

Effect Of Workplace Incivility On The Job Burnout Among The Employees Of National Bank Of Pakistan In Sukkur Region

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Abstract

The aim of this research was to examine the influence of workplace incivility on job burnout through various aspects. Data was obtained from 125 employees of the National Bank of Pakistan located in the Sukkur area using a questionnaire. The results showed that workplace incivility has a detrimental effect on employee performance and leads to burnout. The employees experience incivility in various forms such as physical-verbal, active-passive, and direct-indirect. This incivility not only leads to employee turnover but also impacts the organization's performance. The study concludes that workplace incivility has a significant negative impact on organizations. Recommendations for further research are also provided.

Keywords: Workplace incivility, Job burnout, NBP.

Introduction

Workplace behaviors due to workplace incivility are rude and impolite manners, breaking the expectations of proper conduct between colleagues. Examples of incivility include making disrespectful comments, ignoring others, and giving hostile looks. (Andersson & Pearson, 1999). However this form of rudeness or incivility at workplace have not attracted much as other forms of misbehaviors have got legal importance like abuse and Sexual harassment. (Lim, Cortina, & Magley, 2008), more common than other mistreatments concepts (Rosen, Koopman, Gabriel, & Johnson, 2016), it is observed by research that it is increasing day by day. In 2001, Cortina, Magley, Williams, and Langhout (2001) study shows that in last five years 71% employees of public sector organization fall in incivility at workplace out of 1180. And other study in 2013 conducted in which thousands of employees were taken as

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sample and it observed that 98% employees were victim of incivility, due to this organization have to cost about 12 Million \$ annually. (Porath & Pearson, 2013).

In addition to financial expenses, incivility has connections with various negative effects on employees, such as heightened negative emotions, conflicts between work and family life, and behavior that hinder work performance. It also affects job satisfaction, health, and overall well-being. This has been reviewed by Cortina, Kabat-Farr, Magley, and Nelson (2017) and Schilpzand, De Pater, and Erez (2016).

Initially, incivility is characterized by its low level of severity. This can take the form of behaviors such as excluding a colleague from a social group, using a condescending tone when speaking to someone in the organization, or interrupting others during meetings. Despite the low level of intensity, these actions are often in violation of the workplace standards of respect and professionalism. Additionally, workplace incivility ingrains are not just limited to workers, supervisors but sometimes customers are also responsible for these uncivil behavior in the workplace. (Cortina et al., 2001)

According to Hornstein (1996), uncivil behavior in the workplace is prevalent in interactions between supervisors and subordinates. The detrimental effects that incivility has on individuals and organizations are substantial, which makes it imperative for human resource developers to take serious action (Pearson & Porath, 2004).

Incivility is unique compared to other forms of misbehavior within organizations in three aspects. Firstly, incivility involves actions directed towards individuals rather than organizations. Secondly, incivility involves minor violations of organizational norms, such as ignoring or being rude to a colleague. Thirdly, the intentions behind uncivil actions are unclear, and can range from being accidental to deliberate. This means that incivility can include actions that stem from lack of awareness or oversight (Pearson & Porath, 2004). However, uncivil actions can overlap with other individual behaviors.

Incivility in the workplace is characterized by a lack of intent to cause harm, either personally or to the organization, and is differentiated from other negative behaviors such as abusive management and supervision, workplace deviance, retaliation, revenge, counterproductive behavior, and verbal and emotional abuse (Hornstein, 1996; Tepper, 2000; Robinson & Bennett, 1995; Skarlicki & Folger, 1997; Bies, Tripp, & Kramer, 1997; Fox & Spector, 1999; Kinney, 1994; Keashly, 1998). Despite the absence of malicious intent, incivility can still result in harmful outcomes, which will be discussed in the following paragraphs. (Pearson & Porath, 2004)

According to studies by Miner-Rubino and Reed (2010), Cortina, Lim, and Magley (2008), and Williams and Langhout (2001), negative social interactions in the workplace can lead to burnout or the desire to leave the job. Jiménez, Dunkl, et al. (2015) have explored the connection between workplace incivility and its effects, taking into consideration the moderating role of job stress. The authors suggest that burnout should be included in future discussions on the topic.

Workplace Incivility and Burnout

The connection between burnout and workplace incivility can be simplified by COR theory. Burnout is described as a persistent state of emotional and psychological exhaustion resulting from a lack of replenishment of one's resources (Halbesleben & Buckley, 2004; Maslach, Schaufeli, & Leiter, 2001).

