Workplace Incivility and Organizational Citizenship Behaviour : An Empirical Assessment of Female Banking Personals

Bushra Mahmood*, Muhammad Ramzan**, Bushra Yasmeen***, Javaria Zafar****

* Ph. D Scholar, Institute of Social and Cultural Studies (ISCS), University of the Punjab, Lahore. bushra2014pu@gmail.com

** Assistant Professor, Institute of Social and Cultural Studies (ISCS), University of the Punjab, Lahore. ramzan.iscs@pu.edu.pk

*** Associate Professor, School of Sociology, Minhaj University, Lahore. bushrayasmin.soc@mul.edu.pk

**** Visiting Faculty, Institute of Social and Cultural Studies (ISCS), University of the Punjab, Lahore. javeriarana919@gmail.com

A R T I C L E I N F O

A B S T R A C T

Organizational Citizenship Behaviour (OCB) and workplace incivility has been investigated and examined by academics for over twenty-five years, and it continues to be a subject that academics are interested in studying. This research analyzes the influence of incivility shown by coworkers and supervisors on OCB by examining the role that interpersonal deviance plays as a mediator, as well as the role that perceived organizational support plays as a moderator in this relationship. Participants in the research are female workers currently working in the banking industry in Pakistan. The research was conducted with participation from 360 female workers who were working in various places throughout Pakistan. Data from respondents was collected using the structured questioner that was provided. The data were examined using correlation and regression analysis, and AMOS was used to examine the mediating and moderating effects of the relationships. According to the findings, interpersonal deviance acts as a partial mediator between incivility shown by coworkers and supervisors and behavior that demonstrates organizational citizenship. In addition, the findings demonstrated that the perception of organizational support moderates the association between incivility shown by coworkers and supervisors and behavior that demonstrates organizational citizenship. In order to analyze the connection between the many observable characteristics, the present research exclusively focuses on the female banking personnel.

Introduction

During an employee's time spent working for an organization, there are certain behaviours that are required of him by the laws and regulations of the company, as well as some behaviours that the employee is expected to exhibit. On the other hand, workers may sometimes engage in behaviours that go beyond what is expected of them in their jobs. These kinds of behaviours are referred to as organizational citizenship behaviours (OCB) (Purwanto et al., 2022). Organizational citizenship behavior (OCB) is a term used to describe discretionary behavior that is not part of an employee's formal job requirements, but which nevertheless promotes the effective functioning of the organization. OCBs are voluntary behaviors that benefit the organization, colleagues, and customers. OCBs are often referred to as "extra-role" or "pro-social" behaviors, and include helpful activities such as volunteering, cooperating, and assisting coworkers, without

any expectation of reward or recognition. OCBs can also include behaviors such as displaying a positive attitude and demonstrating initiative (Ismael et al., 2022).

The concept of workplace incivility has been increasingly studied in management and organizational research. Incivility has been defined as a form of interpersonal disrespect that is expressed through rude and discourteous behaviour, such as verbal abuse, sarcasm, and hostile facial expressions (Mazzetti et al., 2022). The prevalence of workplace incivility is increasing, with a majority of employees reporting that they have experienced incivility in the workplace. Incivility has been linked to a range of negative outcomes, such as decreased job satisfaction, reduced organizational commitment, and increased turnover intentions (Purwanto et al., 2021).

According to Eissa, Lester, and Gupta (2019) Workplace incivility and organizational citizenship behaviour (OCB) have become increasingly important topics of research in the organizational behaviour field. Research on the topic has been conducted in numerous countries and cultures, and the findings have suggested a negative relationship between incivility and OCB. Since a business brings together individuals from all over the world to fulfil their day-to-day requirements, maintaining positive working relationships among coworkers is also essential for maximizing the efficiency of the organization. In addition to that, this may result in destructive behaviours, such as addictive behaviours, as well as damage to norms and procedures. This results in a decline in the behaviour of people, the unpredictability of workers tends to have negative impacts, and conflict between employees occurs more often as a result (Garg et al., 2021).

