, transparency, and equitable treatment.

The body of research on employee commitment to a company is vast and convoluted. There have been a number of different approaches used in the conceptualization of organisational commitment, and its link to a range of other behavioral characteristics has been investigated. The desire and need that an employee has for their employer is what we mean when we talk about organisational commitment (Novitasari et al., 2020). According to the findings of Gunlu et al. (2010), the level of organizational commitment exhibited by employees is a significant determinant of their job satisfaction, job performance, and likelihood of remaining with the organization. Organizations can enhance employee commitment and productivity by cultivating a positive work environment, fostering a sense of community, and providing recognition to employees.

According to the available research, organisational commitment is the result of a number of different behavioral factors. Research has shown that leadership behaviours, the Big Five personality constructs, corporate social responsibility, perceived organisational support, workplace spirituality, emotional intelligence, and emotional intelligence in Employee motivation, work performance, in-role behaviours, and organisational citizenship behaviour may sometimes be predicted by organisational commitment (Teo et al., 2020). According to Ahmad et al. (2010) female workers who have an exceptional level of organisational commitment do very well in their jobs.

### **3.0 Methodology**

The present investigation was carried out utilizing a cross-sectional survey approach with a quantitative research design. The data was gathered from female faculty members who are employed in universities that are funded by the government. The participants for this study were selected from two public universities, namely Punja University and Sargodha University. The researcher selectively sampled departments within the aforementioned universities that were deemed relevant to business and commerce. The data was collected from 200 respondents using a multistage random sampling technique by the researcher. The researchers opted to include Hailey College, IBA, and IAS departments from Punjab University, as well as Noon Business School from Sargodha University in their study. The scale developed by Maestre and Cortina (2003) was employed to assess workplace incivility. The measurement of Organizational Commitment was operationalized through an instrument developed by (Karim et al., 2015). The present investigation employed a structural equation model to examine the relationships that exist among the variables. Various techniques and instruments have been employed in the current investigation to authenticate the gathered data. The current study has employed various techniques, including reliability analysis, descriptive statistics, correlation analysis, and regression analysis, to analyze the data. This study employed two distinct analytical tools, namely IBM SPSS and SMART PLS SEM, to conduct data analysis through structural equation modeling.

#### 4.0 Results

To address the multicollinearity problem, the researcher employs the variance inflation factor. According to Hair et al., multi-collinearity is fine as long as the total number of correlations is less than five (2011). Our model variables all had VIFs that were less than 5, indicating no multicollinearity issue in the data. The construct reliability of the reflecting constructions is greater than 0.70 (Ghosh et al., 2013). The values of (Rho A) and C-A in table 1 are also above the threshold of acceptability, which is set at .70.

**Table 1: Reliability Analysis**

<b>Construct</b>	<b>VIF</b>	<b>AVE</b>	<b>CR</b>	<b>Rho_A</b>	<b>C-A</b>
Principal Incivility	3.154	0.559	0.796	0.701	0.711
Coworker Incivility	1.355	0.664	0.852	0.842	0.745
Affective Commitment	3.112	0.559	0.83	0.805	0.754
Continuous Commitment	2.130	0.57	0.868	0.809	0.809
Normative Commitment	1.254	0.536	0.842	0.803	0.783

Taheri et al. (2020) conducted a discriminant validity test by comparing the correlation coefficients for each construct in the appropriate rows and columns to the square roots of the AVEs on the diagonal. The model's ability to differentiate between constructs is validated, indicating that it can be generally accepted. Table 3 presents the HTMT outcome, which can serve as a metric for assessing discriminant validity. According to Farooq et al. (2018), the presence of discriminant validity is indicated by values that range from 0.47 to 0.85 and are deemed statistically significant.

