

Antecedents and Outcomes of Workplace Incivility: Role of Psychological Capital

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ABSTRACT

Workplace incivility is low deviant in nature, and organisations are not spending more time to identify and solve uncivil incidents which will ultimately harm the employees and organisation. This article focused on workplace incivility to identify its various types that had covered in the existing literature and proposes a model that conceptualises the buffering role of psychological capital on the outcomes of workplace incivility. Studies on workplace incivility have categorised into experienced, instigated and witnessed workplace incivility. The present review thoroughly investigated various individual and organisational level antecedents and outcomes of workplace incivility that has covered in the articles. Conservation of Resource Theory has used to analyse the moderating role of psychological capital in the relationship between workplace incivility and its consequences. This article calls for the attention towards workplace mistreatment and also aid the scholars to make empirically testing the role of psychological capital on the unexplored areas in this field. This study further provides guidelines to Human Resource Development professionals to know the various antecedents of workplace incivility to take corrective measures for reducing the occurrence of workplace incivility. Intensity and adverse effect of uncivil behaviour is determined by the perception of targets or witness, so that organisation can provide psychological capital training to its employees which will helps to reduce the negative consequences of workplace incivility. The article concludes with a brief suggestion and future improvement of the study.

Keywords: Workplace incivility, Witnessed incivility, Instigated incivility, Experienced incivility, Psychological capital

1. INTRODUCTION

Workplace Mistreatments are a widespread phenomenon that harms employees and decreases organisational effectiveness. Majority of empirical research has focused on such forms of mistreatments such as physical violence and psychological aggression. Abusive supervision, bullying, emotional abuse, generalised workplace abuse, incivility, interpersonal conflict, mobbing, social undermining, victimisation, and workplace aggression are other forms of workplace mistreatments. Based on the study conducted by Neuman and Baron (2005), it is clear that when understanding mistreatment from the perspective of an actor, the intent has a crucial role. Otherwise, accidentally harmful behaviours may become considered as aggressive behaviour. On the other hand, from the target's point of view, perceived intent may all that matters because targets or victims will react based on their perception about mistreatments, whether or not their perception is correct (Hershcovis, 2011).

In 1999, Andersson and Pearson introduced workplace incivility as a new field within the research on negative deviant workplace behaviours. Workplace Incivility is instigative in nature because of its reciprocity and adverse outcomes, which ultimately results in a spiral of increasing negative workplace behaviours (Andersson & Pearson, 1999). Incivility has considered as one of the most comprehensive forms of antisocial behaviour in the workplace (Cortina, 2008). Workplace incivility is subtle but can erode relationships between employees, reduce their job performance, and lower their psychological and physical health. It is complicated to evaluate the costs incurred by workplace incivility within the organisations. The most damaging and harmful consequence is employee exit (Lim et al., 2008; Pearson et al., 2000), which in turn, increase the cost of attracting and retaining new and qualified employees. So workplace incivility is to be treated as a severe problem that has to be solved immediately. Immediate action will help to reduce the spiral and reciprocity effect of incivility. Research on workplace incivility will help to know methods and ways to reduce incivility in organisations. The best possible way to reduce workplace incivility is that Human Resource Development (HRD) professionals should address the behaviour of instigators which leads to incivility and to identify the individual and organisational impact of workplace incivility. It will help them to solve problems strategically and avoid uncivil behaviour stage itself.

2. BACKGROUND OF THE STUDY

Scholarly attention of research on deviant behaviour in the workplace has started about three decades before and continues a topic of supreme interest to researchers and practitioners because of pervasive outcomes it had upon employees, management, customers, businesses and communities (Schilpzand et al., 2016). Broad areas of research concerning workplace mistreatment generally include deviance, harassment, bullying, aggression and counterproductive work behaviour (Miner-Rubino & Cortina, 2004). Workplace Incivility is not only a personal issue but also disrupts work patterns and diminishes the effectiveness of its targets and others. Workplace incivility can be the starting point for social conversation and end to the more intent form of workplace aggression (Pearson et al., 2000). Recent studies reported that approximately 98 per cent of employees reported experiencing uncivil behaviour at work.

