

CAPITAL UNIVERSITY OF SCIENCE AND  
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**Impact of Passive Leadership on  
Workplace Incivility with the  
Mediating Role of Emotional  
Labor and Moderating Role of  
Power Distance**

by

**Haroon Ahmed**

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

in the

Faculty of Management & Social Sciences

Department of Management Sciences

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*Dedicated to the people I love and admire...My Parents.*



## CERTIFICATE OF APPROVAL

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Then which of the Blessings of your Lord will you deny.

(Surah Ar-Rehman)

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## *Abstract*

The present research investigates employee level antecedents of workplace incivility in the university employees. Particularly, this research incorporates social exchange theory to the literature of workplace incivility that passive leadership leads to employee emotional labor. As severe negative emotional reaction, emotional labor instigates workplace incivility. Power distance among leader and employees is also posited to hypothesized links as a moderator. Data were gathered from 311 respondents working in different public and private sector universities across different cities of Pakistan. The results delineate that passive leadership and emotional labor has significant and positive influence on workplace incivility. Moreover, emotional labor mediates the relationship of passive leadership and workplace incivility. In addition, power distance moderates the relationship, and the results revealed significant impact of interaction effect provides evidence for moderation. Lastly, we suggest and investigate moderated mediation model. We conclude with practical and theoretical implications as well as future research directions.

**Keywords: Passive Leadership, Emotional Labor, Power Distance, Workplace Incivility**

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# Abbreviations

<b>DV</b>	Dependent Variable
<b>EL</b>	Emotional Labor
<b>IV</b>	Independent Variable
<b>LLCI</b>	Lower Limit Confidence Interval
<b>PL</b>	Passive Leadership
<b>PD</b>	Power Distance
<b>SET</b>	Social Exchange Theory
<b>SPSS</b>	Statistical Package for Social Sciences
<b>WI</b>	Workplace Incivility
<b>ULCL</b>	Upper Limit Confidence Interval

# Chapter 1

## Introduction

### 1.1 Background of the Study

Workplace incivility is a general issue experienced by employees around the globe (Schilpzand, De Pater, & Erez, 2016). Research indicate that there are two common groups of incivility at workplace such as supervisor incivility and coworker incivility. The incivility that are encouraged by supervisor like painful comments, “cranky” email, avoidance and shunning is supervisor incivility and coworker incivility refers to many of the similar form of behaviors, besides they come from coworker. Research also indicate that over the last 20 years’ workplace incivility is a universal behaviour that harmfully distress both employees and organization. \*porath2010,schilpzand2016. According to Cortina, Magley, Williams, and Langhout (2001), 71 to 96 percent employees are releasing workplace incivility. One study in 1998, found that once in a month half of the employees treated rudely at work (Porath & Pearson, 2010) and the number increased to 55 percent by 2011 and by 2014 it raised to 62 percent. The nancial rate of encountering incivility is estimated at 14000 annually per employee and the cause is distraction from work (Porath & Pearson, 2010). These statistics are surprizing as they show that incivility effect employees and has a massive monetary inuence on the organizations.

Andersson and Pearson (1999) was the first to propose workplace incivility and discuss it as low deviant action with ambiguous intent to harm. According to Cortina (2008), incivility is the impolite and rude behavior toward others. Incivility comprises behaviors such as employees check email during meetings, eye rolling, or give slight attention to another opinion (Porath & Pearson, 2010). It does not include more numerous mistreatment in organizations, such as anger, violence, and sexual harassment (Kane & Montgomery, 1998). Moreover, many researchers have found and stated the counterproductive influence of incivility on outcomes like mental disorder, declining in job satisfaction, performance and increase in intent to leave the job. Such as, incivility can harmfully influence outcomes of organization in unconstrained condition (Holm, Torkelson, & Bäckström, 2015) getting from job satisfaction (Reio Jr & Ghosh, 2009) organizational commitment (Lim & Teo, 2009), employee physical health to job performance (Porath & Pearson, 2010). Research is evident that workplace incivility is linked to higher psychological distress and decreased productivity (Ghosh, 2011; Miner & Reed, 2010), turnover intention (Kao, Cheng, Kuo, & Huang, 2014).

Organization environment is very dynamic and the achievement of the organization goals and objectives depends on the organizational leader, so the leader behavior with the employees should be facilitative and pleasurable. If the leader behavior during the work with the employees are discourteous and disrespectful; it will distort the attention of employees and will lead to engrossed with leader behavior cognitively rather than what is best for the organization (Jawahar & Schreurs, 2018). Moreover, the workplace incivility has largely discerned by the team member or employee, the reason is longevity of employee in an organization is at mercy of leader (Abubakar & Arasli, 2016). However beyond examining these hostile impact, the basic mechanisms which is principal of incivility at workplace have been generally unidentified (Milam, Spitzmueller, & Penney, 2009). Few studies discussed antecedents of the workplace incivility. In recent past there have been some scholarships to recognise the significance of leadership in inspiring or obstructing incivility at workplace (Cortina, Kabat-Farr, Leskinen, Huerta, & Mangle, 2013).



The current research is motivated to understanding the perception of these extents. It is authoritative that organizational goals forms by leaders. They motivate them to be an essential portion of the system and is sincerely worried about their welfare. If the leader does not concerning about employees wellbeing, workplaces may be absent the values or necessary actions precisely those connected to attitude and workplace behaviour (Welman & Kruger, 1999). Moreover passive leaders show attitude such as evade building decisions except the condition gets inferior, disregard or doesn't understand workplace issues and give no concentration to support suitable behavior (Judge, Scott, & Ilies, 2006). Furthermore, in current research, we think that organization, where the leaders behave passively, does not give attention, incivility at workplace is probable to arises with fluctuating power. And incivility is observed as low intensity behavior, it is possible that a passive leadership would overlook such events by the employees (Lewis & Malecha, 2011). They will not make an effort to become include into the condition and model the suitable behavior among employees and avoid to pay attention or may flop to convey employees what kind of behavior is anticipated from him (Cortina, 2008).

Moreover passive leaders are not essentially involved themselves in handling employees in an uncivil method, however they being incapable to encourage positive social norms and flop to create environment to overcome deviant behavior may lead to an environment that promotes incivility (Porath & Pearson, 2010). Furthermore, when employees perceive that there is nothing around to check for how they perform or incivility is not criticised; they cultivate an unresponsive method in their behavior (Porath & Pearson, 2010). Previous researches identify that the issue of passive leadership can have serious consequences including employees plan to exit the job or close connection from the organization (Bernhard & O'Driscoll, 2011).

Moreover researches aliate passive leadership with emotional labor (Arnold, Connelly, Walsh, & Martin Ginis, 2015). According to Grandey (2000) model of emotional labor, negative affective event are measured as a critical antecedents of emotional labor. Similarly, previous leadership scholars have begun to study the dark side of leadership behaviors, such as abusive supervision as an antecedent

of emotional labor (Tepper, Moss, Lockhart, & Carr, 2007). So we argued that passive leadership is negative leadership behaviour and are the source of negative affective event. So employees have to constantly involves in emotional labor when dealing with passive leaders, because any job role involving interpersonal transaction involve a certain level of emotional labor (Diefendorff, Richard, & Yang, 2008). So we argued that passive leaders cannot provide certain level emotions to employees and employees show emotional labor. Moreover, previous research on emotional labor indicated that employees engage in emotional labor in the interaction among employees and supervisors and interaction relationship among leader and employees is also imbalance (Grandey, Kern, & Frone, 2007).

Because leader have the position power to choose, how to assign resources, such as employees salary and promotion thus supervisor have a superior social power as compared to employees (? , ?), thus those with less power are probable to show more struggle in emotional regulation related to those with more power (Morris & Feldman, 1996). So we argued that employees tend to engage in more emotional labor as compared to supervisor and passive leadership are source of negative affective event employees have to constantly engage in emotional labor when dealing with the passive leadership. Therefore, passive leadership can be perceived as a chronic antecedent to emotional labor. Furthermore Carlson, Ferguson, Hunter, and Whitten (2012), relates emotionally laboured person with abusive supervision. However, compared with it workplace incivility is less harmful but more ubiquitous. employee's energy drained due to passive leadership during the work and incivility leads to the counterproductive for the organization.

Moreover, power distance refers to the degree to which employees accepts and excepts unfair distribution of power in an institutes or organization (Clugston, Howell, & Dorfman, 2000). Power distance and its inuence have lately drawn focus in the literature due to its dynamic role in an organization (Ghosh, 2011), because in organization the relation of supervisor and their employees dependents upon power distance (Bialas, 2009). In an organization, power distance is considered as significant factor of internal shared situations for spending practices

of management and amongst the most appropriate values for observing employment association role; hence fruitful to be explored in diverse scenarios (Chen & Aryee, 2004). Though there are limited studies on power distance-incivility link in Asian context. However studies in Western or East Asian cultural sceneries have specified that high power distance barriers the negative influence of workplace mistreatment, proposing that diverse cultural norms may distress how individuals react to being the target of mistreatment (Lin, Wang, & Chen, 2013; Liu, Yang, & Nauta, 2013). Moreover, in Asian organizations incivility is a significant problem and needs more academic concentration as research is evident that Chinese organizations with higher power distance and collectivism value, employees are more inclined to accept power inequality within the hierarchical structure (Hofstede, 1980; Judge et al., 2006). Moreover, in high power distance employees experience more mistreatment as associated with low power distance societies (Lin et al., 2013). So we argued that Pakistan is a high power distance culture, therefore there is a necessity to understand power distance as an antecedent of incivility.

## 1.2 Research Gap

The present study is focusing to several theoretical and contextual gaps in literature of workplace incivility. However, limited research has scholarship the fact that what makes workers shows incivility. Until now, the greater amount of research has focussed on the outcomes of workplace incivility (Hershcovis & Barling, 2010). According to Schilpzand et al. (2016) so far, small amount of research has conducted to describe why workplace incivility has linked with hazardous outcomes and it is important to extend the research on antecedents of incivility. Some studies have examined the antecedents of workplace incivility like (Neuman & Neuman, 2006). Because of high cost of workplace incivility it is surprising that more research explores the outcomes rather than the antecedents of workplace incivility. Regardless of some development, research scanning of antecedent is important to a rigorous apprehending of what induce university employees to show incivility.

