

Workplace Incivility and its relationship with Negative Emotion: Moderating Role of Emotional Stability

Muhammad Raza
Karakoram International University Skardu Campus
Gilgit-Baltistan Pakistan

Benazir
Karakoram International University Skardu Campus
Gilgit-Baltistan Pakistan

Abstract —This study extends the literature on workplace incivility and highlights its relationship with other antecedents. Previously workplace incivility was studied in a fair amount with relation to its negative influences. In this study a personality trait “Emotional Stability” is being used as a moderator. It investigates the relationship of workplace incivility with negative emotions and the moderating role of emotional stability. Data has been gathered at convenience from 150 employees of private education sector of Skardu city. Data analysis techniques of the study are three steps hierarchical regression and correlation. The results showed that workplace incivility is in positive relationship with negative emotions and emotional stability which is a personality trait, moderates this directly proportional relationship. The data were gathered from a single sector which is private education institutes of Skardu city. These variables were rarely studied together.

Key Words— Workplace Incivility, Negative Emotions, Emotional Stability.

INTRODUCTION

IN past decades organizational researchers have paid attention on different intense types of interpersonal mistreatments such as Aggression, bullying, harassment, deviance and injustice but very little to workplace incivility which is milder mistreatment which has comparatively less intensity intention to harm others at work (Cortina, Meglay, Williams & Langout, 2001). Workplace incivility is an unclear intention to harm others, but still evokes hurt feelings in employees at work and violates the social norms (Andersson & Pearson, 1999). Employees facing incivility at work can be observe having negative feelings (Cortina, 2008), or have negative emotions towards their job (Ogunbamila, 2013). Persons with higher emotional stability show low negative emotions as compare to those with higher neuroticism (Watson & Clark, 1984). Very few works have been done towards the study of influences of personality traits on workplace incivility which can suppress or triggered the outcomes in different employees having different traits (Millam, 2009). Negative emotions give birth to anxiety, jealousy, envy, and worry (Weiss & Cropanzano). Workplace incivility breaks and violates social norms which influence employees negatively so it is unethical (Andersson & Pearson, 1999). Many studies are present which focused its relation with other factors but very few or in scarcity have discussed relation with personality traits (Barrick, Mount & Judge, 2001). Milam, Spitzmueller and Penney (2009) directed that researchers should pay attention towards personality traits and outcomes of workplace incivility as very few have did so. Workplace incivility generates strong negative emotions

thus need to probe in further and find out all the interpersonal and organizational factors which trigger or suppress negative emotions and incivility at work (Sayers, Sears, Kelly & Harbke, 2011).

Pearson et al. (2001) said that incivility need to be assist on priority bases with high attention, the consequences of incivility drastically affect a company's credibility and profitability. Current attentions are inadequate (Cortina et al. 2001). Further careful studies and attentions are required to elaborate factors responsible for uncivil behaviors and its outcomes (Blau & Andersson 2005).

Little studies have discussed its negative impacts and need to be studied more (Cortina et al., 2001).

Lim, Megley and Cortina (2008) found in their study that workplace incivility creates negative emotions in employees such as fear anger, stress etc he further stated that future studies need to focus their relationship with different constructs intervening between them.

The present study is focusing on workplace incivility and its outcome as negative emotions and the moderating influence of emotional stability. Some researchers have worked on the relationship of workplace incivility and negative emotions in different parts of the world and found a positive relationship between them (Kathi and Angela, 2012). But still there is a room to study this relationship in different parts of the world and on different samples from different fields that could capture people's experiences and responses in a better way (Zhou, Yan, Che, and Meier 2015). So the aim of present study is to find this relationship in Pakistan specifically in the Skardu city. It is further bringing novelty in this relationship by adding one more moderating variable that is a personality factor known as emotional stability. It was also directed to future

researchers by Kathi and Angela, 2012 to study it as moderating variables in the relationship of work place incivility and negative emotions. They stated that less emotionally stable employees react or response more negatively to workplace incivility as compared to more emotionally stabled employees and future researchers need to focus it in upcoming days (Kathi and Angela, 2012). In a recent study of Zhou, Yan, Che, and Meier, (2015) emotional stability has taken as moderating variable and stated that Individual with high emotional stability remain calm and cool and posses high level of self esteem therefore face low negative emotions and they also urged to study it further in different parts of world because they just studied it in a single organization specifically in China.

So the present study is continuing this study in Pakistan specifically in Skardu to make the above relationship more reliable and to enrich the literature on it. This study will definitely help top management, Human resources managers, line managers and Employees as well in understanding negative impact of workplace incivility on different negative workplace factors such as low productivity, absenteeism, fear, anxiety, stress etc. It will guide the management that how to deal with workplace incivility and employees with different personalities in order to reduce the negative consequences of workplace incivility and negative emotions.

