

**CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD**



**Impact of Workplace Incivility on Job Insecurity: The
Role of Perceived Belongingness and Psychological
Hardiness**

by

ANUM EJAZ

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

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*Dedicated to my parents for their never ending support and
unconditional love*



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CERTIFICATE OF APPROVAL

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MMS-161038

THESIS EXAMINING COMMITTEE

S. No.	Examiner	Name	Organization
(a)	External Examiner	Hassan Rasool	PIDE
(b)	Internal Examiner	Dr. Raza Naqvi	CUST, Islamabad
(c)	Supervisor	Dr. Sajid Bashir	CUST, Islamabad

Dr. Sajid Bashir
Thesis Supervisor
April, 2018

Dr. Sajid Bashir
Head
Dept. of Management Sciences
April, 2018

Dr. Arshad Hassan
Dean
Faculty of Management & Social Sciences
April, 2018

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Abstract

The purpose of the study was to investigate the impact of workplace incivility on job insecurity. Drawing on Conservation of Resources theory, perceived belongingness was tested as the mediator between workplace incivility and job insecurity. Whereas, psychological hardiness was tested as a moderator between perceived belongingness and job insecurity. Data were collected from a sample of 263 employees working in the private sector organizations of Pakistan. Findings of this study show that workplace incivility significantly predicts job insecurity, while workplace incivility has a negative relationship with perceived belongingness. Study results confirmed that perceived belongingness mediates the relationship between workplace incivility and job insecurity. The moderation hypothesis was not supported. Study implications, limitations and future research directions are given subsequently.

Keywords: Workplace incivility, perceived belongingness, job insecurity, psychological hardiness, conservation of resources theory

Contents

Author's Declaration	iv
Plagiarism Undertaking	v
Acknowledgements	vi
Abstract	vii
List of Figures	x
List of Tables	xi
1 Introduction	1
1.1 BACKGROUND	1
1.2 GAP ANALYSIS	4
1.3 PROBLEM STATEMENT	5
1.4 RESEARCH QUESTIONS	6
1.5 RESEARCH OBJECTIVES	6
1.6 SIGNIFICANCE OF THE STUDY	7
1.7 SUPPORTING THEORY	8
1.7.1 Conservation of Resources Theory	8
2 Literature Review	11
2.1 Workplace incivility and job insecurity	11
2.2 Workplace incivility and perceived belongingness	16
2.3 Mediating role of perceived belongingness between workplace inci- vility and job insecurity	21
2.4 Moderating role of psychological hardiness between perceived be- longingness and job insecurity	25
2.5 Research Model	29
2.6 Research Hypotheses	29
3 Research Methodology	30

3.1	Research Design	30
3.1.1	Type of study	30
3.2	Unit of analysis	31
3.3	Population and sample	31
3.3.1	Population	31
3.3.2	Sample and sampling technique	32
3.4	Sample Characteristics	33
3.4.1	Age	33
3.4.2	Experience	34
3.4.3	Gender	34
3.4.4	Qualification	35
3.5	Instrumentation	36
3.5.1	Measures	36
3.5.2	Workplace Incivility	37
3.5.3	Perceived Belongingness	37
3.5.4	Job Insecurity	37
3.5.5	Psychological Hardiness	38
3.6	Statistical Tool	39
3.7	Pilot Testing	39
3.8	Reliability analysis of scales used	40
3.9	Data Analysis Technique	40
4	Results	42
4.1	Descriptive Statistics	42
4.2	Correlation Analysis	43
4.3	Regression Analysis	44
4.4	Mediation Analysis	45
4.4.1	Total Effect	45
4.4.2	Direct Effect	46
4.4.3	Indirect Effect	46
4.5	Moderation Analysis	46
5	Discussion, Conclusion, Practical and Theoretical Implication, Research Limitations and Future Directions	49
5.1	Discussion	49
5.2	Practical and Theoretical Implication	53
5.3	Conclusion	54
5.4	Limitations of Research	55
5.5	Future Research Directions	56
	Bibliography	56
	Appendix-A	67

List of Figures

2.1	Research Model of Impact of Workplace Incivility on Job Insecurity: The role of Perceived Belongingness and Psychological Hardiness . . .	29
4.1	Moderation of Psychological Hardiness Between Perceived Belong- ingness and Job Insecurity	48

List of Tables

3.1	Frequency by Age	33
3.2	Frequency by Experience	34
3.3	Frequency by Gender	35
3.4	Frequency by Qualification	35
3.5	Instruments	39
3.6	Scale reliabilities	40
4.1	descriptive statistics of different variables	42
4.2	Means, Standard Deviation, Correlation	44
4.3	Model Summary of Workplace Incivility and Perceived Belongingness	44
4.4	Outcome: Perceived Belongingness	45
4.5	Model Summary of Workplace Incivility and Perceived Belonging- ness with Job Insecurity	45
4.6	Outcome: Job Insecurity	45
4.7	Mediation of Perceived Belongingness Between Workplace Incivility and Job insecurity	47
4.8	Moderation of Psychological Hardiness Between Perceived Belong- ingness and Job Insecurity	47
4.9	Hypotheses Summarized Results	48

Chapter 1

Introduction

1.1 BACKGROUND

In past few decades there has been an increased attention of researchers to study different kinds of workplace violence and its bad impacts on persons and organizations ([Hershcovis et al., 2007](#)). These studies have focused on various aspects of behaviors which are aggressive in nature such as physical violence and harassment to minor types that is psychological aggression. These aspects can be perceived as harmful for individual and organizational performance.

One of these aspects is workplace incivility which is referred to as low-intensity deviant workplace behavior with an ambiguous intent to harm. The two important elements in the definition of workplace incivility are the low-intensity workplace deviant behavior and ambiguous intention ([Andersson and Pearson, 1999](#)). Such behaviors establish the foundation of norms for subsequent behavior, which impacts the whole organization through a rude climate. The phenomenon of incivility has attracted attention of international scholars on present day working life ([Cortina, 2008](#); [Lim and Lee, 2011](#)).

Although intensity of workplace incivility is lower than other negative behaviors of similar nature like aggression, toxic leadership and destructive leadership etc. In addition, in workplace incivility, the intention of offender to harm an employee often remains ambiguous however; the intentions of other negative behaviors on

workplace like aggression, toxic leadership or abusive leadership are become clear to employee in one way or the other. Another important element of the definition of workplace incivility is that it is not enacted to only supervisors or management of a company however co-workers and customers can also cause the workplace incivility. Reason to discuss the characteristics of workplace incivility in this research study is twofold firstly to highlight the prominent differentiated place of incivility among other negative workplace behaviors. Secondly, these outcomes may have unique cognitive, affective and behavioral outcomes for an employee. Hence present study opted to investigate job insecurity as a potential outcome of the workplace incivility. Job insecurity is a less researched in the context of workplace incivility.

There are different methods to defining job insecurity that make a distinction between (i) subjective and objective job insecurity; (ii) affective and cognitive job insecurity and (iii) quantitative and qualitative job insecurity (Pienaar et al., 2013). A recent research concentrates on the affective and cognitive approach to job insecurity. While cognitive job insecurity allude to as the cognitive element of the employees perceived likelihood of mislaying the job, affective job insecurity demonstrates emotionality as the fright of job loss (etin, 2015). As stated otherwise, cognitive job insecurity allude to the benet or possible awareness of job forfeiture although affective job insecurity enunciates an emotive experience of being nervous or anxious about possible job loss (Huang et al., 2012). Therefore, cognitive job insecurity demonstrates whether the employee think through the insecurity about mislaying the job; affective job insecurity enunciates the employees fears about potential job loss and its impacts (Pienaar et al., 2013).

Greenhalgh and Rosenblatt defined job insecurity as powerlessness to maintain desired continuity in a threatened job situation. Although job security is recognized as a source of motivation and job satisfaction (Rosenblatt and Ruvio, 2000), job insecurity becomes the basis of causing damage to individual feelings like personal well-being affected (Bernhard-Oettel et al., 2011), and also becomes a cause of defective organizational attitudes and behaviors (Vander Elst et al., 2014). By placing emphasis on the aspect of job insecurity that it is not restricted to one

aspect of job security which is established on the perception of maintenance of ones present job but that it can also be a result of loss in a desirable job characteristics, Greenhalgh and Rosenblatt presented a broad approach (O'Neill and Sevastos, 2013). In the domain of multifaceted approach the assumption lies that incivility symbolizes rudeness which is projected to be a desirable aspect of job.

When incivility prevails then perceptions of insecure job are on rise. According to assumption incivility is positively linked to perceptions of job insecurity. Many shifts occur in working life which holds importance for workers. Organizations undergoing financial crisis may for instance attempt to outsource services, preserving material and firing employees while organizations during good times may attempt to gain considerable revenue for instance via restructuring to enhance organizational effectiveness and through hiring short term employees to enhance suppleness. These all shifts become the cause of workers job insecurity (Reisel, 2003). This experience is known as job insecurity that comes under the domain of work and organizational psychology. Jobs which are temporary in nature truly depict the phenomenon of job insecurity. Personnel who are appointed temporarily have no job security, they have no authority to work on upcoming activities and no pay incentives provided to them also they hold less privileges (Benach and Muntaner, 2007).

Perceived belongingness mediates the relationship between workplace incivility and job insecurity. Perceived belongingness is defined as the experience of personal involvement in a system or environment so that persons feel themselves to be an integral part of that system or environment (Hagerty et al., 1992). Belonging is an important psychological concept which is deeply rooted in historical literature that it is one of the important needs of human beings. Abraham Maslow in his famous theory the hierarchy of needs exhibit the need for belonging and love. In the same vein some recent studies have linked workplace incivility with employee's value in the group. Group value model by (Lind and Tyler, 1988) posit that identification of an individual in a group depend on the treatment within the group. Drawing the assumptions from the group value model an employee retrieve the signals from

a working environment and interpret them accordingly that whether or not they will further be accepted by the group.

Hence it is likely that the work incivility makes personnel feel least attached with the group and threatened about the continuity of his job. There is some empirical evidence that supports this theorizing mediating role of perceived belongingness in the relationship of workplace incivility and job insecurity ([Hershcovis et al., 2017](#)).

Psychological hardiness moderates the relationship between perceived belongingness and job insecurity. Kobasa, Maddi and colleagues ([Kobasa, 1979](#); [Kobasa et al., 1982, 1983](#)) in their preliminary work described hardiness as a group of personality traits which work as a resilience resource in the confrontation with stressful happenings. According to a study, scholars state that individuals having high hardiness engage them in everything they are capable to do perform with confidence as if they are capable to influence the happenings which are shaping their lives and acknowledge change to be not just natural but also a source of advancement ([Kobasa et al., 1983](#)).

As defined formerly, hardiness explains a generalized style of functioning marked by a strong sense of commitment, control and challenge that serves to lessen the negative impacts of stress. Empirical evidence from different communities provides backing to this idea, proposing that hardiness defends in contrast to stress and forecasts well-functioning ([Beasley et al., 2003](#); [Barton et al., 2004](#)). Overtime research regarding hardiness has done on various groups such as army and police officers, nurses, teachers, emergency personnel and professional athletes and constantly establishes that hardiness balanced the stress-health relationship (([Barton et al., 2004](#); [Golby and Sheard, 2004](#); [Zach et al., 2007](#)).

