

**Relational Study Of Experienced Workplace Incivility And Work
Engagement With The Mediating Role Of Coping Behavior**

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Abstract

The present study examines the relationship between workplace incivility, work engagement and coping behaviour. Data was collected from a sample of 250 teachers working in different universities and colleges as regular or contractual employee. Results suggest that coping behaviour is significantly related to work engagement acts as mediator between workplace incivility and work engagement. Working with a sample of 250 teachers from North India, structural equation modeling is employed to test the hypothesis. The analysis highlights the fact that coping behaviour positively affects the work engagement and workplace incivility and work engagement helps in addressing and diminishing the incivility among employees. The theoretical and practical implications of this study are discussed, together with its limitations and future research directions.

Key words: Workplace Incivility, Work Engagement and Coping Behaviour

Introduction

The behavior of staff in a modern organization is characterized by a variety of behavioral patterns. Particularly clearly the variability manifests itself in difficult and conflict situations, which today are associated primarily with the crisis and the resulting socio-economic tensions. Meanwhile, both in theory and in the practice of human resource management, the category of "personnel behavior" is treated in a generalized manner. This limits the ability of management to

identify and interpret diverse behavioral manifestations and, therefore, to make the right management decisions in HR management.

Workplace incivility is a topical but insufficiently studied area of personnel behavior in any organization. In organizations where people voluntarily join together to achieve corporate and personal goals together, there are numerous rules, norms, regulations (written and oral, organizational and group) without which joint results are unattainable. Compliance with the established rules implies the possibility of constructive joint activities leading to positive organizational results. Their violation, of course, causes disruptions in the activities of the organization and hurts it. Behaviors associated with the violation of norms, regulations, and disciplinary framework is called destructive or deviant behaviors (Omari&Paull, 2015).

In general, the problem of workplace incivility, often defined as low-intensity deviant behavior in the workplace (Andersson & Pearson,1999) began to attract the attention of researchers relatively recently. it has been estimated that as many as 98% workers witness incivility, while 50% experience it at least weekly (Porath& Pearson, 2013).

In 2011, half of the respondents claimed that they were faced with rudeness at least once a week, while in 1998, only a quarter of the respondents complained about this (McKinsey, 2016). Almost everyone who is treated impolitely at the workplace reacts negatively to this, sometimes responding openly by the same behavior. If the people feel that they are not respected, they lose their incentives to work. About half in such a situation deliberately work carelessly or less qualitatively (McKinsey, 2016). If a person is a witness of a single skirmish, his negative impression extends to the entire staff, organization, and even brand (Estes & Wang, 2008).

Doshy & Wang (2014) have investigated that victimhood, hidden aggression, self affirmation and hazing are considered as most common personal causes of workplace incivility in the workplace. Omari & Paull (2015) conducted a survey of 800 managers and ordinary employees from 17 industries made it possible to find out exactly how they react to an unfriendly attitude towards themselves. Survey participants facing incivility manifested that they eliberately began to work less intensively (48%), deliberately began to work less (47%) and experienced their resentment instead of working (80%) and lastly they acknowledged that they were disappointed in the company (78%).

Moreover, in an era of constant change, 'nurturing' politeness helps companies overcome uncertainty and to engage their employees. Studies show that employees who feel respect for themselves and are more engaged in fruitful activities are also more willing to accept and support changes (Torkelson et al., 2016).

The development of special training programs and seminars is considered as a good way to foster employee loyalty. For the engagement of employees at organization communication skills, contact establishing exercises; listening exercises; exercises that form personal feedback; training aimed at resolving conflicts should be conducted repetitively and every employees must be part of these exercises so as to improve their engagement at workplace (Roter, 2018).

Lazarus and Folkman (1984) defined coping as cognitive and behavioural efforts to manage specific external and internal demands. Literature reveals that coping behaviour helps in addressing revenge, forgiveness and reconciliation when a person feels victimization at workplace (Aquino, Tripp & Bies, 2001, 2006). Coping helps the respondents to manage stressors with their mental abilities and ordinary routines (Gottlieb, 1997). Gottlieb (1997) further argued that person remains consistent when he develops the ability to cope up repeatedly with chronically stressful situations. Thus this study focuses on analyzing the role of coping behaviour for workplace incivility and engagement at workplace.

Literature review

Fida, Laschinger & Leiter, (2018) report that workplace incivility is described as the "low deviant behaviour with the ambiguous purpose to harm the goal, in violation of a place of work". Administrative centre incivility can be stated because of the discourteous, insulting behaviour, rude, belittling which might have detrimental effect on the development of sustainability of the healthcare and medical organisation.