THEORETICAL BACKGROUND

Available literature suggests that workplace incivility causes negative emotions (Andersson & Pearson, 1999) and emotional stability moderates this directly proportional relationship (Zhou, Yan, Che, and Meier 2015).

WORKPLACE INCIVILITY

Workplace incivility can be defined as "inappropriate attitude towards a person, violating the apt norms for mutual respect". It represents the ignorance of social norms and rules that must be followed in order to keep good mutual relationships with each other (Andersson and Pearson, 1999). Cortina et al. (2001) define "it is a low intense disrespectfulness, disregard or lack of value towards someone". Also Penney & Spector, (2005) considered workplace incivility is a work stressor. Some time even it has been refer as chronic stressor (Almeida, 2005). Workplace incivility is very common at work. In a nationwide survey, 10% respondents reported in favor of witnessing daily workplace incivilities (Pearson, Andersson & Porath, 2005). Some common examples of ill behaviors at workplace are laughing at someone, shouting at someone, addressing someone in a disrespectful way. Research has indicated that 78% of employees face Workplace Incivility. Which causes low productivity and they behave negatively with others and with their job as well, which escalates with the passage of time (Miner, Hyatt, Settles & Brady).

Workplace incivility bring decline in productivity and job satisfaction and positively influence absenteeism, tardiness

and turnover intensions (Lim & Cortina, 2005; Penney & Spector, 2005). Lim & Lee (2011) found workplace incivility in association with less job satisfaction. Lim, Cortina & Magley, (2008) said Workplace incivility lowers intention to stay and decreases mental and physical performance, in their work they have discussed workplace incivility in more detail. According to them there are three important features of it which distinguish it from other forms of mistreatments. Those are: violation of workplace norms of respects, less intensity and ambiguous intention to harm. It also brings aggression and violent behavior (Andersson & Pearson, 1999; Neuman & Baron, 1997; Pearson et al., 2000; Pearson, Andersson, & Wegner, 2001). Robinson and Bennet (1995) made two categories of workplace incivility; interpersonal and organizational incivility. When the incivility is towards other employees those are considered as personal incivility but when the behaviors are related to work and overall performance they are named organizational incivility. Keeping cell phone on during meetings, leaving electronic machine on, sending annoying and derogatory notes, accusing someone about lack of knowledge or showing doubtfulness, undermining someone's credibility in front of mass, shouting on someone (Pearson, 1999). Speaking loudly while talking about personal issues during working hours, answer a phone call in very casual way and not sharing information (Hutton, 2006) all consider interpersonal incivility. Not taking care of hygienic condition and throwing trash on floor, using others office and their personal things without permission and excluding people from unit base social activities are examples of operational workplace incivility (Martin, 1996). Bringing pets at workplace and allowing them to play in office (Lee, 1999). These are the examples of interpersonal incivilities. Such behaviors cause destruction in interpersonal relationships. Lateness, absenteeism, negative politics and sabotage are examples of organizational incivility. All those behaviors which do not pose any influence on interpersonal relationships but affect organizational performance are counted as organizational incivility (Rubinson & Bennett, 1995). It causes clash between parties which may seriously injured productivity and whole circumstances of the organization (Andersson and Pearson, 1999). Workplace incivility causes fear and negative mood which bring negative outcomes like job cognitive problems and job negligence (Barling et al. 2001).

Mistreatment such as workplace incivility influence direct target as well as secondary target. The person who is observing uncivil attitude towards a coworker feels stress. This stressor raises the feeling of anger, fear, demoralization and anxiety (Barling 1996).

NEGATIVE EMOTIONS

Alina Maria Andries, (2011) defined negative emotions as undesirable state of someone for short or long period with deferent intensities in deferent personalities, responses may calm or violent e.g.; physical fighting. It is associated with

goal failure, obstacle full ways to achieve the objectives, unpleasant behavior, and unethical treatment. Such conditions evoke frustration, inappropriate emotional management, negative thinking like processing of unpleasant situation. Person starts feeling fear (real or imagined danger), losses, penalties, traumatic events and constrains everywhere. Yet another phase of negative emotions is there and this category includes sadness, discouragement, anger, disappointment, unhappiness, hopelessness, desolation, grief, loneliness, despair, self closing, guilt, pain, suffering, anger, unhappiness, shame, depression, regret, frustration, disgust, bitterness and envy. Anxiety, fear, worry, concern, agitation, alarm, and tension are also form of negative feelings.