Moreover, 78 per cent of those employees agreed that incivility experiences reduced their commitment toward the organisations (Porath and Pearson, 2013). Workplace incivility contributes to aggression and escalating conflicts in the organisations. Workplace incivility sometimes adversely affects not only the direct victims but also other members of workgroups. Hence, the existence of workplace incivility cannot be overlooked any longer (Lim et al., 2008). So organisations should understand better the various factors that contribute to workplace incivility (Harold & Holtz., 2015). Previous studies pointed out that more resources should be identified that buffers and enhancers of experienced incivility (Abubakar et al., 2018; Hur et al., 2016; Sguera et al., 2016). Psychological capital also identified as a positive resource for reducing negative consequences to individuals and organisations. The current study proposed a model for identifying the role of psychological capital in reducing adverse outcomes of workplace incivility.

3. OBJECTIVES OF THE STUDY

The study aims to know various types of workplace incivility and to explore its antecedents and impact on individual and organisational outcomes. Following research questions are guided the study.

- Research Question 1: What are the individual level antecedents and outcomes of workplace incivility?
- Research Question 2: What are the organisational level antecedents and outcomes of workplace incivility?
- Research Question 3: Whether psychological capital act as a moderator between workplace incivility and various outcomes?

4. RESEARCH METHODOLOGY

The current study was tried to answer the research question already developed. Studies supporting each research objectives have been thoroughly examined to find out the results. A broad range of workplace incivility, as well as psychological capital-related articles, were reviewed through multidisciplinary search especially infield of organisational and personal psychology, human resource development, organisation behaviour, occupational health psychology and service marketing. At the first stage, articles on workplace incivility and psychological capital were identified and then sorted them based on research questions of the study. Research articles were analysed entirely and identified the most relevant 52 articles included in the final analysis for answering research questions. Findings of each research questions were recorded and classified in the database, which can analyse results more efficiently and precisely.

5. REVIEW OF LITERATURE

The current literature review provides a brief and theory grounded research framework through articles relevant in the area of workplace incivility. This part focuses on current knowledge and substantive finding of articles related to workplace incivility and relevant findings which aims to establish a relationship between workplace incivility and individual as well as organisational factors.

WORKPLACE INCIVILITY

Incivility refers to one of the mistreatment that may lead to a breach of relationships disconnection and erosion of empathy. Workplace incivility means the violation of workplace norms of mutual respect, by which cooperation and motivation will be hindered (Pearson et al., 2000).

Workplace incivility defined as "low-intensity deviant behaviour with ambiguous intent to harm the target, in violation of workplace norms for mutual respect. Uncivil behaviours are characteristically rude and discourteous, displaying a lack of regard for others" (Andersson and Pearson, 1999). According to this definition, workplace incivility has some characteristics. They are low intensity (violence, aggression, and bullying are more severe than incivility), and ambiguous (rather than diagnosable) intent to harm. Workplace incivility is very costly and widespread harmful workplace behaviour that has essential affective, cognitive, and behavioural consequences for its victims, witnesses, and instigators (Cortina, 2008). Workplace

incivility is a broad term related to being rude and discourteous such as putting people down in a condescending way, paying little attention to somebody's statements, showing little interest in other's opinions and ignoring or excluding someone from social camaraderie (Hershcovis, 2011).

Main reasons for increasing workplace incivility are technological development (voice mail, e-mail, and teleconferencing), work and information overload, "faddish" corporate initiatives, "lean and mean" innovation, widespread societal shifts-rub-off effect. The occurrence of workplace Incivility can be minimized by (a) setting expectations as organisational standards (b) recruitment and selection (c) orientation and training (d) encouraging and attending to feedback (360-degree survey) and (e) dealing with instigator (Pearson et al., 2000). In this regard, the literature on workplace incivility generally suggests two different strategies that organisations could implement before or after the escalation of workplace incivility (Andersson & Pearson, 1999). During the hiring phase, managers may conduct a personnel screening assessment to identify employee's proneness to behave in an uncivil manner. After the occurrence and escalation of workplace incivility, organisations may (a) teach civility (b) create norms and ground rules for civility (c) create group norms (d) reward good behaviour (e) conduct post-departure interviews (f) never tolerate incivility (Porath & Gerbasi, 2015).