1.2 GAP ANALYSIS

A recent study by ([Hershcovis et al., 2017](#)) suggests that the relationship between target and perpetrator of workplace incivility needs further investigation. Since instances of incivility provides the context for studying the relationship between

target and perpetrator. It also points toward the significance of the relationship between the target and perpetrator in forecasting target outcome whereas also identifying that less authoritative perpetrator can intimidate a targets perceived belongingness to a group. However we find limited evidence in literature which addressed this aspect of workplace incivility. The current study addresses the gap by focusing on the relationship quality of target and perpetrator that may link with target experiences.

Along with addressing gap, the study also identifies perceived belongingness as a mediator which mediates the relationship between workplace incivility and job insecurity. As aforementioned that incivility from anyone in the organization intimidates targets perceived belongingness to a group. The contemporary study is also proposing psychological hardiness as a moderator. Through studying the mediating role of perceived belongingness and moderating role of psychological hardiness novelty comes in the existing literature of workplace incivility. Psychological hardiness is not a much studied variable in the context of workplace incivility.

The study of all these variables in Pakistani context could help in awareness of the phenomena of incivility in the organizations and also in reducing instances of uncivil behavior by hiring resilient personnel in the organizations. In recent years no study has done in Pakistan on the impact of workplace incivility on job insecurity so this study contributes significantly to the existing literature.

1.3 PROBLEM STATEMENT

Limited studies link workplace incivility with job insecurity in addition the mechanism through which it affects job insecurity is also unclear. According to a recent research finding, incivility is negatively linked to perceived belongingness irrespective of perpetrator authority i.e. high or low. Psychological hardiness has not studied as a moderator between perceived belongingness and job insecurity. So, this study is novel in the context of Pakistan along with such variables (Workplace incivility, Perceived belongingness, Job insecurity and Psychological hardiness).

1.4 RESEARCH QUESTIONS

Incivility negatively effect on employees and organization as a whole. It is an obstacle for the development of the organization. This study attempt to answer the following research questions:

Question1: What is the relationship between workplace incivility and job insecurity?

Question 2: Does perceived belongingness mediated the relationship between workplace incivility and job insecurity?

Question 3: Does psychological hardiness plays a role of moderator on the relationship of perceived belongingness and job insecurity?

1.5 RESEARCH OBJECTIVES

The key objective of the study is to establish and test the unified model to find out the relationship between workplace incivility and job insecurity. In this model, the perceived belongingness is considered as a mediator between independent and dependent variable i.e. workplace incivility and job insecurity respectively. Furthermore, psychological hardiness is proposed as a significant moderator to enhance the connection of perceived belongingness and job insecurity.

The proposed relationship between the independent, dependent, mediating and moderator variables are shown in the research model of the study.

Specific objectives of the study are as follows:

- To recognize the relationship between workplace incivility and job insecurity.
- To identify the mediating relationship of perceived belongingness between workplace incivility and job insecurity.
- To discover the moderating relationship of psychological hardiness between perceived belongingness and job insecurity.

1.6 SIGNIFICANCE OF THE STUDY

In the present era of competition, organizations are striving to compete with each other in terms of productivity and reputation. Employees play a vital role in the development of any organization. Various bills are passed for the protection and safety of employees in the organization. If employees are provided with encouraging and a stress free environment then they perform well. But nowadays incivility is prevalent in many organizations and this negative interpersonal behavior erodes the norms of the organization. Humiliating workers, not involving them in decision making, ignoring their say in important matters are examples of incivility. Organizations are bearing huge costs in terms of incivility. Apparently it is harmless but it affects individual well-being and a cause of psychological stress among employees also hampers productivity.

Uncivil behaviors from colleagues and supervisors leave a bad impression on employees which persist for days. Customers also cause incivility. An uncivil interaction leads toward increasing turnover intentions and lower job satisfaction. Employee perceived belongingness decrease as a result of these interactions. They avoid contribution in a group. Unemployment is at its peak in Pakistan. People because of joblessness are tolerating this phenomenon in the organizations. According to a study employees do not report workplace incivility and are reluctant toward filing a formal complaint against these instances. They use different coping mechanism to cope with stress. . There is no operating mechanism which takes notice of stressful events.

This study has not done in recent years in the context of Pakistan thus it will contribute significantly in reducing the phenomenon of incivility by signifying that trainings should be conducted at supervisor-subordinate level and counseling of employees are also necessary to lessen the impact of incivility at workplace. In this study impact of workplace incivility on job insecurity is examined with the mediating role of perceived belongingness and moderating role of psychological hardiness. Private sector employees are taken into consideration while testing this model. In private sector incivility is common.

1.7 SUPPORTING THEORY

The theory which is advocating the variables of this study and establishing the link among variables is conservation of resources theory. Conservation of resources theory addresses the variables in a suitable manner because it portrays that persons attempt to acquire, uphold and guard valued resources. It is a stress related theory. Stress exists due to loss of resources or else intimidation of loss.

The study portrays the impact of workplace incivility through explaining instances of incivility that becomes the cause of stress and lead toward job insecurity. Therefore, conservation of resources theory is positing the links between workplace incivility, job insecurity, perceived belongingness and psychological hardiness through a strong path.

1.7.1 Conservation of Resources Theory

(Hobfoll, 1988) was the first who presented conservation of resources theory. The theory states that persons struggle toward gain resources and guard the quality and quantity of their emotional and social resources. (Hobfoll, 2001) describes resources as objects, personal characteristics, conditions, or energies that are valued in their own right, or that are valued because they act as channels to the attainment or safety of valued resources.

The conservation of resources model (Hobfoll, 1989) is a unified model of stress that comprises numerous stress theories. In accordance with conservation of resources theory, persons feel stressed once resources are intimidated or lost, and once they are unable to gain or compensate resources that they invested. Burnout is extensively recognized as a unique outcome as it follows from a procedure of continuous resource loss without counterweighing of resource replenishment (Halbesleben and Buckley, 2004).

There are various causes to predict a positive link between incivility change and consequent burnout change. Upward changes in experienced incivility might be emotionally exhausting. Persons that are exposed to uncivil behavior on a daily

basis will psychologically disengage themselves from work or workplace environment (Cole et al., 2006; Maslach et al., 2008). Contrarily, downward change in incivility leads toward recovery of resources which in turn enhance emotional well-being e.g., (Hobfoll, 1989). upward change in incivility encourage targets to leave the organization whereas downward change improve work situation for persons.

As stated in COR theory, both employment as well as occupation features such as growth likelihoods or rewards, are categorized as valued resources (Halbesleben et al., 2014). Therefore, real or possible resource losses (occupation and valued occupation features) create a threat that may become the basis of stress. As employees faced with job insecurity perceive a intimidation to their esteemed resource of employment and its excellence, they are probable to concentrate on guarding available resources and pull out from activities that put a additional demand on them (König et al., 2010). This suggests that employees may in fact demonstrate pulling out in their existing workplace (i.e. become protective in investing their resources and shift to activities that are not so much resource demanding) and involve in activities, which allow the conservation of resources (i.e. employment and excellence of work), for instance, by looking for another occupation.

Researchers incorporate COR theory with the domain of networks by suggesting that social connections provide persons with resource passageways through which they can interchange resources with others. Specifically, research scholars propose that resource passageways are rooted in the communication connections that persons form with one another. Such connections provide persons with the capability to recognize and interchange resources that are indispensable to their well-being. As contended by (Perry-Smith, 2014), network analysis usually does not investigate the specific content that flows through network connections, supposing instead that the mere presence of a connection permits the flow of many kinds of resources.

In point of fact, (Smith et al., 2012) display that merely calling to mind the presence of a connection to others is significant in and of itself, irrespective of its use in coping with a intimidation of resource loss (occupation threat, in their setting). Correspondingly, COR theory e.g., (Hobfoll, 2002) does not investigate

the specific resources that flow through resource passageways. In point of fact, research proposes that the mere presence of a resource passageway to others is more significant in lessening distress in comparison with its real use (Bolger et al., 2000). Perceived belongingness established through these social networks.

The suggested Resilience Activation Framework exemplifies the case where community capital (services, churches, social networks), human capital (coping, emotional reactivity, health), political capital (link with community leaders), or economic capital (job stability, credit, savings), are strong and provide sufficient resources to support the pre-disaster adaptive abilities in the person. Though, more persistent and severe psychological or behavioral problems may result from tragedy, most notably, depression, anxiety, and post-traumatic stress syndrome (PTSD). These more incapacitating problems frequently develop after a period of long-lasting undue stress that tolls the coping resource of the person over time. Those who are psychologically hard are able to neutralize the effects of stress through using social capital and economic capital etc and those who are psychologically weak are unable to neutralize the effects of stress through these capitals (resources).

Chapter 2

Literature Review

2.1 Workplace incivility and job insecurity

Incivility carries huge expenses and is common at workplace that has significant negative cognitive, affective and behavioral ramifications for its witnesses, targets and instigators. Furthermore, observation shows that sexism and racism is a modern manifestation of incivility in organizations (Cortina, 2008). According to a recent study hypothesis employees report more instances of perpetrated workplace incivility when they are exposed to more demanding job, lack of social support from superiors, lack of social support from colleagues, having lack of control on job, perception of insecure job and changes in the organization. This assumption was supported as significant relationships were found for organizational variables and instigated incivility. Findings of the second hypothesis exhibited that being targeted by uncivil behavior from colleagues was an exclusive forecaster of perpetrating incivility while on the other hand this was not the same in the case of superiors.

Incivility at workplace is initiated by persons who are having powerful work positions and locate in higher chain of command (Cortina and Magley, 2003), and the powerful are more likely to respond in a different way to their environments as compared to powerless e.g.,(Galinsky et al., 2003). These changing aspects of power are complex and they outspread to observers of uncivil behavior likewise

targets and perpetrators. Up till now little is known about observer intervention in instances of incivility (Reich and Hershcovis, 2015). In a recent research triad studies were conducted which found that people having high power are more probable than people having low power to report that they would face a perpetrator, and people having low power are more probable than people having high power to report that they would stay away from the perpetrator and provide backing to the target. Studies found that these effects of power are due to instances of uncivil behavior which work for as a status challenge to the powerful, concentrating them on maintaining the stable position and also the validity of their post in the pyramid. Partly, powerful react to status challenge by doing action by a sense of felt responsibility. Past study has proved that when everything is equal in the organization then observers of uncivil behavior at workplace are likely to be focused toward perpetrator and disciplinary in their responses to mistreatment at workplace (Reich and Hershcovis, 2015). However everything is seldom equal in the workplace. Organizational life is described by power relations e.g., (Aquino, 2000; Pitesa and Thau, 2013; Russell, 1938), and observers power may differ with respect to perpetrator of uncivil behavior.

The aggression and antisocial behavior literatures record the behavioral reactions to different kinds of socially unacceptable behavior e.g., (Aquino et al., 1999; Cortina and Magley, 2003; Lim and Cortina, 2005; Lim et al., 2008). Applying appraisal theory in a context (e.g., Lazarus and Folkman, 1984), the study begins to clarify the complexities of how affective reactions impact on behavioral reactions. Anger in response to uncivil behavior and additional kinds of deviance has been hypothesized e.g., (Andersson and Pearson, 1999) and recorded. Though, fear and sadness, specifically with reference to incivility are usually no more debated and evidently are substituted. Scholars stated that maximum targets are angry, more than a half report sadness and an amazing figure report fear.