Initially, the study gap is to expand the research on workplace incivility by emphasising on the passive leadership and emotional labor can be key causes of workplace incivility. (Lee, 2018), suggested that negative leadership behaviour such as passive leadership provide important perceptions surrounding different types of leader behaviour and their relation to workplace incivility. It is viable to hypothesis that negative leadership behaviour causes workplace incivility. The reason is when there will be passive leaders on university employees then he/she will perform not well and ultimately his behavior will show incivility at workplace. Secondly, despite of the universal presence, workplace incivility has not got substantial managerial as well as academic concentration in Asian context Yeung, Griffin, et al. (2008), especially in the case of Pakistan only small number of studies have been conducted (Somani & Khowaja, 2012). Therefore, this gap has been filled by conducting the study on workplace incivility in educational sector of Pakistan.

According to Fox and Spector (1999), if mediated by emotional response the immediate outcome is incivility. Similarly, when opposed to situational constraint, response arise which is emotional and that evokes incivility (Reio Jr, 2011). However, research found the positive relation of workplace incivility on emotional labor (Zhou, Meier, & Spector, 2019). Surprisingly, we are not familiar of studies that investigating the link of employee emotional labor with workplace incivility directly. In our understanding, this is an important gap, provided that scholars have discerned that various stress factors and job demands may provide position of employees high laboured (Gardner, Fischer, & Hunt, 2009). According to (Holman, Martinez-Iñigo, & Totterdell, 2008) argued that emotional labor of employees contribute to some vital consequences for both organization and subordinates involving task performance and employees well-being. Therefore, for fully understanding the ethology of workplace incivility the investigation of employees emotional labor is crucial. Therefore, to narrow this gap current study will explore emotional labor as a mediator between passive leadership and workplace incivility. However, moderating role of power distance in relation to the variables of our study particularly studies in western context such as low power distance countries (Australia and US).Therefore, future research calls for studied in Asian context

(Loh, Thorsteinsson, & Loi, 2019). So this research will fill this gap by conducting the research in high power distance country such as in Pakistan.

### 1.3 Problem Statement

In previous studies practitioners and researchers have investigated both theoretically and empirically the relation of workplace incivility with different harmful organizational outcomes like job dissatisfaction, turnover intention, distress and lowering of organizational commitment. However very limited research exists on the antecedents of workplace incivility that what are the variables in the organizational and organization environment that advocates the workplace to display workplace incivility (Schilpzand et al., 2016). So far very limited understand about the causes or antecedents of workplace incivility. Moreover, it is necessary to understand those factors, which can influence the behavior of employees and make it uncivil. Study of Adeel, Khan, Zafar, and Rizvi (2018) have established the relationship of passive leadership with organizational justice yet the relationship of passive leadership with workplace incivility is not established and to know whether it is the possible antecedent or cause of workplace incivility is or not.

In addition, scholars and practitioners have spotlight the necessity towards the role of emotions to be investigated the relation of workplace incivility that what will happen to the passive leader if employee is emotionally labor. Here to see that whether emotional labor is the possible antecedents of workplace incivility and also its role as a mediator between passive leadership and workplace incivility. Moreover, the role of power distance does not get so much attention from the researchers and only few studies have conducted on this. The fact is that power is considered a vital constraint for organization and organizational employees. However, its influence on employees has not yet explored at workplace so the current study examines the role of power distance as moderator between passive leaders and emotional labor relationship. Moreover, these all mechanisms have not studies in the association among passive leadership and incivility at workplace so it is necessity to future theorize it.

Moreover, the current study has conducted on different university employees operating in Pakistan. Universities environment is dynamic changing instantly workplace environment provide support to employee to complete the work with in limitations. However, workplace incivility considered to be upsetting the organizational performance and there is a lot known about its consequences in workplace but nobody has tried to identify the root causes of the defined variable. The dependent variable in this research is workplace incivility; therefore, this current study has high utility in the academic organizations.

## 1.4 Research Questions

Based upon the problems discussed above, the study purpose is to find out the answers of certain questions, the detail summary of the questions is following:

### **Research Question: 1**

Whether and how passive leadership related to workplace incivility?

### **Research Question: 2**

Whether and how emotional labor influence workplace incivility.

### **Research Question: 3**

Whether and how emotional labor mediates the association between passive leadership and workplace incivility?

### **Research Question: 4**

Whether and how power distance moderates the association between passive leadership and Emotional labor?

## 1.5 Research Objectives

Comprehensively, the study objective is to propose and examine the anticipated model and to understand the relationship between passive leadership and workplace incivility with mediating role of emotional labour and moderating role of power distance between passive leadership and emotional labor. The more precise

objectives of the present study are below:

**Research Objective: 1**

To explore the relationship between passive leadership and workplace incivility.

**Research Objective: 2**

To explore the relationship between emotional labor and workplace incivility.

**Research Objective: 3**

To explore the mediating role of emotional labor between Passive Leadership and workplace incivility.

**Research Objective: 4**

To explore the moderating role of power distance between passive leadership and emotional labor.

**Research Objective: 5**

To empirically test and establish the proposed relationships in the university employees of Pakistan.

## 1.6 Significance of the Study

There are many understudied topics in the organizational field. Organizations facing many changes in these days. These changes demand more research in this area all over the world. However, some practices have practically followed but they want empirical evidence. Human resource is the necessary and complicated resource for any organization. They can lift and worsen the organizational performance. Leader supervises the employees in the organization and leads toward the particular goal.

The research is significant both theoretically and empirically. As the scarce availability of the studies on the antecedents and the reasons why workplace employee indicates incivility. The study will enhance the theoretical perspective of workplace incivility that why and in under what circumstances the employee during performing on the workplace shows incivility towards the objectives of the organization. The entire achievement of organization consists on performance of

employees. Therefore, it is important to identify the root cause of workplace incivility because these are counterproductive for the organization. As incivility results in harmful and destructive results in the organizations (Penney & Spector, 2005). One of the causes of workplace incivility has considered being the passive leadership. It is important to know how the passive leadership acts to provoke workplace incivility. Research stated that it is among the top stressors, which can be face by any organization. By studying and find out the empirical evidence of passive leadership with workplace incivility will enhance the theoretical perspective of workplace incivility.

This study provides a clear explanation to sort out the workplace incivility problem. If the results would show any impact this study provides a clear head up that the passive leadership of the leader should be dismiss in order to get the positive results required. We would have both empirical and practical evidence required for the successful completion of the organizational goals. So it would also add on to theoretical aspect. There are many universities or organizations in overall world including Pakistan, so it is very much important to know that how these facts can keep in mind for better performance of the employees. As the significance of this study is particularly to know about the antecedents of workplace incivility so another factor which is point out is the role of emotion such as emotional labor and also the mediation role of emotional labor between passive leadership and workplace incivility. This will help to gather knowledge and build policies and interventions to lessen the pervasiveness of workplace incivility.

This paper will also identify the role of culture dimension on the passive leadership and the incivility of the workplace. Because if the person will have more power distance culture it may make him less emotionally labor or the other way depending on the person's culture. Therefore, by this we would come to know that which type of individuals should be hire for organization. It will add on to the theoretical literature and will help in practical application as well.



## 1.7 Supporting Theory

### 1.7.1 Social Exchange Theory

According to the social exchange theory people reciprocate the benefits they receive in the workplace (Blau, 1964). One of the elementary beliefs of social exchange theory is reciprocity, or repayment in kind. According to social exchange theory (Cropanzano & Mitchell, 2005a) in shared workplace association, poor behaviour by one's supervisor shows an imbalance that subordinates seek to repay by engaging in unfavourable behaviors themselves. According to social exchange theory, employees who are treated harshly by their leader are likely to repay with hostile behavior due to the harmful reciprocity norm (Tepper et al., 2007). Reciprocity is generally discussed as a positive reciprocity, but negative reciprocity is also feasible. Negative reciprocity linked to negative behaviour being repaid or return with negative behaviour (Cropanzano & Mitchell, 2005b).

The current study realises on the social exchange theory proposed by (Blau, 1964). To explain the exchange association, use social exchange as a type of exchange not economic exchange. social exchange process begins when a leader or coworker, behave with target individual in a positive or negative way (Eisenberger, Lynch, Aselage, & Rohdieck, 2004) and use norms of reciprocity as a root of exchange. Social exchange theory gives a valuable lens for the investigation of the association among passive leadership and workplace incivility. One of the necessary belief of social exchange theory is reciprocity, or repayment in form employees may repay to passive leader by engaging in workplace incivility According to Mitchell and Ambrose (2007) employees may reply to passive leader by different form of deviant actions: reacting straight against their leader and engaging in incivility by damaging the organization or other individuals (Eisenberger, Huntington, Hutchison, & Sowa, 1986). When leader is passive, we believe it constitutes breach of psychological contract and as per social exchange theory, employees engage in workplace incivility.

Facing constant, negative chronic events like passive leadership can be fatiguing and workplace incivility is likely to increase over time (Grandey, 2000) cannot

manage the feeling to fulfill the emotional requirement increase the workplace incivility because employee in an organization need certain level of emotion . Similarly, social exchange theory also examining the relationship of power distance as a moderator in our highly power distance culture as employee feels hesitation and not feeling relax, while sharing their feelings and emotions with their respective leaders, because of the distance the culture drawn between leader and subordinates. This kind of culture in the organization increase the chances of deviant behaviour instigating from employees towards organization, co-worker or immediate leader such as workplace incivility.

# Chapter 2

## Literature Review

### 2.1 Passive Leadership

Passive leadership stated as a non-leadership or absence of leadership; has been defined as a behavior that involves avoidance shown by an individual who has got power in his position (Derue, Nahrgang, Wellman, & Humphrey, 2011). Literature recognise leader's passive behaviour as exhibiting actions, such as cannot show interest to make important decision or ignoring workplace issues and being incapable to transfer the anticipated standards of behaviour to group. It principally falls under laissez-faire leadership and management by exception that is a responsive style. As a concept both these styles refer to an inactive process to organise employees (Den Hartog, Van Muijen, & Koopman, 1997).