There are a variety of research studies that were carried out to investigate the link between incivility among coworkers and supervisors and citizenship behavior inside organizations. These papers are now accessible for review. According to the findings of these investigations, there is a correlation that can be characterized as both substantial and unfavorable between the variables in question (Wang & Chen, 2020). Researchers from a variety of backgrounds also investigate the link between these characteristics and the function that interpersonal deviance plays as a mediator. One study showed that there was no significant correlation between the two variables of organizational citizenship behavior and perceived organizational support (Jehanzeb, 2020).

One further crucial component that must be investigated to understand the connection with OCB is employees' perceptions of their organization's support. Perceived organizational support was not included as a moderator variable in the prior research to determine its effect on the proposed model. Thus, the purpose of the current research focus is to fill this gap by using POS as a moderator and interpersonal deviance as a mediator variable to get new insights into this important topic. The demographic for this research was decided to be female employees in the banking industry of Pakistan due to the fact that female workers are more likely to be subjected to impolite behavior while on the job. In addition, the banking industry is the sector that is witnessing the most amount of growth in Pakistan, making it the sector that is contributing the most to Pakistan's economy.

Literature Review

In the workplace, incivility is described as low-level aberrant conduct that occurs in the workplace with an unclear purpose to do violence. According to some estimates, anywhere from 71 to 96 percent of workers are subjected to rude or offensive behaviour in the workplace (Chaudhary et al., 2022) . It is an issue that is acknowledged on a global scale that affects people working in a diverse range of industries and professions. In addition to the monetary costs, there is also a significant personal cost that must be endured by workers who are forced to endure incivility in the workplace (Sao et al., 2022). As a result, incivility at the workplace is not only a waste on economic resources but also effect on mental health of employees. According to Rousseau (1989), rude behaviour may be seen as a violation of a psychological contract, and a significant body of research has shown the adverse effects of this behaviour (Alola et al., 2021).

Workplace incivility and its effects on citizenship behaviours has become a growing topic of interest to researchers in the past few years. In particular, the banking sector has become a focus for research due to the important role it plays in the economy and the potential for incivility to adversely affect customer service and the customer experience. The effects of workplace incivility on citizenship behaviour in female employees of banking sector can be quite serious. Incivility in the workplace can lead to decreased job satisfaction, decreased motivation and commitment, increased stress levels, and decreased productivity. It can also lead to decreased trust and loyalty from employees, decreased customer satisfaction, and decreased organizational effectiveness. In addition, it can lead to a decrease in citizenship behaviour, or voluntary, extra-role activities that benefit the organization (Lata & Chaudhary, 2021).

Female employees of banking sector are particularly vulnerable to workplace incivility due to their status in the male-dominated banking sector. Incivility from supervisors or co-workers can create an environment of intimidation, hostility, and fear that can lead to decreases in citizenship behaviour. This can

include decreases in the willingness to go above and beyond their job duties, assist their colleagues, or participate in organizational initiatives. As a result, female employees may become less productive and less motivated, which can lead to lower job performance and decreased organizational effectiveness (Jehanzeb, 2020).

According to Eissa, Lester, and Gupta (2019) the effect of interpersonal deviance on citizenship behaviour in female employees of the banking sector is not well-understood. Interpersonal deviance can be defined as any behaviour that violates social norms and expectations between individuals, such as rudeness, aggression, gossiping, or even bullying. It is likely that such behaviour could lead to a decrease in citizenship behaviour, which is defined as behaviour that is not required by job duties, but which goes beyond them to benefit the company and its stakeholders. Such behaviour may include volunteering, helping colleagues, and engaging in team-building activities. Research has suggested that interpersonal deviance can have a negative effect on work performance in general, so it is reasonable to assume that it would also have an adverse effect on citizenship behaviour. (Wellen & Neale, 2006).

