

# Does a Workplace Incivility influence employee's job stress and turnover intentions by Moderating role of Psychological Capital: Descriptive study on Banking sector Gujranwala; Pakistan

Farzana Riasat<sup>1</sup>, Qasim Ali Nisar<sup>2</sup>

<sup>1</sup>MBA, Department of Management Sciences University of Sargodha Gujranwala

<sup>2</sup>Lecturer, Department of Management Sciences, University of Sargodha Gujranwala campus;  
PhD Scholar, Othman Yeop Abdullah Graduate School of Business, University Utara Malaysia  
(farzanariasatpaki@gmail.com)

**Abstract: Purpose-** The key purpose of the study to scrutinize the relationship among workplace incivility job stress and turnover intentions by employees and moderating role of psychological capital furthermore, data collected by using simple random sampling technique 500 questionnaire distributed from different banks out of which 420 were completely and authentically.

**Approach & Methodology-** Present study used quantitative and deductive approaching technique used and unit of analyses is individual workers in banks and deductive (logical) method purely used in current research and Questionnaire technique used to collect responses from banking staff to detect impact of work place incivility in worker intentions towards job and level of stress taken by an employees and moderating role of psychological capital and software namely used are statistical package for social sciences (SPSS) , analyses of moment structure (AMOS) .Simple random sampling technique basically used are analyses. Questionnaire Survey method adopted to gather the point of view about these variables

**Findings-** that workplace incivility really positive link out and also positive Correlation lies between with job stress and job turnover intentions and psychological capital significantly moderates the relationship among workplace incivility and employee's turnover intentions ad job stress.

**Practical implications-** This research provides in-depth information that how firms can manage workplace incivility as well how can be minimized job stress level and retained its workforce for long duration. Due to intense competition organization used this current study as tool to identify importance to manage employee's workplace incivility to produce maximum output also achieved efficiency and effectiveness in banking sector also in all other sectors and well quoted words are "a happy worker they say is a productive worker"

**Importance/Originality-** Most of the organizations well aware the importance of workplace incivility that may be reduce stress level in employees also decreased the turnover intentions in employees that will be more or less fruitful for long term benefit for organization. Workplace incivility is an imperative role associated with positive workforce behavior makes firm output efficient. Nevertheless, current studies advances further research must be attained to demonstrate the procedure and related issues in which incivility relations take place to better identify with how to reduce incivility can improve performance of workers and organizations.

**Keywords-** Workplace Incivility, Psychological Capital, Job Turnover intention and job stress.

## 1. Introduction

Due to most crucial and competitive environment lots of documented research have to be conduct on incivility and their affect on working conditions (Cortina & Caza, 2007, Willness.,

2007, Cortina & Lim, 2005; Pearson, C.L & Porath., 2010) Workplace incivility is constantly growing due to nature of work are changed in the present era and most of the people become victim of workplace incivility (Estes, 2008; Lopez & Hudson, , 2009).In addition Pearson and Porath .,(2009) interrogates that they are approximately 25% employees who are affected by these factors like, rude and mistreated behaved work overload during their jobs are performed in real time research 1998. Furthermore, the interpersonal violence often refer to workplace incivility lack of admiration, lack of respect and behavioral ethics conducts and interpersonal way of conduct directly hit the employees workplace outcomes results satisfaction , loyalty, trust and performance and more ever in last decades the awareness are developed in “milder” causes interpersonal way of conduct that are also recognized with different factors like., emotional neglect, bullying, abuses in workplace, and last and major one is workplace in-civility (Cortina, & Magley 2001).

Workplace incivility describes as “low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect. Uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard and respect for others” (Andersson & Pearson.,1999) and another workplace most cited definition is “subtle rude or disrespectful behavior that demonstrates lack of regard for others” defined by (Rau-Foster, M., 2004).Hence worker grievance increased due to workplace violent behavior have turn into most controversial issued faced by firms an important issue of and their impact on employees directly and indirectly in the organization (Frone & Barling, 2004; Kelloway, & Hurrell.,2006; Neal et al, 2006).According to Andersson et al ; Pearson.,(2005;2000) proposed in contrast, public desired to be treated with honor and respect within the organization root stage of courteousness and honor assumed in any type of relationship it may be honorable, respectable and polite. In workplace surrounding employees mostly preferred and want treated with honorable and respectable behavior mistreatment may be lead to job stress and also increased turnover intentions in employees and that is a worst fact that cause rude behavior in workforce increased day by day.