TYPES OF WORKPLACE INCIVILITY: EXPERIENCED, WITNESSED, AND INSTIGATED

This section addressed various types of workplace incivility that happened so far in the literature. Schilpzand et al., 2016 classified literatures in three basic types;

- Experienced incivility,
- Instigated incivility and
- Witnessed incivility

The current study also following the same methodology for classifying kinds of literature. Experienced incivility covers feelings, thoughts and behaviours of employees who are the target or direct victims of uncivil workplace behaviour. Witnessed incivility explained these relationships for a person who witnesses the uncivil incident. Instigated incivility covers the feelings and behaviour of instigators of workplace incivility directed toward the target and examines its antecedents and outcomes (Schilpzand et al., 2016).

EXPERIENCED INCIVILITY

There are several studies regarding workplace incivility focused on various work and non-work outcomes for targets of uncivil conduct. Facing role ambiguity and working on night-shift causes more strong the relationship between workplace incivility and turnover intentions and at the same time, team-building and personal management interviews can be used as effective managerial practices that help to reduce the impact of workplace incivility on turnover intentions (Sguera et al., 2016). Experienced incivility will lead to reduce job satisfaction and improve turnover intention of employees in the restaurant industry in India (Sharma and Singh, 2016). Passive leadership have direct positive association with behavioural incivility and an indirect effect through experienced incivility (Harold and Holtz, 2015).

Recent studies have analysed three sources of workplace incivility; supervisor, coworker and customer with various organisational and individual consequences. Even though all three sources of incivility lead to emotional exhaustion, customer incivility has a substantial impact on increasing emotional exhaustion followed by superior and coworker incivility and emotional exhaustion negatively affects service performance. (Cho et al., 2016). Customer incivility leads to tardiness, absenteeism and reduces sales performance and, coworker incivility has a positive effect on absenteeism only (Sliter et al., 2012). Supervisor incivility is negative and leads to the turnover intention by reducing socialisation related learning especially acculturation. However, coworker incivility leads to turnover intention through supervisor incivility. The main reason is that supervisors are the primary knowledge providers for learning job requirements (Ghosh et al., 2013). Incivility experienced by service employees from both sources (coworker and customer) harms creativity through emotional exhaustion and reduced intrinsic motivation (Hur et al., 2016). Personal and workgroup incivility reduces mental health job satisfaction and turnover intention (Lim et al., 2008), citizenship behaviour (Taylor et al., 2012). Researchers demonstrated role ambiguity and role conflict predicts perceived incivility and interpersonal aggression (Taylor & Kluemper, 2012).

Many of the studies are unknown about short term reactions to experiencing workplace incivility. Daily diary design has been used to analyse short term emotional reactions to workplace incivility reveals that uncivil behaviour positively predicts daily end of work negative affect (Zhou et al., 2015). Nicholson & Griffin (2015) also analysed the effect of daily incivility on after work recovery and next-day recovery by assuming that incivility may inhibit an individual's ability to recover from work by reducing their psychological detachment and relaxation experiences. On days when participants experience workplace incivility leads to lower situational wellbeing, lower detachment and felt less recovered next morning (Nicholson & Griffin, 2015).

Superiors behave in a more uncivil manner, and subordinates are more sensitive to potentially uncivil behaviour of superiors. Employees who experience workplace incivility causes psychological distress, work-to-family conflict, depression, reduce supervisor and coworker satisfaction and depression. High family social support strengthened the relationship between supervisor incivility and work-to-family conflict. Furthermore, family social support has also moderated the relationship between coworker incivility and depression, as well as perceived fairness (Lim & Lee, 2011). Workplace incivility can also be analysed in terms of non-work outcomes. Impact of workplace incivility on insomnia symptoms through negative work rumination will be buffered for individuals who engaged in a higher level of psychological detachment and relaxation (Demskey et al., 2019). Customer incivility has been widely studied, especially in service roles. Customer incivility is positively associated with surface acting as an emotional labour strategy which in turn is positively associated with emotional exhaustion, leading to decreases in employee's customer-oriented behaviour. (Hur et al., 2015). Workplace mistreatments may be passive as well as active nature. Workplace ostracism is a passive form, and workplace incivility is an active form of mistreatment. Workplace ostracism and tolerance to workplace incivility positively related to negative emotions tolerance to workplace incivility was associated with intention to sabotage (Abubakar et al., 2018).