Burnout is believed to encompass three elements: emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach et al., 2001). But, reduced personal accomplishment have been shown weak connection with other variables in multiple studies. (Lee & Ashforth, 1996; Schaufeli & Enzmann, 1998). Furthermore, it is suggested that instead of sub dimension of burnout reduced personal accomplishment may be a consequence of negative emotional experiences associated with burnout.

(Shirom, 1989). According to the studies of Demerouti, Bakker, Nachreiner, and Schaufeli (2001), reduced personal accomplishment have been excluded, they have suggested only two dimensions of burnout which are exhaustion and disengagement. And also exhaustion definition have been expended by them in Maslach's model (Maslach et al., 2001) for making more applicable to service sector employees physical, affective and cognitive aspects have included. The current study adopts this updated definition of burnout and uses the measure created by Demerouti et al. (2010). Exhaustion the result of three main aspects affective, physical and cognitive and the concept of disengagement is to make distance the workers from one another on the workplace (Demerouti et al., 2010, p. 210).

Workplace incivility or rude and disrespectful behavior by coworkers, supervisors or others in the workplace found negative impacts on the performance and interest of the employees. It shows job burnout and workplace incivility have strong linkage in terms of depersonalization, reduced personal accomplishment and emotional exhaustion. The impact of incivility can lead to stress, decreased job engagement and motivation, and poor job performance.

Multiple researchers found that workplace incivility is significant factor in burnout. For example, a study in the *Journal of Applied Psychology* (Lee and Brotheridge, 2003) found that incivility was a significant predictor of job burnout and that employees who experienced it reported higher levels of emotional exhaustion and depersonalization. Another study (Namie and Namie, 2004) found that incivility was positively related to job burnout and that employees who experienced it reported feelings of exhaustion and a lack of control over their work.

A study by Anderson and Burr (2011) also found that incivility had a significant impact on job burnout, even after controlling for other stressors like role conflict and role ambiguity. Employees who experienced incivility reported feeling emotionally exhausted and having lower levels of personal accomplishment.

In conclusion, workplace incivility can have serious consequences for employee well-being and increase the risk of job burnout. Organizations should take steps to address incivility in the workplace to promote a healthy work environment and reduce the risk of burnout among employees.

Significance of the study

First, workplace incivility became a growing concern nowadays and multiple studies found their negative impact on employees' job satisfaction, productivity, and well-being. It is crucial to understand the extent to which incivility leads to

job burnout, as burnout has been associated with a range of negative outcomes, including decreased job satisfaction, reduced productivity, and increased intention to leave the organization.

Second, burnout can have serious consequences for individuals and organizations. Burned-out employees always face mental as well physical problems and also experience decreased job satisfaction and motivation. This can result in decreased productivity and a higher likelihood of turnover, which can be costly for organizations.

Third, understanding the relationship between workplace incivility and job burnout can help organizations to develop strategies to reduce incivility and prevent burnout. By addressing incivility consequences drawbacks organization should motivate the workers for making the environment positive, increase job satisfaction, and reduce the risk of burnout among employees.

Finally, this study can contribute to the broader literature on workplace incivility and job burnout by providing a deeper understanding of the mechanisms through which incivility leads to burnout. This knowledge can inform future research and guide the development of interventions aimed at reducing incivility and preventing burnout in the workplace.

In conclusion, importance of this study is that this clarify the negative effects of workplace incivility on employees' well-being and job satisfaction, and to provide valuable insights for organizations to develop strategies to address incivility and prevent burnout.

Research Objectives

1. The find out the impact of workplace incivility on the job burnout among the employee of national bank in Sukkur region

To investigate the linkage between job burnout and workplace incivility among the employees is the purpose of this study. The study will focus on understanding how workplace incivility affects job satisfaction, stress levels, and work engagement among employees. Additionally, the study will delve into the causes of workplace incivility and the methods employees use to deal with it. The end result of this research will be to offer suggestions for organizations to create a more positive and supportive work environment, reduce job burnout, and enhance employee well-being.

Literature review

Over the past 20 years, the issue of negativity in the workplace has become a major topic in organizational behavior research. Numerous studies have explored the various types of negative behaviors on the organization as a whole, groups within it, and individuals. Initially, the focus was mainly on workplace aggression, deviant behavior, bullying, and abusive supervision and the studies mainly emphasized the harmful effects of these negative behaviors on work attitudes, behavior, and well-being. This research has revealed that those who are targeted by these negative behaviors exhibit lower levels of organizational citizenship behavior, have higher intentions of leaving the organization, and experience more stress compared to their coworkers.