Organizational support has been linked to increased citizenship behaviours among female employees in the banking sector. Perceived organizational support refers to the degree to which employees believe their organization values them and provides them with resources to be successful. Research has found that when employees perceive their organization to be supportive, they are more likely to engage in citizenship behaviours which benefit their organization, such as helping coworkers, volunteering for extra tasks, and exhibiting loyalty to the organization (Vigoda-Gadot & Beeri, 2012). The impact of perceived organizational support on citizenship behaviour can vary depending on the gender of the employee. Studies have found that female employees in particular are more likely to engage in citizenship behaviours when they perceive their organization to be supportive. This suggests that organizations that provide support to their female employees may be more likely to experience higher levels of engagement and loyalty, as well as an increase in job performance (Alkahtani, 2015).

Research Methodology

In this study, a quantitative approach was used by collecting data via surveys administered to the unit of analysis and evaluating relevant previous research. The population of the research is comprised of individuals working in management positions in the banking industry of Pakistan. Due to the fact that there are 17 commercial banks in Pakistan, the researcher decided to include all of those that are located in Lahore in the sample and requested all of them to fill out the questionnaire. Since Lahore is the largest city in Pakistan and is home to the majority of the country's commercial banks, the researcher decided to concentrate on the people who are employed by commercial banks in this city. The sample size is comprised of 360 female staff members who are employed in Lahore-based financial institutions, holding a variety of positions. This number was computed with the help of the formula that is provided in the research for computing sample size for populations that are already known (Adwok, 2015). 295 of the study's participants filled out and returned the researcher's questionnaires. There were 32 respondent accounts that had to be deleted from the returned surveys because their responses were either repeated or had missing information. As a direct result of this, 263 replies, representing an 89.15 percent response rate, were accepted as valid for the purpose of data analysis. The chosen questionnaire that was employed in this investigation is split up into two sections: the first portion contains questions about the demographics of the participants, and the second section asks questions regarding the independent factors and the outcome variables. In order to test whether or not the predicted correlations between the variables of the study really exist, structural equation modeling (SEM) was carried out using the AMOS program. In addition, the researchers investigated both the direct and indirect connections that existed between the structural model's variables.

Data Analysis

Table 4.1 Reliability Analysis

Variables	Items	Cronbach's Alpha
SI	05	0.791
CI	05	0.829
POS	05	0.710
ID	07	0.834
OCB	14	0.821

The Questioner Reliability Analysis in AMOS is a statistical technique used to measure the reliability of a questionnaire or survey. This analysis measures the internal consistency of the responses and assesses the

extent to which the results are consistent across all of the questions. According to the above table results revealed that all the variables CA values are higher than 0.70 i.e. therefore, it is stated that data is reliable for further consideration.

Correlation

Table 4.2 Correlation Analysis

Variables	SI	CI	POS	ID	OCB
SI	1				
CI	.491**	1			
POS	.241*	.369**	1		
ID	.391**	.442**	.312**	1	
OCB	.354**	.410**	.330**	.320**	1

** Significant level 0.01 level (2 tailed)

Correlation analysis is a statistical technique used to measure the relationship between two or more variables. It measures the strength of the relationship between two variables and can be used to assess whether a relationship exists between them. Correlation analysis is often used to determine if a change in one variable is associated with a change in another variable. According to the above table all the variables has significant and positive corelate between observed variables.

Figure 4.1: SEM

Table 4.3 Regression Weights

Variables			E	S. E	C.R.	P
SI	←	OCB	-.363	.054	6.682	***

| CI | ← | OCB | -.183 | .051 | 3.345 | *** |
ID	←	OCB	.289	.054	5.235	***
POS	←	OCB	.374	.053	6.345	***
Mediation						
SI	← ID ← OCB		.121	.052	2.383	.024
CI	← ID ← OCB		.231	.019	2.516	***
Moderation						
SI	← POS←OCB		.261	.031	2.614	***
CI	← POS ← OCB		.315	.044	2.910	***

The regression weights of SI, CI, POS, IB, and OCB are listed in the table that can be found above. Estimates, standard errors, important associations, and p-values are all included in the table below. It is quite evident that there is a strong association between all of the factors that were examined.