Prominently, researchers consider in what way comparative status impacts the ways in which individuals react through sadness, anger and fear. Results propose that throughout this appraisal process, targets assess attributions, coping potential and consequences. Particularly, it is demonstrated by scholars that targets of

uncivil behavior which experience intense anger will display aggressive behavior overtly except they hold inferior status in contrast to their instigators, in which instance they will be much probable to shift their aggression on others and on the organization. Findings also suggest that targets fear to get related with covert anger in contrast to instigators, displacement on others and on the organization, absence from work and leaving organization. Lower status targets that experienced more fear in organizations were more prone toward absenteeism and withdrawal, because of assumption which form through their appraisal that no more organizationally satisfactory choice exists. More sadness leads towards absence from work but the option of leaving organization does not exist in case of sadness. Status role is crucial while considering sadness; targets who have lower status and who experienced more sadness were more probable to remain absent from work and to leave the organization.

Emotions have a significant role in individual experiences of organization ([Brief and Weiss, 2002](#)). By further exploring that in what way emotions impact on behavioral reactions and in what way background forms emotional reactions not only enhances literature e.g.,([Brief and Weiss, 2002](#); [Tiedens et al., 2000](#)), but also gives concrete knowledge for organizations and for supervisors. Generally, employees appraised uncivil behavior at work as moderately to extremely annoying, frustrating and insulting, but no more specifically threatening. Uncivil behavior is the cause of mildly unfavorable appraisals. Incivility possesses certain features that are violation of norm, vague intention, and mildly unfavorable appraisal. As a whole, the notion of appraisal aids in bringing clarity to the concept of incivility and could possibly aid in demarcating its boundary from additional kinds of offensive work behavior.

Moreover, repeated instances of low intensity mistreatment can pile up overtime, slowly but constantly intensifying the level of stress. Uncivil behavior from upper level management could be specifically upsetting for targets as they might feel incapable to repel or complaint mistreatment by supervisors and they may distress regarding the situation intensifying into more critical defilements of professional or

social norms. These findings reflect the literatures on harassment, abuse and workplace bullying, which also discover that behavior duration, power imbalances and behavior variety are main factors of unfavorable outcomes e.g.,(Lim and Cortina, 2005; Rospenda et al., 2000). Study found that employees do not frequently report instances of incivility to the supervising authority.

A recent research examined the effect of incivility on employee deviance and perceived job insecurity, by making comparison of two distinct targets groups; targets which have low status of employment because of their temporary nature of job or because of their lower once-a-month domestic expenditures and targets which have high status of employment because of their long-term nature of job or higher domestic once-a-month expenditures. Research assumption shows that incivility would heighten employee deviance. It also assumes that incivility would heighten job insecurity perceptions. Both of these assumptions were acceptable.

Initial assumption presumed a positive relationship between incivility and employee deviance. It means that intensification in the perceptions of uncivil behavior would lead targets toward retaliation. This concept was hypothetically given by (Andersson and Pearson, 1999) as an exchange tenet which they described as tit for tat. This notion relies on the tenets of social exchange theory that posits that employees continuously evaluate their reciprocity with the organization. When employees perceive the reciprocation as valued then they are probable to exchange positively (Aryee et al., 2013). On the contrary, if a person unfavorably reciprocate with the other person then the other person also respond unfavorably (Cropanzano and Mitchell, 2005; Helm et al., 1972).

Another assumption presumed that perceptions of incivility will heighten perceptions of job insecurity. Positive relationship between incivility and job insecurity means that when uncivil behavior escalates, then personnels perceptions of job insecurity also intensify. Moreover, it was anticipated that personnels who have low status of employment (in comparison with personnels of high status employment) would develop perceptions of deprivation and thus would report more uncivil behavior and exaggerated relationships between incivility and employee deviance and job insecurity both. Moreover, the findings suggest that personnels who are

having high status of employment are more disposed toward property deviance whereas personnels who are having low status of employment are more disposed toward production deviance. These findings differ from each other because variations exist in the nature of job of the two categories.

Personnels which are on temporary positions and are paid less, have less right to use organizational property, so they use production means in case of retaliation. So far, such mechanisms of retaliation are not suitable for personnels of high employment status because absenteeism or lateness (which falls under the category of production deviance) is less observed in case of personnels who are working under favorable conditions than personnels who are working under unfavorable conditions.

Conservation of resources theory can be a basis which can be utilized here hypothetically to link the impact of workplace incivility on job insecurity. The conservation of resources ([Hobfoll, 1989](#)) model of stress gives an exceptional hypothetical explanation for why incivility might affect withdrawal. Withdrawal conduct is any purposeful conduct by which a personnel attempts to evade work or a decrease in a personnels socio-psychological charm to or interest in the organization or the work ([Bluedorn, 1982](#)). Job withdrawal, a specific kind of withdrawal, consist of bodily withdrawal from the workplace (such as being late or absent) or intention to evade or quit that organization ([Hanisch and Hulin, 1991](#)).

People have a finite number of resources, and the surroundings can influence both the strength and the amount of these resources. Stressors in the surroundings deplete these resources, and people seek to evade these stressors to protect resources. Other factors of environment, such as constructive social exchanges, may act to upsurge the availability of resources ([Hobfoll, 1988](#)). The conservation of resources model has inferences for handling with social stressors, especially incivility. Social resources are believed to be crucial components in the conservation of resources model ([Hobfoll, 1988](#)).

Coworker incivility is a social stressor ([Kern and Grandey, 2009](#)), and investigation proposes that it can deplete cognitive and emotional resources ([Laschinger et al., 2009](#)). Colleagues are frequently expected to facilitate resources and provide

backing to other personnels. When instead colleagues treat others with uncivil behavior, this breaks these social standards for respect and support (Andersson and Pearson, 1999). Instead of providing resources, colleagues take away resources by acting in discourteous and rude ways. On the basis of the principles of conservation of resources theory, people will then be inspired to reestablish their own resources.

There are binary ways in which an individual might act to reestablish their resources at job: evacuating from the workplace (Wright and Cropanzano, 1998) and/or decreasing performance (Hobfoll, 1988). In terms of evacuation, Leiter (1991) hypothesized that personnels use absenteeism as a coping pattern. Generally, people who report lack of resources have been shown to report higher evacuation from the workplace (Taris et al., 2001). Being late to work (temporarily delaying the need to deal with an unsupportive environment) or staying at home (completely away from an unsupportive environment) might provide personnels with a re-establishment of mislaid resources.

H1: *Workplace incivility is positively related to job insecurity.*

2.2 Workplace incivility and perceived belongingness

Workplace incivility comprises of kinds of workplace mistreatment (Andersson and Pearson, 1999) and day-to-day hassles (Cortina and Magley, 2003) which are often triggered by coworkers and customers (Sliter et al., 2012), for instance demeaning or derogatory remarks, condescension ignoring a coworker and showing little interest in an employees opinion. Coworker incivility occur when employees interact with each other i.e. a perpetrator (the individual being uncivil) and a target (the individual perceiving the uncivil behavior), while customer incivility is perpetrated by clients with a vague intention to harm a personnel. These kinds of incivility destabilize a personnels performance at work (Cortina and Magley, 2003, 2009; Grandey et al., 2004).

Coworker incivility reduces employees satisfaction of their work (Cortina and Magley, 2003; Lim and Cortina, 2005; Lim et al., 2008) and intensifies work stress (Lim and Cortina, 2005), job insecurity (Cortina and Magley, 2009) and turnover intentions (Lim et al., 2008). Coworker incivility moreover decreases the facilitating behaviors among colleagues, which results in reduced job performance (Porath and Erez, 2007). Personnels which experience uncivil behavior do not focus on their work since they are scared about instances of uncivil behavior and make effort to circumvent the instigator (Porath and Pearson, 2010), which results in deficient work performance. Moreover, coworker incivility has an impact on observers who observe uncivil behavior of their colleagues, eventually leading to reduced performance on both creative tasks and routine (Porath and Erez, 2009).

Likewise, customer incivility is strongly linked with service personnels emotional exhaustion, an aspect of burnout in which feelings of tiredness intensify as emotive resources become declining (Maslach et al., 1986). In fact, customer incivility not only causes emotional exhaustion but it has a spillover effect on service personnel outcomes. Intensified emotional exhaustion usually impact unfavorably on personnel and organizational outcomes for instance general declines in mental health (Ramirez et al., 1995), withdrawal behaviors (Deery et al., 2002), and work stress and low job satisfaction (Wright and Cropanzano, 1998). Customer incivility not only causes mental stress to service personnels (Cortina and Magley, 2003; Sliter et al., 2010) but additionally damage their work outcomes (i.e., performance related to customer service) (Sliter et al., 2010). A study proposes that customer incivility is more harmful to personnels outcomes at job than coworker incivility (Totterdell and Holman, 2003). In sum, previous investigations have shown that both customer and coworker incivility negatively impact organizational outcomes and employees.

Researchers examination of the literature of incivility evidently displays that the uncivil experiences that have been researched differ greatly. Not only do incivility instances vary with respect to their source (i.e., customer, supervisor, or coworker), they also vary with respect to the kind of incivility (i.e., instigated, experienced, or witnessed). Most investigation on incivility focuses on experienced incivility and,

more specially, on the diverse outcomes for targets of uncivil behavior. Several investigators try to find what makes an individual a probable target of uncivil behavior.

Antecedents to experienced incivility include contextual, dispositional and behavioral aspects that forecast experiencing uncivil behavior at workplace. Several researches have examined dispositional target attributes or diversity to learn about precursors of receiving uncivil treatment. These researches have shown the difference in individual variables that are linked with more repeated experiences of incivility at workplace include adipose (Sliter et al., 2012), younger in age (Lim and Lee, 2011), disagreeable, and neurotic (Milam et al., 2009), generation X versus belonging to the baby boomer generation (Leiter et al., 2010), being a racial minority (Cortina et al., 2013). Intriguingly, study that investigates the relationship between sexual category and experiencing incivility displays divergent findings. Lim and Lee (2011) found that males report they experience uncivil behavior at higher rate than females, while (Cortina and Magley, 2003) and (Cortina et al., 2013) found that females report more instances of incivility than males. Other researchers try to find which target ways make persons more probable to become the victim of others uncivil behavior or which situational features might decrease experienced incivility.

The target behaviors that have been found to forecast experienced incivility comprise of having a high dominating or a low integrating conflict management style (Trudel and Reio, 2011), and the targets organizational and interpersonal counterproductive behavior (Meier and Spector, 2013). Situational variables that decrease experienced incivility comprise of experiencing low role stressors (Taylor and Klumper, 2012) and higher workgroup norms for civility (Walsh et al., 2012). Experiencing uncivil behavior in the workplace may intimidate an individual's self-esteem to the organization, especially because the intention behind uncivil behavior is often vague.

No man is an island, entire of itself this influential and frequently cited line is attributed to John Donne (1572-1631). It materializes in Devotions Upon Emergent Occasions, Meditation XVII (1624). This quotation helps an individual to

recognize that everybody have linkages to other males, females, and kids. This is where the notion of belonging originates. Belonging is a comprehensive and universally accepted notion in literature and researches throughout several fields. Sense of belonging has been investigated in social-psychology, psychology, education, sociology, and has also been inspected in anthropology, psychiatry, religion, geography, nursing etc. Abraham Maslow (1954) presented a theory of humanoid motivation that was easy to comprehend yet properly designed and complicated. In his theory he constituted a pyramid of needs that reversely initiated with need for self-actualization, esteem need, need of love and belonging, safety needs and physiological needs. Maslow composed of belonging, We have almost no logical data about the belongingness need, in spite of the fact that this is a typical topic in autobiographies, novels, plays, and poems. Regrettably it would seem that this assertion is still correct. Maslow explained this need as, starvation for fond association with persons in general, specifically, for a place in his family or group. Belonging has been described as, the experience of subjective involvement in an organization or environment so that individuals feel themselves to be an essential part of that organization or environment ([Hagerty et al., 1992](#)).