### 2.2 Emotional Labor

Emotional labor discussed as a process of managing feelings and emotional expressions as a requirement of work duties, to fulfil organizational expectations (Hochschild, 1979).

## 2.3 Workplace Incivility

Workplace incivility was defined by (Andersson & Pearson, 1999) and defined it as “low intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect”. There are two general groupings of workplace incivility; coworker incivility and supervisor incivility. The incivility that are incited by coworker like distressing comments, “cranky” email, avoidance and shunning is co-worker’s incivility and supervisor incivility alludes to many of the same kind of behaviors, besides they arise from supervisor.

## 2.4 Power Distance

Power distance is defined as a tendency to incur inequality and improper distribution of power which is normal and is of the view that it must be kept in the hands of elite individuals (Hofstede, 1993).

## 2.5 Impact of Passive Leadership on Workplace Incivility

According to Bass (1997) passive leadership style discussed as a ‘wait and see’ approach, that only comes in action when mistakes are done or problem ascends to a level where solution is inevitable. Sarros and Santora (2001) debated this phenomenon as a style that contains no pledge, apathy, aversion and avoidance from tasks. Harold and Holtz (2015) also discussed passive form of leadership in terms of many behaviours including cannot focus on workplace issues, avoid necessary decisions and fail to model or reinforce. For instance passive leaders also involves those who fail to keep subordinates wellbeing at workplace where as there are probably security problems and deliberately not coming in a meeting organised by subordinates (Neuman & Neuman, 2006). Moreover, in leadership role person inspires honest anticipation among both leaders and employees that, when left unsatisfied, maybe significances that is not a part of an organization

welfares (Frischer & Larsson, 2000). Passive leaders not wishes to involve him selves in vigorous problems happening in an organization and vary their activities from harsh and risky issues (Avolio, Bass, & Zhu, 2004).

Previous research discussed that such leaders give no attention to output and necessary success of responsibilities and tasks (Avolio et al., 2004). This type of leadership harmfully effects the employees and has apparently lead to lower level of self-esteem and to greater levels of frustration among employees (McCull-Kennedy & Anderson, 2002). Consequently, feelings of being disregarded lead the employee to take in behaviors that distress whole organizational performance. Feelings of demotivation increase in employees as they are not anticipated and given response or are overlooked for their day to day responsibilities (Lievens Pascal Van Geit Pol Coetsier, 1997). Furthermore scholars debated that passive type of leaders don't give intention to change and innovation in the workplace settings and prefer to remain with same procedures, therefore they are considering conquering change and creativity as a risk for their status que (Crawford, Gould, & Scott, 2003). Leaders in different organizations who obey this type of leaders are expected to perform in ways where new thoughts, innovation, creativity or willingness to promote change are not supported (Eyal & Kark, 2004). So this type of leadership influence harmfully to employee innovative behaviour (Morian, Molero, Topa, & Mangin, 2014).

Moreover negative leadership style demonstrate insignificance and overlook the requirement for upper management support and participation in bringing innovation (Antonakis, Avolio, & Sivasubramaniam, 2003). According to Kelloway, Mullen, and Francis (2006) propose that passive type of leadership as an antecedent to some explicit organizational stressors like ambiguity and conflict in job related roles, and also involves poor leadership perceptions and interpersonal treatment. All this phenomenon leads to harmful outcome including strain stress and scarce. Moreover previous studies results directed in different time laps have conclude that this management type has confirmed to be harmfully related with employee job satisfaction (Judge et al., 2006), output, effectiveness of leadership (Yammarino, Spangler, & Bass, 1993) and cohesiveness (Bass, 1997). As explained by (Hoel,

Glasø, Hetland, Cooper, & Einarsen, 2010) non-leadership style might be the main source of workplace bullying. Absence of passive leader's intermediation and involvement in relational conflict in employee might results in sustained and exaggerated issues between them, and results with someone actuality frightened in an institution. Hoel et al. (2010) specified that laissez-faire leadership style might increase aggression between employees, leading to a method of harassment in contradiction of one or more workgroup associates.

Moreover, when in an organization manager or leader overlook or ignore his duties in controlling particular conflicts among employees in an organization, conflicts can take an inferior form to be determined. This grows a culture of suitably of aggressive behavior in workplace employees. Furthermore it is relatively unusual that passive leaders cultivate close and personalized association among workforce and they are scarcely worried about how the staff are known beside (Skogstad, Einarsen, Torsheim, Aasland, & Hetland, 2007). Thus making a sense of social exclusion and being overlooked (Hoel et al., 2010). Furthermore in an preliminary examination, (Zohar, 2002) recognised the style that passive leadership chosen the output over wellbeing of employees, therefore instigating workplace destructions. According to advanced studies passive leadership behaviour is negatively related with safety related events, safety consciousness and climates (Kelloway et al., 2006). Moreover, Luria (2008) also explained that passive leadership negatively influence group consciousness and safety climate strength in employees. Without strong performance principles transferred by leaders, and response given, employee with security information and motivation minimum chances will proactively monitor them (Jiang & Probst, 2016).

A universal method of disengagement or inaction signifies by passive leadership on the share of leader (Derue et al., 2011) that comprises behaviors such as "avoiding decisions, ignoring workplace problems, and failing to model or reinforce appropriate behavior" (Harold & Holtz, 2015). Passive leadership style is collective in organizations. In detail, evaluations argued that above 20% of employees face common practice to passive leadership behavior (Skogstad et al., 2007). However, in

past few years active forms of leadership received more research attention as compared to passive leadership (Skogstad et al., 2007). Few studies have a scholarship to discuss about the sources or antecedents of incivility at workplace, which has been directed this widespread to harm the lower level of administrations at massive scale (Van Teijlingen, Rennie, Hundley, & Graham, 2001). In instruction to have a superior knowledge of how this phenomenon arises and source staid harms to organizational tasks, it is also necessary to recognize the aspects resulting in workplace incivility. While wide form of literature is existing on consequences of workplace incivility, only few studies have a scholarship to discuss antecedents of incivility at workplace. Employees continuously discuss to their directors for ways about what established satisfactory behavior and conduct. Supervisor and leader mechanism as they intended effect the approach they skills in dealing employees (Cortina, 2008).

Supervisor or leader are the source of the information in the organization it is so for confirm that he set the standards for satisfactory and unsatisfactory behavioural values. Many times leaders or supervisors are considering the creators of incivility at workplace, though unintentionally, by accepting it. the vital objective is to maximize the profit, attaining economies of scales, dynamically challenging the market, they supervise behavioural matters among employees. Similarly, as explained, leaders passive style pay less interest in organizational issues and interested in organizational problems and flop to fall with in behavioural values probable for employees because they are not powerful to enthusiastically signify and prize the anticipated behavior forms (Davenport, Schwartz, & Elliot, 2002). Moreover passive leaders are consider irresponsible for employees (Schriesheim, Wu, & Scandura, 2009). In a conditions where their devotion is vital for employees assume their firm and constant support (Skogstad, Hetland, Glasø, & Einarsen, 2014). The lack of support of information and encouragement for anticipated behavior varieties employees keep their own criteria of actions for another. Such encouraging social and behavioural norm are not transferred and response for behaviour displayed is also provided. Such as an apathetic method delivers ground to “whatever” conception and incivility to increase (Andersson & Pearson, 1999).

Moreover, incivility explained as a low power behavior, so the passive leaders cannot give necessary consideration to such problems. This situation is impracticable that he will necessarily take action to sustenance or control such type of behavior by employees. when in an organization employees think that they are not destructively administered and there are limited possibilities that the leaders giving punishment for their bad behaviour, and they are extra motivated or concerned about uncivil behaviour (Robinson & O'Leary-Kelly, 1998). Hence it is necessary that supervisor and manager introduce a method to transfer norms and behaviour to confirm that employees are conscious of reputable behaviour and norm and they also follow to it. And they develop a mechanism they should aware for reward and penalties in case they follow or unfollow the expected standards. Active contribution in case of fault to take helpful actions or punishing the initiators will describe that administration is taking such instances seriously and there is a zero tolerance policy for incivility (Porath & Pearson, 2013). If leaders and manager are fail to improve such apparatus will make informality and ambiguity in staff to model desire behaviour and eventually this would show uncivil behaviour (Andersson & Pearson, 1999). In addition to that, empirical studies relate passive leadership with high levels of perceived mistreatment at workplace (Lee, 2018).

Furthermore, incivility operates as both causes and outcomes. Following the research on incivility, scholars have constituted that incivility causes more harm than good (Itzkovich & Heilbrunn, 2016; Schilpzand et al., 2016). Therefore, the current research objective is to find out the antecedents of workplace incivility and current research has undertaken passive leadership as one of the antecedents as research of (Chenevert, Vandenberghe, Doucet, & Ayed, 2013) argued that leaders cannot provides necessary resources needed by employees to fulfill their work requirements. Based on this, passive leadership materializes to personify significant experiences for majority employees in today's academic organizations, still exploration of particular influence of passive leaders on incivility at workplace has ignored substantially. This research asserts that workplace incivility may instigate via passive leadership.

Hence on the above discussion, it is hypothesized that



***Hypothesis 1: Passive Leadership is positively and significantly associated with workplace incivility.***

## **2.6 Impact of Emotional Labor on Workplace Incivility**

Researcher has characterized emotional labor in organizational life to regulating and handling emotions by employees during doing their job and exhibiting professional behaviour (Morris & Feldman, 1996). In this regards Eroglu (2010) has linked emotional labor with impression management. During performing their jobs through emotional labor, employees manage different forms of social opinions about them. Emotional labor is careful about the observable attitude to be more than the inside management of emotions (Ashforth & Humphrey, 1993). Moreover, research on emotional labor illustrate different classification regarding emotional labor behaviour; through this change is cause more by perspective rather than the constituents of emotional labor.

Furthermore, study of Hochschild (1979) about emotional labor in the background of employment as implementation of different practises of emotions work. According to Thoits (1989) the idea of emotional labor is embedded with framework that highlight formation and dealing with expressions and emotions of employee in social interaction perspective. In order to manage and control various emotional situations emotions work done numerous efforts. They also bring dynamic approaches for creating or changing expressions of emotions throughout process of ongoing interactions and his relationship. Hence, it also argued that emotion management approaches may be behavioural (controlling emotional displays), or cognitive (reinterpreting results or situation) in the character. Hochschild (1979) argued that emotion management over-all executed in perspective of the common feeling rules, suggesting emotions states and also exhibited rules which provides required information for management of emotions (Edwards, 1998).