According to Robinson and Bennett., (1995) theoretical base definition of workplace incivility is “voluntary behavior that violates significant organizational norms and, in so doing, threatens the well-being of an organization, its members, or both” in addition incivility has unfavorable results on both employees and firms at individual stage employees faced from mental suffering the reason behind is unfavorable and lack of respectable behavior may be verbal or non verbal and mostly faced stress, dejection ,restlessness and stumpy self-respect ( Estes et al.,2008).In addition the major aspect of workplace incivility impoliteness and lack of respect of organization rules and regulation and the organ and may be contravention like of “network contractual and moral obligations that people stay” by (Pearson *et al.*,2001). When uncultured confrontations occur, specific individual worker cannot make clarify with the same direction. Workplace incivility has main three distinguishing features: “violation of workplace norms and respect, ambiguous intent, and low intensity” if that faced by an individual employee than they loyalty, satisfaction, performance cannot be achieved. (Pearson & Andersson, 1999).

## 2. Research Objectives

As already mentioned above the basic purpose of the study to scrutinize the relationship among workplace incivility job stress and turnover intentions by employees and moderating role of psychological capital conduct in banking sector Gujranwala. Here are some objectives which are focusing to elaborate.

1. To identify the impact of workplace incivility of employees job and employees intentions.
2. To exam the moderating relationship lies in psychological capital with workplace incivility employee's turnover intentions and job stress.
3. To determine the relationship lies between psychological capital and work-based consequences( job stress, turnover intentions)

### **3. Literature review**

#### **3.1 Workplace incivility:-**

Workplace incivility can be described as persons or employees have faced bad and annoyed experience that make obstacle in their actual performance towards achieving goals (P.E, 1998).The depression in employees mind make them stressful feeling like overtimes working hours and surrounding of their jobs. And mostly employees react worse by the of physically, gesture wise while behaving and performing their regular routine work (Penny., 2005). Furthermore, workplace incivility can be described in simple words “the low intensity deviant with ambiguous intent to harm the target, in violation of workplace norms of mutual respect” (Pearson & Andersson., 1999).In addition Ismail and Zakuan ; Cortina(2012;2008)describes the workplace incivility disrespectfully acts the affects the self-respect ,lordliness, sense of worth and affliction superfluous situations by employees are some rear illustrations’ of workplace incivility furthermore, as disturb the meeting, late arrival in the office, pay no attention to the others and improper way of behave, suspending and ignoring others, discourage other, not give importance to other’s discussion, not transfer the information to other colleagues, breach the law and damaged office equipment and other instruments not giving any attention and presenting lack of interest in others point of view and giving blameworthiness to other and conduct blunders and mistakes.

Furthermore, workplace incivility also negatively influences employees performance and satisfaction and also increased turnover ratios among employees (Cortina .,2001) Some case point to be noted about incivility including discourage others pay no attention to others meaningless and without logically commenting on others works and some time make efforts to let down to others and also break-up organization equipments other luxurious machineries with intention (Cortina & Langhout.,2001).In addition, incivility have three major distinctiveness element are ignoring of workplace ethics and values, unclear purpose and lack of concentration(Pearson et al.,1999) here first element is distinctive ethics and culture have differ

firm to firm when standardized ethics and culture of the firm continuously ignore then that time incivility took place in the organization and second element is unclear purpose and object of the firms in the mind of the employees that also cause lack of attentiveness of an individual affect overall goal of the firm and third dimension is lack of intensity of an employee that lead antagonism and divergences .

### **3.2 Psychological Capital:-**

According to Avey, J. B., & Norman.,(2007) Psychological Capital is a “One’s positive assessment of circumstances and chance for success based on tenaciousness and motivated effort” *and* psychological capital develop with different dimensions made through an individual characteristics by which they are performed likewise., hopefulness ,enthusiastic and self-efficacy that factors are involved in mental psychological capital (Luthans & Harms; Norman et al.,2012;2007) .In additions Hopefulness is an important dimension and positively linked with Psychological commitment and capital that can be described through consequences on sentiment and emotions. That does not want something unworkable desires however rational expectation that is actuality and can be forecasts. Hope is long lasting and considering in somewhat is sure but consider last possible (Clarke et al., 2003).