As per Park, Fritz & Jex, (2018), faculties at university and universities around the USA are grappling with a way to address probably touchy subjects which incorporates race and ethnicity, sexual assault, gender and sexuality, religion, and political discord inside the classroom. In reality, one of the most pervasive topics of problem and frustration that people are dealing with in their workshops with university members and graduate training assistants is study room incivility.

Opengart, Reio& Ding, (2019) proposed that the consequential emotional depth and battle-inducing capability associated with incivility make it even tougher to govern and are considered as the intentions and various motivations behind incivility. As per Hewett et al., (2018), Intellectual capital is supporting in facilitating superb organizational trade and moderating the connection between workplace incivility and coping behavior. Optimism is a slight belief concerning view approach relates first-class wondering and conserving an immoderate first-rate thoughts-set to life conditions and events.

According to Settles, & O'Connor, (2014) in this article, it has been depicted that coping behaviour and job engagement has the negative consequences in the workplace and moreover it has also found to remain as the prevalent problem in the field of nursing. In this article, the research has consistently found to link the coping behaviour and job engagement which leads to the turnover intentions due to the poor mental health. Therefore the author states that in order to maintain the retaining of the high-quality nurse faculties it is vital to comprehend regarding what factors would protect the nurse from the negative impact of the mistreatment that occurs in the workplace.

Tourangeau, Wong Saari, & Patterson, (2015) with the help of the estimation of a report of the survey study derived that women used to face more Coping behaviour in the academic conferences and the report also shows that there is a more conference exclusion as compared to the men which somehow leads to the occurrence of the negative outcomes with the development of the negative performances among both the genders.

Wright & Hill, (2015) depicts the fact that coping behaviour among the faculty to faculty in any institute and organization is a very common phenomenon. In addition, the author has also stated in this article that the Coping behaviour and job engagement within the faculties is particularly relevant with the academic medical centers as the faculties in the health professions should not only fulfill the tenure of the university as well as the needs of the promotion but also in various cases must maintain their professional licenses. Therefore in every social and also in the professional context the Coping behaviour and job engagement have found to occur.

As per Peters, (2014) the coping behaviour and job engagement used to develop a challenging work environment for the nursing faculties. The study further states that it leads to cause a negative impact on developing of the interpersonal relationships and therefore forming of the alleviating uncivil behavior. Alola, Avci & Ozturen (2018) stated that incivility, coping behaviours, experienced incivility and job engagement are related to each other.

As per Loh & Loi, (2018), the conservation of resources (COR) concept posits that workplace incivility to advantage and preserve treasured sources. Coping behaviour and workplace incivility consequently, assignment difficulty will boom and paintings enthusiasm declines, increasing the hazard of absenteeism and shortage. In addition job engagement also related to those to help the organisation to get better result. According to Einarsen et al., (2018), to create a relationship between incivility, coping behaviour, experienced incivility and job engagement, work culture plays an important role. Preceding studies emphasize the moderating impact of mental detachment, and maximum endorse that this isn't always big. So far, few studies have tested the mediating effect of psychological detachment.

Research methodology

The objective of the current study is to examine the mediating role of coping behavior between experienced workplace incivility and Job engagement among the teachers of select Universities and Colleges. Researcher has used the standardized questionnaires to ask questions from the respondents to explore and collect the information about their behavior towards experiencing workplace incivility, coping behavior and job engagement. Data is collected from 250 respondents including both male and female academicians participants from Northern Indian states. CFA is applied to analyse the role of coping behaviour for workplace incivility and engagement.

Analysis and Interpretation

The sample size consists of 55.6 percent of male faculty and 44.44 percent of female faculty from the selected universities and colleges from northern Indian states. Table 1 referred that from the total sample of (250) teachers' majority of the teachers belongs to age category of more than 35 years and 40% of teachers have age less than 35 years. Which indicates that sample consists

of more of matured faculty members. Table 1 further explains that contract and adhoc teachers are in majority followed by assistant professor, associate professor and professors. Whereas 43 percent of the teachers have work experience less than 10 years and 57 percent of the teachers have experience more than 10 years. Researcher has found no teacher who has work experience less than a year. The demographic of the respondents clearly depicts that all the respondents are matured and have work experienced and also have faced incivility in any sense during their tenure at their workplace.