INSTIGATED INCIVILITY

Blau and Andersson (2005) were the first persons who conducted research on instigated incivility by distinguishing instigated incivility from experience incivility and interpersonal deviant behaviour and developed a measure of instigated incivility from the existing measure of experienced workplace incivility. Lower job satisfaction, work exhaustion and perceptions of distributive injustice predicted instigated incivility. (Blau and Andersson, 2005). Workplace incivility perpetration follows from some of the organisational factors such as (a) organisational changes, (b) job insecurity (c) low social support from coworkers (d) low social support from supervisors (e) high job demands and (f) low control (Torkelson et al., 2016).

Gender and organisational climate for workplace incivility affect the relationship between individual's workplace incivility experiences and perpetration. Experience of workplace incivility will lead to the perpetration of workplace incivility (Torkelson et al., 2016; Gallus et al., 2014). Different conflict management styles (integrating and dominating) have an impact on workplace incivility among both instigator and targets of workplace incivility (Trudel & Reio, 2011). Higher job stress levels would lead to more workplace incivility stress, and higher levels of psychological capital would display less workplace incivility (Roberts et al., 2011).

WITNESSED INCIVILITY

Literatures showed that witnessing workplace incivility leads to adverse outcomes for the employee as well as the entire organisation. Employees who observed rude, disrespectful behaviour targeted toward women within the organisation leads to lower their health satisfaction and display work withdrawal behaviour (Miner-Rubino & Cortina, 2004). Witnessing incivility not only relates to negative affect but also that incivility predicts emotional exhaustion, specifically if the witness considered the target's point of view (Totterdell et al., 2012). Experimental research design has used to analyse the role of witnessing rudeness from coworkers and superiors impact on performance on routine and creative task through negative affect. Witnessing rudeness decreased citizenship behaviour and increased dysfunctional ideation (Porath & Erez, 2009).

These are different types of workplace incivility that has reported in different kinds of literature. Witnessed, instigated and experienced incivility have negative consequences on employees as well as organisation.

PSYCHOLOGICAL CAPITAL

Development of the term Psychological Capital (PsyCap) can explain by mentioning various steps starting from the term Positive psychology. Martin Seligman was the first person who identified "positive psychology" in 1998 by his presidential address made in American Psychological Association which focuses on studying and understanding "normal" people's wellbeing, productivity, optimal functioning, and realising one's full potential by use of positive psychology (Seligman et al. 2005). After this stage, Positive Organisational Scholarship (POS) became great importance on the development of Psychological capital. POS is a "movement in organisational science that focuses on the dynamics leading to exceptional individual and

organisational performance such as developing human strength, producing resilience and restoration, and fostering vitality" (Cameron & Caza 2004, p. 731). Another specific concept under the broad umbrella term POS is Positive Organisational Behaviour (POB) which defined as "the study and application of positively oriented human resources strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today's workplace" (Luthans 2002b). This definition provides some criteria for a psychological construct that included in POB. The criteria can classify as:

- Theory and evidence-based
- Positively oriented which is consistent with positive psychology
- Validly and reliably measurable
- Open for development and management and
- Related with desired and measurable work attitudes, behaviours and performance criteria (Luthans 2002a, b).