In addition psychological Capital are practical know-how that manager and employees to construct over time by located in their time and inquire into the procedure to meet people in short, psychological capital is nothing more than thing doing in a society (Avolio & Youssef 2007b) . The second dimension is enthusiastic employees in psychological capital the aspect linked with positive thinking and positive way of behave with full of passionate in different event in the lives of employees. Enthusiastic means positive expectation and attitude expect by other and while person performed their duties they hold enthusiastic skills and their consequences are also positive and may be cause of achieved desired goals and objective successfully.(Snipes & Robinson.,2009),The third dimension is Self-efficacy that depend upon realistic approach by not ignoring Organizational citizenship behavior(OCB) and thoughts. Self-efficacy theory also focus on that human resource in psychological capital like hope and enthusiasm (Abbas et al.,2012) .

### **3.3 Job Stress:-**

Job stress can be described through that burden of work cannot be managed by an individual successfully and job stress can be affects the health and other mental disorder condition that are hazardous for working man and although job stress can be measured through work-associated stress and the opinion about person to person vary and influence the mental health, approximately 50% to 80% creates psychological illness (Baba & Jamal.,

2000).Moreover, work associated stress mostly taken in negative context and also affects the career enhancement, employees performance as well satisfaction, and organization dedication( Ching, W. S., Fatima.,2011). Stress way at work and that unconstructively with profession presentation and satisfaction, and business and work associated stress have an effect on job performance, satisfaction and business (Ching et al.,2011).

According to Jamal & Baba et al.,(1992) now a day's job stress main focusable and most controversial issue and circumstances that makes nervousness and stress, such as networking, violence, and slim down(downsizing) workers in existing big business environment. Furthermore, stress mainly comes from the working areas likewise, ineffectual supervisory, unclear role, working capacity define could be cause of stress. In addition mostly human resources have depressing reactions about change or renovation while implementing in any organization or firm mostly workforce resist about change that creates stress but some time that stress leads to positive outputs and results that may be unconcealed, implied ,quicker or deferred.

- Sometimes confrontation to the change can be affirmative if it leads to open debate.
- It may be explicit, inherent, instantaneous and deferred
- It is quite easiest to treat with explicit problems and instantaneous resistance, such as objections a job interest slowdown and stress of strike

### **3.4 Turnover intentions:-**

The turnover intention can be described through leave take place from one organization or from one department (Meyer & Tett., 1993). Employees' performance satisfaction indicates the indirect proportional relationship with employees' job turnover intentions (Morrow & Muchinsky.,1980) if employees are more satisfied than they will be less turnover ratios and on other aspect if employees are less performed their jobs and shows less interest, satisfied than turnover intention and high incivility took place comparatively high ( Allen.,2000).According to some researchers turnover intentions affect by personal individually behave (Spector & Mowday & Lee., 1987;Michaels.,1982; Ando ;Abrams and Hinkle et al., 1998). In addition the turnover intention is empirically described through burnout which is an essential forecaster of an employee's plan to leave a business. Burnout would be described through the practice of emotional exhaustion and glumness (negativity) in inhabitants who are make effort in the serving profession (Jackson & Maslach., 1981)

According to Meglino, Gillespie, & Gongaware, Bliss et al., (2010) there are two types of turnover intentions first one is voluntary leave-out intentions and second one is involuntary leave-out intentions .the first one took place when a employee leave their job without any threat or any stress with own choice on the other hand second one take place when owner of the

company terminates an individual to performed their job due to some reasons and the temporary mental process of thinking previous researcher is general way that applies in organization and volunteer turnover ratios are much higher than in non-volunteer turnover ratios the main reason behind the level of satisfaction vary person to person.

### **3.5 Workplace incivility and outcomes:-**

According to Lazarus and Folkman.,( 1984) job stress can be positive and negative expected behavior constrain effected results from person thinking and emotional reaction while taking work stress in short that relates to workplace indirectly. In addition Stress responses lack of sympathy, exhaustion, and tiredness are decline the individual performance (LePine et al & Podsakoff., 2005) If an individual take workload and High stress and than that will be positively related to workplace incivility and teamwork performances (LePine., 2005). This disappointment can describe as a form of knowledge and job stress, source by surroundings stresses likewise, that extra workload stipulates. last productive studies frequently add-up and enhance knowledge about job stress management method but continuously ignored that job stress sometimes beneficial for some organizations and as well for workers because most of the people performed more efficient way by taking stress as compare to those who're don't take stress that depends on every individual employee's way of perceiving things within the organization.