Mediation Analysis
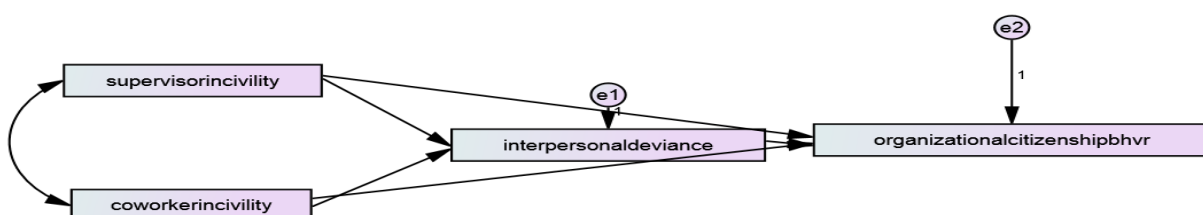
All of the arrows in the graphic above depicting mediation between factors connecting the independent variable and the dependent variable are meaningful. Given the importance of both direct and indirect effects, researchers have hypothesized a partial mediation.

Moderation Analysis
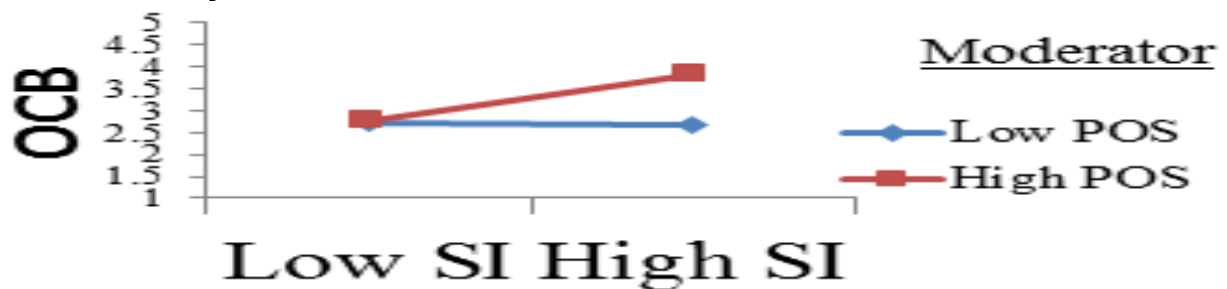
Figure 4.3: POS moderating effect on SI and OCB

The accompanying graph demonstrates that the link between SI and OCB is significantly moderated and strengthened by POS.

Discussion

The primary results indicate that when colleagues and supervisors behave in an uncivilized manner while at work, their organizations will suffer, and because of their uncivilized conduct, the contact between them at work will also be lessened. These findings provide credence to what was found by (Porath & Erez, 2007). The data also indicate that OCB has entirely mediated the association that exists between all of the different kinds of incidents that were investigated for this research. The findings are connected to the research conducted by (Bennett, R. J., & Robinson, S. L., 2000). Further researcher found that POS and OCB had a favorable association with one another. In addition, previous research backs with the conclusions drawn from the present investigation. (Nair & Bhatnagar, 2011).

Conclusion

In conclusion, the primary purpose of this study was to evaluate the influence of incivility at work on OCB through the moderating role of ID and the mediating role of POS. The individuals that make up the study's population are those who are now employed in the banking industry in Pakistan. The findings provide an explanation for why ID acts as a partial mediator between incivility between coworkers and supervisors and OCB. The connection between incivility on the job and OCB between coworkers and supervisors is moderated by POS.

Administrations should have a positive influence on employee OCB because dedicated, hardworking employees are a valuable resource for their organizations and should be rewarded for their efforts with a positive effect on employee OCB. Additionally, the pay scale should be suitably raised to reward workers who value their jobs and motivate them to maintain a sense of community inside a business. The present study's limitations include the fact that it solely focuses on female banking personnel in order to examine the aforementioned link. In order to improve comprehension of this issue, the researcher advises verifying the association in the future by moderating it with other factors like cultural or economic context.

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