After the thorough evaluation and understanding of each criterion, four constructs have been identified to be the best fit which satisfying all criteria mentioned. They are hope, efficacy, resilience, and optimism (Luthans 2002a, Luthans et al. 2004, Luthans & Youssef, 2004). The summing up of the above four constructs, named as Psychological Capital. Luthans et al., (2004) differentiated psychological capital from other constructs; traditional capital, human capital and social capital (Luthans et al., 2004). An individual's positive psychological state is characterised by (1) having confidence (self-efficacy) to dedicate sufficient effort to succeed in challenging tasks; (2) having a positive attribution (optimism) about succeeding now and future; (3) aiming toward goals, and if necessary, redirect the paths to succeed the goals (hope); and (4) when faced by problems and adversity, sustaining and bouncing back (resiliency) to attain success (Luthans, Youssef, & Avolio, 2007). PsyCap is a global personal resource representing a person's "positive appraisal of circumstances and probability for success based on motivated effort and perseverance" (Luthans et al., 2007). Psychological capital defined as "a core psychological factor of positivity in general, and POB criteria meeting states in particular that go beyond human and social capital to gain a competitive advantage through investment/development of who you are" (Luthans et al., 2004; Luthans and Youssef, 2004). Employees with higher PsyCap become more creative (Rego et al., 2012), create positive emotions organisational citizenship behaviour (Avey et al., 2008), more engaged (Grover et al., 2018; Avey et al., 2008), and improve wellbeing (Grover et al., 2018) and also able to cope up job demands quickly (Grover et al., 2018; Avey et al., 2011; Luthans, Youssef and Avolio, 2007). Psychological capital reduces stress symptoms, job search behaviour, intention to quit (Avey et al., 2009), cynicism and deviant behaviour (Avey et al., 2008), burnout (Roche et al., 2014) and improves the performance (Luthans et al., 2005). Psychological capital can be used to overcome adverse outcomes of workplace mistreatments. Every individual can develop psychological capital by providing PsyCap Intervention (PCI) which is a micro-intervention by developing hope, optimism, efficacy, and resiliency. Psychological capital intervention can be used to not only PsyCap but also financial improvements (Luthans et al., 2006) and job performance (Luthans et al., 2010). Psychological capital can develop by a two-hour web-based training intervention (Luthans et al., 2008).

INFLUENCE OF PSYCHOLOGICAL CAPITAL IN WORKPLACE INCIVILITY

Psychological capital is an emerging concept so that researchers are started to understand the empirical validity of the concept with various organisational and individual outcomes. Workplace incivility concept has developed in 1999 and still in the emerging stage. Very few researchers have identified the role of PsyCap in reducing the adverse outcomes of incivility. Conservation of Resource theory (Hobfoll, 1989), a new stress model provides a theoretical base for the impact of workplace incivility on individual and organisational consequences. According to the theory, people strive to retain, protect and build resources and actual or potential loss of these valued resources is a threat to them. Environmental stresses and demands cause to deplete resources and individuals try to use resource replacement that is the use of other resources to offset the net loss or buffer the negative consequences. They invest more resources to gain and enrich resource pool (Hobfoll, 1989). Workplace incivility is one of the workplace stress which depletes individual resources and have an impact on individual and organisational adverse outcomes. Psychological capital as a positive resource can help to buffer these harmful effects. Figure 1 shows the proposed model which show the influence of psychological capital on the workplace incivility outcomes.