Negative Emotions are always in direct proportional relation with harmful effects such as controlling the reasoning ability of someone. It increases the ability to bind and interpretational ability of negativity and kept the cognitive process malfunctioned. Individual with such problem face work dissatisfaction and low attachment with job and tend to leave the organization. She further says many studies have expressed that at job, negative emotions can increase efficiency of analyzing processing of information. Escalated amount of negative emotions start showing its negative influence like interfere with mental functioning and cause inappropriate behavior. It is also fact that negative emotions are dominating over positive that is why it is studied more than positive emotions. So we can say negative emotions are misalignment of normal cognitive process without balancing the negative emotions treatment is impossible.

EMOTIONAL STABILITY

According to Goleman (1995) emotional stability is an ability to keep oneself normal even at pressure or undesirable situations. Emotionally stable persons can bring motivational factors in unfavorable environment and avoid frustrations. They can hold their nerves and don't allow their impulses to be disorganized or uncontrollable. Even in rough condition they carry the normal relations intact without being violent. So such employees are always highly ranked assets for an organization. By developing emotional stability in employees, organizations can avoid undesirable situation (Mayer, Salovey, and Caruso, 2000). Alodia DG. Zapata (2015) said stressful situation for an individual is not necessarily stressful for others. Emotional stability is a useful state of being. Such persons can be describe as clam and composed, satisfied with life and perform daily challenges accurately. They remain relaxed and comfortable with their self. Their optimistic and positive approach makes them easier to deal with stress. According to social cognitive theory, stated in Alodia DG. Zapata, self efficacy beliefs direct the choices of people. Emotionally stable individuals tend to do the task which is most comfortable for them and they feel confident about that. Emotionally stable person poses high self efficacy. Sheema Aleem (2005) has quoted emotional stability is a

process of striving for greater emotional health, both intra physically and inter personally. Such individuals can withstand delay in satisfaction of need, absorb frustration, believe in long term planning, and are capable of altering expectations with the demands of situation. She further extended the literature and counted some characteristics like delay responses especially negative emotions, freedom from unnecessary fears and the ability to commit mistakes without being disgraced.

IMPACT OF WORKPLACE INCIVILITY ON NEGATIVE EMOTIONS

Porath and Pearson (2012) say experienced workplace incivility causes negative emotions. Bunk and Magley (2013) also found that individuals who reported negative emotional responses were go through with workplace incivility in past. Sakurai and Jex (2012) found that workplace incivility experience in the previous month was in positive relation with generation of negative emotions in target in that same month. Nevertheless all these studies are indicating the potential connection of workplace incivility with negative emotions.

Lim & Lee (2011) found workplace incivility in association with less job satisfaction. Lim, Cortina, & Magley, (2008) said workplace incivility lower intention to stay and decrease mental and physical performance. It also brings aggression and violent behavior (Andersson & Pearson, 1999; Neuman & Baron, 1997; Pearson et al., 2000; Pearson, Andersson, & Wegner, 2001). Because of workplace incivility two parties may clash which may seriously injured productivity and whole circumstances of the organization (Andersson and Pearson, 1999). It causes different harassments related to fear and negative mood bring negative outcomes like job cognitive problems and job negligence (Barling et al. 2001). Uncivil behavior influence direct target as well as secondary target. The person who is observing uncivil attitude towards a coworker feels stress. This stressor raises the feeling of anger, fear, demoralization or anxiety (Barling 1996). Workplace incivility doesn't end with the end of working hours. It remains with the effectors at home and brings negativity in family matters. So causes work to family conflicts (Zhou, Yan, Che, and Meier 2015).

Research shows that employees feel psychological pressure when they observe loss of resources or threats to them. When somebody feels uncivil or ill behavior at work place reduction of resources starts appearing, such as positive mood. They use other resources to cope up this lose like cognitive process to judge what would be the befitting response. These allocations of resources somewhere else influence the social life and reduce the productivity (Hobfoll, 1989, 2001). Negative emotions interfere in goal orientation and sustaining social connections (Zohar et al., 2003). Perceive incivility reciprocate its self. And individual facing incivility at work can harm their coworkers as well. Individual stops voluntary activities and the bitterness in

his behavior can be felt easily (Ida Rosnita Ismail, 2011). Individual experiencing incivility shows less attachment to their job, they try to reduce the harm keeping their self away from work (Chen, Ferris, Kwan, Yan, Zhou & Hong, 2013).

Above literature review indicate that workplace incivility is directly proportional to negative emotions. Expecting such result first hypothesis was driven and displayed. Workplace incivility has a profound negative impact on organization as it costs organizations millions .it results in employees turnover, absence, lowered productivity, and legal action (Taylor, Bedeian, and Kluemper, 2012).

H1: Workplace incivility is in positive relation with negative emotions.

