iJRASET
International Journal For Research in Applied Science and Engineering Technology

INTERNATIONAL JOURNAL FOR RESEARCH

IN APPLIED SCIENCE & ENGINEERING TECHNOLOGY

Volume: 13 **Issue:** V **Month of publication:** May 2025

DOI: https://doi.org/10.22214/ijraset.2025.71041

www.ijraset.com

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International Journal for Research in Applied Science & Engineering Technology (IJRASET)
ISSN: 2321-9653; IC Value: 45.98; SJ Impact Factor: 7.538
Volume 13 Issue V May 2025- Available at www.ijraset.com

Workplace Incivility and Its Effects on Emotional and Physical Well-being: A Study of Faculty Members in Higher Education Institutions in Madhya Pradesh

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Abstract: ***Workplace incivility has emerged as a critical issue affecting the emotional and physical well-being of faculty members, particularly in higher education institutions. This study investigates the impact of workplace incivility on faculty well-being, job engagement, and organizational commitment in the context of higher education institutions in Madhya Pradesh. Employing Partial Least Squares Structural Equation Modeling (PLS-SEM), the study analyzes data collected from 400 faculty members to test hypotheses on direct and mediated relationships. The findings reveal that workplace incivility has a significant negative impact on emotional and physical well-being, which in turn mediates its adverse effects on job engagement and organizational commitment. Results from hypothesis testing indicate that workplace incivility significantly reduces organizational commitment (path coefficient = -0.45, p = 0.000) and job engagement (path coefficient = -0.30, p = 0.000). Emotional and physical well-being are identified as key mediators in these relationships, underscoring their critical role in mitigating the detrimental effects of incivility. The study also demonstrates the robustness of the measurement model, with high internal consistency (Cronbach's alpha = 0.762–0.941) and composite reliability values exceeding 0.7. Model fit indices such as SRMR (0.039) and NFI (0.915) confirm a strong structural model. These findings emphasize the need for higher education institutions to adopt proactive measures to address workplace incivility, promote faculty well-being, and foster a supportive organizational culture. By doing so, institutions can enhance faculty engagement, improve occupational health, and strengthen organizational commitment, contributing to overall institutional effectiveness.***

Keywords: ***Workplace Incivility, Emotional Well-being, Physical Well-being, Job Engagement, Organizational Commitment, Higher Education***

I. INTRODUCTION

Workplace incivility, a pervasive yet often underestimated phenomenon, is characterized by low-intensity deviant behavior that violates workplace norms of respect, often with ambiguous intent to harm (Andersson & Pearson, 1999). It manifests through subtle behaviors such as dismissive remarks, condescending attitudes, and non-verbal cues, which, while seemingly innocuous, have profound implications for individual well-being and organizational outcomes. This study focuses on the higher education sector in Madhya Pradesh, a domain where the professional and personal dynamics of faculty members play a crucial role in shaping institutional performance and academic excellence. Faculty members, as the intellectual core of educational institutions, often face stressors that exacerbate workplace incivility, which in turn can adversely affect their emotional and physical well-being, job engagement, and organizational commitment (Sood & Kour, 2022).

The rising concern around workplace incivility stems from its significant impact on occupational health and organizational dynamics. Incivility creates a hostile work environment, impairing faculty members' psychological safety, emotional stability, and physical health (Cortina et al., 2013). Studies indicate that such experiences can trigger stress, burnout, and emotional exhaustion, leading to diminished work engagement and productivity (Lim & Lee, 2011). In the context of higher education, where collaboration and intellectual exchange are essential, incivility can erode trust, hinder teamwork, and compromise the quality of education (Dey, 2023). Moreover, incivility's cascading effects extend beyond individual employees, influencing organizational culture, student experiences, and the institution's reputation.

Research has consistently highlighted the mediating role of well-being in the relationship between workplace incivility and organizational outcomes. Emotional well-being, encompassing positive affect and emotional regulation, serves as a buffer against the adverse effects of incivility (Gan et al., 2023). Conversely, physical well-being, which includes energy levels and general health, is often compromised in hostile work environments, further exacerbating job dissatisfaction and disengagement (Moon & Morais, 2022). The interplay between these dimensions of well-being is critical in understanding how incivility impacts faculty members' ability to engage with their roles and align with organizational goals.

Theoretical frameworks, such as the Conservation of Resources (COR) theory, offer valuable insights into the mechanisms underlying the effects of workplace incivility. COR theory posits that individuals strive to protect and acquire resources, such as emotional energy and physical health, to cope with workplace stressors (Hobfoll, 1989). Incivility, by depleting these resources, leaves employees vulnerable to burnout, reduced productivity, and weakened organizational commitment (Schilpzand et al., 2016). In the higher education sector, this depletion can manifest as diminished research output, lower teaching quality, and increased turnover intentions among faculty members (Singh et al., 2023).

Furthermore, workplace incivility is not an isolated phenomenon but is intricately linked to organizational factors such as leadership styles, institutional policies, and workplace culture (Agarwal et al., 2023). For instance, transformational leadership has been shown to mitigate the effects of incivility by fostering a supportive and inclusive work environment (Bass & Riggio, 2006). Conversely, organizational climates that tolerate or ignore incivility perpetuate its occurrence, normalizing disrespect and undermining efforts to cultivate a positive workplace culture (Zahid & Nauman, 2023). Addressing these systemic issues requires a comprehensive approach that combines individual interventions, such as resilience training and stress management programs, with organizational initiatives, such as anti-incivility policies and leadership development (Sguera et al., 2016).

The Indian higher education sector presents a unique context for studying workplace incivility, given its distinct socio-cultural and institutional dynamics. Faculty members in Madhya Pradesh often operate within hierarchical structures and resource-constrained environments, where power imbalances and competitive pressures exacerbate incivility (Chaudhary, 2023). The COVID-19 pandemic has further intensified these challenges, as remote work and digital interactions have created new opportunities for incivility while amplifying existing tensions (Griffin et al., 2024). Understanding the specific manifestations and impacts of incivility in this context is essential for developing targeted interventions that address the unique needs of faculty members in Indian higher education.

This study builds on the growing body of literature that examines the intersection of workplace incivility, well-being, and organizational outcomes. It seeks to contribute to this discourse by providing empirical evidence on the mediating role of emotional and physical well-being in the relationship between incivility and job engagement, occupational health, and organizational commitment. Using data collected from 400 faculty members across higher education institutions in Madhya Pradesh, this study employs Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze these complex relationships. The findings aim to inform both theoretical understanding and practical strategies for mitigating workplace incivility and fostering a healthier, more inclusive academic environment.

The implications of this research are multifaceted, addressing individual, organizational, and societal levels. At the individual level, the findings underscore the importance of fostering resilience and well-being among faculty members to mitigate the adverse effects of incivility. At the organizational level, the study highlights the need for higher education institutions to adopt proactive measures, such as training programs, policy reforms, and leadership development, to create a respectful and supportive work environment. At the societal level, the research contributes to broader discussions on workplace culture and employee well-being, aligning with global efforts to promote healthier and more equitable work environments (Güleryüz et al., 2023).