Since sense of belonging is so extensively acknowledged as an essential notion in psychology, it stands to reason that it has an influence on individuals quality of life, overall psychological functioning and well-being. Additional support for the significance of belonging was reflected in a statement by Corey (2001), Only when we have a sense of belonging are we able to act with courage in facing and dealing with our problems. Corey state afterward in his discussion centering on group therapy, that counseling (especially group) can give the place and atmosphere for persons to satisfy their sense of belonging, and that this permits persons to identify that a lot of their difficulties are relational in nature and that their aims should echo change in their resolutions and contact within the social order.

([Hale et al., 2005](#)) in his article buttressed the significance of belonging based on the link between social support and physical health. The writers explained social support in a way that is analogous to the explanations of belonging presented formerly, It comprises of a number of diverse spheres, including appraisal

and affirmation, emotional support, physical affection, comfort, intimacy, and informational assistance. Based on the writers evaluation of literature, they inferred that social support is a significant factor in persons health and welfare. They investigated social support in four spheres disclosure, tangible support, social intimacy and belonging with students of college. They theorized that these four spheres could be used to forecast physical symptoms and health perception. They found that through a regression analysis that belonging was the only variable that was an important forecaster for health. In females they found that belonging had an impact on health perceptions, and with males they found higher belonging to be a forecaster of rarer bodily symptoms.

No previous study is done on the relationship between incivility and perceived belongingness. Negative relationship between incivility and perceived belongingness is only studied in a recent research by M.S. ([Hershcovis et al., 2017](#)). This research help elucidate when uncivil behavior is probable to have more unfavorable effects on targets. Especially, research indicates the significance of the targets link with the perpetrator in forecasting target outcomes, whereas also identifying that even perpetrators who have low power can intimidate a targets perception of belonging to a group.

One of the limitations of research on incivility at workplace is the deficiency of consideration for the interpersonal context in which it takes place. Instead of querying targets about the sort of their link with the perpetrator, most researches investigate target responses to maltreatment perpetrated by somebody at work ([Hershcovis and Reich, 2013](#)). Though, the sort of the perpetrator-target link has an emotional impact on target outcomes.

Even though research scholars argued that incivility from anybody would intimidate targets perception of belonging, targets should be particularly probable to deduce their low status and deficiency of respect in the workplace when the perpetrator is in a location of power (i.e., high authority) ([Lind and Tyler, 1988](#)). Perpetrator authority did not affect the link between incivility and belongingness. Somewhat, in spite of the assumption that unjust treatment from highly authoritative group participants will be specially intimidating to a persons sense of value

(Lind and Tyler, 1988), researchers discover that incivility negatively correlates to targets perception of belonging irrespective of whether the perpetrator has low or high power.

H2: *Workplace incivility is negatively related to perceived belongingness.*

2.3 Mediating role of perceived belongingness between workplace incivility and job insecurity

The group value model (Lind and Tyler, 1988) theorizes that group identification describes person responses to mistreatment. A main supposition of the group value model is that persons care about their affiliation in social groups (Tyler, 1989). Certainly, (Baumeister and Leary, 1995) contended that belongingness is a basic humanoid need; persons eagerly form social connections and attempt to circumvent harm to current social bonds. Congruent with these hypothetical arguments, (Derfler-Rozin et al., 2010) found that, when endangered with social exclusion, persons involve in activities that aid them reconnect. The group value model theorizes that group participants usually hold a shared set of group-related standards (Lind and Tyler, 1988). Initially, they are anxious about upholding their status within the group. Second, they have a desire to feel safe in their group affiliation. Third, they want the chance to take part in the life of the group. When targets are confronted with incivility at workplace from a group participant, they are probable to perceive a danger to every one of these concerns.

Initially, given that persons concerned about group affiliation, they are extremely accustomed to intimidations to belongingness. As stated in the group value model (Lind and Tyler, 1988), deferential treatment directs figurative messages about persons status within the group. While Lind and Tyler concentrated on just treatment by somebody in authority, study on ostracism has found that persons perceive a belongingness intimidation even when the indication is directed from an inorganic thing i.e., a CPU program; (Zadro et al., 2004). So, research scholars

contend that targets are probable to perceive rude conduct from anybody even a low authority group participant as a hint that the perpetrator does not worth the target. That is, researchers suppose that incivility at workplace will work as a social clue to the target that he or she does not have its place (Baumeister and Leary, 1995). Incivility at workplace may also intimidate a persons perceived ability to give to the group.

Recent study has found that targets attempt to stay away from discourteous exchanges and circumvent from making the perpetrator more annoyed (Cortina and Magley, 2009), which might harm their ability to contribute to the functioning life of the group. Additionally, when perpetrators do speak out, targets frequently confront increased levels of retaliatory behaviors (Cortina and Magley, 2003), which may additionally dishearten them from involving socially. As an outcome, when targets experience incivility at workplace, their ability to completely contribute in working life may be restricted.

Jointly, the intimidation to security and status within the group as well as the restriction on involvement should negatively affect a persons perception of belonging at job, and thus a persons perception of well-being and security. Initially, with regard to job security, since uncivil behavior indicates a lack of belongingness and status, targets may observe themselves to be less significant to their group and thus more probable to be ousted and downsized in difficult times. Incivility actions (e.g., being overlooked) that hints to the target that he or she is not appreciated and does not have its place are by extension more probable to activate doubt about a persons continuity of job. In addition, it is said that targets are more probable to circumvent colleagues i.e., the committer; (Cortina and Magley, 2009) comparative to non-targets; the excellence of their work may damage.

Targets that feel less able to give to the groups functioning life may concern that their superior will perceive them as non-giving participants, hence linking to insecure job. Perceived belongingness is described as the insight that a person does not suitable; job insecurity is a usual extension of this insight. Next, with regard to somatic symptoms, (Baumeister and Leary, 1995) contended that, as a central motivation, endangered belongingness will have a negative influence on

person health. Empirical proof provides backing to this statement. For example, considerable research displays that belongingness (and linked notions for example exclusion) is connected with a variety of health outcomes, comprising physical pain (Eisenberger et al., 2003) and depression (Hagerty et al., 1992).

Incivility at workplace may also arouse worries about others perception of the self. (Andersson and Pearson, 1999) stated that, uncivil behavior can cause victims to experience a loss of face. Face denotes a persons perception of status in the eyes of others. As theorized above, incivility at workplace calls the victims status in the cluster into question (Lind and Tyler, 1988). Thus, being mistreated is probable to cause degradation through which targets assess their treatment through the perspective of others at work, activating an uncomfortable emotive reaction. In a recent research researchers investigate embarrassment, which is an awkward feeling that involves the assessment of a person from anothers viewpoint (Tangney et al., 2007). As stated by (Leary et al., 1996), embarrassment take place when persons experience impression management difficulty in which they opine that others have shaped unwanted impressions of them. The reasoning that incivility at workplace will impact a victims perception about what others opine of them (i.e., that they have low worth), researchers predict victims to experience awkwardness in response to the maltreatment.

According to (Goffman, 1955, 1959), persons want to introduce themselves as capable and strong whenever feasible and will tend to circumvent circumstances where they could be embarrassed in public. Scholars have found that persons are disposed to experience financial expenses to save face e.g., (Brown, 1970). Consequently, at times when persons feel embarrassed since they have been the victim of incivility, they may evacuate from the work setting or, at the minimum, circumvent the perpetrator (Cortina and Magley, 2009) to lessen the likelihood that they will experience additional loss of face. Though, as contended before, evacuation from the work setting may take away from the targets aptitude to carry out his or her work prerequisites, causing them to suspicion the certainty of their job. More, because embarrassment is related with low status and weakness, persons may try to cover this feeling to maintain face (Goffman, 1956).

Embarrassment indicates the necessity to change or hide some aspect of the self (Tangney et al., 2007). Though, congruent with emotional labor theories, the containment of these undesirable emotions is probably to have undesirable inferences for target health e.g., (Quartana and Burns, 2007). As such, the discomfiture caused by perceiving a person to be a target of uncivil behavior is predicted to result in more somatic grievances.

(Hershcovis and Barling, 2010) found that when mistreatment at workplace initiates from superiors(e.g., abusive supervision; (Tepper, 2000), it has stronger undesirable results than when it initiates from colleagues. Incivility at workplace take place in a social context, and the sort of that context is probably to affect the targets experience. Based on the group value model (Lind and Tyler, 1988), scholars investigate power as a main contextual element that may aggravate the link between incivility and belongingness and loss of face. Power happens when somebody has authority over valued resources, is able to enforce his/her self-control on others, and is able to affect the result of others (Anderson and Galinsky, 2003). Though power is entrenched in the ability to regulate resources, it can also be a mental possession of the perceiver. That is, the behavioral consequences of power are as much resolute by the fondled sense of power as the authorized foundation of power (Anderson and Galinsky, 2006).

As stated by the group value model (Lind and Tyler, 1988), power temperate target responses to mistreatment such as incivility. Lind and Tyler contended that targets are probable to perceive unfair treatment from an influential source as specifically strong intimidation to their affiliation in the group because persons look for self-relevant knowledge by investigating the quality of their exchanges with influential persons. Personnels use knowledge about how high powered persons behave towards them as indicators of self-esteem. As contended before, the intimidation to prestige and status posed by uncivil behavior is theorized to correlate to both belonging and loss of face. Researchers predict that when the perpetrator is influential, this intimidation will be even sturdier for minimum two reasons.

Initially, low powered persons give more concentration to and thus put greater significance on the views of the powerful (Anderson et al., 2001). Next, the powerful, by denotation, regulate significant outcomes of targets (e.g., job security, wages, task assignment, promotions).

H3: *Perceived belongingness mediates the relationship between workplace incivility and job insecurity.*

2.4 Moderating role of psychological hardiness between perceived belongingness and job insecurity

Even though research on incivility to date has concentrated on the attributes of the instigators of such behavior, few research scholars (Cortina and Magley, 2003) have investigated whether target attributes have an impact on the experience of incivility at workplace. Though, incivility may be aroused by some traits of personality that are bothersome, annoying, or unusual. A recent research examines the part that Big Five personality traits play in persons experiences and perceptions of incivility at workplace. Generally, personality traits are looked from one of two viewpoints: the observers viewpoint or the self-point of view. The observers viewpoint is occasionally alluded to as an individuals civic self or social standing (Hogan, 1991). This viewpoint comprises of behavioral expressions of personality that would be described by colleagues. In divergence, the self-point of view is a more personal self, that (Hogan and Shelton, 1998) allude to as an individuals identity and comprises of the reasoning processes that in fact propel behavior, as well as an individuals intentions and goals.