IMPACT OF EMOTIONAL STABILITY ON NEGATIVE EMOTIONS

It has been suggested that individual with personality differences and situational factors may cause different responses against workplace incivility (Ilies, Johnson, Judge, & Keeney, 2011). Individuals having less emotional stability behave nervously, anxiously, and doubtfully, while those with high emotional stability remain calm and confident (Mount, Barrick, & Strauss, 1994). Thus, those who are less equipped with emotional stability tend to experience more negative feelings as compare to emotionally stable person to experienced incivility. (Taylor & Kluemper, 2012). Hutchinson & Williams, (2007) studied that individual having low emotional stability posses depressive symptoms as compare to those with high emotional stability. Low emotional stability elicits negative mood which leads to feel strong negative emotions. Furthermore individual with low emotional stability involves their self in negative politics against organization (Berry, Ones, & Sackett, 2007). Bowling & Eschleman, (2010) say negative politics in an organization is a constrain which causes interpersonal conflicts and spoils relationship between management and employees. Person with high emotional stability remains clam, controlled and confident. They display high self esteem and low negative effects of workplace incivility (Johnson & Ostendorf, 1993; Mount, Barrick, & Strauss, 1994; Tellegen, 1985). Therefore emotional stability serves as a personal resource for employees to perform their duties and work demands effectively and it is a facilitator for other resources as well (Rubino, Perry, Milam, Spitzmueller, & Zapf, 2012). Previous research has suggested that high emotional stability reduce the psychological impact of negative events at workplace. Individual with high emotional stability react less negatively than a person with low emotional stability (Bowling & Eschleman, 2010; Holtom, Burton, & Crossley, 2012; Rodell & Judge, 2009; Taylor & Kluemper, 2012; Wang, Liao, Zhan, & Shi, 2011). Low emotional stability elicits negative mood which leads to feel strong negative emotions. Furthermore individual with low emotional stability involves their self in negative politics against organization (Berry, Ones, & Sackett, 2007). Bowling & Eschleman, (2010) say negative politics in an organization is a constrain which causes interpersonal conflicts and spoils relationship between management and employees. Individuals having less emotional stability behave nervously, anxiously, and doubtfully, while those with high emotional stability remain calm and confident (Mount, Barrick, & Strauss, 1994). Persons with antagonistic characteristics are called neurotic individuals. Such individual got low coping mechanisms, hostile nature and self blaming nature; they lack the ability to find solution of problems constructively (Clutterbuck & Lane, 2004). Thus,

Emotional stability and job performance are in strong positive relation with each other (Ridhi & Santosh, 2014), and also play a pivotal role in maintain workplace social interactions. Persons with antagonistic characteristics are called neurotic individuals. Such individual got low coping mechanisms, hostile nature and self blaming nature, they lack the ability to find solution of problems constructively (Clutterbuck & Lane, 2004). Low emotionally stable individual constantly struggle with feelings of insecurity and self-consciousness (Costa & McCare, 1992). Such people face psychiatric problems very often. Thus person with low score of emotional stability experience range of negative emotions, such as stress, anxiety, anger, embarrassment, disgust, guilty and fear (Rothmann & Coetzer, 2003), higher scorer of this factor have capability of remaining secure, clam and free from fluctuating and irritating emotions.

On the basis of above evidences from different pervious works same result is being expected and second hypothesis is made.

H2: Emotional stability reduces negative emotion.

MODERATING ROLE OF EMOTIONAL STABILITY IN RELATIONSHIP OF WORKPLACE INCIVILITY AND NEGATIVE EMOTIONS

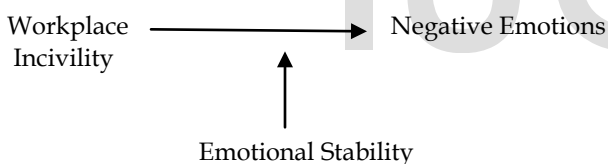
Person with high emotional stability remains clam, controlled and confident. They display high self esteem and low negative effects (Johnson & Ostendorf, 1993; Mount, Barrick, & Strauss, 1994; Tellegen, 1985). Therefore emotional stability serves as a personal resource for employees to perform their duties and work demands effectively and it is a facilitator for other resources as well (Rubino, Perry, Milam, Spitzmueller, & Zapf, 2012). Previous research has suggested that high emotional stability reduce the psychological impact of negative events at workplace. Individual with high emotional stability react less negatively than a person with low emotional stability (Bowling & Eschleman, 2010; Holtom, Burton, & Crossley, 2012; Rodell & Judge, 2009; Taylor & Kluemper, 2012; Wang, Liao, Zhan, & Shi, 2011). Low emotional stability elicits negative mood which leads to feel strong negative emotions. Furthermore individual with low emotional stability involves their self in negative politics against organization (Berry, Ones, & Sackett, 2007). Bowling & Eschleman, (2010) say negative politics in an organization is a constrain which causes interpersonal conflicts and spoils relationship between management and employees. Individuals having less emotional stability behave nervously, anxiously, and doubtfully, while those with high emotional stability remain calm and confident (Mount, Barrick, & Strauss, 1994). Persons with antagonistic characteristics are called neurotic individuals. Such individual got low coping mechanisms, hostile nature and self blaming nature; they lack the ability to find solution of problems constructively (Clutterbuck & Lane, 2004). Thus,