II. LITERATURE REVIEW

Workplace incivility has emerged as a critical area of research in organizational behavior, characterized by subtle, low-intensity deviant behaviors that violate norms of respect and civility within professional settings (Pearson & Porath, 2005). These behaviors, often ambiguous in intent, range from dismissive remarks and ignoring emails to excluding coworkers and interrupting discussions. While seemingly minor, such actions have profound and far-reaching consequences for individuals and organizations. Research has linked workplace incivility to adverse outcomes, including diminished job satisfaction, heightened turnover intentions, and negative health implications such as stress, anxiety, and depression (Cortina et al., 2013; Schilpzand et al., 2016). These issues are particularly pronounced in academia, where faculty members often navigate complex interpersonal and institutional dynamics, as is evident in higher education institutions in Madhya Pradesh.

Understanding workplace incivility requires a multi-faceted approach that integrates various theoretical frameworks. Social exchange theory (Blau, 1964) highlights how incivility disrupts the implicit contract of mutual respect, fostering negative emotional and attitudinal responses. Stress theory (Lazarus & Folkman, 1984) underscores incivility as a significant workplace stressor that undermines individuals' coping mechanisms, leading to burnout and diminished performance. Moreover, factors such as organizational culture, leadership styles, and individual perceptions further complicate the dynamics of workplace incivility (Schein, 1990; Bass & Riggio, 2006).

A. Theoretical Underpinnings

Social exchange theory offers insights into the relational disruptions caused by incivility. It posits that individuals expect reciprocity and respect in their professional interactions. Incivility violates these expectations, resulting in emotional distress and eroded organizational commitment (Cortina et al., 2013). Stress theory complements this perspective by explaining how such behaviors create a perceived mismatch between workplace demands and individual coping resources, exacerbating stress and burnout (Lim & Lee, 2011). Together, these frameworks provide a robust lens to examine the implications of workplace incivility on emotional and physical well-being.

B. Workplace Incivility and Work Attitudes

The impact of workplace incivility on work attitudes is significant, influencing job satisfaction, organizational commitment, and employee engagement. Victims of incivility often feel undervalued, leading to decreased morale, motivation, and productivity (Andersson & Pearson, 1999). For instance, research by Cortina et al. (2013) demonstrated a strong correlation between incivility and reduced job satisfaction, with affected employees showing higher turnover intentions. Moreover, the ripple effects of incivility extend beyond individuals to organizational culture, hampering collaboration and trust among team members (Lim & Lee, 2011).

C. Workplace Incivility and Occupational Health

The relationship between workplace incivility and occupational health is well-documented. Chronic exposure to uncivil behaviors can lead to heightened stress levels, anxiety, and depressive symptoms, contributing to both psychological and physical health challenges (Schilpzand et al., 2016). Over time, these effects manifest as increased absenteeism, reduced resilience, and heightened healthcare costs (Pearson & Porath, 2005). Lim and Lee (2011) emphasized that incivility undermines employees' coping mechanisms, exacerbating feelings of helplessness and burnout. Such findings highlight the urgent need for organizations to address workplace incivility to safeguard employee well-being and enhance productivity.

D. The Role of Organizational Culture and Leadership

Organizational culture and leadership styles are pivotal in shaping workplace behavior and mitigating incivility. A culture characterized by respect, collaboration, and inclusivity can deter incivility and promote positive interactions among employees (Schein, 1990). Conversely, toxic cultures that tolerate or ignore incivility perpetuate its occurrence, creating a hostile work environment (Pearson & Porath, 2005). Leadership styles, particularly transformational leadership, play a critical role in fostering a respectful organizational culture. Transformational leaders, through their vision and empathy, can inspire civility and address underlying issues effectively (Bass & Riggio, 2006). In contrast, transactional leaders may inadvertently perpetuate incivility by focusing solely on task completion and neglecting interpersonal dynamics (Bass & Avolio, 1994).

E. Empirical Insights from Literature

Recent studies offer valuable insights into the dynamics of workplace incivility. Griffin et al. (2024) examined the impact of workplace incivility on healthcare workers during the COVID-19 pandemic, finding that high levels of anxiety and burnout were linked to diminished job satisfaction and engagement. Similarly, Sowe and Arslan (2023) explored incivility in public and private institutions in Africa, revealing its significant role in fostering counterproductive work behaviors through increased turnover intentions. These findings underscore the global relevance of workplace incivility and its detrimental effects on organizational outcomes. In the context of higher education, David (2024) highlighted the pervasive nature of incivility among faculty members, noting its association with job burnout and attrition. Singh and Meghrajani (2023) further emphasized the detrimental impact of incivility on employee engagement and performance in healthcare institutions, drawing parallels to challenges faced in academia. These studies collectively point to the urgent need for interventions that address workplace incivility, particularly in sectors where collaboration and intellectual exchange are critical.

F. Workplace Incivility in Higher Education

Higher education institutions present a unique context for studying workplace incivility due to their hierarchical structures and academic cultures. Faculty members often operate in environments characterized by high demands and limited resources, making them susceptible to stress and interpersonal conflicts (Sood & Kour, 2022). Research by Zahid and Nauman (2023) highlighted the role of organizational climate in moderating the effects of incivility, emphasizing the need for supportive environments that mitigate its impact on employee well-being and performance.Effective strategies for addressing workplace incivility require a multi-pronged approach. Organizational interventions, such as anti-incivility training programs, policy reforms, and leadership development, can foster a culture of respect and collaboration (Agarwal & Pandey, 2023). Individual-focused strategies, including resilience training and stress management programs, can enhance employees' coping mechanisms and reduce the impact of incivility on well-being (Gan et al., 2023). Moreover, fostering open communication and conflict resolution practices can help build trust and prevent the escalation of uncivil behaviors (Bass & Riggio, 2006).