Moreover, previous studies characterized emotional labor into four different dimensions such as attention towards display rules, frequency of collaborations, diversity

of emotion associated with expressions and finally emotional dissonance (Morris & Feldman, 1996). Brotheridge and Lee (2003) has also classified it surface acting. Using six different dimensions. Including intensity, manifestation and variability of exhibited, affecting to emotional labor, surface acting deep acting and extent of interaction. Diefendorff, Croyle, and Gosserand (2005) argued that previous literature has totally overlook genuine acting that is not linked to deep acting and surface acting. They also argued that emotional labor is performed for wages and directed for requirement of organization. Through formulation they distinguish emotional labor and emotions work (Hochschild, 1979) emotional labor is necessary to control and supervision of employee.

Furthermore, researcher found relation of emotional labor with key organizational outcomes involving depressive symptoms (Chu et al., 2010) workplace violence and low work satisfaction (Byun, Youn, Jung-Choi, Cho, & Paek, 2009). Moreover, past studies revealed that emotional labor employees are more probable to withdrawn from work environment as compared to other employee (Scott & Barnes, 2011). Studies have revealed that employees suffer from high level of emotional labor engross in organizational deviance, higher level of incivility and other counterproductive behavior. Similarly, research of Raman, Sambasivan, and Kumar (2016) suggested that for alleviating of negative emotions emotionally labor employees are probably to show counterproductive work behavior. Furthermore Bechtoldt, Welk, Zapf, and Hartig (2007), argued that due to mental and emotional labor employees may spend less effort at work and may be unresponsive to help others. Moreover, Emotionally labor individuals may engross themselves in deviant behavior in order to protect scarce resources of the organization (Grandey, 2000) clients, or declining to complete work demands. Although these behaviors are undertaken to protect scarce resources and benefit the organization but its impact can be disastrous as research is evident that emotionally labor employees work with insignificant psychological functioning (Diefendorff et al., 2005). which reduce the potential to occupy completely with work (Schaufeli & Taris, 2005). Similarly, employee have the sole effect in work environment to influence and control emotions to fulfill emotional requirements (Scott & Barnes, 2011). In detail, any job role that

includes interpersonal transactions, involving staff employees who cooperate with coworker and supervisors, needs, to a certain level, emotional labor (Diefendorff et al., 2008). Therefore, we argued that employee emotional requirement cannot fulfil they cannot achieve the organizational demand (Grandey, 2000). Their intensions towards the organization are not positive and they respond to their team members and subordinates with uncivil behavior. Furthermore, between practitioners and scholars the dark side of management has achieved a growing concentration (Aryee, Chen, Sun, & Debrah, 2007; Tepper et al., 2007). Research advocate that employee show hostile behavior toward their subordinates (Schyns & Schilling, 2013).

Moreover, it is rationale to suggest a relationship among emotional labor of employee and perception of employee regarding workplace incivility. Employee display positive emotions while facing interpersonal mistreatment to deal with emotional desires (Adams & Webster, 2013). According to Brotheridge and Lee (2003) using continuous anticipated emotions that are inappropriate with felt emotions sanitation properties that leads to emotional strain raises negative approaches towards the organization (Grandey, 2000). Therefore, when one concludes these findings, it looks more reasonable to conceptualize negative acts such as workplace incivility as employee reaction of passive leadership such that if employee is emotionally labor at the workplace from their work are more vulnerable to show incivility toward their subordinates and team members at the workplace. So according to social exchange theory people reciprocate the benets they accept in the workplace (Blau, 1964). One of the basic tenets of social exchange theory is reciprocity, or repayment in kind. According to social exchange theory Cropanzano and Mitchell (2005a) in an interdependent workplace relationship, emotional labor ( as an reaction of poor treatment by passive leader) rectify by engaging in workplace incivility in organization. That is once emotionally labor employees are more vulnerable to engrossing incivility as a process of coping with negative emotions and therefore are greatly dispose to act in a way that their subordinates and team members perceive and report as uncivil.

Therefore, from the above discussion we hypothesize that.

*Hypothesis 2: Emotional labor is positively and significantly associated with workplace incivility.*

## 2.7 Mediating Role of Emotional Labour between Passive Leadership and Workplace Incivility

In the last few decades' emotions and management of emotions have receiving growing attention in organizational management and psychology because they have been affect important workplace issues and behaviors (Ashkanasy & Humphrey, 2011). emotional labor discussed as a process through which employee manage their feelings and emotional expressions as a necessity of work responsibilities, to meet organizational prospects (Grandey, 2000). According to Grandey (2000) employee in an organization depend on two emotional labor strategies, names as surface acting and deep acting. Researcher suggest that surface acting include the alteration of emotional expression by conquering, Faking or intensifying felt emotion to demonstrate what is projected. For example, it is shared for frontline employees to show a smile on his face because most occupations demand to express positive emotion. Deep acting characterized as employees purpose to perform the emotions that are probable in their job (Hochschild, 1979).

Moreover, emotional labor surface when there is persistent depletion of one's emotion as individual struggle to encounter job demands. Both empirically and conceptually, research has discerned many environmental and aective elements that are associated to emotional labor feelings. Such as emotional labor appears to be associated with variety of task characteristics diminished quality of work life, (Beal, Trougakos, Weiss, & Green, 2006; Cheung & Tang, 2009) job satisfaction and health (Brotheridge & Lee, 2003) as well as increased burnout (Bono & Vey, 2005; Näring, Briët, & Brouwers, 2006). As estimated, these researches showed that highest level of emotional labor has delineated by employees who were unsatised, bestowed with conflicting demands, poor leadership and who had little hegemony over their work.

Moreover, antecedent of emotional labor, which has been identified previously, include negative effective behaviours such as abusive leadership, passive leadership and aggressive customers (Grandey, 2000). While some organizational researchers have observed the methods in which the leadership processes effects the emotions of its employees (Humphrey, 2002), however these studies give attention on how positive leadership behaviors (i.e., transformational leadership, facilitative leadership) associated to employee emotional values (McCull-Kennedy & Anderson, 2002; Pirola-Merlo, Härtel, Mann, & Hirst, 2002) while few studies discuss about employee emotional reactions to negative leadership behaviors, principally about how employee control their emotions to fulfill requirements (Kessler, Bruursema, Rodopman, & Spector, 2013) and (Tepper et al., 2007) pointed out, leaders have higher position and control to assign valued assets, and thus it is more useful for employees who trust on these resources to conquer their adverse emotions and demonstrate positive ones in reply to passive leadership instead of direct challenging their leadership at the risk of damaging their working associations.

In a similar fashion, employee with a passive leader may involve in emotion labor in reaction to passive behavior by preventive negative emotions involving anger, bitterness, fear, and obstruction. Moreover, previous research establish that targets of passive leadership are probable to report improved negative attitude as a outcome of leader behaviour (Yagil, Ben-Zur, & Tamir, 2011). and resulting demanding time at work job overcome their social commitment and appearance of emotion (R. L. Repetti, 1989, 1994) and increases their irritability and demonstration of anger (R. Repetti, Wang, & Saxbe, 2009; R. Repetti et al., 2009). However, job role related to interpersonal transactions, involving staff employees who relate with coworker and supervisors, needed, to a certain level, emotional labor (Diefendorff et al., 2008) to perform their job and Passive leadership discuss as a non-leadership or absence of leadership (Derue et al., 2011) that don't provides certain kind of emotions thus employee show emotional labor at workplace. Researcher also argued that employees involved in emotional labor when interrelating with leaders. For instance, Wichroski (1994) secretaries job at workplace display that emotional labor is critical for receiving their responsibilities done more

professionally, also involving responsibilities such as getting social interaction with their supervisor. [Lively \(2000\)](#) research the commitment of paralegals in emotional interface with their supervisors, i.e., advocates, and initiate that paralegals used numerous shared emotional management approaches, involving professionalism, respect, and caretaking, to deal with advocated emotions. [Tepper \(1995\)](#) debated that subordinates practise numerous upward maintenance strategies when interacting with their leader. One of the predictable regulative strategies that subordinates use includes regulating emotional displays. Therefore, we conclude that emotional labor definitely happens in the interactions among subordinates and supervisors. While we are aware of [Grandey et al. \(2007\)](#) argued that employees involves in emotional labor more frequently when interacting with customers rather than supervisors, so this argument does not negate the fact that the concept of emotional labor is also valid to subordinates' connections with supervisors.

Moreover, on these observations it is rationale to conceive emotional labor as a form of stressor, which comes from stressors at workplace. This state mostly arises when employees disturbed at the workplace i.e. organizational environment. Such disturbance can be due to numerous reasons. Hence, research mostly considers passive leadership as an eective experience ([Chenevert et al., 2013](#)) and view passive leadership as a form of workplace stressor. Passive leadership may result in psychological distress ([Skogstad et al., 2007](#)), negative emotions ([Kessler et al., 2013](#)), workplace injuries ([Kelloway et al., 2006](#)), burnout ([Hetland, Sandal, & Johnsen, 2007](#)), fatigue ([Barling & Frone, 2017](#)), and negatively associated with employee mental care ([Barling & Frone, 2017](#)) and wellbeing ([Montano, Reeske, Franke, & Hüffmeier, 2017](#)).

Passive leadership has observed to be inuencing the workplace incivility but if try to identify its cause, its reason can be emotional labor. Because the passive leader cannot provide certain level of emotion that employees need to do work so employees neither perform well their job. Scholars link emotional labor with several organizational outcomes such as causing employee turnover ([Xu, Liu, & Guo, 2014](#)), psychological strain ([Hulsheger & Schewe, 2011](#)), emotional exhaustion ([Biron & Van Veldhoven, 2012](#)), and burnout ([?, ?](#)). Hence, such emotionally

labor experience results in workplace incivility as rude behaviors including both verbal and nonverbal which could be destructive for the organization. More over research is evident that passive behaviour of leader evokes frustration in employee that results in abusive behavior of employees (Eissa & Lester, 2017).