those who are less equipped with emotional stability tend to experience more negative feelings as compare to emotionally stable person to experienced incivility. (Taylor & Kluemper, 2012). Hutchinson & Williams, (2007) studied that individual having low emotional stability posses depressive symptoms as compare to those with high emotional stability. Bozionelos (2004) says people who are low on emotional stability are anxious and carry high negative emotions. Their hostile nature and impatient attitude make them less cooperative and less concern towards understanding the actual issues and needs. They do not understand the real benefits of organization. On the other hand employees with higher emotional stability remain calm, compact, composed and control negative emotions. They don't allow their self to be impulsive and do not take things personally (Lee et al., 2000). On the basis of above literature third hypothesis is being driven and similar results are expected.

H3: Emotional stability moderates the positive relationship between workplace incivility and negative emotions.

RESEARCH MODEL

On the basis of above literature review following theoretical framework has been developed in which all the three variables are displayed with their interaction with each other. Workplace incivility representing independent variable and negative emotions are dependent variable and emotional stability is playing moderating role in between workplace incivility and negative emotions.



RESEARCH METHODOLOGY

SAMPLE SIZE

The target population of current study is the employees of private educational institutions of Skardu city. Data was gathered through self administered questionnaires. The sample size was 150 employees of different private educational institutions of Skardu city. Through convenience sampling technique data was gathered. Most of the questionnaires were filled in the presence of author. Few of them were sent to fill via reliable sources to sample with all efforts to remove the ambiguities in questions to make them understand about it. 130 questionnaires were usable and used for further process.

SAMPLE CHARACTERISTICS The following tables indicate the sample characteristics from which and what type of employees the data is collected.

AGE

Age is one of the demographic variables of the study. In present study age is used as control variable. Data on age is captured by using categorical scale. It shows the number of employees falling in a specific category based on their ages. 67.7 % of respondents belong to age category of 20-30 which shows that majority of respondents for the present study is youngsters. Secondly a good amount of representation of the employees that is 20.8% fall in age category between 31-40 years. workers having age in between 41-50 years are 9.2% whose number is relatively very less then above categories and employees having age 51years and above are very less their percentage is only 2.3%.

Thus one can say that the present study has found responses from different aged employees of private education sector of Skardu city.

GENDER

Gender also is one of the demographic variables of the present study. In present study gender also is used as control variable. Data on gender is captured by using nominal scale. It shows that 67.7% respondents were male and 32.5% female. Reason beyond this difference is clear that in Pakistan the ratio of working male employees is still more than female employees. So our sample is a very good representative of employee's composition based on gender.

TENURE IN ORGANIZATION

Tenure is also the demographic variables used in the present study. It is used as control variable.

Data on tenure in organizations is captured by using categorical scale

It shows that 73.3% which is highest percentage have been working in organizations within category of 1-5 years. Respondents having tenure between 6-10 years are 17.7%. Employees having tenure in between 11-15 are 2.3%. And respondents having tenure 16 or more than that are 7.7%. It shows that employees do not stay more with a single organization they switch to alternatives.

INSTRUMENTS FOR DATA COLLECTION

Self administered questionnaires in English language were an instrument for primary data collection. Age, gender and tenure in organization were asked in demographic portion of the questionnaire with nominal scale. To measure the entire three variables 5 point likert scale was used.

WORKPLACE INCIVILITY

Workplace incivility was measured by 10 item scale that is called Workplace Incivility Scale (Cortina et al. 2001). Sample questions were, whether your supervisor or coworker paid little attention to your statement, showed little interest in your opinion etc. Participants rated items on a 5 point Likert scale ranging from 1 (never) to 5 (very often).

NEGATIVE EMOTIONS

Negative emotion was measured using 10 items from the Job-related Affective Well being Scale (JAWS; Van Katwyk, Fox, Spector, & Kelloway, 2000). Participants were asked to rate to what extent they are having each of the 10 feeling from 1 (not at all) to 5 (extremely). An example item is "My job made me feel anxious".