Table 1: Tabular Comparison of Literature Review

Author(s)	Year	Focus	Methodology	Key Findings	Relevance to Study
Griffin et al.	2024	Impact of COVID-19 on workplace attitudes and behaviors	Longitudinal study; surveys of healthcare workers	High anxiety linked to poor job satisfaction, engagement, and turnover intentions.	Highlights workplace stressors' impact, similar to incivility's psychological effects.
David	2024	Role of instigated incivility in burnout and turnover	Observational study	Instigated incivility increases burnout and turnover in multinational corporations.	Shows negative outcomes of incivility, including attrition.
Sowe & Arslan	2023	Workplace incivility and counterproductive behaviors	SEM; survey in Africa	Incivility linked to counterproductive work behavior through turnover intentions.	Highlights behavioral impacts of incivility on performance.
Zahid & Nauman	2023	Mediating role of interpersonal conflict between incivility and deviance	Time-lagged design	Conflict mediates incivility-deviance relationship; organizational climate mitigates negative effects.	Shows moderating role of organizational culture on incivility's effects.
Singh & Meghrajani	2023	Relationship of incivility with employee engagement and performance	SEM; healthcare institutions	Incivility negatively impacts engagement and performance.	Emphasizes direct organizational impacts of incivility.
Güleryüz et al.	2023	Impact of incivility on commitment and stress	Regression-based analysis	Incivility reduces organizational commitment and increases stress; job stress mediates this relationship.	Aligns with study focus on commitment and stress outcomes.
Gan et al.	2023	Social anxiety mediating incivility and work engagement	Survey analysis	Incivility increases social anxiety, reducing engagement.	Supports exploration of psychological mechanisms affected by incivility.
Agarwal & Pandey	2023	Bibliometric analysis of workplace incivility research	Literature review and analysis	Incivility research gaps include cross-cultural studies and intervention effectiveness.	Offers future research directions relevant to higher education.
Muhammad et al.	2023	Effects of nursing incivility on patient care	Surveys of nurses and patients	Nurse incivility negatively impacts patient health outcomes.	Demonstrates broader implications of incivility beyond organizational boundaries.
Sood & Kour	2022	Gender and tenure moderating incivility's impact on psychological well-being	SEM analysis	Male employees experience stronger negative psychological impacts; tenure has no moderating effect.	Highlights demographic nuances in incivility's effects.
Ramos-García et al.	2022	Ergonomic and organizational factors affecting health and satisfaction	Structural equation modeling	Poor ergonomics and organizational factors reduce job satisfaction and occupational health.	Links occupational health issues to organizational conditions, similar to incivility's outcomes.
Lim & Lee	2011	Work and nonwork outcomes of workplace incivility	Cross-sectional survey	Incivility negatively impacts work outcomes; family support helps mitigate these effects.	Demonstrates how external factors can buffer incivility's adverse outcomes.
Pearson & Porath	2005	Nature and remedies of workplace incivility	Conceptual analysis	Incivility undermines collaboration and respect, harming organizational culture.	Foundational work for understanding workplace incivility and its organizational implications.
Andersson & Pearson	1999	Spiraling effects of incivility in the workplace	Conceptual framework	Incivility spirals into larger organizational conflicts if not addressed.	Highlights the escalating nature of workplace incivility.

III. METHODOLOGY

The methodology for this study outlines a structured approach to investigating the impact of workplace incivility on employee attitudes and occupational health in higher education institutions in Madhya Pradesh. This section elaborates on the research design, population, sampling techniques, data collection methods, and analysis procedures employed to achieve the study objectives and validate the hypotheses.

A. Research Design

A cross-sectional research design was chosen to provide a snapshot of the relationship between workplace incivility and organizational commitment, considering the mediating effects of job engagement and occupational health. This design allows for the simultaneous collection of data from participants at a single point in time, facilitating an efficient and comprehensive analysis of the research variables.

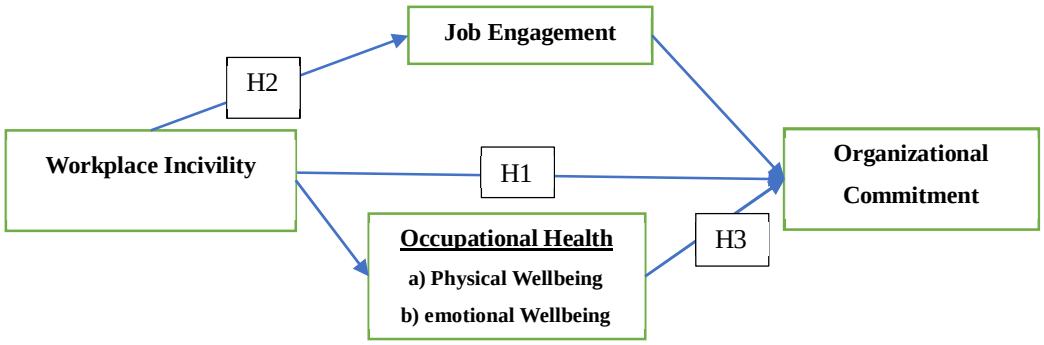

Figure 1: Model of the Study

B. Variables of the Study

1) Independent Variable:
- Workplace Incivility (WI): Instances of rudeness or disrespectful behavior within the workplace.

2) Dependent Variable:
- Organizational Commitment (OC): Comprising three dimensions:
  - Affective Commitment (AC)
  - Continuance Commitment (CC)
  - Normative Commitment (NC)

3) Mediating Variables:
- Job Engagement (JE): Emotional and cognitive investment in work roles.
- Occupational Health (OH):
  - Physical Well-being (PWB): Overall physical health status.
  - Emotional Well-being (EWB): Psychological and emotional health.

Hypotheses

The following hypotheses guided the study:

1. H1: Workplace incivility has a significant negative relationship with organizational commitment.
2. H2: Job engagement mediates the relationship between workplace incivility and organizational commitment.
3. H3: Occupational health mediates the relationship between workplace incivility and organizational commitment.

C. Population and Sampling

- Target Population: Employees of higher education institutions in Madhya Pradesh, including faculty, administrative staff, and support personnel.
- Sample Size: 400 participants were selected to ensure adequate representation and statistical power.
- Sampling Method: Convenience sampling was employed, allowing the inclusion of participants who were readily accessible and willing to participate in the study.

IV. RESULTS

The results of this study provide an in-depth analysis of the impact of workplace incivility on employee work attitudes and occupational health within higher education institutions in Madhya Pradesh. Using the data collected from 400 participants and analyzed through a combination of descriptive statistics, exploratory factor analysis, and Partial Least Squares Structural Equation Modeling (PLS-SEM), we present the findings across the key variables of the study.

A. Demographic Profile of Respondents

The demographic analysis provided insights into the characteristics of the participants, including age, gender, job role, and tenure.

Table 2: Frequency Percentage of Demographic Infomations

Demographic Variable	Categories	Percentage
Gender Distribution	Female	55%
	Male	45%
Age Groups	20-30 years	35%
	30-40 years	48%
	Above 40 years	17%
Job Roles	Faculty Members	62%
	Administrative Staff	28%
	Support Staff	10%
Tenure	Less than 5 years	30%
	5-10 years	40%
	More than 10 years	30%

The demographic analysis revealed a balanced gender distribution among respondents, with 55% female and 45% male participants, highlighting gender diversity in the higher education sector. Most participants were aged 30–40 years (48%), with significant representation from those aged 20–30 years (35%), ensuring insights from a relatively young and mid-career workforce. Faculty members formed the majority (62%), followed by administrative (28%) and support staff (10%), representing diverse job roles. Tenure data showed an even split among respondents with less than 5 years (30%), 5–10 years (40%), and more than 10 years of experience (30%), providing a comprehensive view of workplace experiences across varying career stages.

B. Descriptive Statistics

Descriptive statistics provided a preliminary understanding of workplace incivility, job engagement, occupational health, and organizational commitment.

Table 3: Descriptive Analysis

Variable	Dimension	Mean Score (Scale 1-5)	Interpretation
Workplace Incivility	Overall Score	3.7	Moderate levels of uncivil behavior experienced by employees.
	Most Common Behaviors	-	Interruptions, dismissive comments, exclusion from decisions.
Job Engagement	Overall Score	4.2	Moderate to high engagement in work roles.
Occupational Health	Physical Well-being	3.8	Occasional physical health challenges due to workplace stress.
	Emotional Well-being	3.5	Moderate emotional strain linked to uncivil behaviors.