THE INFLUENCE OF PSYCHOLOGICAL CAPITAL ON THE ANTECEDENTS AND OUTCOMES OF WORKPLACE INCIVILITY

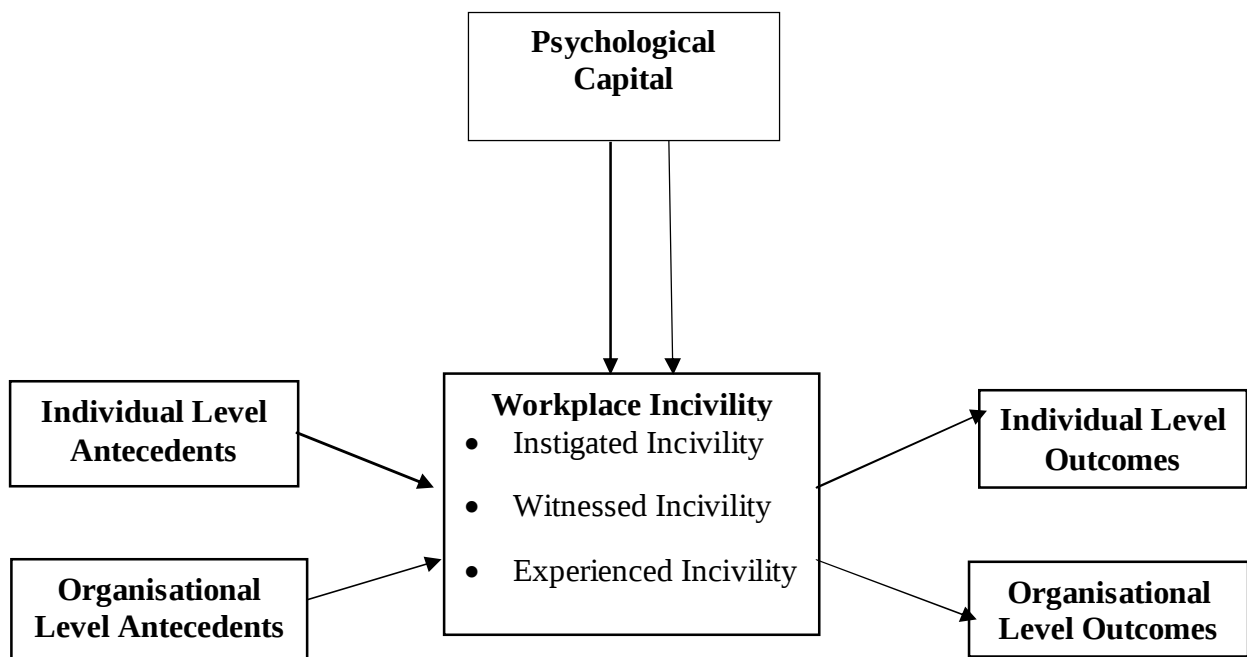


FIG 1

The above model depicted individual (Table 1) and organisational level antecedents (Table 2) which leads uncivil behaviour and outcomes in terms of individual (Table 1) and organisational level (Table 2). Psychological capital can conceptualise as a moderating variable between workplace incivility and various outcomes.

6. FINDINGS AND DISCUSSION

The findings of the study identifies various types and antecedents of workplace incivility. Furthermore, individual outcomes and organisational outcomes of workplace incivility also analysed and presented in the findings.

INDIVIDUAL LEVEL ANTECEDENTS AND OUTCOMES OF WORKPLACE INCIVILITY

Individual-level antecedents and outcomes of workplace incivility have identified for analysis. It can be analysed based on outcomes and antecedents of each type of incivility incidents. There are three actors actively participating in workplace incidents, either alone or together. They are targets in case of experienced incivility, the instigator in case of instigated incivility and witness in case of witnessed incivility. Negative consequences of workplace incivility affect these three persons is directly or indirectly.

Individual-level antecedents are individual factors that lead behave uncivil within the organisation. These factors include lower job satisfaction and work exhaustion, (Blau and Andersson, 2005), conflict management style (Trudel & Reio, 2011), and job stress (Roberts et al., 2011; Taylor & Kluemper, 2012). Being the target of incivility from coworkers or supervisor also leads to behaviour incivility (Gallus et al., 2014). Individual-level outcomes of workplace incivility explain effects of these low deviant mistreatment on employee behaviour. These includes decrease in occupational wellbeing (Lim et al., 2008), psychological, physical and mental health (Lim et al., 2008; Pearson et al., 2000), job satisfaction (Sharma and Singh, 2016; Chen & Wang, 2019), situational wellbeing (Nicholson & Griffin, 2015), recovery experience (Nicholson & Griffin, 2015; Demsky et al., 2019), socialisation related learning (Ghosh et al., 2013), occupational and psychological wellbeing (Totterdell et al., 2012), health satisfaction (Miner-Rubino & Cortina, 2004) and supervisor and coworker satisfaction (Lim & Lee, 2011). Workplace incivility also leads to increase negative organisational factors such as turnover intention (Sguera et al, 2016; Sharma and Singh, 2016; Lim et al., 2008; Ghosh et al., 2013; Chen & Wang, 2019; Pearson et al, 2000), negative emotions (Abubakar et al., 2018), negative affect (Totterdell et al., 2012; Porath & Erez, 2009; Zhou et al., 2015; Pearson et al, 2000), perceived unfairness (Lim & Lee, 2011; Pearson et al, 2000), insomnia symptoms (Demsky et al., 2019), negative work rumination (Demsky et al., 2019), emotional exhaustion (Totterdell et al., 2012; Cho et al., 2016; Hur et al., 2016; Hur et al., 2015), surface acting (Hur et al., 2015), depression (Lim & Lee, 2011), work-family conflict (Lim & Lee, 2011) psychological distress (Lim & Lee, 2011) and emotional drain (Totterdell et al., 2012). Some others factors specified by Pearson et al., (2000) in a qualitative study which results from workplace incivility are psychological harm, absenteeism, feelings of interactional injustice, confusion, fear, or even a sense of panic occur in the target (Pearson et al., 2000). The below table shows the summary of various individual-level antecedents and outcomes of workplace incivility identified.