EMOTIONAL STABILITY

Emotional stability was measured with a 10-item IPIP measure (Goldberg et al., 2006). Participants were asked how accurate each item is characterizing them, and response options were from 1 (very inaccurate) to 5 (very accurate). An example item is "I get upset easily".

RELIABILITY ANALYSIS

Cronbach Alpha for Workplace Incivility was found to be 0.916, for Negative Emotions 0.917 and 0.910 for Emotional Stability.

5-point likert scale. The mean value of negative emotion is 2.8454 with a standard deviation of 0.91169. For emotional stability mean value is 2.6923 with a standard deviation of 0.38692.

TABLE: 1 DESCRIPTIVE STATISTICS TABLE

	MINIMUM	MAXIMUM	MEAN	STD. DEVIATION
WI MEAN	1.10	4.40	2.6023	.87670
NE MEAN	1.30	4.20	2.8454	.91169
ES MEAN	1.90	3.70	2.6923	.38692

VALID NO. 130

CORRELATION ANALYSIS

Correlation matrix was used to verify existence of relationship between the independent variables i.e. workplace incivility and the dependent variable negative emotions and the relationship of dependent variable with moderator emotional stability. The correlation matrix indicates that Workplace Incivility is strongly and positively correlated with Negative Emotions at work (0.639***, ***.p<.01). Emotional Stability negatively correlated with Negative Emotions (-.742***).

TABLE: 2 CORRELATION ANALYSES FOR WORKPLACE INCIVILITY, NEGATIVE EMOTIONS AND EMOTIONAL STABILITY.

	WI mean	NE mean	ES mean
WI mean	1	.639***	-.526***
NE mean	.639***	1	-.742
ES mean	-.526***	-.742***	1

***p < 0.001, n =130

WI=Workplace Incivility, NE=Negative Emotions, ES=Emotional Stability

CONTROL VARIABLES

Controlled variables for the study are respondents' age, gender, and organization tenure.

DATA ANALYSIS TECHNIQUES/TOOLS

With the help of SPSS, correlation, three steps hierarchical regressions were used to analysis the data.

RESULTS AND DISCUSSION

DESCRIPTIVE STATISTICS

Descriptive statistics of three study variables are shown in table1. For n=130, minimum, maximum and mean values of each variable are presented along with standard deviations. The mean value of workplace incivility is 2.6023 with a standard deviation of 0.87670 on a

REGRESSION ANALYSIS

To test hypotheses 1 to 3, a three-step hierarchical regression analysis was conducted. In the first step, the demographic variables were entered into the regression model. In second step Workplace Incivility (IV) and Emotional stability (mod) was entered into the model and in third step to check moderator, interaction term was entered. The results are presented in Table 3.

TABLE: 3 HIERARCHICAL REGRESSIONS ON WORKPLACE INCIVILITY

Predictors	DEPENDENT VARIABLE (NE)		
	B	R ²	ChangeR ²
Step1			
Controls		0.010	0.010
Step2			

WI	.356***	.639	.629***
ES	-1.329***		
Step3			
WI*ES	-1.069***	.721	.082***

*p<0.05; **p<0.01; ***p<0.001
 WI=Workplace Incivility, NE=Negative Emotions, ES=Emotional Stability

The results in Table 3 indicates that Workplace incivility influences Negative emotions that is employees facing high Workplace incivility will show more negative emotions ($\beta = 0.356, p < .001$). This result supported hypothesis 1. Second hypothesis for the study was that emotional stability has a negative relationship with negative emotions, means if emotional stability is high negative emotions will be low and vice versa and the results are according to hypothesis 2 and it is accepted. Results also show that emotional stability has negative influence on negative emotions ($\beta = -1.329$). Third hypothesis was that emotional stability weakens the positive relationship of workplace incivility and negative emotions it is accepted. Results supported the negative impact of Emotional Stability between the positive relationship of workplace incivility and negative emotions -1.069.

CONCLUSION AND RECOMMENDATIONS

CONCLUSION

This study extended the literature on workplace incivility as very few studies have focused the workplace Incivility, Negative emotions and Emotional Stability in a single model.

The first hypothesis developed in the study was that Workplace Incivility has significant positive relation with Negative Emotions and results of present study came accordingly thus first hypothesis of the study is accepted.