Workplace incivility is a relatively recent concept in the realm of negative behavior in the workplace. It is characterized by subtle acts of deviance that are intended to cause harm to others. These acts are often performed with an unclear motive. Examples of uncivil behavior include belittling others, making insulting comments, and disregarding what others have to say (Andersson, 2009).

Incivility in the workplace is widespread and affects almost all workers. According to a study by Porath and Pearson in 2013, 98% of employees reported experiencing uncivil behavior in the workplace, with half of them experiencing it on a weekly basis.

The cost to a company for its employees to experience incivility is estimated at \$14,000 per employee per year due to the effect it has on projects and the employees' ability to focus on their work (as reported by Pearson & Porath in 2009). These numbers are concerning because they show that incivility affects a large number of employees and has a significant financial impact on their organizations. Additionally, the toll on employees who experience workplace incivility can be significant, causing worry, avoidance of the instigator, decreased work engagement, and even potentially impacting their interactions with customers (as described by Porath & Pearson in 2013)

Workplace incivility has become a prevalent issue in modern organizations and has a negative impact on employees' well-being, including job burnout. In this literature review, we will examine the relationship between workplace incivility and job burnout among employees.

Workplace incivility can be defined as low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect (Andersson & Pearson, 1999). The manifestation of this conduct can take various shapes, such as impoliteness, irony, being left out, and diminishing (Naumann & Bennett, 2000).

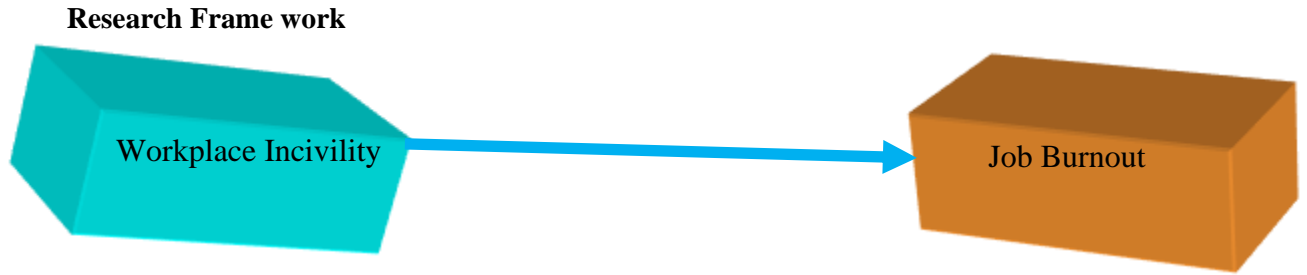
Job burnout is identified as a condition marked by a feeling of being emotionally drained, detached, and a decrease in a sense of achievement (Maslach & Jackson, 1981).

It has been shown to be a direct result of chronic stress in the workplace (Shirom, 1989).

Strong relationships have been found in different studies between workplace incivility and job burnout (Halbesleben & Buckley, 2004; Lee & Ashton, 2003). In one study, Lee and Ashton (2003) found that workplace incivility was an important indicator of job burnout, even after controlling for demographic variables and job stressors. This finding suggests that workplace incivility may be an important contributor to job burnout among employees.

Additionally, studies have found that incivility at workplace can lead to an adverse cycle of burnout and incivility, as employees who experience job burnout may engage in more uncivil behavior themselves (Halbesleben & Buckley, 2004).

In conclusion, the literature suggests that workplace incivility is a significant factor in the development of job burnout among employees. As such, organizations should take steps and create a respectful and supportive work environment to reduce incivility and minimize its impact on employees' well-being.



Hypothesis

1. Workplace incivility has positive and significant impact on the job burnout among the employees of national bank in Sukkur Region.

Methodology

Research Design

This comprehensive study adopts a quantitative and descriptive approach, utilizing primary data sources to gain insights and understanding. The data collection process was executed through a systematic questionnaire survey, targeted towards a specific group of respondents to gather in-depth and accurate information."