Employees act in response to work stress with negative workplace incivility (Spector & Penney , 2005) Workplace incivility indirectly relates with the worker's practice of dissatisfaction and interference with the capability to accomplish objective and goals (Spector, 1998).;last studies additionally add up different dimension on this topic but continuously almost ignored job stress not harmful for firms most of the employees produced more output by taking stress that depend on perception and thinking of an individual every individual employees have unique persona. More ever, Spector.,(1998) also proposed positive relationship between workplace incivility and job stress .Furthermore LePine., (2005 ) also predict High level of stress like workload are direct association workplace incivility and job stress. According to Spector and Penney., (2005) "Employees respond to work stress with a negative emotional react anger, frustration that results in behavioral (strain), psychological, and physical" .

**Hypothesis 1:** - They has significantly Positive relationship of Workplace incivility with job stress.

### **3.6 Moderating role of Psychological Capital**

To getting competitive edge firms mostly utilize their resources due to extensive competitive environment likewise., human resource capital, monetary capital and technological

capital and important for maintain its competitive atmosphere and in modern era new type of capital also introduce just like Psychological and social capital (Luthans.,2004; irshad.,2008).According to Spector., (1998)Workplace incivility related with the employees bad practice of disturbance and intercession and turnover intentions that make hurdle towards achieving organizational goals. In addition psychological capital negatively relates with intent to leave by an employee in firm if high level of psychological thinking by employee that will be consider high level of self efficacy, self regulation, and rules as compare to low one (Abbas.,2012). Previous studies continuously increase knowledge of workplace incivility but persistently ignore that without psychological capital firm cannot attained their pre-planned goals and objective because asserting high level of psychological capital the enthusiasm ,inspiration will also high.

Furthermore Psychological capital specified workers are more confidence (high level of trust and more inner believed) positively thinks leads to low turnover intentions also low level of stress and above resulted observed literature review the present study anticipated that as below hypothesis:

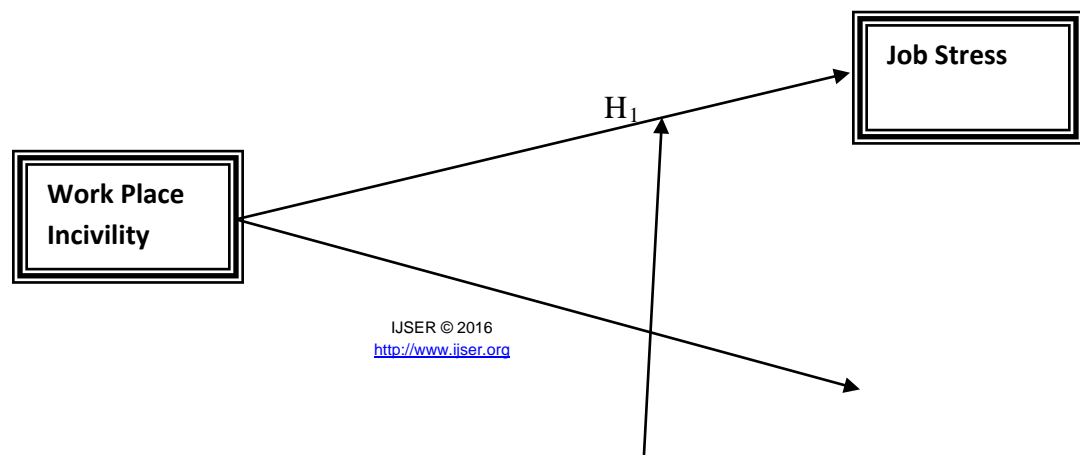
**Hypothesis:2** There is highly moderating relationship lies in psychological capital with workplace incivility employee's turnover intentions and job stress.