INDIVIDUAL - LEVEL ANTECEDENTS AND OUTCOMES OF WORKPLACE INCIVILITY

ANTECEDENTS	OUTCOMES
- Lower job satisfaction (+) - Conflict management style (integrating (-) and dominating (+)) - Work exhaustion (+) - Job stress (+) - Affective occupational commitment (-) - Experienced incivility (+)	- Occupational wellbeing (+) - Absenteeism (+) - Physical and mental health (-) - Turnover intention (+) - Job satisfaction (-) - Negative emotions (+) - Perceived fairness (-) - Insomnia symptoms (+) - Negative work rumination (+) - Situational wellbeing (-) - Emotional exhaustion (+) - Depression (+) - Work-to-family conflict (+) - Psychological distress (+) - Recovery experience (-) - Socialization related learning (-) - Occupational and psychological wellbeing (-) - Emotional drain (+)

Source: Review of literature

TABLE NO 1

ORGANISATIONAL LEVEL ANTECEDENTS AND OUTCOMES OF WORKPLACE INCIVILITY

Organisational level antecedents and outcomes of workplace incivility also focused on the analysis stage. Organisational level antecedents are organisational factors that lead to employees to get more stressed and behave with rude with others. They include organisational changes, job insecurity, low social support from coworkers, low social support from supervisors, high job demands, low control (Torkelson et al., 2016), passive leadership (Harold and Holtz, 2015) and perceptions of distributive injustice (Blau and Andersson, 2005). An organisation that tolerant toward incivility in the workplace leads to the assumption that the organisation supports incivility behaviour (Gallus et al., 2014). Other organisational antecedents which lead to incivility are technological development (voice mail, e-mail, and teleconferencing), work and information overload, "faddish" corporate initiatives, "lean and mean" innovation, widespread societal shifts-rub-off effect. (Pearson et al., 2000).

Organisational outcomes of workplace incivility affect the whole organisation and its efficient working. These consequences include reducing innovation (Pearson et al., 2000), intrinsic motivation (Hur et al., 2016), employee creativity (Hur et al., 2016), organisational citizenship behaviour (Porath & Erez, 2009; Taylor et al., 2012), affective commitment (Taylor et al., 2012; Pearson et al, 2000), customer orientation (Hur et al., 2015), productivity (Pearson et al, 2000), performance (Porath & Erez, 2009), service performance (Cho et al., 2016), sales performance (Sliter et al, 2012) and creativity (Porath & Erez, 2009) of employees. Workplace incivility also cased to enhance dysfunctional ideation (Porath & Erez, 2009), behaviour

incivility (Harold and Holtz, 2015), intention to sabotage (Abubakar et al., 2018), enacted aggression (Taylor & Kluemper, 2012), knowledge hiding behaviour (Arshad & Ismail, 2018) and work withdrawal (Miner-Rubino & Cortina, 2004; Sliter et al, 2012). The following table shows various organisational level antecedents and outcomes of workplace incivility.