While persons may observe behavioral expressions of personality, there are less observable clues of the reasoning expressions of the personal self to outdoor witnesses (Mount et al., 1994). So, Hogan and Shelton contend that civic expressions of an individuals personality may be an overall distinct construct than an individuals personal self. Certainly, Mount et al. found that observer and self-ratings of

Big Five personality traits produce dissimilar predictive validities in contrast to a range of job-related standards. In adherence with Hogans two-dimensional representation of personality, researchers contend that workplace happenings such as incivility acts are influenced by an individuals civic and personal selves, and that personality expresses in dissimilar ways contingent on the civic versus personal perception of the attribute. An individuals civic self, or standing, is described by observable, apparent conducts that may be interpersonally inciting and contribute to experiences of incivility at workplace through incitement of rude acts. An individuals personal self, or identity, is less observable and less interpersonally inciting and would contribute to experiences of incivility at workplace through the perception of an individual being treated in a rude way.

Therefore, to sufficiently evaluate the complete picture of incivility at workplace, researchers acquired ratings of personality traits of targets from both personnel targets and their colleagues. Specially, research scholars were interested in extraversion, agreeableness, and neuroticism since they symbolize the most discernible of the Big Five traits. Agreeableness is related with being warm, good-natured, forgiving, trusting, cooperative, generous and sympathetic (McCrae and Costa, 1987). Even though this call up pictures of a discernible personality trait, the private viewpoint of agreeableness, which comprises the stimulating force that propels these agreeable conducts, is too very significant, especially to a persons well-being. (?) found that persons who are high in amicability experience more encouraging affect and normally have greater levels of welfare.

Reasonably, persons who are low in amicability are believed to be skeptical and mistrustful (McCrae and Costa, 1987). Consequently, they may be more probable to perceive incivility at workplace even when it is not existent. In view of that, researchers predict that persons who are low in self-reported amicability will report more cases of uncivil behavior as compared to those who are high in amicability. (McCrae and Costa, 1987) behaviorally found that, persons who are low in amicability incline to be rude, stubborn, and uncooperative. Therefore, persons who are low in colleague-reported amicability may in fact incite uncivil behavior that is perpetrated toward them.

The personal self-expression of neuroticism is evident by feelings of insecurity, nervousness, and worrying (Mount et al., 1994), which is intently linked to negative affectivity (NA; Watson and Clark, 1984). As stated by Watson and Clark, persons who are high in negative affectivity incline to be angry, anxious, guilty, and sad. As negative affectivity frequently affects an individual frame of mind, Affective Events Theory (AET) (Weiss and Cropanzano, 1996) would forecast that negative affectivity impacts how a person construes events such as uncivil behavior at job. Specially, Weiss and Cropanzano declare that persons who are high in negative affectivity will have sturdier responses to negative happenings as compared to persons low in negative affectivity. Brief, Butcher, and Roberson (1995) found that even when offered with an optimistic mood-inducing occurrence, persons who are high in negative affectivity still notify unfavorable attitudes.

Therefore, a person high in negative affectivity may observe an inoffensive remark or act by a colleague as intimidating and in turn, react in a discourteous way. Others may perceive this reaction as confrontational or contentious, creating the high-negative affectivity person an inflammatory target. Persons who recognize themselves as high in neuroticism may have difficulty managing trivial everyday conflicts because of their incapability to display the suitable emotions when trading with others. (Diefendorff and Richard, 2003) conducted a research on the role that numerous traits of personality play in perceptions of emotive display rules. Display rules are the accepted values in a job that control the suitable manifestation of emotion, rather than the real emotional state of personnel.

Usually, jobs necessitate personnels to exhibit positive emotions whereas repressing negative emotion. Though, Diefendorff and Richard found that persons who are high in neuroticism are oblivious of regulation that call for exhibiting positive emotion, but are very conscious that they are to repress negative emotion in the place of work. So, the neurotic person experiences a larger frequency of displeasing happenings, several of which are interpreted as negative. He or she then responds in an argumentative way, which makes him or her a target of provocation.

The civic viewpoint of neuroticism may also contribute to incivility at workplace. Conducts related with insecurity and nervousness (e.g., nervous speech, fidgeting,

ruminating aloud excessive talking) may be looked by others as bothersome or unusual, and may make the externally neurotic person an inflammatory target of uncivil behavior. As stated by (McCrae and Costa, 1991), neurotic persons have more day-to-day stresses and lesser uplifts, and this may be because of the inflammatory nature of the civic viewpoint of neuroticism.

Extraversion should also have very dissimilar civic and personal attributes. Even though the civic prole of an outgoing person refer to one who is talkative, sociable, active, ambitious, and assertive (Mount et al., 1994), the personal feeling of extraversion is defined as being in pursuit of excitement and having energy aimed toward others (Costa and McCrae, 1992). Extraversion is also relevant to the interpretation of colleagues activities as kindly or spiteful acts of low intensity treatment.

H4: *Psychological hardiness will moderate the relationship between perceived belongingness and job insecurity; such that the relationship will be strengthened when psychological hardiness is high; and the relationship between perceived belongingness and job insecurity will be weakened when psychological hardiness is low.*

2.5 Research Model

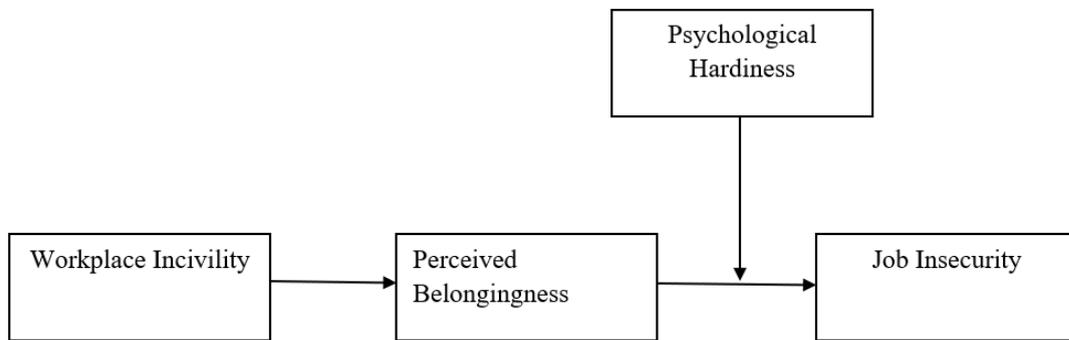


FIGURE 2.1: Research Model of Impact of Workplace Incivility on Job Insecurity: The role of Perceived Belongingness and Psychological Hardiness

2.6 Research Hypotheses

H1: Workplace incivility is positively related to job insecurity.

H2: Workplace incivility is negatively related to perceived belongingness.

H3: Perceived belongingness mediates the relationship between workplace incivility and job insecurity.

H4: Psychological hardiness will moderate the relationship between perceived belongingness and job insecurity; such that the relationship will be strengthened when psychological hardiness is high; and the relationship between perceived belongingness and job insecurity will be weakened when psychological hardiness is low.

Chapter 3

Research Methodology

This chapter involves the detailed procedures and methodologies to pursue the objectives of study and to achieve the authentic results. This chapter includes the details concerning design of research, population, sampling techniques, sampling characteristics, instruments and reliability of all the variables and items involved in this research.

3.1 Research Design

3.1.1 Type of study

Present study opt to investigate the impact of workplace incivility on job insecurity, also to find out the moderating role of psychological hardiness and mediating role of perceived belongingness. Hence this study is following the causal investigation. To seek the objectives of study, 4 private sector organizations of Pakistan are considered. Initially 400 questionnaires were distributed among the employees however 263 questionnaires were received back in usable form. It is assumed that the sample for the study is representative of whole population of employees working in private sector organizations of Pakistan. The generalization of the results will be recommended to overall private sector organizations of Pakistan.

3.2 Unit of analysis

In general unit of analysis is an important characteristic in a research investigation. A unit of analysis can be individuals, different groups, organizations and cultures. Focus of this study is to investigate the behavior of employees in an organization. Individual employees are the unit of analysis for this study in order to examine the impact of workplace incivility on job insecurity and to examine the moderating role of psychological hardiness and mediating role of perceived belongingness. This study has considered the private sector organizations of Pakistan. Due to reason the profit organizations want maximum financial outcomes from their scarce resources. This make the workplace behavior little bit hard for employees especially in developing countries like Pakistan.

3.3 Population and sample

3.3.1 Population

The population utilized in this study involves the employees working under different private sector of Pakistan. Private sector is a big portion of the overall employment opportunities in Pakistan. In private sector manufacturing as well as service organizations are addressing the needs of customers in better possible ways. Private sector profit organizations not only make a major contribution in the economy of Pakistan. Also they disseminate the message through their corporate disclosures and attract the foreign investors as well as international brands and increase the recognition of Pakistan as a new emerging and developing country.

Employees are chosen because they are the target of incivility in private sector organizations. Supervisor, customers and coworkers are involved in incivility. Job demands and workload are high in private sector and quality work is demanded from employees in a short time. They are required to behave according to set standards and rules of the organization. Rigid environment prevails in this sector. Employees are rewarded on the basis of their outstanding performance. Good

working environment are provided to them so that they can work with concentration. Job insecurity is the inherent feature of private sector. Private jobs are contract based and employees are downsized when the company is facing hard time in financial terms.

3.3.2 Sample and sampling technique

Sampling is a common method for data collection in quantitative studies, due to limited time and resource constraints. In this method we select a group of people who represent the whole population. Sample of this study is individual employees working in private sector of Pakistan. This group of respondents should be active workers in a private sector organization and performing day to day to activities. Hence, the sample selected for this research fulfills all the needed criteria and represent the whole population.

Based on the objectives of this study, that is to contribute in the literature of workplace incivility in private sector organizations of Pakistan. The sample includes the employees of private sector organizations in Pakistan working at subordinate level. The quantitative study is conducted and data is collected through a self-administered paper-and-pencil survey and an online survey will also be conducted by uploading questionnaire. 400 questionnaires were evenly distributed in nominated organizations. The cover letter explicitly indicated that the study is being conducted for academic research purposes. Participants were assured of the confidentiality of their responses and anonymity so that the respondents feel free to fill in the questionnaire without hesitation. A convenience sampling technique was used to pursue the study due to certain limitations. Convenience sampling is among the non-probability sampling technique, according to this technique data is randomly collected on the basis of feasible approach to respondents. Hence, On the basis of this fact, and following the previous similar investigations, convenience sampling seemed to be an appropriate technique for this research.

3.4 Sample Characteristics

This study has considered the demographic variables like employee's gender, employee's age, employee's qualification and employee's experience. As it was a time-lag study so the data was collected in two points of times. The analysis is carried out for both points of time i.e. time 1 and time 2. Sample characteristics details are following

3.4.1 Age

Age is one of the demographic variables which is widely used in the analyses of employee behavior. However sometimes respondents feel uncomfortable to disclose this information openly. Hence, to address this problem range basis was considered to ask the age of respondents. Table 3.1 exhibits that 40 of total respondents were

TABLE 3.1: Frequency by Age

Age	Frequency	Percent
18-27 Years	40	15
28-37 Years	98	37
38-47 Years	119	45
48-57 Years	7	3
Total	263	100

between the age ranges of 18-27 years, which were the 15% of total respondents. It means the young employees are relatively fewer in sample as compared to the upper age groups. Similarly, 98 of respondents were between the age ranging of 28-37 which is 37% of total respondents. 119 respondents were between the age limits of 38-47 which is 45% of total respondents. 7 of total respondents were between the age ranges 48-57 which is only 3% of the employees.

3.4.2 Experience

The information regarding experience was collected by providing the different ranges time period. Hence, it becomes easy for the respondent to provide information on the basis of ranges than of providing the exact number of years.