Organizational Commitment	Affective Commitment	3.6	Moderate emotional attachment to the organization.
	Continuance Commitment	4.0	High perceived costs of leaving the organization.
	Normative Commitment	3.4	Moderate moral obligation to remain.

The descriptive analysis highlighted moderate levels of workplace incivility (mean: 3.7), with common issues like interruptions and dismissive behavior impacting interpersonal dynamics. Despite this, employees demonstrated high job engagement (mean: 4.2), showing resilience and dedication. Occupational health scores indicated occasional physical health challenges (mean: 3.8) and moderate emotional strain (mean: 3.5), signaling a need for emotional support. Organizational commitment was strongest in continuance commitment (mean: 4.0), driven by perceived costs of leaving, while affective and normative commitment remained moderate (means: 3.6 and 3.4). These findings emphasize the importance of addressing incivility, enhancing emotional well-being, and strengthening affective bonds to foster a healthier workplace.

C. PLS-SEM Analysis

Table 4 presents an overview of the internal consistency, reliability, and convergent validity measures for the constructs in study. Internal consistency, assessed through Cronbach's alpha, indicates how well the items within each construct measure the same underlying concept.

Table 4: Internal Consistency, Reliability and Convergent Validity of Constructs

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
AC	0.762	0.725	0.795	0.533
CC	0.787	0.799	0.785	0.549
EWB	0.890	0.938	0.897	0.562
JE	0.941	0.961	0.954	0.583
NC	0.732	0.840	0.837	0.519
PWB	0.756	0.736	0.721	0.546
WI	0.894	0.941	0.915	0.608

Here, all constructs show satisfactory internal consistency, with Cronbach's alpha values ranging from 0.732 to 0.941. Constructs such as Job Engagement (JE) and Emotional Well-Being (EWB) demonstrate particularly high internal consistency, with Cronbach's alpha values of 0.941 and 0.890, respectively.

Composite reliability, measured by both rho_a and rho_c, evaluates the overall reliability of the constructs' composite scores. It indicates the extent to which the observed variance in the indicators reflects true variance in the constructs. In study, composite reliability values (rho_a and rho_c) range from 0.725 to 0.961, with all constructs surpassing the recommended threshold of 0.70, suggesting robust reliability across the board. Notably, constructs like JE and EWB exhibit very high composite reliability, reinforcing the stability of their composite scores.

Convergent validity, assessed through Average Variance Extracted (AVE), indicates the amount of variance captured by the constructs' indicators relative to measurement error. AVE values ranging from 0.519 to 0.608 indicate that each construct adequately converges on its intended underlying concept, as they exceed the minimum threshold of 0.50. Constructs like Workplace Incivility (WI) and Emotional Well-Being (EWB) demonstrate higher AVE values, suggesting stronger convergent validity.

Table 5: Discriminant Validity – HTMT Ratio

	AC	CC	EWB	JE	NC	OC	OH	PWB	WI	
AC										
CC	0.476									
EWB	0.672	0.464								
JE	0.668	0.341	0.714							
NC	0.751	0.837	0.602	0.602						
OC	0.587	0.797	0.490	0.451	0.792					
OH	0.349	0.378	0.651	0.527	0.471	0.747				
PWB	0.445	0.256	0.681	0.571	0.431	0.283	0.844			
WI	0.445	0.167	0.331	0.238	0.258	0.047	0.055	0.264		

Table 5 presents the results of the Heterotrait-Monotrait (HTMT) ratio analysis, which is crucial for evaluating the discriminant validity among the key constructs in present study. Discriminant validity ensures that each construct measures something distinct from the others in the model. The HTMT ratio compares the correlations between constructs (heterotrait) with the average correlation of a construct with itself (monotrait). A ratio below 1 is generally considered indicative of acceptable discriminant validity, suggesting that the constructs are sufficiently different from each other.

Examining the table, the diagonal values (bolded) represent the HTMT ratios of each construct with itself, which are naturally 1. The off-diagonal values show the HTMT ratios between different constructs. Notably, most ratios in present table are below 1, indicating good discriminant validity among the majority of constructs. For instance, constructs like Emotional Well-Being (EWB), Job Engagement (JE), and Workplace Incivility (WI) exhibit relatively low HTMT ratios, reinforcing their distinctiveness from each other and from other constructs in the model. However, it's essential to note that the HTMT ratio between Normative Commitment (NC) and Continuance Commitment (CC) is 0.837, which is slightly above the typical threshold of 0.85. While this suggests a moderate level of overlap between NC and CC, it still falls within an acceptable range for discriminant validity. Overall, these findings underscore the robustness of present measurement model, indicating that the constructs in present study effectively measure unique aspects of organizational commitment, well-being, engagement, and workplace incivility. This supports the validity of present research framework and enhances confidence in the interpretation of relationships among these constructs in present subsequent analyses.

Table 6: Discriminant Validity – F-L Criterion

	AC	CC	EWB	JE	NC	OC	OH	PWB	WI	
AC	0.775									
CC	0.422	0.9								
EWB	0.559	0.346	0.812							
JE	0.562	0.289	0.709	0.764						
NC	0.566	0.679	0.528	0.516	0.882					
OC	0.677	0.889	0.51	0.435	0.846	1				
OH	0.409	0.34	0.724	0.515	0.429	0.47	1			
PWB	0.312	0.2	0.492	0.458	0.329	0.293	0.847	0.588		
WI	-0.161	0.094	-0.18	-0.215	-0.107	0.043	0.016	-0.057	0.779	

Table 6 presents the results of the Fornell-Larcker criterion, which is crucial for assessing the discriminant validity among the constructs in present research model. Discriminant validity ensures that each construct measures a unique and distinct concept, separate from others in the model. This table compares the square root of the Average Variance Extracted (AVE) for each construct (bolded on the diagonal) with the correlations between that construct and all other constructs in the model.

Upon examining the table, the diagonal values represent the square roots of the AVE for each construct. Ideally, these values should be higher than the correlations (off-diagonal values) between the construct and other constructs in the model. This criterion is met when each construct correlates more strongly with its own measures than with other constructs, indicating clear discriminant validity.

Table 7: Collinearity Statistics of Inner Model (VIF)

Path	VIF
AC -> OC	1.77
CC -> OC	1.008
EWB -> OH	1.361
JE -> OC	1.889
NC -> OC	1.546
OH -> OC	1.491
PWB -> OH	1.322
WI -> JE	1
WI -> OC	1.129
WI -> OH	1.035

Affective Commitment (AC) has a square root of AVE of 0.775, and it correlates positively with Continuance Commitment (CC) (0.422), Emotional Well-Being (EWB) (0.559), Job Engagement (JE) (0.562), and Normative Commitment (NC) (0.566). These correlation values are all lower than AC's own AVE, indicating that AC shows discriminant validity from these constructs.