Table 1 Demographic profile of respondents

Age	Frequency	Percentage	Work Experience	Frequency	Percentage	Level in management	Frequency	Percentage
25 Years and below	41	16.4	Less than 1 Year	nil	Nil	Contract/Adhoc/ Research Fellow	108	43.2
25 to 30 Years	29	11.6	1 to 5 Years	80	32	Assistant Professor	77	30.8
30 to 35 Years	30	12	5 to 10 Years	27	10.8	Associate Professor	35	14
35 to 40 Years	45	18	10 to 15 Years	68	27.2	Professor	30	12
40 to 45 Years	55	22	More than 15 Years	75	30	Total	250	100.00%
45 Years and above	50	20	Total	250	100.00%			
Total	250	100.00%						

Source: Primary data

The results of 250 respondents are further analyzed and confirmatory factor analysis has been applied to confirm and establish the hypothesized model of coping behaviour. The table 2 describes that all the standardized regression weights of all the variables are found to be more than 0.6 which highlights that the variables are significantly loaded to their respective constructs. Table 3 reports that current study has satisfactorily achieved all the benchmarks of discriminate validity (i.e. $AVE > MSV$ and $AVE > MSV$) (Hair, Wolfinbarger, Money, Samouel, & Page, 2015) and convergent and content validity, that is, $CR > 0.7$, $AVE > 0.5$, $CR > AVE$ (Hair et al., 2015). Table 3 further reveal that the reliability test was run for cronbach alpha and final results of reliability were found positive and significant i.e. cronbach alpha was found to be greater than 0.7 for every established construct. This implies that current sample consist sound internal consistency within variables.

Table 2 Standardized Regression Weights

		Estimate			Estimate
w1	.875	c2	.745	jb5	.819
w4	.796	c5	.867	jb4	.729
w5	.663	c4	.649	jb3	.841
w3	.802	c3	.789	jb2	.729
w2	.631	c1	.859	jb1	.935

Source Primary data (AMOS 18.0 version)

Table 3 Reliability and Validity Statistics of the final model and Inter item construct correlation matrix of coping behaviour model

	CR	AVE	MSV	ASV	Coping Behaviour	Workplace Incivility	Job Engagement
Coping Behaviour	0.889	0.618	0.162	0.100	0.786		
Workplace Incivility	0.870	0.576	0.146	0.092	0.196	0.759	
Job Engagement	0.907	0.663	0.162	0.154	0.403	0.382	0.814

Source Primary data (AMOS 18.0 version)

Table 3 also highlights the inter item construct correlation matrix between the constructs which reports that data have achieved all the benchmarks leading to validity of the data and have no issues in that.

The results of goodness of fit indices are summarized in table 4 which recommend that the hypothesized relationship between workplace incivility, work engagement and coping behaviour along with their standardized parameters is confirmed. The value of all the goodness fit indices and CMIN/DF (1.878) (table 4) are found significant for the model i.e. they have achieved their respective benchmarks i.e. values found to be more than 0.9 for all the indices. Table 4 has highlighted that coping behaviour model is found to be significant model and is confirmed through confirmatory factor analysis which further validates the three constructs consisting 15 variables.

Table 4 Final Model fit of coping behaviour model

Fit indices		Absolute fit indices					Incremental fit indices				
DF	P	CMIN/DF	RMSEA	SRMR	GFI	AGFI	NFI	RFI	IFI	TLI	CFI
85	0.000	1.878	0.059	0.039	0.921	0.888	0.937	0.922	0.969	0.962	0.969

Source Primary data (AMOS 18.0 version)

For achieving the goodness of fit indices, modification indices and improvements have been examined and are depicted in figure 1. Overall two modification indices have been reported and covariances have been established between error terms e16 & e18 and e8 & e11 and are highlighted in figure1. Figure 1 also reports that the value of standardized regression weights for these three constructs is found to be significant and more than 0.6. Therefore this condition proves that all the variables are positively and significantly loaded on their relevant constructs.

Figure 1 depicts that coping behaviour and work engagement have significant contribution in maintaining incivility between employees. Figure 1 also indicates that the three constructs are significantly correlated with each other. Coping behaviour and engagement through different modes builds the pillars and higher stages of relationships which reduces the feeling and emotions arisen from incivility and thus helps in managing and sustaining healthy level of relationship between employees. This further concludes that in the lack or absence of coping behaviour of individual or management, the elements of incivility tends to have more negative influence on the employees and engagement activities seems to be obsolete from the organisations.

Coping behaviour plays a significant role in transforming negativities into positive orientation engagements which includes repetitive behaviour and transactions of activities between employees and management for exchanging goods and services among themselves. In nutshell it can be concluded that all coping behaviour acts as a mediating element or stimulus between workplace incivility and work engagement constructs and have significant and positive influence on coping behaviour model.