Sulea, Filipescu, Horga, Ortan, and Fischmann (2012) has distinguished ve chief forms of intangible workplace mistreatment that are, incivility, abusive supervision undermining, unwanted sexual orientation and ostracism. Distinct from other categories of mistreatment at workplace, incivility is often intentional as culprit deliberately attempt to exclude or bother the goal person (Britton, Sliter, & Jex, 2012). According to Leiter, Peck, and Gumuchian (2015) this “violation of workplace norms” is vital facet that stated one of the workplace mistreatment is incivility. Incivility is discussed as insensitive, inconsiderate; rude and disregardful behavior with indistinct motive to harm groups/teams and individuals directly (Pearson, Andersson, & Porath, 2000). S. Lim, Cortina, and Magley (2008) argued that inuence might expand afar from the suerer and pierce other negotiator in the organization. The present study objective is studying workplace incivility. According to Kozlowski and Doherty (1989), in the work environment, in this case, organization environment leader is an inuential person, probably represent organization culture, and exercise direct impact on employees behavior. As Gardner et al. (2009) argued that leader’s positions intrinsically establish considerable stressors and demands. Moreover, dealing with problems of employee’s performance is in the important responsibilities of leader (Engle & Lord, 1997). Similarly, ndings of Lam, Walter, and Huang (2017) revealed that this facet of supervisor has the possibility to exasperate the deleterious outcomes of emotional labor.

Moreover, with the framework of social exchange theory (Blau, 1964) passive leadership is considered as a negative reciprocity norm which lead organizational employees to encounter negative emotion involving emotional labor which make them unable to fulfil the demand of work. Therefore, it is evident that passive leader is the reason that organizational employees lack the necessary emotion to get the work done and their performance suffer. Furthermore, to complete the hypothesized model, we envisage the link among passive leadership and workplace incivility

mediate by employee emotional labor. In congruous with social exchange theory SET (Blau, 1964), we propound that indirect effect of passive leadership on workplace incivility happens via the emotional response of employee emotional labor that evokes workplace incivility.

Hence, on the basis of above discussion, we hypothesized that:

***Hypothesis 3: Emotional labor mediates the relationship between passive leadership and workplace incivility.***

## 2.8 Moderating Role of Power Distance between Passive Leadership and Emotional Labour

Power distance is considered as cultural influence with reference to the value of power which managers should have towards their employees (Hofstede, 1980). It discusses the classified reasoning in an organizational building, while structural distance discusses the classified line initiating from larger aspects i.e. division of workforce. Socially, power distance is described as a degree of accepting uneven allocation of power by the people (Dorfman & Howell, 1988). Individuals and workforces with high power distance are more towards perceive leaders as possessing innate power, superiority and status thus an unequally distributed power are more acceptable than individuals with low power distance orientation (Kirkman, Chen, Farh, Chen, & Lowe, 2009).

The main idea of power distance derived as study of cross cultural values and for organizational insight, it can be occupied as the tendency to which any individual can believe and receive the fact that power in any organization can be distributed unequally (Hofstede & Bond, 1984; Peltokorpi, 2019). Auh, Menguc, Spyropoulou, and Wang (2016) states that power distance is described as amount of unequal power (position, authority, money) accepted by certain persons, groups and nations as obvious, genuine, or practical. The connection between workplace culture such as power distance and leadership was first proposed by (Kozlowski & Doherty, 1989). Meanwhile, it is a well-established notion that effects of leadership are not limited to the relationship between leader and employees rather leadership



is central to the particular culture it operates (Schein et al., 1992).

Researches emphasize the fact that understanding between the leaders and surrounding workforce with respect to immediate power distance is a big challenge and critical to organization success (Kerzner, 2017; Tinnirello, 2001). Many researchers conclude that the type of leadership affects the job involvement of employees in an organization. Additionally, no strong association was observed among leadership satisfaction and turnover goals. While strong association was observed among leadership satisfaction and effort among the employees working in increased power distance corporates. Mulki, Caemmerer, and Heggde (2015) examines the association among type of leadership and behavior of employees in evolving countries.

Liu et al. (2013) examined the effects of management along with the controlling effect of power and structural distance. Estimated results represent that power distance negative and robust controller as compared to the structural distance. Many scholars explain that large amount of dissimilarities in return was observed in the organizations who have increased power distance. In many cases leaders earn more regarding their subordinates than the organizations in which there is less power distance. Organizations having power distance can control the influence of type of supervision on employee attitude (Sanders, Yang, & Li, 2019). There are strong causes to consider that social dimensions, particularly power distance, might change the influence of type of leadership on behavior (Farh, Hackett, & Liang, 2007).

Daniels and Greguras (2014) describes that power distance is a rate that discriminates persons, groups, establishments, and countries depend on the amount at which unevenness are known as both obvious and practical. Considering power distance is particularly vital in structural examination as power is essential in all associations. Power distance is integral in classified corporates and it influence the many corporates procedure and basic definitions of power distance was stated. Additionally, concepts and research association in power distance examination, both at micro and macro level was also observed. Results represent that power distance is an essential aspect and limit condition for most of the association about

which corporates researchers have to do investigation. It was concluded that there are many corporates in which examination of power distance was required.

[W. Li et al. \(2018\)](#) describes that social aspect strongly influence the rating behavior of the labors. The taking of discriminations in power forms opinions regarding individuals who interact with one another with dissimilar amount of power. For instance, persons having more power thought that leaders must be esteemed towards them and can might provide defense. While persons having less power does not observe many differences depend on social position, or classified position. [Bhatt \(2019\)](#) recommended that power related perceptions valuably effect on motives of emotional labour. Leader managers are more likely to adapt various tactics of emotional act for different labor groups based upon the perceived power distance between themselves and prospective customers. investigate the relationship between the passive leadership and its related outcomes in the public sector incivility. Results of different researches indicates that the interpersonal conflict and the burnout has no direct association with passive leadership while the workplace incivility has shown the fully mediating terms between the passive leader and the emotional worker which mainly include the interpersonal conflict and burnout ([Ashforth & Humphrey, 1993](#)). [Adelmann and Zajonc \(1989\)](#), explains high and low emotional labour with respect to jobs and conclude that subordinates who remained in management requires maximum emotional labor level have low job satisfaction, self-esteem, health and more lower in performance than the jobs who requires low emotional labor.

Leadership tends to exhibit the managers and set the important factors that have greater impact on the workplace incivility. While the absence of the proactive leaders at the workplace many of the leaders are too informal and lacks the norms that may help to shape their behavior. This is the reason that incivility will occur in the workplace with the passive managers ([Harold & Holtz, 2015](#)). A study of [W. Li et al. \(2018\)](#) describes the encouraging effects of supervisor authority on job involvement of an employee along with the controlling role of power distance. Regardless of the encouraging influence that demanding leaders might apply on assistants, there are also harmful influence of dictatorship to which most of the

workers might reply passively. Employees who think that managers have a more amount of power over juniors are well-thought-out to have more power distance, while employees who think that less amount of power is suitable are well-thought-out to have less power distances.

M. Li et al. (2018) examine relationship among compassionate leadership and employee inspiration along with the moderating role of power distance. Workers with significant levels of power distance are all the more ready to enable specialists to settle on choices without employee interest and are less inclined to endeavor to influence the basic leadership of specialists than are those with low degrees of power distance. Research represents that individuals who notion declined towards high power tendency will be show autocratic behaviour and are the follower of one-way communication. Sometime they involved any of the subordinate in any of decision making phase for achievement of organizational goals and purposes, relatively they always look for their leaders to give any relevant instruction for accomplishment of their goals and objectives, they accept decision from themselves, and also follow guidelines given by themselves.

Hauff, Richter, and Tressin (2015) states that power distance plays a moderating role in job description and job involvement of an employee. The main idea of power distance derived as study of cross-cultural values and for organizational insight it can be occupied as the tendency to which any individual can believe and receive the fact that power in any organization can be distributed unequally. Researches emphasis the fact that understanding between the leaders and surrounding workforce of labor with respect to immediate power distance is a big challenge and critical to organization success. However due to strong deference to management authorities, employees with high power distance are likely to be more dependent on the positive (instead of the negative) correspondence standard than are their partners with low power distance.

***Hypothesis 4: Power distance moderates the relation between passive leadership on workplace incivility and emotional labor such that it strengthens the relation when power distance culture is high and low when power distance culture is low.***

## 2.9 Moderated Mediation

Lastly, as we anticipate that afore said power distance will moderate the previously alluded hypothesized link, but we also predict that this power distance simultaneously will conditionally effect the indirect effect between passive leadership and workplace incivility. Congruous with hypothesized model, we anticipate a moderated mediation pattern, whereby indirect effect of passive leadership on workplace incivility that happens via employee emotional labor will hinge on power distance moderator.