TABLE 3.2: Frequency by Experience

Experience	Frequency	Percent
01-05 Years	43	16
05-10 Years	118	45
10-15 Years	92	35
15 and above	11	4
Total	263	100

Table 3.2 provides the information regarding frequency this table shows that, 43 respondents were having the experience between 01-05 years. It means that a 16% of total sample was between these time ranges. Similarly most of the respondents of about 118 respondents were having experience between the 05-10 years. Hence, 45% of the respondents were between this range. It shows that most of the respondents were young and experienced employees and better knows about the current workplace practices. In the same vein, 92 respondents were having an experience of 10-15 years which was 35% of total sample. However 11 respondents were having the experience of 15 and above years. This shows that most of the employees promoted to supervision level at 15 or above years so that this experience range contain a small portion of the respondents.

3.4.3 Gender

Gender is a most prominent variable in todays social and organizational sciences. It is very important concern for the social scientists to maintain the gender equality in social and organizational setting. Hence, the workplace incivility is more

harmful for the female employees as compared to the male employee. So this variable is included in the analysis to maintain the contribution from both genders into the sample.

TABLE 3.3: Frequency by Gender

Gender	Frequency	Percent
Male	148	56
Female	116	44
Total	263	100

Table 3.3 depicts the gender ratios of the sample. As it was tried to maintain the equal contribution from both genders however it is seen that the reported back questionnaire have created a little difference in number of male and female respondents. Male respondents as seen in table were 148, which were the 56% of total sample. However female respondents were 116 which were 44% of total sample of the study.

3.4.4 Qualification

Education is one of the major concerns of a nation, because it contributes directly into prosperity of a nation. Education make nation to compete different challenges like economic challenges, health challenges and environmental challenges as well as it enables to remain into global effort of continuous development. In organization education is a very important variable to consider during the analysis.

TABLE 3.4: Frequency by Qualification

Qualification	Frequency	Percent
Bachelors	49	19
Masters	125	47
MS/MPhil	88	33
PhD	2	1
Total	263	100

As shown in Table 3.4 49 of the respondents were having a Bachelors degree, which is 19% of the total sample of research study. Similarly, 125 respondents were

masters degree holders. This was the large portion of the sample that contains the masters degree and it was about 47% of total sample. 88 respondents were MS/M.Phil. degree holder, and they were 33% of sample and only 2 respondents were PhD amongst the 263 respondents, which was almost 1% of the total sample.

3.5 Instrumentation

3.5.1 Measures

Data were collected through a self-administered paper pencil survey. All the scales were adopted from well tested and authentic sources. Questionnaire was in English because in private sector it is preferred to speak English in Pakistan. However if it is expected that respondent need its translation or explanation then a proper guidance is provided. Questionnaires were distributed by the author by one to one interaction so that a finest data collection is ensured.

All the scales adopted for the study were anchored with a five point Likert scale for example 1 = (never to), 2 = (rarely), 3 = (occasionally), 4 = (sometimes) and 5 = (frequently). Except the scale of psychological hardiness which was anchored with four point scale starting from 0 = not at all true, 1 = very untrue, 2 = somewhat true and 3 = completely true. All the scales were tested and found reliable.

The Questionnaire for present study has involved 20 questions and three sections. First section included demographic variables, for example, gender, age, qualification and experience. Second section included workplace incivility and psychological hardiness. Third section includes perceived belongingness and job insecurity. It was ensured to the respondents that all the demographic information and their responses towards organizational variables would be kept secret.

Total 400 questionnaires were distributed among the employees however only 263 usable questionnaires were received back. A total 66% of the questionnaire received back so the response rate was 66 percent.

3.5.2 Workplace Incivility

A seven item scale Workplace Incivility Scale by (Cortina et al., 2001) was used to measure workplace incivility. These seven items are given as, put you down or was condescending to you? Paid little attention to your statement or showed little interest in your opinion? Made demeaning or derogatory remarks about you? Addressed you in unprofessional terms, either publicly or privately? Ignored or excluded you from professional camaraderie? Doubted your judgment on a matter over which you have responsibility? Made unwanted attempts to draw you into a discussion of personal matters? All the items were anchored with five point Likert scale. This measure used a Five-point scale 1= never to, 2= rarely, 3= occasionally, 4= sometimes, 5= frequently.

3.5.3 Perceived Belongingness

Perceived belongingness was measured by adopting four-item scale from (Godards, 2001). These four items included in this were as follows: You are well-accepted by your co-workers. When at work, you really feel like you belong. You feel like you just don't fit in where you work. You feel quite isolated from others where you work. All the items were anchored with five point likert scale. Starting from 1 = not at all, 2 = rarely, 3 = occasionally, 4 = a moderate amount to, 5 = very much.

3.5.4 Job Insecurity

To measure job insecurity the Job Insecurity Scale (JIS), was adopted (De Witte,2000). The scale includes following items: Chances are, I will soon lose my job. I am sure I can keep my job (reverse coded). I feel insecure about the future of my job and I think I might lose my job in the near future. Respondents were asked to rate these items on a Five-point Likert type scale, ranging from 1 = not at all, 2 = rarely, 3 = occasionally, 4 = a moderate amount to 5 = very much.

3.5.5 Psychological Hardiness

To measure psychological hardiness a five items scale was adopted from the (Funk and Houston, 1987) famous study. The items in the scale are as follows: Most of my life is wasted in meaningless activity. Life is empty and has no meaning for me. I find it difficult to imagine enthusiasm concerning work. I dont like my job or enjoy my work: I just put in my time and get paid. The most exciting thing for me is my own fantasies. All the items in the scale were anchored with four-point scale for example: 0=not at all true, 1 = very untrue, 2 = somewhat true and 3=completely True.

Data collection procedures

Employees were approached in break time due to their higher workloads. They willingly filled the questionnaire. Each item of questionnaire is explained to them so that they can correctly answer the questions. Some employees immediately returned questionnaires while others keep with them for some time and it will be collected on subsequent visits. Employees were ensured that their data will be kept confidential.

Time horizon

Data was collected in time lags. A time-lag study investigates the responses of different participants of same age at different points in time. Time-lag is one of the three methods used to study generational and developmental change.

T1

In time 1 questionnaire was distributed among employees of private sector organizations to collect the data of independent variable (i.e. Workplace incivility) and moderator (i.e. Psychological hardiness).

T2

After a gap of 14 days questionnaire was again distributed to the same employees to collect the data of mediator (i.e. Perceived belongingness) and dependent variable (i.e. Job insecurity).

TABLE 3.5: Instruments

Variables	Source	Items
Workplace Incivility (IV)	Cortina et al.(2001)	7
Perceived Belongingness (Med)	Godards (2001)	4
Psychological Hardiness (Mod)	Funk and Houston (1987)	5
Job Insecurity (DV)	De Witte, (2000)	4

3.6 Statistical Tool

Firstly, for time one a single linear Regression analysis was carried out to find out the causal relationship between the workplace incivility and job insecurity. Because to study the impact of independent variable on dependent variable linear regression analysis is an appropriate test to get authentic results. On the basis of regression analysis we can accept or reject our hypotheses. The same test is conducted for time two. The (Preacher and Hayes, 2004) were carried out to find out the mediated and moderated regression analysis for the present study.

3.7 Pilot Testing

For pursuing an academic thesis it is often recommended to run a pilot test before conducting a large scale analysis. This approach is quite proactive to manage the upcoming errors. Pilot testing also help to avoid the risks of time and resource losses. So that for present analysis a pilot test was conducted on 30 questionnaires to find the results are according to the hypothesized directions or not. After this analysis it is found that there was no significant potential problem seemed.

3.8 Reliability analysis of scales used

Reliability means the consistency in result of an item tested a number of times. Similarly scales are tested for their reliability before conducting the analysis. Reliable the scale means consistent in its result even test a number of times. For this study reliability is tested through Cronbach alpha. Cronbach alpha have a range from 0 to 1. The value nearer to 1 means more reliable the scale is if the value is nearer to 0 it means test is not reliable. However, in organizational sciences a standard value of alpha is 0.7. If it is above 0.7 the scale is considered more reliable and if it is below 0.7 scale is considered least reliable to measure a construct.

TABLE 3.6: Scale reliabilities

Variables	Cronbachs Alpha	Items
Workplace Incivility	0.764	7
Perceived Belongingness	0.71	4
Job Insecurity	0.7	4
Psychological Hardiness	0.793	5

Table 3.6, depicts the values of Cronbach alpha of all the scales adapted for present research study. As shown in table the values of Cronbach alpha for the scales adapted for current investigation are above 0.7. workplace incivility has Cronbach alpha value of .764, perceived belongingness has Cronbach alpha value of .710, job insecurity has Cronbach alpha value of .700 and psychological hardiness has Cronbach alpha value of about .793 hence this shows that all the variables used in this study are reliable.

3.9 Data Analysis Technique

Once the data collection was completed from 263 employees it was analyzed using SPSS software version 20. The analysis included numerous procedures; here is list

of these procedures used in data analysis of current study.

1. Questionnaires were thoroughly analyzed before entering the data and only complete and usable questionnaire were entered into the SPSS data sheet.
2. While coding process each variable is considered and coded and further used in data analysis.
3. The sample characteristics were analyzed using frequency analysis and depicted in tables separately.
4. To know about the maximum and minimum values of data and to examine the means and standard deviation of data descriptive statistics is performed.
5. Scale Reliability test was performed for all the variables to find out Cronbach coefficient alpha values.
6. Correlation analysis was performed to know the degree to which all the variables are related to each other.
7. Single linear regression analysis was performed to find out the causal impact of independent variable on the dependent variable for both time one and time two.
8. The Preacher and Hayes (2004) were performed to find out the mediated and moderated regression analysis for the present study.

Chapter 4

Results

4.1 Descriptive Statistics

Descriptive statistics provides simple summaries about the sample size and the observations that have been made about the data. It tells us the basic details of the data that has been collected such as sample size, minimum value, maximum value, mean value and standard deviation of the data. Descriptive statistics also present large sum of data into arranged and summarized form. Details of data collected for this research are presented in below table This table gives the descriptive statistics

TABLE 4.1: descriptive statistics of different variables

Variables	Sample Size	Minimum	Maximum	Mean	Std. Deviation
Workplace Incivility	263	2.00	5.00	3.57	0.79
Perceived Belongingness	263	1.50	4.60	2.42	0.89
Psychological Hardiness	263	1.75	4.50	3.89	0.79
Job Insecurity	263	2.20	5.00	3.57	0.82

of different variables used in this study. Minimum, maximum and average values for each variable have been reported along with mean and standard deviation. Detail of the variables has been given in first column of the table, sample size of the study in second column and minimum/maximum mean values for the data collected in third and fourth. Instead of using fractions, whole values have been

reported for data. The mean value for Workplace Incivility is 3.57 with standard deviation of 0.79. Perceived Belongingness has mean value of 2.42 and standard deviation of 0.89. Psychological Hardiness indicates a mean of 3.89 with standard deviation of 0.79. The mean of Job Insecurity is 3.57 with standard deviation of 0.82. Lower scores show disagreement with most of the items.

4.2 Correlation Analysis

Correlation analysis reveals the degree to which two variables are related to each other. In present study correlation analysis is carried out to find out the relationship between workplace incivility, perceived belongingness, psychological hardiness and job insecurity. Correlation analysis exhibits the extents to which two variables vary from each at the same time. Although, on basis of correlation analysis we reached a conclusive argument that the relationship between two or more variables exists or not, however to accept or reject the hypothesis we carry out the regression analysis in addition.