Lim& Lee (2011) found workplace incivility in association with less job satisfaction. Lim,Cortina & Magley, (2008) said Workplace incivility lowers intention to stay and decreases mental and physical performance. It also brings aggression and violent behavior (Andersson & Pearson, 1999; Neuman & Baron, 1997; Pearson et al., 2000; Pearson, Andersson, & Wegner, 2001).It causes clash between parties which may seriously injured productivity and whole circumstances of the organization (Andersson and Pearson. 1999).Workplace incivility causes fear and negative mood which bring negative outcomes like job cognitive problems and job negligence (Barling et al. 2001). Second hypothesis for the study was that Emotional Stability has a negative

relationship with Negative Emotions. Results of the present study also support this hypothesis and showed significance relationship. So the second hypothesis of the study is proved right. Individuals having less emotional stability behave nervously, anxiously, and doubtfully, while those with high emotional stability remain calm and confident (Mount, Barrick & Strauss,1994). Thus, those who are less equipped with emotional stability tend to experience more negative feelings as compare to emotionally stable person to experienced incivility. (Taylor & Kluemper, 2012) It was predicted in third hypothesis; Emotional Stability moderates the positive relationship of Workplace Incivility and Negative Emotions. Results of current study proved this hypothesis right as well.

Person with high emotional stability remains clam, controlled and confident. They display high self esteem and low negative effects of workplace incivility (Johnson&Ostendorf, 1993; Mount, Barrick, & Strauss, 1994; Tellegen, 1985). Therefore emotional stability serves as a personal resource for employees to perform their duties and work demands effectively and it is a facilitator for other resources as well (Rubino, Perry, Milam, Spitzmueller, & Zapf, 2012)

THEORETICAL AND PRACTICAL IMPLICATIONS

This work will help the management to understand the importance of civilized attitude towards employees and that they have to treat every employee in a different way. Influence of incivility at workplace in generation of negative emotion will be in different amount in different personalities. Civilized environment produces high job satisfaction, goal orientation, efficiency, less absenteeism and reduces the turnover of the employees. Organization can make a difference just keeping the HR motivated. It will definitely help top management, Human resource managers, line managers and employees to understanding negative impacts of workplace incivility. This work will help them to understand different negative workplace factors such as low productivity, absenteeism, fear, anxiety, stress etc. It will guide the management that how to deal with workplace incivility and employees with different personalities in order to reduce the negative consequences of workplace incivility and negative emotions. It will further highlight the importance of civilized environment at workplace in order to keep the growth of organization sustainable. Previous studies have shown that environmental factors and culture of any country can alter the results and findings of under discussion topic. To understand the positive relation between workplace incivility and negative emotions and the moderating role of emotional stability in Pakistan this work would be the initiation. It will open many doors to researchers to have a glance and find research gape in context of Pakistan. Skardu is a small city with almost no industry and private sector. The reason beyond taking private educational institutes of this city as target population is so simple. This is the only conspicuous private sector in this city which is

providing job opportunities to the inhabitants of this city. This sector is sharing the burden on government organizations providing alternative job opportunities. It is necessary to keep the employees of this sector motivated because they are dealing with education. This study will help the heads of these institutes to find out the current environment of their organization and the outcomes in form of employees emotions. That will direct them to take befitting measures for sustainable growth.

LIMITATIONS AND DIRECTION FOR FUTURE RESEARCH

The prominent issue appeared during the whole process of this study was data collection. As adopted questionnaires were utilized for data collection, wordings were bit hard to understand.

Author tried to solve this issue by making all respondents understand about each and every segment of questionnaires. So it is directed to use easy language for data collection in upcoming days. Respondents were feeling reluctant to fill the questionnaire truthfully because of the fear of management. Even most of them considered that author is a hired one by management. Future activities should be plan in such a way that respondents can easily express the truth without any fear of losing anything. The target population was the employees of private education sector of Skardu only so the findings cannot be used in a general way for whole Pakistan. Upcoming researchers are directed to take samples from different populations for the purpose of removal of generalizes issue. As I earlier mentioned that wordings of questionnaires were bit hard to decode due to which respondents with undergraduate certificates faced it unanswerable without the assistance of author or other colleagues, they were hesitating to answer truly. It's appropriate to design the questionnaire in such a way that such individuals can fill the questionnaire alone easily. Author did the same in present study. Future researchers can further work using the same model just checking the influence of demographic variables which are controlled in the study.