*Hypothesis 5: Power distance will moderate the indirect effect of passive leadership on workplace incivility via employee emotional labor; the mediated relationship will be stronger when power distance is high as opposed to low.*

## 2.10 Research Model

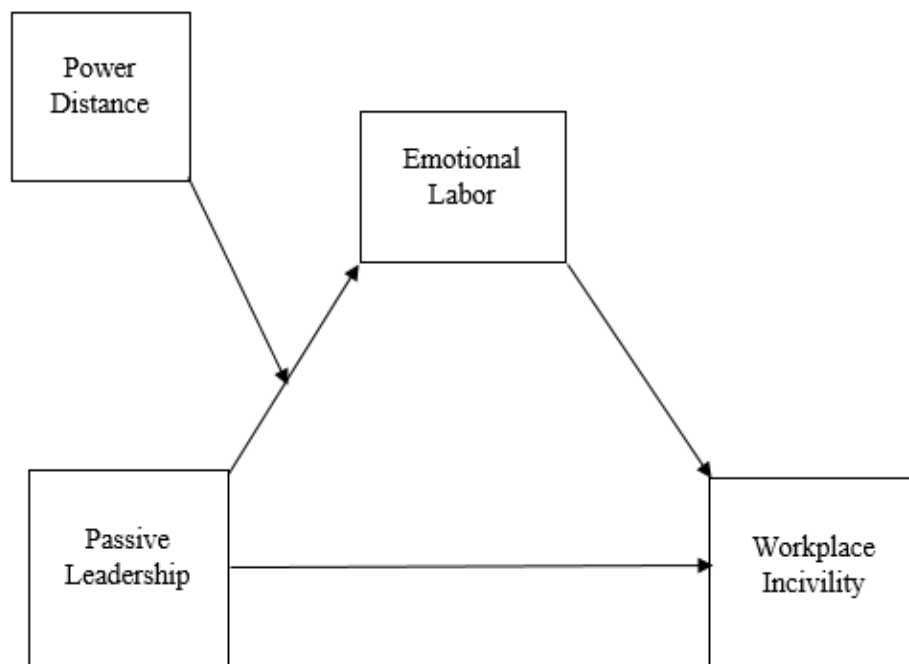


FIGURE 2.1: Study Model of Passive Leadership and Emotional Labor as Antecedents of Workplace Incivility: Moderating Role of Power Distance

## 2.11 Research Hypotheses

**H<sub>1</sub>:** Passive leadership is positively and significantly associated with workplace incivility.

**H<sub>2</sub>:** Emotional labor is positively and significantly associated with workplace incivility.

**H<sub>3</sub>:** Emotional labor will mediate the association between passive leadership and workplace incivility.

**H<sub>4</sub>:** Power distance will moderate the relationship between passive leadership and emotional labor such that it will strengthen the relationship between passive leadership and workplace incivility when power distance is high.

**H<sub>5</sub>:** Power distance will moderate the indirect effect of passive leadership on workplace incivility through employee emotional labor; the mediated relationship will be stronger when power distance is high as opposed to low.

# Chapter 3

## Research Methodology

It is very significant to identify a difference among research method and research methodology because these two forms differentiate from each other. Research method include respectively methods/practices that has applied for composition of research. Research techniques/practices are discussed as ways scholars use in applying research options. In other words, all those methods/techniques which has use by the scholars during studying research issues, identified as research method. Research methodology identify as method to systematically solve research related issues. The observation of research methodology is wide as compared to research method. Hence, when we say about research methodology it doesn't means methodology only but also include the logic behind the method apply in the context of that study. And also explain the use of one technique or method over another.so that research investigations are accomplished of being evaluated by researcher himself or also by others.

Specifically, this chapter include the methodology to examine the influence of passive leadership on workplace incivility with the mediating role of emotional labor and moderating role of power distance. The debate in this chapter are associated with research design, population and sampling techniques, instruments and characteristics of sample of all items and variables exist in each variable.

### 3.1 Research Design

A worthy research design enables scholars to acquire outstanding results, in addition it helps in intensifying effectiveness of the research. Primarily, in social sciences research two research design techniques are there known as “qualitative approach” and “quantitative approach”. Mostly scholars hold faith that quantitative research is more effective and valuable as compare to qualitative research design (De Vaus, 2001). Scholars can secure trustworthy and authenticated results with the source of quantitative research design (Chase, Teel, Thornton-Chase, & Manfredi, 2016).

Researches explain study design is the demonstration of situations for data collection and analysis in such a method that objective is blend suitability to the study goal with budget in process (Cook, Cheshire, Rice, & Nakagawa, 2013). For the current study we are getting help of quantitative research design by applying consistent methods and tools.

As it takes part reliable data by transforming visible fact into statistics, and which again analyzed to distinguish, association, source and properties. And it is also dynamic that noticeable and measureable means that people specify their level of receiving with declaration, which obey their behaviour and degree which not.

For data collection further survey procedure was performed to collect to collect the data that involve the consumption of questionnaire including demographics such as age, gender, qualification, designation and experience. Executed different types of surveys such as online surveys, self-administrated questionnaires and phone interviews (Ary, Jacobs, Razavieh, & Sorensen, 2006).

In present students self-administrated questionnaire were used for data collection. In terms of time and cost questionnaire are appreciated to punch and analysed data (Bowling, 2005; Cavana, Delahaye, & Sekaran, 2001). For handling the research process, it is a thorough process and with respect to type of study involved the details study, study settings, time horizon and unit of analysis described in detail below.

### 3.1.1 Type of Study

The present study is an ‘explanatory study’ ([“Qualitative case study methodology: Study design and implementation for novice researchers”](#), 2008), argued that scholars used this term when they discover answer to question and the purpose is to debate the fundamental relationship among the interventions. This is the relational research in which the influence of passive leadership on workplace incivility has investigate on the behalf of respondent self-reported observation about the variables. Survey discuss as a process of gathering quantitative data in articulated and pre-dened format to collect easier data. According to ([Kerlinger & Lee, 2000](#)) data detail is gathered from the sample and opinion prepared on the overall population. And they also argued that sample is agreement to scientific study method.

[Rungtusanatham, Choi, Hollingworth, Wu, and Forza \(2003\)](#) argued that survey has two forms; relational and descriptive and relational surveys are utilize to examine empirical links between independent variable and dependent variable and descriptive surveys use to study current state of activities. For present study, relational survey design was use, the cause is the researcher strategy is to determine the relation among passive leadership and workplace incivility. In this respect, Pakistani public and private universities are targeted to obtain the wanted data to find the genuine result.in the first stage the target was to get 350 questionnaires but 311 reliable responses were gathered. The sample designated for this study has calculated to establish the overall population of Pakistan. This will support to simplify the results attain from sample on whole population.

### 3.1.2 Research Philosophy

There are numerous different kinds of philosophical techniques discussed as “standard for societal sciences that support and reinforce scientific inquiry. Researcher argued that it is ultimate world view or that direct exploration. The choice of scholars towards following any specific philosophy possibly impact the choice regarding to data collection instrument and gathering data interpretation ([Bazeley,](#)



2003). The current research was reinforced by hypothetical deductive method, and based on existing theories and also manifest and support our hypothesis through previous research. Researchers argued that The hypothetical deductive process or model is an estimated design of scientific method. According to this method, scientific inspection instigates by formulating hypothesis in such a method that might compellingly falsified by check on reliable data.

According to Neuman and Neuman (2006) scholars in social disciplines are extra enthusiastic to follow positivist research paradigms. In a positivist research philosophy quantitative research method is consider most pertinent method. As according to research in social sciences this philosophy includes reliable procedures for hypothesis testing and analysis. Therefore, present research included positivist philosophy, as it supports to deduce logic so to identify and confirm proposed links. so for this research paradigm is consider best appropriate for over research due to essentialist emphasis arrogant that reality is however to be disclose. Now scholars disengage themselves from the method which is going to be detected and remains as “objective” as likely and efforts best to circumvent bias that might aect the results of the study. Moreover, after studying theory hypothesis are established and data is collected as well as examined and interpreted. (Neuman & Neuman, 2006) argued that all these increases the data collected reliability.

### 3.1.3 Study Setting

The present research is a eld research because participants, i.e. employees of public and private universities were approached on their work and they complete the questionnaire in a normal work environment (Brennan, Chugh, & Kline, 2002). In this study variable involved were neither influenced nor controlled, and no fake setting has formed for scholarship.

### 3.1.4 Unit of Analysis

Unit of analysis is most dynamic feature in any type of research study. The unit of analysis discuss as individuals or objects whose characterises and sorts are to

be analyse in the study, it may be dyad, Individuals, group, country, industry, culture or organization from which researchers gather data. The current study is designed to see the effect of passive leadership on workplace incivility thus, the unit of analysis were individual because we are studying the employees of different public and private universities and as the hypothesized variable indicate i.e. passive leadership.

In order to observe the influence of passive leadership on workplace incivility. The research requires to proceed in different private sector university employees to assess the workplace incivility at workplace.

### **3.1.5 Time Horizon**

The method chosen for data gathering for this study were cross sectional. The data gathering took approximately 2 months. The purpose for executing cross sectional method is due to time shortage because in thesis, the time is very short and one must have to finish the thesis in given time.

## **3.2 Population and Sample**

### **3.2.1 Population**

Population discuss as a set of events, things, people linked to the interest that the researcher ought to determine. Since the current research, pursue to concentrates on Pakistan's public and private universities employee. In Pakistan there are more than 180 universities and have a many employees. As in Pakistan's, public and private university employees play important role. Government and public both are included in it. Quaid-i-Azam university, National University of Science and Technology, Capital University of Science and Technology are different universities working in Pakistan. For this particular study, the population were staff of different public and private universities currently operating in different cities of Pakistan. Data were gathered from university employees working in Rawalpindi and Islamabad.

### 3.2.2 Sample

Sample discuss as a representative of population. According to (Leary, 2004) the process in which a scholar selects an example of applicant for s study from the population in which he is concerned, this is called sampling. Similarly, according to previous investigation the sampling objective in quantitative research is to get group of individual who is representative of a large group of individual, or who bestow required specific information. as discussed in social sciences research, sample practise is suggested strongly as compared to study whole population. The reason behind this is in sampling rarer resources, time and money is used, and chance of data reliability are high. To include entire population, it is demanding expensive and time instigating. Therefore, to represent whole population a sample is enough.

Sampling has two different types. One is called probability sampling and another is non probability sampling. As discussed in probability sampling, each observation has equivalent opportunity to be selected as a sample and as compared to non-probability sampling it is predefined which case/observation would be denoting as a population sample hence Both sampling types has some advantages and disadvantages but the selection exclusively depends on the research aims, type of study and data type. When researcher get full information about population probability sampling is suitable and effective if no information available non probability sampling is use for sampling.

In the present research, convenience sampling technique were utilized and it arises under non probability sampling. As there are diereent opinions about the population of organizations in Pakistan but the precise population is still unknown as it is in starting phase. Similarly, scholars argued that when exact population is not defined it is viable to use non probability sampling technique. That is why convenience sampling of non-probability techniques were used for present research. Additionally, from the study of (Khan & Rasheed, 2015) the use of convenience sampling is evident. Furthermore, Shuck, Reio Jr, and Rocco (2011) and (Reio Jr, 2011) has also used convenience sampling for doing a research. It is also easy to

gather data by using convenience sampling when time is short and do not have so much resources.