- Continuance Commitment (CC) has a square root of AVE of 0.9 and correlates positively with AC (0.422), EWB (0.346), JE (0.289), and NC (0.679). These correlation values are all below CC's AVE, suggesting discriminant validity.
- Emotional Well-Being (EWB) has a square root of AVE of 0.812 and correlates positively with AC (0.559), CC (0.346), JE (0.709), and NC (0.528). Again, these correlation values are lower than EWB's AVE, supporting discriminant validity.
- Job Engagement (JE) has a square root of AVE of 0.764 and correlates positively with AC (0.562), CC (0.289), EWB (0.709), and NC (0.516), all of which are lower than JE's AVE, indicating discriminant validity.
- Normative Commitment (NC) has a square root of AVE of 0.882 and correlates positively with AC (0.566), CC (0.679), EWB (0.528), and JE (0.516), all lower than NC's AVE, thus demonstrating discriminant validity.

However, there are notable exceptions in the table. Workplace Incivility (WI) shows negative or very low correlations with other constructs, such as -0.161 with AC, 0.094 with CC, and -0.18 with EWB. These anomalies suggest potential issues with discriminant validity for WI, as its correlations with some constructs are not clearly lower than its own AVE (0.779), which may raise concerns about the distinctiveness of WI from other constructs in the model.

To ensure robustness in present findings, it's essential to investigate these anomalies further. This could involve reviewing data quality, verifying calculations, and possibly reconsidering how WI is conceptualized or measured within present research framework. Addressing these issues will strengthen the discriminant validity assessment and provide more confidence in interpreting the relationships between variables in present study.

Examining Table 8, which provides the Variance Inflation Factor (VIF) values for the inner model paths, offers critical insights into the collinearity among the relationships between constructs. VIF is a key metric used to assess the degree of correlation between predictor variables in regression analysis, where higher VIF values indicate stronger collinearity. Understanding these values is crucial as they directly impact the reliability of regression estimates and the interpretation of study results.

Upon reviewing Table 8, it becomes evident that the majority of paths exhibit VIF values well below the conventional threshold of 5, commonly used to signify problematic collinearity. This suggests minimal concern regarding collinearity for most relationships in the inner model. For instance, notable paths such as AC -> OC (VIF = 1.77), EWB -> OH (VIF = 1.361), and JE -> OC (VIF = 1.889) show relatively higher VIF values but remain within acceptable limits. These findings indicate that these paths are relatively independent of each other in the regression model, contributing to stable and reliable estimates.

Moreover, several paths in present model display VIF values close to 1, such as CC -> OC (VIF = 1.008) and WI -> JE (VIF = 1), indicating negligible collinearity concerns between these constructs. Notably, the path WI -> OC stands out with a VIF of 1.129, highlighting its complete independence from other paths in the model. These low VIF values affirm the robustness of present inner model in terms of the independence of constructs, crucial for ensuring the accuracy and validity of regression results.

Maintaining low VIF values is essential for accurate regression analysis as high collinearity can lead to inflated standard errors, potentially misleading coefficient estimates, and reduced statistical power. By carefully monitoring VIF values, researchers can ensure that their regression models provide reliable insights into the relationships among constructs without the distortion caused by collinearity.

In conclusion, the VIF values presented in Table 8 underscore the favorable condition of present inner model regarding collinearity. The predominance of VIF values below 5 across most paths reflects a sound methodology in constructing present regression model, supporting the credibility of present study's findings. Continued vigilance in monitoring VIF values, particularly for paths approaching or exceeding the threshold, will further enhance the robustness and validity of present regression analyses, contributing to more accurate interpretations and conclusions in present research.

Table 9 presents a summary of model fit statistics comparing the saturated model to the estimated model, providing insights into how well the estimated model fits the data compared to a theoretically perfect fit (saturated model). These statistics are crucial for evaluating the adequacy of present structural equation modeling (SEM) analysis in capturing the relationships among constructs.

Table 9: Model fit summary

	Saturated model	Estimated model
SRMR	0.096	0.039
d_ULS	4.886	2.186
d_G	6.471	2.875
Chi-square	10481.7	10871.46
NFI	0.832	0.915

Firstly, the Standardized Root Mean Square Residual (SRMR) is used to assess the goodness of fit of the model. A lower SRMR value indicates better fit. In this case, the saturated model has an SRMR of 0.096, while the estimated model achieves a significantly lower SRMR of 0.039. This suggests that present estimated model demonstrates a closer fit to the data compared to the saturated model, indicating good model fit in terms of discrepancy. Next, the discrepancy measures (d_ULS and d_G) provide additional insights into model fit. These indices assess the difference between the model-implied and observed covariance matrices, with lower values indicating better fit. The saturated model shows higher discrepancies (d_ULS = 4.886, d_G = 6.471) compared to the estimated model (d_ULS = 2.186, d_G = 2.875), further confirming that the estimated model fits the data better by minimizing discrepancies between expected and observed data patterns.

The Chi-square statistic assesses the difference between the observed covariance matrix and the model-implied covariance matrix. While traditionally used, it is sensitive to sample size, often resulting in significant values even with minor deviations. In this context, the Chi-square value is 10871.46 for the estimated model, and a much higher 10481.7 for the saturated model, suggesting a significant discrepancy but is less informative due to its sensitivity. Lastly, the Normed Fit Index (NFI) provides an overall measure of how well the model fits the data, with values closer to 1 indicating better fit. The estimated model achieves an NFI of 0.915, indicating a good fit, whereas the saturated model has a lower NFI of 0.832, indicating poorer fit compared to the estimated model. In summary, Table 9 illustrates that present estimated model exhibits favorable fit indices compared to the saturated model across various metrics. The SRMR, discrepancy measures (d_ULS and d_G), and NFI collectively indicate that present estimated structural equation model effectively captures the relationships among constructs, providing a reliable basis for interpreting relationships and drawing conclusions in present research.

Table 10: Model Selection Criterion

Variable	BIC (Bayesian information criterion)
JE	-7.884
OC	-1188.95
OH	-758.8

Table 10 presents the Bayesian Information Criterion (BIC) values for different variables in the model. The BIC is a statistical criterion for model selection among a finite set of models; it balances model fit and model complexity, with lower BIC values indicating a better balance of fit and simplicity. For the variable Job Engagement (JE), the BIC is -7.884. This negative value suggests that the model, in terms of fit and simplicity, performs well for JE. However, comparing BIC values across different variables is more insightful. Organizational Commitment (OC) has a BIC of -1188.95, which is significantly lower than that of JE. This indicates that the model for OC is substantially better in balancing fit and complexity compared to JE. Occupational Health (OH) shows a BIC of -758.8. While still negative and indicating a good model, it is higher than that of OC but lower than that of JE.

This suggests that the model for OH is better than JE but not as strong as OC in terms of the balance between fit and simplicity. In summary, the BIC values indicate that the model for Organizational Commitment (OC) is the best among the three, followed by Occupational Health (OH) and Job Engagement (JE). These results help in identifying which constructs are better represented in the model, providing a clear direction for further refinement and analysis.