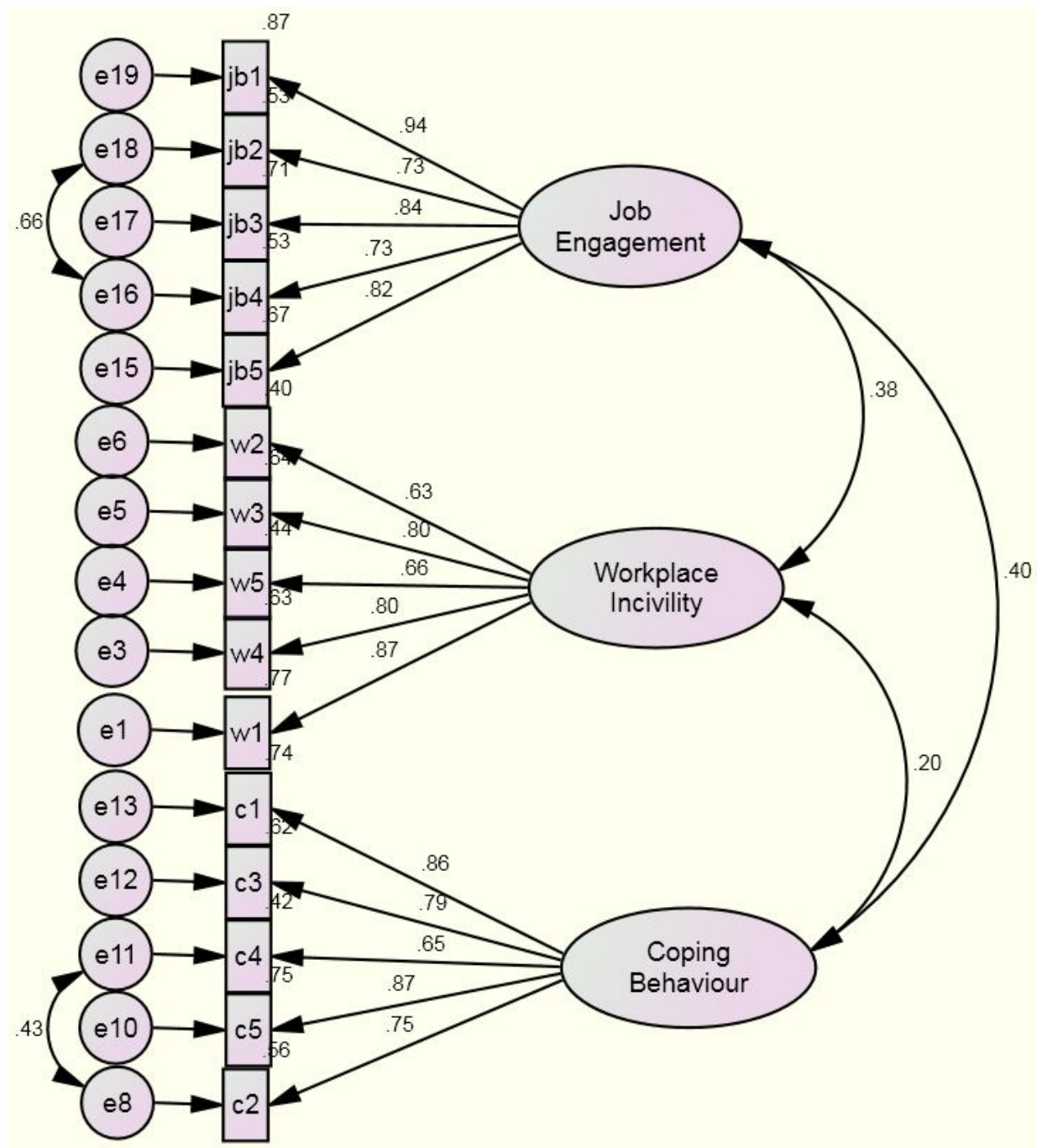


Figure 1 Confirmatory factor analysis coping behaviour model

Source: Primary data (AMOS 18.0 version)

Findings

The findings point out that association between coping behavior and work engagement become more healthy and durable with confrontive coping and distancing elements and show more willing to engage in different activities. Self controlling helps the respondents to overcome their hostile behaviour and to maintain their privacy to some extent. When a respondent is ready to take responsibilities and become more accountable for exclusionary behaviour then they try to get more involved in professional operations than gossips. It can be found that coping behaviour helps the employees to handle the incivility situation more politely through making distance from conflicts and controversial situations, self controlling and problem solving abilities. Vigour, dedication and absorption also play a significant role in the overall support system along with coping behavior for the employees.

Future direction and Implications

Practical Implication

The findings of current study advocate two important implications for organisations. First, coping behaviour helps the employees to adjust in a better way in the hostile and incivilized environment at workplace. Work engagement develops vigour, dedication and absorption among employees which again acts a stimulating agent for employees to get involved in operational and functional activities which maintain their retention rate at workplace. Thus the degree of workplace incivility can be reduced and checked through coping behaviour and work engagement elements.

Future Directions

The observed results of study indicate that workplace incivility, work engagement and coping behaviour are considered as indispensable factors for employees who are facing and working at workplace. More dimensions and factors of the workplace can also be examined the overall workplace environment. Moderating role of other constructs like workplace bullying should also be analysed to investigate the mediating role of one construct for other constructs.

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