### 3.2.3 Data Collection Procedure

Data were gathered from the different universities on the reference by teachers, relatives and friends. Specially, in Pakistan without connection data collection is very difficult. Therefore, every possible effort was used to approach maximum respondents. The respondents were requested to support and deliver consent in data gathering.

For ensuring confidentiality of data provided by respondents a cover letter was attached to the questionnaire. The cover letter with no hesitation displayed that the study is being carried out for scholarly purposes. Respondents were guaranteed of the privacy of their names and responses in order that the respondents do not feel hesitation to fill the questionnaire decisively.

Data were gathered solely from different universities for all variables. Data on independent variable (i.e. passive leadership), dependent variable (i.e. Workplace incivility), mediating variable (i.e. emotional labor) and moderating variable (i.e. power distance), were reported by the employee of different universities. The reason for obtaining data from subordinates on this particular variable is to reduce biasness. Similarly, the questions included in this specific variable is for subordinates to rate their supervisors.

Lastly, to ensure the responses anonymity and accuracy different steps were carried out (Judge et al., 2006; Judge & Piccolo, 2004). For instance, applicants were reminded to complete the precise respondent survey. For data collection approximately, 400 employee and subordinates were approached. However, 323 responses were got from the employees, which were complete. Subsequent to data consolidation, the eventual sample accommodated 311 workable responses. 1:1 data collection ratio was used, as different studies have used this approach for related studies such as (Eissa & Lester, 2017).

### 3.2.4 Handling of Received Questionnaires

Received questionnaires were sensibly surveyed for missing data. The questionnaires received were having issue of missing values means that there are some questions in a questionnaire that were not respond by the respondents. A significant facet in quantitative study is to handle missing data, because it creates some serious issues during data analysis procedure. one it shapes to statistical authority of numbers. Moreover, (Roth & Switzer III, 1995) discussed statistical power means statistical method analytical skill to discover some significant influence in observed data set. secondly, missing data also effect the accuracy of expected variables.

For handling of absent data recommendations are exist in the literature. The primary method for missing data handling according to (Roth & Switzer III, 1995) are mean substitution, list wise deletion and regression imputation. In mean substitution, mean value is put for missing answer. In regression imputation, regression equation is developed based on associated variables for assigning and estimating missing values. In list wise deletion, if there is any missing information, all the data are removed about that respondent.

All the approaches have their own pros and cons. If talk about list wise deletion approach it takes into attention only respondents innovative responses and scholar doesn't put anything in data set however if there are slight missing values, then this method creates harm at huge level of data and impact sample size as well.

Mean substitution data and inuence sample size as thriving. Mean substitution technique supports saving enormous amount of data but the drawback is that it might intrude original associations that have been presented by respondents. While, this matter can be criticised if complete section in questionnaire is missed or missing values are very small.

For the existing study, based on the questionnaires established from the respondent and after punching of the data it was recognized that there are missing values. To handle missing values, mean substitution method was utilized because in every questionnaire less than five items were missing.

### 3.3 Sample Characteristics

For the current research questionnaire were designed and employee filled that questionnaire we asked numerous demographics from participants. These demographic material differs according to the study topic nature. Generally, age, gender, education and experience ask from each participants for all studies. In current study we questioned age, gender, qualification, experience and designation of employees from different private and public universities. Following are the details of demographics and sample characteristics:

#### 3.3.1 Gender

Gender is a constituent, which rest in spot aiming to hold gender equality. Consequently, it is also anticipated as dynamic part of demographics. The reason is it differentiates between male and female in a specified sample. In present study, it has been tried to make sure gender equivalence but still it has been seen that male employee's ratio is much greater than female employees are.

TABLE 3.1: Frequency by Gender

Gender	Frequency	Percentage
Male	214	68.8
Female	97	31.2
Total	311	100

**Table: 3.1**, depicts the information about gender. Table revealed that the more respondents were male employees comprised of 68.8% and the remaining 31.2% were female employees.

#### 3.3.2 Age

For current study, rst demographic is employee age and respondents sometimes feels hesitation to reveal their ages, so for their patience and relaxation range was given.

TABLE 3.2: Frequency by Age

Age	Frequency	Percentage
26-33	73	23.5
34-41	78	25.1
42-49	85	27.3
50-above	75	24.1
Total	311	100

The **Table: 3.2**, delineates that maximum respondents were age “between” 42-49 as it constituted for about 27.3%, 23.5% were those respondents having age range “between” 26-33, furthermore, 25.1% of the respondents had an age between 34-41 and 24.1% of the respondents were having age between 50 and above.

### 3.3.3 Qualication

Education is the necessary element that consensuses towards prosperity and success of whole country as well as for challenging universally. Therefore, after gender, education is vital element of demographics.

TABLE 3.3: Frequency by Qualication

Qualication	Frequency	Percentage
MS/M.Phil.	220	70.7
PhD	91	29.3
Total	311	100

**Table: 3.3** represents information regarding qualication of the respondents. Majority of the respondents had an education of MS/M.Phil. comprised of 70.7%, 29.3% of the respondents were those who had qualication of PhD.

### 3.3.4 Experience

To collect data about respondent’s experience diherent ranges were set so that the respondents can easily answer about their experience.

TABLE 3.4: Frequency by Experience

Experience	Frequency	Percentage
0 – 5	80	25.7
6 – 10	97	31.2
Nov-15	83	26.7
16-21	46	14.8
22-above	5	1.6
Total	311	100

**Table: 3.4**, revealed the information regarding experience of the respondents. Table shown that more respondents had an experience of 6-10 comprised of 31.2%, 26.7% of the respondents were those having an experience of 11-15, 25.7% were those respondents who had experience of 0-5, 14.8% of the respondents had experience of 16-21, and 1.6% of the respondents had experience of 22 or above. As the table demonstrate that maximum of the participants had experience of 6-10 years.

### 3.3.5 Designation

TABLE 3.5: Frequency by Designation

Designation	Frequency	Percentage
Lecturer	153	49.2
Assistant Professor	75	24.1
Associate Professor	66	21.2
Professor	17	5.5
Total	311	100

**Table: 3.5**, revealed the information regarding designation of the respondents. Majority of the respondents had a designation of Lecturer comprised of 49.2%, 24.1% of the respondents having designation of Assistant professor, 21.2% of the respondents had designation of Associate Professor, and 5.5% of respondents were those who had designation of Professor.



## 3.4 Instrumentation

### 3.4.1 Measures

The data were gathered through questionnaires adopted from different sources. In questionnaire the nature of measures involved is such that all of them i.e. passive leadership, emotional labor, power distance and workplace incivility has lled by the staff. All the items in the questionnaire were responded by using a 5-points Likert-scale where 1 (strongly disagree) to 5 (strongly agree). The Questionnaires also contains four demographic variables that involve Age, Experience, Gender, Qualification and Designation.

Moreover, some questionnaires were modified for assessment. Subsequently the questionnaires which were established in different setting and not for organizations. Therefore, for the suitability to our study, few statements were altered without influencing actual concept of a scale Details of modified items are here. The scale of passive leadership by (Den Hartog et al., 1997) As long as work meets minimal standards, he/she avoids trying to make improvements was included as As long as work meets minimal standards, my supervisor avoids trying to make improvements”. Similarly, Things have to go wrong for him/her to take action was included, as things have to go wrong for my supervisor to take action. Moreover, Problems have to be chronic before his/her will take action” was included as “Problems have to be chronic before my supervisor will take action.

The scale of workplace incivility by (Cortina et al., 2001). Here the changes were only made in the description as in the original scale the description was “During the past ve years, while employed by the English circuit courts, have you been in a situation where any of your employee or coworker” was included as “In the organization, have you been in a situation where any of your coworker”.

Questionnaires were spread both by visiting the public and private universities as well as online. Past researches showed that online data collection has considered as the more beneficial and convenient way. As it is easier to the respondent to ll the questionnaire as compared to filling it paper-pen method and nevertheless of data collection method, according to (Church, Elliot, & Gable, 2001) there is no

extensive impact on data quality while using any of two previous methods.

To avoid any uncertainty and mistake the questionnaires were distributed into various sections. Demographics information such as age, gender, qualification, experience and designation was involved in the first section. Section 2 was composed of questions assessing emotional labor of an employee. Sections 3 involved questions assessing workplace incivility of an employee at workplace. Similarly, section 4 comprised of questions measuring passive leadership. Furthermore, section 5 incorporated questions assessing power distance.

### **Passive Leadership**

In the present research for measuring passive leadership 7 items scale was adopted established by (Den Hartog et al., 1997). The scale items involve “As long as work meets minimal standards, his/her avoids trying to make improvements”. “Things have to go wrong for his/her to take action.

### **Workplace Incivility**

For measuring workplace incivility ten items scale was adopted from (Cortina et al., 2001) Workplace Incivility Scale (WIS). The sample items include “My supervisor put me down in some way”. “My supervisor paid little attention to a statement i made or showed little interest in my opinion”. “My supervisor made demeaning, rude, or derogatory remarks about me”. The responses were answer on 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree)”.

### **Emotional Labour Scale**

For measuring emotional labor twelve items scale was adopted from (Brotheridge & Lee, 2003) emotional labor scale. The items involved in this are “I display specific emotions while doing my job”. “I always make an effort to actually feel the emotions that I need to display to others”. “I really try to feel the emotions I have to show as part of my job”. The responses were answer on 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree)”.

### **Power Distance**

The 4- item scale developed by (Brockner et al., 2001) was utilize for assessing power distance. The measures include in this scale are “There should be established ranks in an organization with everyone occupying their rightful place

regardless of whether that place is high or low in the ranking”. Communications with superiors should always be done using formally established procedures”. The responses were made on 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

TABLE 3.6: Instruments

Variable	Sources	Items
Passive Leadership	By (Den Hartog et al., 1997)	7
Workplace Incivility	By (Cortina et al., 2001)	10
Emotional Labor	Brotheridge, and Lee, R. T. (2003)	12
Power Distance	Brockner, J., Ackerman, G., Greenberg, J., et al. (2001)	4

### 3.5 Pilot Testing

A trial test composed before going to perform key tests, identified as pilot testing. According to (Van Teijlingen et al., 2001) it primarily directed to check the research instrument viability. It revenue that prior to directing pilot study the researcher must be understand about research question, topic and research techniques and tools to re-examine them to look how they will practically execute and if required it can be adjusted accordingly. Pilot testing is dynamic to examine the effectiveness of a questionnaire as this gives valuable information about considerable irregularities in questionnaire design. (Welman & Kruger, 1999) also released the significance of pilot testing as it supports in demonstrating ambiguous questionnaire items and supports in disclosing inadequacies in measurement procedures. It fortifies unsuitability and appropriateness of proposed instruments, method and procedure and provides advance attention to modify them as needed. It aids in circumventing excessive amount of time, money and eort, which can be dissipated by using such questionnaire that fabricates deprived and unclear results and responses.