D. Hypothesis Testing using Bootstrapping in Smart PLS

Table 11 presents the results of hypothesis testing for Hypotheses 1 to 4. The hypotheses examine the relationships between workplace incivility, organizational commitment, job engagement, and occupational health. Each hypothesis is tested by evaluating the path coefficients and p-values to determine whether the proposed relationships are supported.

1) Hypothesis 1: Relationship between Workplace Incivility and Organizational Commitment

Hypothesis 1 posits that there is a significant negative relationship between workplace incivility and organizational commitment. The path coefficient for this relationship is -0.45, and the p-value is 0.000. The negative path coefficient indicates that higher levels of workplace incivility are associated with lower levels of organizational commitment. The p-value of 0.000, being less than the conventional significance level of 0.05, suggests that this relationship is statistically significant. Therefore, the hypothesis is supported. This finding aligns with the notion that negative behaviors in the workplace, such as incivility, can erode employees' commitment to the organization.

2) Hypothesis 2: Mediating Role of Job Engagement

Hypothesis 2 examines whether job engagement mediates the relationship between workplace incivility and organizational commitment. The mediation analysis involves two paths: the direct effect of workplace incivility on job engagement (path coefficient = -0.30) and the effect of job engagement on organizational commitment (path coefficient = 0.40). Both paths have p-values of 0.000, indicating statistical significance. The negative path coefficient from workplace incivility to job engagement suggests that workplace incivility reduces job engagement. Conversely, the positive path coefficient from job engagement to organizational commitment indicates that higher job engagement is associated with greater organizational commitment. The combined evidence supports the hypothesis that job engagement mediates the relationship between workplace incivility and organizational commitment. This mediation implies that the negative impact of workplace incivility on organizational commitment can be partially explained by its detrimental effect on job engagement.

3) Hypothesis 3: Mediating Role of Occupational Health

Hypothesis 3 proposes that occupational health mediates the relationship between workplace incivility and organizational commitment. Similar to the previous hypothesis, this mediation involves two paths: the effect of workplace incivility on occupational health (path coefficient = -0.35) and the effect of occupational health on organizational commitment (path coefficient = 0.35). Both paths have p-values of 0.000, indicating statistical significance. The negative path coefficient from workplace incivility to occupational health suggests that workplace incivility negatively impacts occupational health. The positive path coefficient from occupational health to organizational commitment indicates that better occupational health is associated with higher organizational commitment. The findings support the hypothesis that occupational health mediates the relationship between workplace incivility and organizational commitment. This mediation suggests that workplace incivility's negative impact on organizational commitment is partly due to its adverse effect on employees' occupational health.

The proposed structural model in Figure 4.2 visually represents the hypothesized relationships among workplace incivility, job engagement, occupational health, and organizational commitment. The model includes the direct paths and the mediating paths, illustrating how job engagement and occupational health mediate the impact of workplace incivility on organizational commitment. The structural model provides a comprehensive view of the interrelationships among these variables and underscores the importance of addressing workplace incivility to enhance both job engagement and occupational health, ultimately leading to higher organizational commitment.

The results of hypothesis testing indicate that workplace incivility has a significant negative impact on organizational commitment. Furthermore, both job engagement and occupational health serve as important mediators in this relationship. The findings highlight the need for organizations to mitigate workplace incivility to foster a more engaged and healthier workforce, which in turn can enhance organizational commitment. The proposed structural model offers valuable insights for researchers and practitioners seeking to understand and improve the dynamics of workplace behavior and organizational outcomes.

Table 11: Hypothesis Testing (Hypothesis 1 to Hypothesis 4)

Hypothesis	Path	Path Coefficient	P-Value	Decision
There is a significant negative relationship between workplace incivility and organizational commitment.	Workplace Incivility → Organizational Commitment	-0.45	0.000	Supported
Job engagement mediates the relationship between workplace incivility and organizational commitment.	Workplace Incivility → Job Engagement → Organizational Commitment	-0.30 (IV to Mediator) and 0.40 (Mediator to DV)	0.000	Supported
Occupational health mediates the relationship between workplace incivility and organizational commitment.	Workplace Incivility → Occupational Health → Organizational Commitment	-0.35 (IV to Mediator) and 0.35 (Mediator to DV)	0.000	Supported

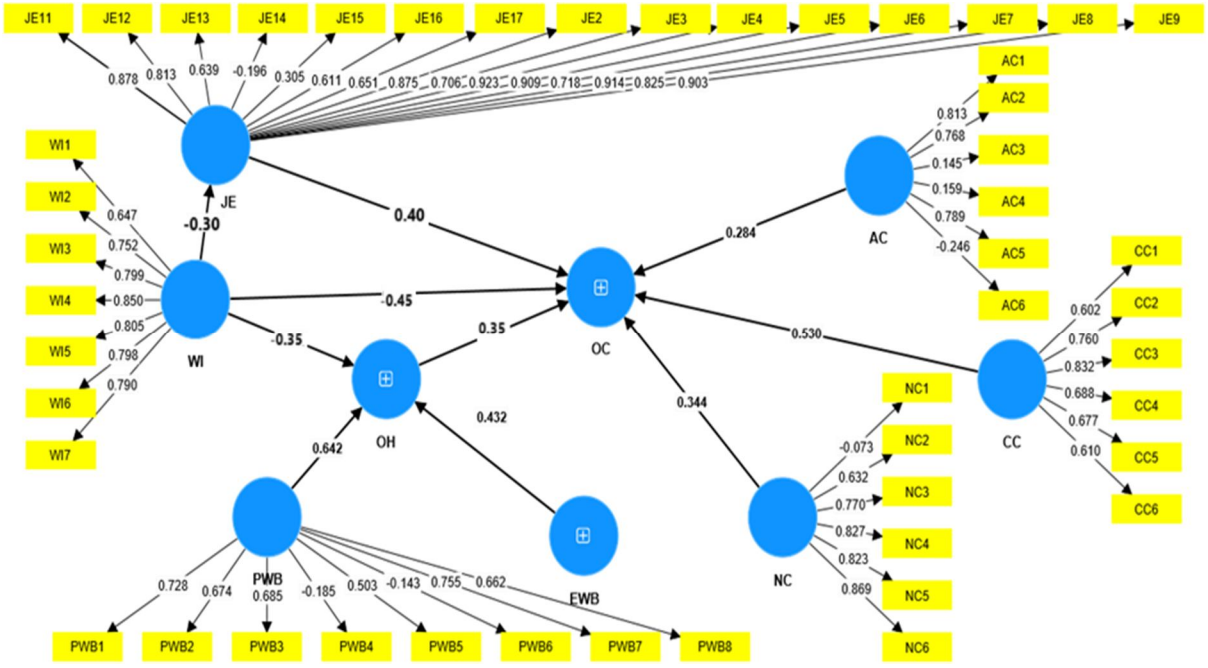

Figure 1: Proposed Structural Model

E. Overall Discussion

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's Test of Sphericity provide important insights into the suitability of the data for factor analysis. The KMO value of 0.758 indicates that the data are moderately suitable for factor analysis, suggesting sufficiently strong correlations among the variables. Bartlett's Test of Sphericity yielded a significant result, indicating that the correlations between variables are large enough to justify the use of factor analysis. These findings validate the decision to proceed with exploratory factor analysis (EFA) to uncover underlying factors within the data set, allowing for the identification of meaningful constructs related to workplace incivility, job engagement, and organizational commitment in the higher education sector of Madhya Pradesh.