While doing correlation analysis, the value of Pearson correlation analysis reveals the nature and strength of relationship between two variables. This value of Pearson correlation ranges from -0.1 to 0.1, negative and positive signs show the nature of variables. A negative value shows the negative relationship, for instance by increase in one variable there must be a decrease in other variable and it would be called indirect relationship. Similarly positive value shows the positive relationship between two variables. In other words, the increase in one variable will create the increase in other variable and this is called direct relationship. However, the strength of relationship depends on the distance of the Pearson correlation from zero. Greater the distance, greater would be the strength of relationship either in negative or positive sense. The zero value means no relationship between two variables.

The table 4.1 shows the means, standard deviation and correlation among the variables of research. The correlation between workplace incivility and psychological hardiness was found significant with $r = 0.53^{**}$ and $p < 0.01$. Correlation between

TABLE 4.2: Means, Standard Deviation, Correlation

S. No.	Variables	1	2	3	4
1	Workplace Incivility	1			
2	Psychological Hardiness	0.53**	1		
3	Perceived Belongingness	-0.42**	-0.38**	1	
4	Job Insecurity	0.49**	-0.49**	-0.48**	1

**Correlation is significant at the 0.01 level (2-tailed).

$N=263$. * $P < 0.05$, ** $P < 0.01$, *** $P < 0.001$

workplace incivility and job insecurity was also significant with $r = 0.49^{**}$ and $p < 0.01$. The correlation between psychological hardiness and perceived belongingness was negative and significant with $r = -0.42$ and $p < 0.01$. Correlation between psychological hardiness and job insecurity was also significant with values of $r = -0.49^{**}$ and $p < 0.01$. The correlation between perceived belongingness and job insecurity was also significant with values of $r = 0.49^{**}$ and $p < 0.01$.

4.3 Regression Analysis

While regressing workplace incivility against perceived belongingness, the R^2 value of the model turns out to be 0.18 with a significant p value, implying that the model is significant. The beta coefficient value turned out to be -0.57 with a significant p value, which suggests that workplace incivility explains around 57% variance in perceived belongingness in a negative direction. In this way, hypothesis 2 is supported, which stated that workplace incivility is negatively linked with perceived belongingness.

TABLE 4.3: Model Summary of Workplace Incivility and Perceived Belongingness

R	R^2	F	P
0.42	0.18	41.98	0.000

Similarly, while jointly regressing workplace incivility and perceived belongingness against job insecurity, the R^2 value of the model turns out to be 0.33 with a significant p value, implying that the model is significant. The beta coefficient

TABLE 4.4: Outcome: Perceived Belongingness

	β	t	ρ
Workplace Incivility	-0.57	-6.47	0.000

values for workplace incivility and perceived belongingness turn out to be -0.25 and 0.36 respectively having significant p values, which suggests that when taken together, perceived belongingness predicts around 25% variance in job insecurity in a negative direction, while workplace incivility explains around 36% variance in job insecurity.

TABLE 4.5: Model Summary of Workplace Incivility and Perceived Belongingness with Job Insecurity

R	R^2	F	P
0.57	0.33	47.11	0.000

TABLE 4.6: Outcome: Job Insecurity

	β	t	ρ
Perceived Belongingness	-0.25	-4.99	0.000
Workplace Incivility	0.36	5.38	0.000

4.4 Mediation Analysis

A mediation analysis was run through SPSS using PROCESS macro by (Preacher and Hayes, 2004), using 5000 bootstrap samples. According to Hayes templates, Model 4 works as a mediation model. The total, direct and indirect effects can be observed through table.

4.4.1 Total Effect

The total effect reflects the impact of independent variable (workplace incivility) upon the dependent variable (job insecurity). The total effect turned out to be

0.51 having a significant p value (0.000). Additionally, there lies no zero value between the upper (0.64) and lower (0.38) boot limits of the total effect, which demonstrates that the effect is significant. This implies that around 51% of the variance in job insecurity is explained by workplace incivility. Hence, hypothesis 1 is supported which stated that workplace incivility and job insecurity are positively linked with each other

4.4.2 Direct Effect

The direct effect shows that impact of independent variable (workplace incivility) upon the dependent variable (job insecurity) in the presence of mediator (perceived belongingness). The direct effect turned out to be 0.36 having a significant p value (0.000). Additionally, there lies no zero value between the upper (0.50) and lower (0.23) boot limits of the direct effect, which demonstrates that the effect is significant. This implies that around 36 % of the variance in job insecurity is explained by workplace incivility when the mediator (perceived belongingness) is also present in the model.

4.4.3 Indirect Effect

Finally, the indirect effect i.e. the mediation effect of perceived belongingness between workplace incivility and job insecurity is determined. The effect size is 0.14 with no zero value lying between the upper (0.24) and lower (0.07) boot limits. *This implies that perceived belongingness mediates the relationship between workplace incivility and job insecurity and hypothesis 2 is supported subsequently.*

4.5 Moderation Analysis

A moderation analysis was run through SPSS using PROCESS macro by ([Preacher and Hayes, 2004](#)), using 5000 bootstrap samples. According to Hayes templates,

TABLE 4.7: Mediation of Perceived Belongingness Between Workplace Incivility and Job insecurity

	Effect	SE	T	P	BootLLCI	BootULCI
Total effect	0.51	0.06	7.83	0.000	0.38	0.64
Direct effect	0.36	0.06	5.38	0.000	0.23	0.5
Indirect effect	0.14	0.04	-	-	0.07	0.24

Model 1 works as a moderation model. The coefficient of interaction term, R2 change and boot limits can be observed through table.

The coefficient of interaction terms turned out to be -0.06 while the R2 change after introducing the moderator in the model of perceived belongingness and job insecurity turned out to be 0.007 with a nonsignificant p-value of 0.14. The upper (0.02) and lower (-0.16) boot limits carry a zero value between them. *This reflects that the psychological hardiness doesn't significantly moderate the relationship between perceived belongingness and job insecurity and as stated in hypothesis 4. Therefore, hypothesis 4 is not supported, which can also be observed in the moderation plot given in figure.*

TABLE 4.8: Moderation of Psychological Hardiness Between Perceived Belongingness and Job Insecurity

	Coefficient	SE	T	P	LLCI	ULCI	R² Change	F
Psychological Hardiness	-0.06	0.04	-1.45	0.14	-0.16	0.02	0.007	2.10

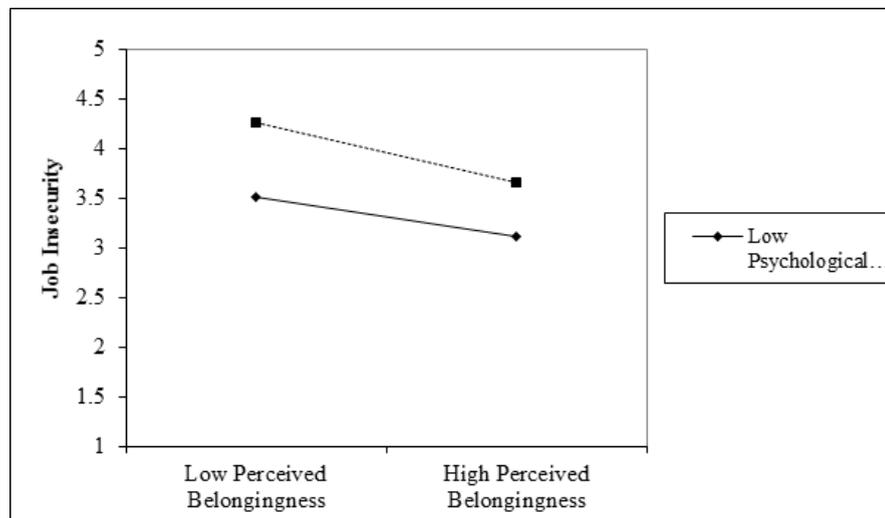


FIGURE 4.1: Moderation of Psychological Hardiness Between Perceived Belongingness and Job Insecurity

TABLE 4.9: Hypotheses Summarized Results

Hypotheses	Statement	Result
H1	Workplace incivility is positively related to job insecurity.	Accepted
H2	Workplace incivility is negatively related to perceived belongingness.	Accepted
H3	Perceived belongingness mediate the relationship between workplace incivility and job insecurity.	Accepted
H4	Psychological hardiness moderates the relationship between perceived belongingness and job insecurity; such that the relationship will be strengthened when psychological hardiness is high; and the relationship between perceived belongingness and job insecurity will be weakened when psychological hardiness is low.	Not Supported

Chapter 5

Discussion, Conclusion, Practical and Theoretical Implication, Research Limitations and Future Directions

5.1 Discussion

The key objective of conducting this study is to evaluate the answers of numerous questions which were unanswered concerning the relationship of workplace incivility and job insecurity particularly in the context of Pakistan. Along with other variables i.e. perceived belongingness which is evaluated as mediator and psychological hardiness which is evaluated as a moderator between perceived belongingness and job insecurity . As the first hypothesis H1, which depicts that workplace incivility in private sector organizations positively lead towards job insecurity approves to be accepted. As workplace incivility erodes the standards of the organization and uncivil behavior by supervisor, coworkers and customers decrease employees work performance and perceived belongingness to the organization. So the second hypothesis H2, which shows a negative relationship between workplace incivility and perceived belongingness, is accepted. It means the

independent variable (workplace incivility) have a significant positive affect on perceived belongingness. When workplace incivility occurs then it decreases an employees belongingness to the organization.

Perceived belongingness act as a mediator between the relationship of workplace incivility and job insecurity, hence the third hypothesis H3 is accepted. It means that perceived belongingness mediate the relationship between workplace incivility and job insecurity. The fourth hypothesis which is psychological hardiness moderates the relationship between perceived belongingness and job insecurity is rejected because after data analysis it was concluded that psychological hardiness is not acting as a moderator. It means the moderator (psychological hardiness) do not affect the relationship between perceived belongingness and job insecurity.

The thorough discussion on each hypothesis is as following:

Hypothesis H1:

Workplace incivility is positively related to job insecurity.

This hypothesis got accepted. The results of the current study show significant relationship ($B = 0.51^{**}$, $P = .00$).

The co-efficient of workplace incivility comes out to be 0.51 which shows that if there is a one unit change in workplace incivility then there is a probability that job insecurity increased by 51%.

The aggression and antisocial behavior literatures record the behavioral reactions to different kinds of socially unacceptable behavior e.g., (Aquino et al., 1999; Cortina and Magley, 2003; Lim and Cortina, 2005; Lim et al., 2008). Applying appraisal theory in a context e.g., (Lazarus and Folkman, 1984), the study begins to clarify the complexities of how affective reactions impact on behavioral reactions. Anger in response to uncivil behavior and additional kinds of deviance has been hypothesized e.g., (Andersson and Pearson, 1999) and recorded. Though, fear and sadness, specifically with reference to incivility are usually no more debated and evidently are substituted. Scholars stated that maximum targets are angry, more than a half report sadness and an amazing figure report fear.

Prominently, researchers consider in what way comparative status impacts the ways in which individuals react through sadness, anger and fear. Results propose that throughout this appraisal process, targets assess attributions, coping potential and consequences. Particularly, it is demonstrated by scholars that targets of uncivil behavior which experience intense anger will display aggressive behavior overtly except they hold inferior status in contrast to their instigators, in which instance they will be much probable to shift their aggression on others and on the organization.

