

Unseen Incivility in Workplace and Its Impact on Work Allied Outcomes

V. Gowtham Raaj, E.N. Anju

Abstract--- *Mistreatment in workplace has received growing attention among researchers. The anecdotal article prevailing in the business arena as well as in the social science research uniformly shows that negative behaviours in the work place have several harmful consequences both for individuals and concerning organisations. Even though enormous studies are there in line with international exposure on incivility, empirical research in India to prove the extent of workplace incivility and its consequences is minimal. This study examines the possible relation between incivility in workplace and its potential outcomes. The study found that perceptions of workplace incivility have significant effects on work related outcomes like emotional exhaustion and turnover intention.*

Keywords--- *Workplace Incivility, Emotional Exhaustion, Job Satisfaction, Turnover Intention, & Nurses.*

Abbreviation--- *WI- Work Place Incivility.*

1. INTRODUCTION

Inappropriate treatments in the workplace have received growing attention and alarm among the executives professionals and academics over the last few years (Lieter, 2013; Zainab bibi, 2013). Workplace mistreatments can be in different ways and has have been studied in the academic arena under different labels like ‘mobbing’ (Leyman, 1996), ‘bullying’ (Schuster, 1996; besag, 1989; Einarsen, Hoel, & Notelaers, 2009), ‘emotional abuse’ (Keashly, 1998), ‘workplace aggression’ (Hershcovis, 2011), ‘workplace deviance’ (Robinson & Bennett, 1995) and ‘workplace incivility’ (Andersson & Pearson, 1999). The anecdotal article prevailing in the business arena as well as in the social science research uniformly shows that these negative behaviours in the workplace have several harmful consequences both for the individuals and concerning organisations (Hoel, Einarsen & Cooper, 2003; C. Rayner and H.Hoel, 1997). Among these concepts, recently there has been a growing interest among scholars to focus on a less intensive form of mistreatment – workplace incivility (Cortina, Magley, Williams, & Langhout, 2001).

Theoretical Background

Discourteous, rude or impatient behaviour, disrespect, inconsideration for others’ dignity are some of the actions that describe incivility (Kane & Montgomery, 1998). Andersson & Pearson, (1999) defined workplace incivility as a “low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect”. Research shows that when there is a change in nature of work, there is an incremental increase in work place incivility (Estes & Wang, 2008; Roscigno, Hudson, &

Lopez, 2009). The study by Einarsen and Raknes (1997) among Norwegian engineering employees recounted that at least once during the previous 6 months nearly 75 percent of them had endured generalized, nonspecific mistreatment. Also, the study conducted by Cortina, et al. (2001) reported in United States 71 percent of employees in public sector had experienced incivility in wokplace in the last 5 years in some forms. In a recent paper published in Harvard Business Review, Pearson and Porath (2013) stated in their survey spanning over 14 years, 98 percent of the people reported that they had experienced incivility at some point. A survey conducted by the JCAHO (2004), more than half of nurses stated that they had been subjected to verbal abuse and inappropriate behaviour in the workplace. Related findings have found in Asia (Lim & Lee, 2011) that there is an increased prevalence of incivility seen (Lim, Cortina & Magley, 2008).

Even though incidents of incivility varied across the sample and tend to be irregular and mild the phenomenon can be hazardous and contagious like other related, more evident inappropriate behaviors such as emotional abuse, bullying and mobbing, harassment, and aggression (Baron & Neuman, 1996). Harmful consequences of WI can be endured which may effect the targets and organizations too. On the distinct level, sufferers suffer from emotional anguish due to disrespectful activities and words (Estes & Wang, 2008) and most of them experience nervousness, despair, insomnia, poor self-esteem and stress. Consequently WI reduces (Estes & Wang, 2008; Pearson, Andersson, & Porath, 2000) employee performance, creativity, motivation, organizational commitment and job satisfaction. On the other hand, incivility not only impacts high turnover, but also, lack of productivity, absenteeism and economic losses (Cortina & Magley, 2009; Pearson & Porath, 2005) which incur cost to the organizations.

There have been surplus studies discussing the importance of workplace incivility, at in a different perspective both as outcome and predictor variables (Bruursema, 2004; Mount, Ilies, & Johnson, 2006). Several incidents of work place incivility are reported in US (Lim et al, 2008), and findings of related activities have been made in Asia (Lim & Lee, 2011) and in Europe (Ralph Fevre et al 2011). Moreover, to expand the existing knowledge on this phenomenon, exploring the concept in different cultures, new demographics, and work environment from different perspectives is essential (Kristoffer holm, 2011). Few research on this area has yet been conducted in India, thereby calling for an effort for a more in depth examination on a relatively uncharted demographics.

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