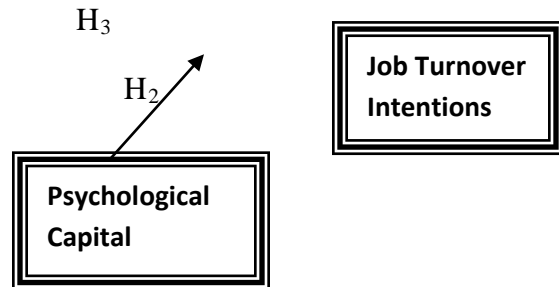
### 3.7 Psychological Capital and their Work-Based consequences:

According to Abbas.,(2012) Psychological capital is indirectly linked with employees turnover intentions and stress .in addition High level of psychological capital in workers is supposed to be the owner of the thinking(cognitive) competence of self-efficacy and for openness to experience, self-regulation, self-energy and enthusiasm to achieved its goal .Furthermore Psychological capital give an individual to high level of confident to reached its preplanned goals. Previous studies continuously ignored that psychological capital (expectation, Self-regulation, cheerfulness, toughness) is most crucial to eliminate stress level and turnover intention in employee's in workplace.

**Hypothesis:3** There is significant positive relationship lies between workplace and work-based consequences( job stress, turnover intentions )

## 4. Conceptual Model





**Theoretical framework** Current Study have conceptual model on Workplace Incivility as independent variable and Job Stress and Job turnover intentions as dependant variable and Psychological Capital play as moderating role relationship between them shown as above.

## 5. Measure And Methodology

### 5.1 Research Design:

Present study used quantitative and explanatory (descriptive) technique in nature and unit of analyses is individual workers in banks and deductive (logical) method purely used in current research and Questionnaire design to collect responses from banking staff to detect impact of work place incivility in worker intentions towards job and level of stress taken by an employees and moderating role of psychological capital and opinion poll comprises into two parts first parts relates with demographic likewise., age of respondents, their gender education , bank name ,employees job intentions whether temporary or permanent and time duration by an employees and nominal scale are simply used .

Second part relates with under study four variables list are workplace incivility ,Psychological capital, turnover intentions and job stress the scale of psychological capital adopted by taking scale of Luthans., (2007) used 23 item size scale and the scale of job stress taking thirteen items scale by De Cotiis & Parker., (1983) and the scale of workplace incivility scale takes from Cortina., (2001) studies and number of questions are seven and the scale of job turnover intentions variable scale assessed by Boylan,Kraut ,Boylan and Storey (1993;1975;1993;1992) five point likert scale are used strongly disagree=5 to Strongly Agree=1 and different statistical tools to evaluates the responses of people software namely are statistical package for social sciences(SPSS) and analyses of moment structure (AMOS) .

### 5.2 Data collection

Here study an observed as well as accumulates first hand data to investigate consequence of workplace incivility on employees stress, and their turnover intentions and psychological capital play a moderating role and Questionnaire technique draw on to congregate



responses from respondents. For this purpose 12 different sector of banking in Gujranwala visits where manager and employees give their opinion about workplace incivility and their outcomes and 400 questionnaires dispense by using simple random sampling technique out of which 340 returns completely fill in banking sector and information about Human Resource department taken from official websites of the banks lists and their employees list and apply simple random technique.

**5.3 Demographics:-** there are 500 questionnaire distributed from different banks out of which 420 were completely and authentically filled. In addition female and male fill in respective percentage female 44 %and male 56 %- and 225 respondent were aged near to and equal to 25 and 160 respondent were in range to 31-42 and remaining respondent were in range of 40+.

**6. Data Representation & interpretation:-**

**6.1 Table1:-** The above-declared values in table are signified the descriptive values statistically, validity and reliability Pearson correlation within all current study variables. The strongest correlation lies among job turnover intention and workplace incivility their value is 0.642 \*\*. It represented that workplace incivility positively relates with job turnover intentions with moderate relationship of psychological capital. Under current study are variable named as workplace incivility, job stress, Job turnover intentions and psychological capital too correlated with each other and in table calculated mean are demonstrated that majority of respondent tend to be have the same opinion of agreeableness. All the values of the variables under acceptable range that verified that results are valid and reliable.