**Table 2: Discriminant Validity\_ Fornell Larcker Criterion**

	<b>AC</b>	<b>CC</b>	<b>NC</b>	<b>SI</b>	<b>CI</b>
<b>AC</b>	0.677				
<b>CC</b>	0.547	0.515			
<b>NC</b>	0.179	0.169	0.617		
<b>SI</b>	0.175	0.135	0.259	0.755	
<b>CI</b>	0.328	0.277	0.318	0.21	0.662

### 4.3 Structural Model

Researcher evaluated the hypothesized structural relationship between variables. Our findings show that coworker incivility has a significant and negative influence on effective, continuous and normative commitment (Beta=-0.068, -0.053, -0.029 P=.000, 0.04, 0.000) which supports the first hypothesis (H1) indicating that high level of coworkers’ incivility leads towards lower level of commitment of female employees working in university. Our findings confirm H2’s claim that supervisor’s incivility has a significant and negative influence on effective, and normative commitment (Beta= -0.093, -0.102 P=. 0.002, 0.030) which supports the second hypothesis (H2) indicating that high level of supervisor’s incivility leads towards lower level of commitment of female employees working in universities.

**Table 3: Testing of Hypothesis**

<b>Relationship</b>	<b>Beta Value</b>	<b>T-Value</b>	<b>P-Value</b>	<b>Decision</b>
Coworker Incivility-> AC	-0.068	2.072	0.000	H1 Accepted
Coworker Incivility -> CC	-0.053	2.077	0.040	H1 Accepted
Coworker Incivility -> NC	-0.029	3.865	0.000	H1 Accepted
Supervisors Incivility -> AC	-0.093	3.107	0.002	H2 Accepted
Supervisors Incivility -> CC	-0.054	1.357	0.178	H2 Rejected
Supervisors Incivility -> NC	-0.102	2.199	0.030	H2 Accepted

### Discussion and Conclusion

Workplace incivility is a phenomenon that can have detrimental consequences on employees' organizational commitment, resulting in a decline in job satisfaction, performance, and retention. This case study investigates the impact of supervisor and co-worker incivility on the organizational commitment of female employees in public universities. The study's results indicate that female employees of public universities experience a decrease in organizational commitment as a result of both supervisor and co-worker incivility. Female employees who encountered uncivil behavior from their supervisors and colleagues exhibited reduced levels of affective, normative, and continuance commitment towards their organization. The results of this study indicate that the presence of uncivil behavior in the workplace may have a negative impact on the emotional connection, sense of obligation, and perceived disadvantages associated with resigning from the organization for female staff members employed at public universities.

The research emphasizes the significance of tackling workplace incivility in state-funded higher education institutions, with a particular focus on female staff members. Organizations have the

ability to cultivate a constructive work culture that prioritizes values such as mutual respect, effective communication, and collaborative efforts. The aforementioned objectives can be accomplished by means of leadership development programs, collaborative activities aimed at enhancing team cohesion, and fostering channels for transparent communication between staff and leadership. Furthermore, it is possible for organizations to establish unambiguous protocols and guidelines aimed at tackling workplace incivility, which encompass explicit reporting channels and penalties for offenders.

This study concludes that there is evidence to suggest that female employees of public universities may experience a decrease in organizational commitment as a result of supervisor and co-worker incivility. Public universities can foster a more supportive and respectful work environment that benefits all stakeholders by promoting a positive work culture and establishing well-defined policies and procedures for addressing incivility. It is suggested that forthcoming research endeavors should prioritize the evaluation of the efficacy of diverse interventions aimed at mitigating workplace incivility, while also examining the moderating impacts of distinct variables, such as gender, age, and occupational position. (Zia-Ud-Din et al., 2017). The findings of this research will assist female supervisors and colleagues' incivility understand the urgent need to notice the inner worlds of their employees, which are mirrored in the external environment and, as a consequence, in their job performance.

**Sajjad Hussain:** Problem Identification and Model Development

**Umer Akbar:** Literature search, Methodology

**Shafiq ur Rehman:** Drafting and data analysis, proofreading and editing

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