Population of the study

There are total 43 branches of National bank of Pakistan in the Sukkur region. These branches are staffed by total 475 employees; the data regarding the number of branches and employees was collected from reliable sources within the National Banks of Sukkur region. (Head Office)

Sampling Technique

Convenient sampling technique have used to take the responses from the employees of National bank of Pakistan in Sukkur region (Khairpur, Sukkur and Ghotki)

Sample size

In order to find out the effect of workplace incivility on job burnout, this study was conducted in the Sukkur region, which has 43 branches and a total of 475 employees (head office). The sample size for this research was determined based on the best estimate for SPSS, which are 125. The minimum sample size was calculated using Saunders et al.'s table which suggests that the best sample size from the small population will be to hold a minimum 25% of the population as the sample.

Analysis Techniques

Workplace Incivility: Cortina et al. (2001) 7-item scale was used to assess the workplace incivility.

Burnout: Demerouti et al. (2010) 16 item scales were used to measure the burnout. In these scale two main dimensions of burnout Disengagement and exhaustion (affective, physical and cognitive) of burnout have been measured.

Results & Discussions

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	77	77.0	77.0	77.0
Female	23	23.0	23.0	100.0
Total	100	100.0	100.0	

The results in the table shows the results of the research conducted on a sample population of 125 individuals from different sex groups. The data reveals that 77% of the respondents were male, while 23% were female.

Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 5 years	15	15.0	15.0	15.0
More Than five years	85	85.0	85.0	100.0
Total	100	100.0	100.0	

The research conducted on highly experienced employees, who were very aware and interested in understanding the causes and impacts of workplace incivility in organizations, particularly in the banking sector. 85% respondents have more than five years experience while 15% had less than five years experience in the banking.

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-30	16	16.0	16.0	16.0
30-40	19	19.0	19.0	35.0
40-60	65	65.0	65.0	100.0
Total	100	100.0	100.0	

The study sampled employees from the National Bank of Pakistan, with a majority of respondents falling in the age range of 40-60 which were 65% and 30-40 were 19% while 18-30 respondents were 16%.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865 ^a	.748	.746	.493

a. Predictors: (Constant), workplace incivility

Model summary have been taken as the parameter of fitness to test the model of research. The regression value or Regression weight of “R” is .865. It shows that independent variable have 86% impact on dependent variable. After adjusting the value their impact became 75% .

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	70.892	1	70.892	291.193	.000 ^b
	Residual	23.858	98	.243		
	Total	94.750	99			

a. Dependent Variable: Job Burnout

b. Predictors: (Constant), workplaceincivility

Further analysis of variance was conducted to determine the significance of the model, resulting in a p-value of 0.000, indicating that the model is highly significant in the context of the research

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.704	.197		3.580	.001
	workplaceincivility	.828	.049	.865	17.064	.000

a. Dependent Variable: Job Burnout

To assess the hypothesis, we conducted a coefficient test where we observed that variables had positive beta values, indicating a positive influence of the independent variables on the dependent variable. Furthermore, both variables were found to be statistically significant at a level of 0.000, indicating a significant impact of independent variable on the dependent variable.

Conclusion

The employees of banks are facing two major issues, namely workplace incivility and job burnout. Civility refers to the behavior of being polite and respectful, whereas burnout is a condition of feeling emotionally, physically, and mentally exhausted due to excessive work or stress.

Aim of this study was to investigate the correlation between workplace incivility and job burnout in bank employees. Significant and positive relationship between these two factors were seen after the results of this research’s findings, which means that employees who face more incivility in their workplace are more likely to experience job burnout.

The study also found that job burnout is linked to emotional exhaustion, depersonalization, reduced personal accomplishment, lower job satisfaction, and an intention to leave the job. Thus, employees experiencing job burnout are more prone to emotional exhaustion, depersonalization, lower personal accomplishment, and job dissatisfaction, which may result in they decide to leave their job.

Study suggests that it is crucial for employers to take measures to minimize incivility in the workplace to mitigate the risk of job burnout among their employees.

Recommendations for future Research

Few recommendations are here for organization to prevent from incivility

Increase awareness: Educate employees about the negative impact of incivility in the workplace through clear instructions and research to help them understand its effects.

Establish workplace standards and value civility: Set written standards and make sure employees know which behaviors are acceptable and which are not. Reward employees who model civility to show that it is a genuine obligation, and address incidents and grievances promptly.

Provide internal training and coaching: Offer training to help employees develop self-awareness and create a friendly environment according to new standards. Videotaping skills training can help employees understand how their behavior affects others and develop better habits.

Encourage open communication and feedback: Establish open communication and promote positive feedback to create a respectful workplace culture. Leaders should make employees feel comfortable sharing their concerns or reporting incidents, and engage in continuous dialogue to share progress and success.

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