**Correlation table 1**

**6.2**

**Table 2:-** Represents the Fit Indices Model is be evidence for the Goodness of Fit index Chi-Square(df) and remaining values are verified that either the model which chosen in current study is check-out the reliability and accuracy(validity) appropriately or not. . Goodness of Fit Index (GFI) and Confirmatory Fit index (CFI) be supposed to be bigger than 0.95, (AGFI) Adjusted Goodness of Fit index at least be bigger than 0.8, at least be RMSEA less than equal to 0.5.Hence, the outcome computed values of current study model are being GFI (Goodness of Fit Index )=0.912, AGFI (Adjusted Goodness of Fit )=0.815, CFI=0.924, RMSEA (Root Mean Square Error of Approximation) =0.48 all are under normal and suitable range so here model is being thoroughly check the validity and reliability of under

Construct	Mean	SD	$\alpha$	1	2	3	4
1 Workplace incivility	3.63	.64	.77	--			
2 Job stress	3.43	.72	.76	.554**	--		
3 Job Turnover intentions	3.12	.78	.71	.642**	.564**	--	
4 Psychological capital	4.11	.65	.79	.630**	.540*	.576*	--

study scale and give good signed to continued our research.

Index of fit	Chi-square (df)	P	GFI	AGFI	CFI	RMSEA
Value	118.231	.003	.912	.815	.924	.048

### 6.3 Mediation Analyses through SEM

**Table 3:-**

**Moderating Role of workplace incivility between workplace incivility and work-based Outcomes**

\*\*\*\*\*

**Outcome: work-based outcome**

Model

	coeff	se	t	p
int.	.44	.12	3.3	.04

Interactions:

int\_1 J-S X J-T-I

R-square increase due to interaction(s):

	R2-chng	F	df1	df2	p
int_1	.09	14.1	1.0	111.0	.05

\*\*\*\*\*

**Table:-3** Above represented table shows as coefficient value as .44 > p value is 0.04 that is under acceptable range ( $p > 0.05$ ) and while interaction term formulated it also being  $r^2$  as 0.09 >  $p = 0.05$  give supported outcome for moderating variable Psychological capital is really moderates between workplace incivility and job turnover intention, job stress and that also influence their relationship.

### 6.4 Index Fit Model for SEM

Index of fit	Cmin/df	P	GFI	AGFI	CFI	RMR
Value	2.66	.06	.942	.854	.966	.066

**Table:-4**

the fit indices of SEM. The fit indicating and determine the fitness among the suggested and the continuation variance matrix. The first number degree of freedom by the index of fit chi square

(df) =2.66 that verified that model range is under acceptable. Moreover, the Goodness of fit index find out the variance in the theoretical model which is 0.942 being under standard range and adjusted goodness of fit index (AGFI) value is 0.854 shows good fitted model , , the RMR value is 0.066 shows the gap among guesstimated variance and covariance from under study observed value considered small as is better. Comparative fit index value(CFI) 0.966 is believed favorable. Hence according to above SEM table that being all values are under acceptable range so here current model is good fitted.

## **7. Discussion and Conclusion**

Current study verified the workplace incivility very important issue and faced by most of organizations and also clarified the workplace incivility really positively associates with job stress and employee intent to leave there job if the level of incivility high in any firm than the probability of employee's turnover as well stress will be high and vice versa and psychological capital really mediates the relationship among workplace incivility job stress .Present study result verified that workplace incivility positive relationship with job stress and employees turnover intention and significantly support to Hypotheses 1(H<sub>1</sub>). Furthermore psychological capital really mediates workplace incivility job stress and job turnover intention and support our current study hypotheses namely H<sub>2</sub>. In addition workplace also has positive relationship with job turnover intentions also supports the finding results H<sub>3</sub>.

Previous study also supports our current study results and hypotheses Andersson, & Pearson, C. M. (1999), Luthans et al.,(2007), Ching & Fatima.,(20011) and & Cortina (2005) our current study hypotheses .

## **8. Practical Implementation:-**

Due to intense competition organization used this current study as tool to identify importance to manage employee's workplace incivility to produce maximum output also achieved efficiency and effectiveness in banking sector also in all other sectors and well quoted words are "a happy worker they say is a productive worker". Most of the organizations well aware the importance of workplace incivility that may be reduce stress level in employees also decreased the turnover intentions in employees that will be more or less fruitful for long term benefit for organization.

## **9. Future Direction:-**

In addition additional research can be expended this topic through more measurements, and adding other management tools. Due to bounded scale and time, current

study limited to just one sector. Following are previous studies gaps identified and that are following

- International level study
- Data collected from both (male, female)
- Enlarge sector
- Also increased sample size
- By adding more variables

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