ORGANISATIONAL LEVEL ANTECEDENTS AND OUTCOMES OF WORKPLACE INCIVILITY

ANTECEDENTS	OUTCOMES
- Organisational tolerance towards incivility (+)	- Intrinsic motivation (-)
- Perceptions of distributive injustice (+)	- Employee creativity (-)
- Organizational changes (+)	- Organisational citizenship behaviour (-)
- Job insecurity (+)	- Behaviour incivility (+)
- Low social support from co-workers (+)	- Organisational commitment (-)
- Low social support from supervisors (+)	- Intention to sabotage (+)
- High job demands (+)	- Customer orientation (-)
- Low control (+)	- Enacted aggression (+)
- Procedural injustice (+)	- Knowledge hiding behaviour (+)
- Interactional injustice (+)	- Lower detachment (+)
	- Performance (-)
	- Service performance (-)

Source: Review of literature

TABLE NO 2

7. CONCLUSION

This paper calls attention to the paucity of research on the antecedents and outcomes of workplace incivility and makes sense of why scholars have to pay more attention to the role of psychological capital on the negative impact of workplace incivility. Workplace incivility is a low-intensity deviant behaviour such as eye-rolling, and checking e-mail during meetings or showing little interest in another's opinion, speaking to others in a demeaning, insulting or disrespectful manner, which creates various problems in the workplace. Though workplace incivility is a low deviant behaviour, resources which reduce its negative consequences have to be developed. Many of the researchers suggested that future studies should identify the individual and organisational resources that help to reduce the short term and long term impact of workplace incivility. Psychological capital is a positive resource which can be helped to reduce the consequences of workplace incivility. Experiencing workplace Incivility from coworkers and superiors leads to decrease job satisfaction, affective commitment, enacted aggression, employee sleep, knowledge hiding behaviour, absenteeism, citizenship behaviour, work-to-family conflict, negative emotions, intention to sabotage, mental and physical health and enhance turnover intention and behavioural incivility among targeted employees. Customer incivility results in tardiness, absenteeism and reduces sales performance service employee's customer orientation, intrinsic motivation and employee creativity. There are some factors which leads to instigated incivility such as, lower job satisfaction and perceptions of distributive injustice, organisational changes, job insecurity, low social support from coworkers, low social support from supervisors, high job demands, low control, experience incivility, job stress, organisational climate, different conflict management styles etc. Workplace incivility also affects witness who directly or indirectly known to incivility by enhancing emotional

exhaustion, occupational and psychological wellbeing decreased performance on a routine and creative task, decreased citizenship behaviour, increased dysfunctional ideation and negative affect. Workplace incivility is a serious problem which has direct as well as spiralling effect across the organisation. These behaviour have short term as well long term negative impact on employee and organisation. This behaviour should be treated as a severe problem and should wipe off at the time of happening. Theories supporting harmful behaviour explain and help to predict outcome behaviour, which results in workplace incivility in the organisation. Studies on workplace incivility narrated the harmful effects of this behaviour and will assist and encourage practitioners to develop policies and measures to reduce the occurrence and impact of experienced, witnessed, and instigated workplace incivility.

8. SUGGESTIONS FOR FUTURE RESEARCH

Workplace incivility contributes more negative outcomes to the individual as well as the organisation. Psychological capital can be used as a moderator to buffer the negative consequences. More empirical studies are required to validate the buffering role of psychological capital as a positive resource to cope up with the adverse effects of workplace incivility. Second, workplace incivility from a target's perspective, perceived intent may be all that matters because victims will react based on their perception, whether or not their perception is accurate (Neuman and Baron, 2005). Future research should address interventions that reduce the impact of incivility among targets and witnesses. Longitudinal designs will helpful to analyse long term effect of such intervention. Third, many researchers explored the consequences in the target's perspective, so it continues better to conduct more experimental studies on reactions and consequences of a witness by hearing about or directly seeing uncivil incidents in the workplace.

Fourth, a more important question to be addressed is the characteristics of the instigator. Then only organisation can identify those people at the time of selection by making personality tests. So further studies required on the characteristics of instigators of workplace incivility. Fifth, only a few studies considered the effect of moderators which buffers the negative consequences of workplace incivility. Adding moderators on this relationship will provide fruitful research dimensions in this area. Finally, scarce studies are considered the consequences of workplace incivility on the witness point of view who heard of directly seen an uncivil incident. Research on witness incivility, especially by experimental technique provides a fruitful contribution in the area of workplace incivility.

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