Hypothesis H2:

Workplace incivility is negatively related to perceived belongingness.

This hypothesis got accepted. The results of the current study show significant relationship ($B = -0.57$, $P = .00$).

Workplace incivility has the co-efficient to be -0.57 which shows that if there is a one unit change in workplace incivility then there is a probability that perceived belongingness would be decreased by 57%.

Research on incivility at workplace is the deficiency of consideration for the interpersonal context in which it takes place. Instead of querying targets about the sort of their link with the perpetrator, most researches investigate target responses to maltreatment perpetrated by somebody at work ([Hershcovis and Reich, 2013](#)). Though, the sort of the perpetrator-target link has an emotional impact on target outcomes.

Even though research scholars argued that incivility from anybody would intimidate targets perception of belonging, targets should be particularly probable to deduce their low status and deficiency of respect in the workplace when the perpetrator is in a location of power (i.e., high authority) ([Lind and Tyler, 1988](#)). Perpetrator authority did not affect the link between incivility and belongingness. Somewhat, in spite of the assumption that unjust treatment from highly authoritative group participants will be specially intimidating to a persons sense of value ([Lind and Tyler, 1988](#)), researchers discover that incivility negatively correlates to

targets perception of belonging irrespective of whether the perpetrator has low or high power.

Hypothesis H3:

Perceived belongingness mediate the relationship between workplace incivility and job insecurity

This hypothesis got accepted.

The results shows significant relationship of perceived belongingness as a mediator between workplace incivility and job insecurity

Initially, given that persons concerned about group affiliation, they are extremely accustomed to intimidations to belongingness. As stated in the group value model (Lind and Tyler, 1988), deferential treatment directs figurative messages about persons status within the group. While Lind and Tyler concentrated on just treatment by somebody in authority, study on ostracism has found that persons perceive a belongingness intimidation even when the indication is directed from an inorganic thing i.e., a CPU program; (Zadro et al., 2004). So, research scholars contend that targets are probable to perceive rude conduct from anybody even a low authority group participant as a hint that the perpetrator does not worth the target. That is, researchers suppose that incivility at workplace will work as a social clue to the target that he or she does not have its place (Baumeister and Leary, 1995). Incivility at workplace may also intimidate a persons perceived ability to give to the group.

Recent study has found that targets attempt to stay away from discourteous exchanges and circumvent from making the perpetrator more annoyed (Cortina and Magley, 2009), which might harm their ability to contribute to the functioning life of the group. Additionally, when perpetrators do speak out, targets frequently confront increased levels of retaliatory behaviors (Cortina and Magley, 2003), which may additionally dishearten them from involving socially. As an outcome, when targets experience incivility at workplace, their ability to completely contribute in working life may be restricted.

Hypothesis H4:

Psychological hardiness moderates the relationship between perceived belongingness and job insecurity; such that the relationship will be strengthened when psychological hardiness is high; and the relationship between perceived belongingness and job insecurity will be weakened when psychological hardiness is low.

The moderation hypothesis was not supported.

The personal self-expression of neuroticism is evident by feelings of insecurity, nervousness, and worrying (Mount et al., 1994), which is intently linked to negative affectivity (NA); (Watson and Clark, 1984). As stated by Watson and Clark, persons who are high in negative affectivity incline to be angry, anxious, guilty, and sad. As negative affectivity frequently affects an individual frame of mind, Affective Events Theory (AET);(Weiss and Cropanzano, 1996) would forecast that negative affectivity impacts how a person construes events such as uncivil behavior at job. Specially, Weiss and Cropanzano declare that persons who are high in negative affectivity will have sturdier responses to negative happenings as compared to persons low in negative affectivity. Brief, Butcher, and Roberson (1995) found that even when offered with an optimistic mood-inducing occurrence, persons who are high in negative affectivity still notify unfavorable attitudes.

5.2 Practical and Theoretical Implication

This study has contributed towards a new domain in the previous literature where the relation of workplace incivility is tested and analyzed with other variables such as perceived belongingness and job insecurity (Hershcovis et al., 2017). This study has added very significant aspects of workplace incivility towards the past literature by analyzing its impact on job insecurity. As workplace incivility is widespread in todays organizations, hence this study has illustrated new concept of incivility by superiors, customers and coworkers and its impact on employee job insecurity.

In this study, workplace incivility has been analyzed through different perspectives such as power of the perpetrator; personality traits of the target etc and different kinds of incivility such as witnessed, experienced or instigated which makes this study unique. This study has contributed in a significant way in the literature by demonstrating the role of perceived belongingness as a mediator between the workplace incivility and job insecurity, along with demonstrating the role of psychological hardiness as a moderator between perceived belongingness and job insecurity. As psychological hardiness is one of the vital and unique variables, so analyzing this variable comes out as the unique research which has contributed significantly in the literature for future results.

This study is equally important for managers, subordinates, supervisors and employees, as Pakistan is facing a highly power distance culture which needs a lot of new researches to overcome such dimension of Pakistani culture that will illustrate the concept of workplace incivility which is at its peak in nowadays organizations and has grabbed the attention of international scholars. Organizations are bearing huge costs due to this phenomenon of incivility and it lead employees toward higher turnover intentions.

5.3 Conclusion

In this study I have established a domain of workplace incivility impact on job insecurity, which is the most important and popular domain in the current era in which many organizations are facing the phenomena of incivility and this non-standard behavior becomes the reason of employee job insecurity. The key objective of this study is to discover the impact of workplace incivility on job insecurity. Furthermore this study has displayed the role of perceived belongingness as a mediator between the relationship of workplace incivility and job insecurity. In addition to that, this study has investigated a distinctive role of psychological hardiness as a moderator between the relationship of perceived belongingness and job insecurity. Data for the analysis of this study were collected through questionnaires, which were circulated to the private sector organizations of Pakistan. This study and

the suggested hypotheses are being buttressed through conservation of resources theory. All together 400 questionnaires were circulated but only 263 were used for the purpose of analysis because those 263 questionnaires were having the most suitable and complete information necessary for the analysis of the study.

The key contribution of this study is that this study has contributed a great deal in the current literature because there has been an inadequate work on study of the impact of workplace incivility on job insecurity in addition to perceived belongingness as mediator and psychological hardiness as moderator. In this study, there are 4 hypotheses which are being tested and analyzed according to the Pakistani setting. Additionally, H1 is being accepted according to the Pakistani context. H2 is being accepted, H3 is also being accepted and H4 is being rejected according to the context of Pakistan along with the backing of previous literature.

5.4 Limitations of Research

As each one study has some reservations, this research also has some limitations which occurred primarily due to time constraints and limited resources. As data were collected from the private sector organizations of Pakistan, hence the results might be relatively different if the data will be collected from other domains of organizations in Pakistan.

One more limitation arisen due to the fact that, since it was a time lag study so data was collected in two points of time, many troubles were confronted during the collection of data at two points of time from the same employees. Even many of the employees were not interested in filling the questionnaire so persuading them was a hard job.

One more limitation in this study was the use of convenience sampling, as convenience sampling is used to collect data unsystematically from a considerable population, it confines the generalizability. Hence, the results might not be extensively generalized. As, it is deduced after analysis that some results are not

the same as what was anticipated in regard with the preceding literature and researches, primarily due the highly power distance culture, that is why the results might not be relevant in a non-Pakistani setting.

5.5 Future Research Directions

In this study the model is being examined for the impact of workplace incivility on job insecurity, but for future research directions these variables can be analyzed with other aspects of job insecurity, along with enrichment in the supervisor-subordinate relationship through other factors such as showing civility toward each other in the organization and adopting proper communication skills by following norms and standards of the organization.

There is still considerable room for additional research, as the Perceived Belongingness has been studied less in recent years and can be re-analyzed by using different domain or sector of human resource management. As the hypothesis i-e workplace incivility is negatively related to perceived belongingness got accepted, but through analysis it was investigated that workplace incivility has a negative relation with perceived belongingness. Another hypothesis i-e psychological hardiness moderates the relationship between perceived belongingness and job insecurity got rejected, but through analysis it was investigated that psychological hardiness moderates the relationship between perceived belongingness and job insecurity. Hence a great deal of study can be done on this viewpoint in order to investigate the domains in which psychological hardiness can play an important role with other variables.

In addition, the study on workplace incivility and job insecurity requires more consideration of scholars, because these variables can more be studied in public sector organizations of Pakistan where workplace incivility is present i-e government schools, government hospitals, government organizations by relating these sectors with such domain where incivility is prevalent in jobs. Hence, this study could be more elaborated and enhanced by following a lot of future research rules.

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Appendix-A

QUESTIONNAIRE

Dear Respondent,

I am a student of MS Management Sciences. I am conducting a research on **Impact of Workplace Incivility on Job Insecurity; The Role of Perceived Belongingness and Psychological Hardiness**. You can help me by completing the attached questionnaire; you will find it quite interesting. I appreciate your participation in my study and I assure that *your responses will be held confidential and will only be used for education purposes*.

Sincerely,

Anum Ejaz

Demographics

Gender	Male	Female		
Age	18-27 Years	28-37 Years	38-47 Years	48-57 years
Qualification	Bachelors	Masters	MS/MPhil	PhD
Experience	1-5 Years	5-10 Years	10-15 Years	More than 15 Years

This measure used a 5-point Likert format **1= never to, 2= rarely, 3= occasionally, 4= sometimes, 5= frequently.**

	Workplace Incivility					
1	Put you down or was condescending to you?	1	2	3	4	5
2	Paid little attention to your statement or showed little interest in your opinion?	1	2	3	4	5
3	Made demeaning or derogatory remarks about you?	1	2	3	4	5
4	Addressed you in unprofessional terms, either publicly or privately?	1	2	3	4	5
5	Ignored or excluded you from professional camaraderie?	1	2	3	4	5
6	Doubted your judgment on a matter over which you have responsibility?	1	2	3	4	5
7	Made unwanted attempts to draw you into a discussion of personal matters?	1	2	3	4	5

Four-point scale was used (where 0=not at all true, 1= very untrue, 2=somewhat true and 3=completely True)

	Psychological Hardiness				
1	Most of my life is wasted in meaningless activity.	0	1	2	3
2	Life is empty and has no meaning for me.	0	1	2	3
3	I find it difficult to imagine enthusiasm concerning work.	0	1	2	3
4	I don't like my job or enjoy my work: I just put in my time and get paid.	0	1	2	3
5	The most exciting thing for me is my own fantasies	0	1	2	3

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Experience	1-5 Years	5-10 Years	10-15 Years	More than 15 Years

This measure used a 5-point Likert format **1= not at all, 2= rarely, 3= occasionally, 4= a moderate amount, 5= very much**.

	Perceived Belongingness					
1	You are well-accepted by your co-workers.	1	2	3	4	5
2	When at work, you really feel like you belong.	1	2	3	4	5
3	You feel like you just don't fit in where you work.	1	2	3	4	5
4	You feel quite isolated from others where you work	1	2	3	4	5

This measure used a 5-point Likert format **1= not at all, 2= rarely, 3= occasionally, 4= a moderate amount, 5= very much.**

	Job insecurity					
1	I will soon lose my job.	1	2	3	4	5
2	I am sure I can keep my job (reverse coded)	1	2	3	4	5
3	I feel insecure about the future of my job.	1	2	3	4	5
4	I think I might lose my job in the near future	1	2	3	4	5