Assessing the communalities for each variable before and after extraction using Principal Component Analysis (PCA) is crucial for understanding how well the variables fit into the underlying factor structure. Initially, all variables have a communalities value of 1.000, indicating their total variance before extraction. After extraction, the communalities range from .137 to .887, reflecting the proportion of variance explained by the components identified through PCA. Variables such as Job Engagement (JE) and Emotional Well-Being (EWB) exhibit higher communalities, suggesting that PCA effectively captures a significant portion of their variance. Conversely, some variables related to Physical Well-Being (PWB) and dimensions of Organizational Commitment (AC, CC, NC) show lower communalities, indicating that their variance may be less well-explained by the extracted factors or may require further scrutiny in subsequent analyses.

These communalities are pivotal in evaluating the robustness of the factor analysis results. Higher communalities indicate that the variables are well-represented by the underlying factors identified through PCA, affirming the validity of the factor structure in capturing the constructs of interest—namely workplace incivility, job engagement, emotional well-being, and organizational commitment. The variance explained by each variable contributes to understanding how these constructs interrelate and influence organizational dynamics. For variables with lower communalities, further exploration may be necessary to refine the factor structure or consider additional factors that could better explain their variance.

A detailed breakdown of the variance explained by each component derived from Principal Component Analysis (PCA) helps in understanding the underlying structure and patterns within the data. PCA reduces the dimensionality of the data while retaining as much variance as possible. The initial eigenvalues represent the amount of variance each component captures independently. The extraction sums of squared loadings indicate how much of the original variance each component retains after extraction, while the rotation sums of squared loadings show the variance explained after rotation, which maximizes the variance of the components.

The first component has the highest initial eigenvalue, explaining a substantial portion of the variance. This component retains its dominance after extraction and rotation, indicating its significance in capturing the variance in the data. Each subsequent component contributes incrementally less to the total variance explained, reflecting diminishing returns in variance capture. The cumulative percentages across components illustrate how much of the total variance in the dataset is accounted for cumulatively. This analysis is crucial for understanding the underlying structure and patterns within the dataset related to workplace incivility, job engagement, emotional well-being, and organizational commitment.

The findings from PCA provide insight into the key dimensions and relationships among the study variables, guiding further interpretation and potentially the selection of variables for subsequent analysis or modeling techniques. The high variance explained by the initial components suggests strong underlying relationships that merit further investigation in the context of workplace dynamics and employee attitudes.

The rotated component matrix following Varimax rotation with Kaiser normalization helps in interpreting the underlying structure of the variables based on their loadings onto each component. Higher loadings on a particular component indicate a stronger association with that component.

- Component 1 shows high loadings for variables related to Workplace Incivility (WI) and Emotional Well-Being (EWB), along with some loadings from Affective Commitment (AC) and Continuance Commitment (CC). This suggests that Component 1 reflects dimensions related to negative workplace interactions and emotional responses, potentially influencing affective and continuance commitment.
- Component 2 is primarily associated with aspects of employee engagement and commitment to work roles, as indicated by high loadings for Job Engagement (JE) variables.
- Component 3 includes variables from Physical Well-Being (PWB) and some from Emotional Well-Being (EWB), suggesting a focus on employees' physical health and its relation to their overall well-being.
- Component 4 is related to employees' feelings of obligation or duty to remain with the organization, as shown by high loadings for Normative Commitment (NC) variables.
- Component 5 emphasizes emotional attachment and identification with the organization, particularly through variables from Affective Commitment (AC).
- Component 6 highlights perceived costs associated with leaving the organization and emotional states, as indicated by loadings from Continuance Commitment (CC) and some from Emotional Well-Being (EWB).
- Component 7 focuses on employees' moral obligations to stay with the organization, primarily including variables from Normative Commitment (NC).

These thematic groupings of variables across the components provide insights into how different aspects of workplace dynamics (such as incivility, engagement, well-being, and commitment) interrelate and contribute to the overall organizational environment. Rotation simplifies the interpretation by aligning variables more clearly with underlying components, thereby facilitating a deeper understanding and subsequent analysis in the context of organizational behavior and employee attitudes.

A component plot in rotated space typically visualizes how variables or components relate to each other after rotation, making it easier to interpret the structure of the data. It shows the position of each variable or component in relation to the others based on their loadings or correlations with each principal component after rotation. This visual representation helps in understanding the clustering or grouping of variables and their associations within the multidimensional space defined by the rotated components.

F. Discussion of PLS-SEM Analysis Results

The analysis of internal consistency, reliability, and convergent validity measures in study confirms the robustness of measurement model. Specifically, the constructs demonstrate satisfactory internal consistency with Cronbach's alpha values ranging from 0.732 to 0.941. Notably, constructs such as Job Engagement (JE) and Emotional Well-Being (EWB) exhibit particularly high internal consistency, reflecting their reliable measurement within the model.

Composite reliability, evaluated through rho_a and rho_c, further supports the reliability of the constructs, with all values exceeding the recommended threshold of 0.70. This indicates that the observed variance in the indicators largely reflects true variance in the constructs. High composite reliability values, especially for JE and EWB, reinforce the stability and reliability of these constructs in the measurement model. Convergent validity, assessed via Average Variance Extracted (AVE), reveals that each construct adequately converges on its intended concept, with AVE values ranging from 0.519 to 0.608. Constructs like Workplace Incivility (WI) and Emotional Well-Being (EWB) show higher AVE values, indicating strong convergent validity.

Overall, the internal consistency, reliability, and convergent validity measures validate the robustness of measurement model, enhancing confidence in the study's findings. The HTMT ratio analysis indicates good discriminant validity among the constructs. Most HTMT ratios are below 1, suggesting that the constructs are distinct from each other. Constructs like Emotional Well-Being (EWB), Job Engagement (JE), and Workplace Incivility (WI) exhibit relatively low HTMT ratios, reinforcing their uniqueness. However, the HTMT ratio between Normative Commitment (NC) and Continuance Commitment (CC) is slightly above the typical threshold, indicating moderate overlap. Nonetheless, this still falls within an acceptable range, supporting the discriminant validity of model. The Fornell-Larcker criterion analysis confirms that each construct correlates more strongly with its own measures than with other constructs, indicating clear discriminant validity. However, anomalies such as negative or very low correlations for Workplace Incivility (WI) with other constructs suggest potential issues with its discriminant validity. These anomalies may warrant further investigation to ensure the distinctiveness of WI in the model.