REFERENCES

- [1] Andersson, L.M., & Pearson, C.M (1999). Tit for tat? The spiraling effect of Incivility in the Workplace. *Academy of Management Review*, 24, pp. 452-471.
- [2] Cortina, L. M., Magley, V. J., Workplace Incivility, Williams, J. H., & Langhout, R. D. (2001). Incivility in the workplace: Incidence and impact. *Journal of Organizational Health Psychology*, 6(1), 64-80.
- [3] Cortina, LM (2008). Unseen injustice: Incivility as modern discrimination in organizations, *Academy of Management Review*, 33(1), 55-75
- [4] Lim, S., Cortina, L.M., & Magley, V. J. (2008). Personal and workgroup incivility: Impact on work and health outcomes. *Journal of Applied Psychology*, 93, 95-107.
- [5] Pearson, C. M., & Porath. C. L. (2005). On the nature, consequences and remedies of workplace, incivility: No time for "Nice"? Think again. *Academy of Management Executives*, 19(1), 7-12.
- [6] Penney, L.M & Spector, P.E. (2005). Job stress, incivility and counterproductive work behavior: the moderating role of negative affectivity, *Journal of Organizational Behavior*. 26, 777-796.
- [7] Rubino. K and Reed. W.D., (2010). Testing a Moderated Medial Model of Workgroup incivility: The Roles of Organizational Trust and Group Regard, *Journal of Applied Social Psychology*, 40(12), pp. 3148-3168.
- [8] Porath, C., MacInnis, D & Folkes, V (2010). Witnessing Incivility among Employees: Effects on Consumer Anger and Negative Inference about Companies, *Journal of Consumer Research*, Vol.37, and No.2. pp. 292-303.
- [9] Milam, C.A., Spitzmueller, C and Penney, M.L (2009). Investigating individual differences among target of workplace incivility, *Journal of Occupational Health Psychology*, 14(1), pp 58-69
- [10] Lim, S & Lee, A (2011). Work and non work outcomes of workplace incivility: Does family support help? *Journal of Occupational Health Psychology*, Vol. 16, No. 1, 95-111.
- [11] Lisa, M. Penney, L.M & Spector, P, (2005). Job stress, incivility, and counterproductive work behavior (CWB); the moderating role of negative affectivity, *Journal of Organizational Behavior*, 26, 777-796.
- [12] Chen, et al (2013). Self-love's lost labor: a self-enhancement model of workplace incivility, *Academy of Management Journal*, Vol. 56, No. 4. 1199-1219.
- [13] Zhou, Yan, Che, and Meier 2015. Effect of Workplace Incivility on End-of-Work Negative Affect: Examining Individual and Organizational Moderators in a Daily Diary Study, *Journal of Occupational Health Psychology*, American Psychological Association 2015, Vol.20, No.1, 117-130.
- [14] Hobfoll, S. E. (1989). Conservation of resources. A new attempt at conceptualizing stress, *American Psychologist*, 44, 513-524. <http://dx.doi.org/10.1037/0003-066X.44.3.513>
- [15] Bunk, J.A., & Magley, V.J. (2013). The role of appraisal sad emotions in understanding experience of workplace incivility. *Journal of Occupational Health Psychology*, 18, 78-105.
- [16] Sakurai, K., & Jex, S.M. (2012). Coworker incivility and incivility targets work efforts and counterproductive work behaviors: The moderating role of supervisor social support. *Journal of Occupational Health Psychology*, 17, 150-161. <http://dx.doi.org/10.1037/a0027350>
- [17] Ogungbamila, B (2013). Perception of organizational politics and job-related negative emotions as predictors of workplace incivility among employees of distress banks, *European Scientific Journal*, 9(5), pp.125-138.
- [18] Alina Maria Andries, Positive and Negative Emotions within the Organizational Context, *Global Journal of Human Social Science*, Volume 11 Issue 9 Versions 1.0 December 2011 Type: Double Blind Peer Reviewed International Research Journal Publisher: Global Journals Inc. (USA) Online ISSN: 2249-460x & Print ISSN: 0975-587X .
- [19] Goleman, D. (1995). Emotional intelligence. New York: Bantam Books.
- [20] Mayer, J. D., Salovey, P., & Caruso, D. R. (2000). Models of emotional intelligence. In R. J. Sternberg (Ed.), *Handbook of intelligence* (pp. 396-420). Cambridge, UK: Cambridge University Press.
- [21] Alodia DG. Zapata, The emotional stability and emotional maturity of fourth year teacher education students of the Bulacan State University, Philippines, Published September 23, 2015
- [22] Sheema Aleem, Jamia Millia Islamia, New Delhi, Emotional Stability among College Youth, *Journal of the Indian Academy of Applied Psychology*, January - July 2005, Vol. 31, No.1-2, 100-102.
- [23] Ridhi Arora and Santosh Rangnekara, Relationships Between Emotional Stability, Psychosocial Mentoring Support and Career Resilience, *Europe's Journal of Psychology*, 2015, Vol. 11(1), 16-33, doi:10.5964/ejop.v11i1.835.
- [24] Ida Rosnita Ismail, Universiti Kebangsaan Malaysia, Effect of workplace incivility on coworkers helping: The mediating role of hurt feelings. *Universiti Tun Abdul Razake- Journal*, Vol. 7, No. 2, June 2011.