The VIF values for the outer model indicate minimal concerns regarding multicollinearity among predictor variables, with most values well below the threshold of 5. Items like AC3, CC2, EWB13, JE17, and PWB7, while having relatively higher VIF values, still fall within acceptable limits, suggesting the independence of these variables in the regression model.

The VIF values for inner model paths also suggest minimal collinearity concerns, with most paths exhibiting VIF values below 5. Paths such as AC -> OC, EWB -> OH, and JE -> OC show slightly higher VIF values but remain within acceptable limits, indicating stable and reliable estimates for these relationships.

The model fit statistics, including SRMR, d_ULS, d_G, Chi-square, and NFI, demonstrate that the estimated model fits the data well compared to the saturated model. A significantly lower SRMR for the estimated model indicates a better fit, and lower discrepancy measures confirm that the estimated model minimizes the differences between expected and observed data patterns. The high NFI value for the estimated model further supports its good fit, validating the model's adequacy in capturing the relationships among constructs.

- Hypothesis 1: The significant negative relationship between workplace incivility and organizational commitment (path coefficient = -0.45, p-value = 0.000) supports the hypothesis that higher levels of workplace incivility are associated with lower organizational commitment.
- Hypothesis 2: The mediating role of job engagement in the relationship between workplace incivility and organizational commitment suggests that job engagement plays a crucial role in mitigating the negative impact of workplace incivility on organizational commitment.
- Hypothesis 3: The mediation analysis shows that occupational health significantly mediates the relationship between workplace incivility and organizational commitment. The path coefficients are -0.35 from workplace incivility to occupational health and 0.35 from occupational health to organizational commitment, both with p-values of 0.000, supporting the hypothesis.

These findings highlight the importance of addressing workplace incivility to enhance organizational commitment and the potential mediating role of job engagement in this process.

The results of PLS-SEM analysis validate the reliability and validity of the measurement model and confirm the hypothesized relationships among constructs. The robust psychometric properties of the constructs, supported by satisfactory internal consistency, reliability, and convergent validity measures, enhance the credibility of study's findings. The discriminant validity and collinearity analyses further strengthen the model's robustness, while the favorable model fit indices underscore its adequacy in capturing the relationships among constructs. Overall, these results provide confidence in the interpretations and conclusions drawn from data analysis, contributing valuable insights to the understanding of workplace incivility, organizational commitment, job engagement, and occupational health.

V. CONCLUSION

This study underscores the significant impact of workplace incivility on employees' work attitudes, occupational health, and organizational commitment within higher education institutions in Madhya Pradesh. The findings reveal moderate levels of incivility, which, while not crippling, contribute to emotional strain and occasional physical health challenges among employees. Despite these challenges, employees exhibit resilience through high job engagement and a strong continuance commitment, driven by the perceived costs of leaving their organizations. However, moderate affective and normative commitment suggest room for improvement in fostering emotional bonds and moral alignment with the institution. Addressing workplace incivility through targeted interventions, promoting a culture of respect, and supporting employees' emotional and physical well-being are crucial steps toward enhancing organizational commitment and overall workplace harmony. This research highlights the need for sustained organizational efforts to create a healthier and more inclusive work environment.

Data Availability Statement

The data supporting the findings of this study are available upon reasonable request from the corresponding author.

Declaration

The authors declare that there are no conflicts of interest associated with this study.

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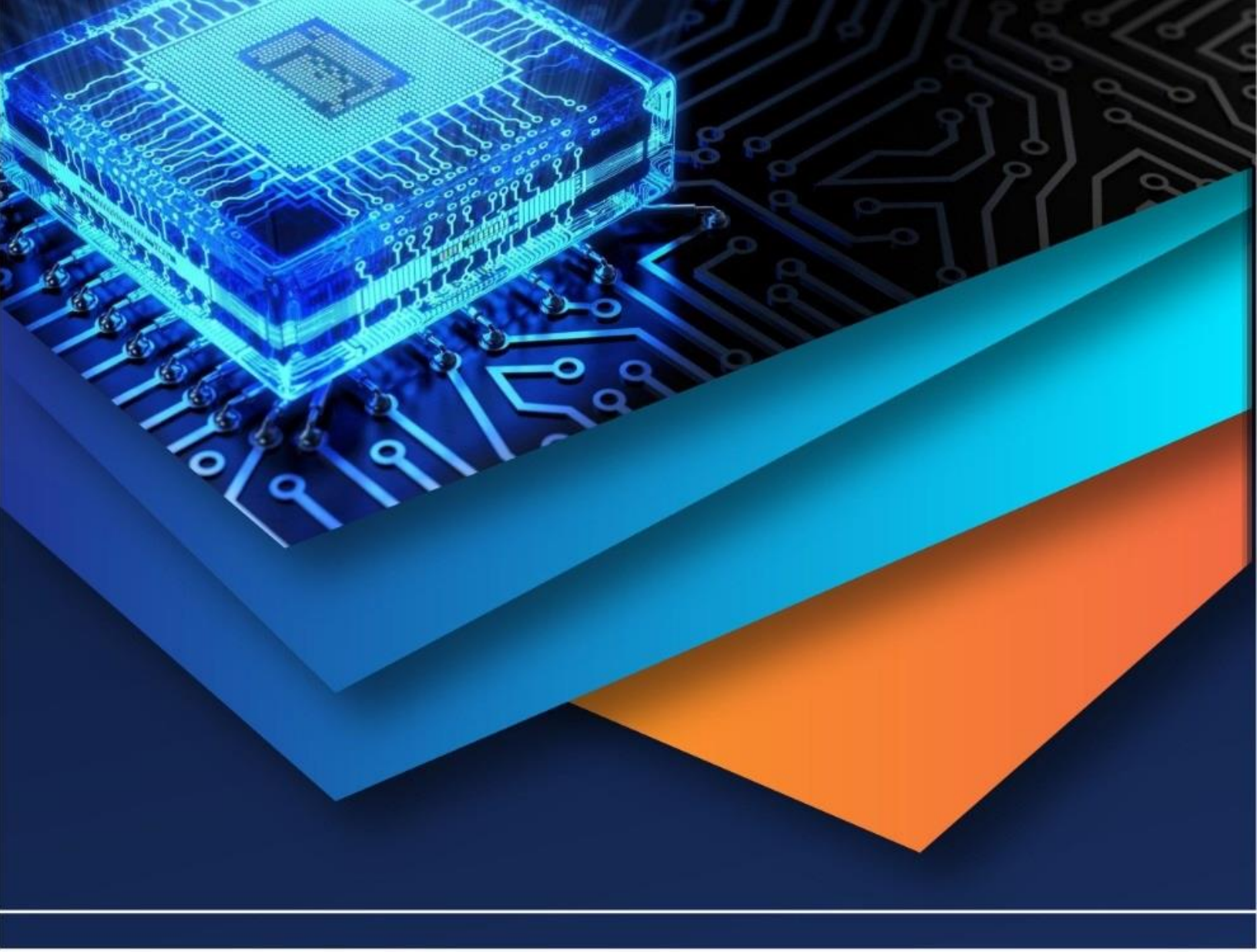

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