Previous going to do everything on considerable scale, it would be eective and proactive method to coordinate pilot testing, as it will escape numerous threats

link to annihilation of time and resources. Therefore, pilot testing of approximately 35 questionnaires were conducted for the purpose to authenticate, if results are in line and familiar with the recommended hypothesis or not. After directing pilot testing it was deduced that there was no significant problem in the studying variables and the measurement scales were entirely reliable as the threshold value for Cronbach alpha is 0.7 and all the scales have match the threshold value.

### 3.6 Reliability of Pilot Testing

TABLE 3.7: Reliability of Pilot Testing

Variable	Items	Reliability
Passive Leadership	7	0.979
Workplace Incivility	10	0.988
Emotional Labor	12	0.905
Power Distance	4	0.911

### 3.7 Data Analysis

For making statistical results, different statistical methods and practises have been used in social sciences. To check the relations between variables researchers, used correlation, to examine effect of independent variables on dependent variables regression is used and process macros or structural equation modelling to check the associations among multiple independent, dependent. Moderating and mediating variables by applying SPSS. These methods and tools have some merits and demerits, but the choice of precise tests and tools is powerfully association with research purpose, research model, research type and nature of data.

For existing research, analysis of the data was completed in three steps. Firstly, demographic variables descriptive, such as age, gender, designation, qualification, experience, and reliabilities of variables such as passive leadership, emotional labor, power distance and workplace incivility was calculated.

According to scholars in social sciences items reliability should be greater than

0.70. In the current study Cronbach alpha of all variables were greater than 0.70. Furthermore, links between all the variables was tested by performing Pearson correlation. Descriptive statistics, Cronbach alpha and correlation were calculated by utilizing SPSS.

In the second phase, the links among theoretical variables i.e. passive leadership, emotional labor and workplace incivility were tested by running linear regression using SPSS.

In the third stage, mediating and moderating impacts were examined. Mediating role of emotional labor between passive leadership and workplace incivility and moderating role of power distance between passive leadership and emotional labor were checked by utilizing Preacher and Hayes process macros in SPSS.

### **3.8 Research Ethics**

During directing this research thesis, required ethics and principles were followed and more typically while gathering data. Firstly, the purpose of the research was transferred to the respondents and after receiving concurrence of the respondent, their response was taught and combined for data analysis. The respondents were given guarantee about the confidentiality of the responses as the subordinates lled workplace incivility questionnaire and it might create problems for subordinates if supervisor get to know that they rate him/her negatively it creates conflict in the organization.

Moreover, data collection was complete in normal setting and the respondents were not forced for prompt feedback. For the convenience, respondents were not forced for some advisable response and proper time was given. Despite of the fact that the researcher handled some inappropriate behavior in most case such as some respondents misplaced questionnaires, few of them did not return the questionnaires, but still they all were answered with suitable behavior without any depraved words.

# Chapter 4

## Results

This chapter includes the results of descriptive statistics (Mean & Standard deviation), analysis of correlation, regression analysis along with moderation and mediation analysis. The results of analysis are depicting if the hypotheses of study are accepted or not. In order to conduct analysis Statistical Package for Social Sciences (SPSS) is used.

### 4.1 Descriptive Statistics

Descriptive statistics of all variables such as passive leadership, emotional labor, power distance and workplace incivility are show in the table below. The means and standard deviations of all variables are depicted in the table 4.1. The mean values show the response of respondents towards agreements and disagreements with the questions.

TABLE 4.1: Descriptive Statistics

<b>Variables</b>	<b>Sample</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Deviation</b>
Workplace Incivility	311	1.67	4.67	3.2	0.77
Passive Leadership	311	1	4.71	3.34	0.77
Power Distance	311	1	5	3.41	0.81
Emotional Labor	311	1.82	4.73	3.37	0.7

**Table: 4.1**, depicts information about variables minimum and maximum values and means and standard deviations. Higher mean values are the sign of respondent's tendency towards agreement side and lower mean values are the suggestion of respondent's propensity concerning disagreement side. As the mean value of passive leadership in the table was 3.34 and standard deviation was 0.77 shows that employees agree that they have passive leadership on the workplace.

The mean value of emotional labor was 3.37 and standard deviation was 0.70 reveals that employees are agree that they get emotional labor during the work. The mean value of power distance was 3.54 and standard deviation was 0.81 exhibits that most of the respondents had a propensity towards agreement side. The mean value of workplace incivility was 3.20 and standard deviation was 0.77.

## 4.2 Control Variable

In present research, one-way ANOVA test was run in SPSS for control variables. The key purpose of conducting one-way ANOVA is to see that whether the demographic variables have any influence on dependent variable, which is workplace incivility. Therefore, our key purpose is to understand the relationships. Similarly, different studies revealed the significance of demographic variables as they probably influence propose relationships ([Allworth & Hesketh, 1999](#); [Hunter & Hunter, 1984](#); [McDaniel, Schmidt, & Hunter, 1988](#)).

If any demographic variables affects the dependent variable, its influence will be control then. As the research main objective is to study workplace incivility, therefore only workplace incivility related demographics were included. then table 4.2 revealed information.

TABLE 4.2: Control Variable

Control Variables	F-Value	Significance
Gender	4.7	0.031
Age	1.651	0.161
Qualification	2.253	0.082
Experience	2.796	0.026
Designation	1.921	0.107

### 4.3 Reliability Analysis

In psychometrics, stability of scale is called reliability. According to [Carlson et al. \(2012\)](#), a scale that provides similar outcomes in different circumstances is known as a reliable scale. Scale internal consistency reliability analysis was directed for anticipation. As discussed in previous research, the value of Cronbach's alpha is between 0 and 1. High value of Cronbach's alpha signifies worthy reliability and low value of Cronbach's alpha signifies deprived reliability and poor scale. According to the suitable value of Cronbach's alpha is greater than 0.7.

TABLE 4.3: Scale Reliability

Variables	Reliability	Items
Passive Leadership	0.884	7
Emotional Labor	0.906	12
Power Distance	0.837	4
Workplace Incivility	0.862	10

**Table: 4.3**, depicts information regarding reliability of the scales. The results revealed that the reliability of passive leadership was 0.884, which is greater than the threshold value. Moreover, the reliability of emotional labor was 0.906, which is also greater than the threshold value, and the value was little high but such high reliability for this particular variable is evident in the literature like had a reliability of 0.98. Furthermore, the reliability of power distance was 0.837 as shown in the table, which was also high, such a high reliability for this specific variable is present in the study of ([Inderyas, Khattak, Raza, Hassan, & Mohammad, 2015](#)). The reliability of workplace incivility was 0.862, which was greater than the threshold value and the value was high but such high reliability is evident in the study of ([Reio Jr, 2011](#)) for this particular variable as in the aforementioned the reliability was 0.93. Overall all the measures have good reliability and greater than the threshold value.



## 4.4 Correlation Analysis

Correlation analysis is conducted to distinguish the associations among variables. The present study major objective is to bring out correlation analysis to determine the correlation between passive leadership and workplace incivility, the mediating role of emotional labor and moderating role of power distance, in order to sort proposed hypothesis effective. To understand the nature of variance among two variables correlation analysis was carried out to know that the variables fluctuate together or not. Pearson correlation analysis conclude the strength and nature of association via correlation range that is from -0.1-0.1.

Positive sign exhibits that that variables are moving in similar direction and negative variable shows that variables are moving in opposite direction. Furthermore, “r” value displays the strength of the association. If the value of Pearson coecient is among the range of .1-.3 it means weak correlation, the value between .3-.5 signies moderate correlation and the value greater than .5 means high correlation. The table below indicates the correlation between hypothesized variables.

TABLE 4.4: Correlation Analysis

Variables	1	2	3	4
Passive Leadership	1			
Emotional Labor	.505**	1		
Power Distance	.135**	-0.04	1	
Workplace Incivility	.547**	.684**	.197**	1

$p < 0.05$ ,  $p < 0.01$

**Table: 4.4** exhibits the information about correlation among these variables. As the result demonstrate that passive leadership has significant positive relationship with all the variables. Like the correlation of passive leadership with emotional labor was ( $r=.505$ ,  $p < 0.05$ ), power distance ( $r=.135$ ,  $p < 0.05$ ), workplace incivility ( $r=.547$ ,  $p < 0.05$ ). The correlation of emotional labor with power distance was insignificant ( $r = -.040$ ,  $p < 0.05$ ) and workplace incivility was positive and significant

( $r=.684$ ,  $p < 0.05$ ). Furthermore, the correlation of Power distance with workplace incivility were significant ( $r=.197$ ,  $p < 0.05$ ). As it can be seen that the correlation between emotional labor and power distance were insignificant. The research is evident that moderator variable must not have the correlation with mediating variable. As studies are evident, they also had no correlation of moderator with mediating variable.

## 4.5 Regression Analysis

For analysing the existence of relations among variables correlation analysis were carried out but it only concludes the existence of relationships among variables through insufficient support and provides no confirmation about the fundamental relationships among variables. Therefore, for finding out the fundamental relationship regression analysis has directed to validate the dependency of one variable on another variable. Regression analysis has two forms, one is simple regression and the other is multiple regression. Simple regression or linear regression has directed, when there are two variables and the purpose is to create causal relationship. Multiple regression has conducted when more than two variables are involved like in the case of mediation and moderation. Below two tables presented simple regression analysis.

### 4.5.1 Simple Regression

TABLE 4.5: Simple Regression

	Workplace Incivility		
	$\beta$	$R^2$	$R^2$ Change
<b>Step 1</b>			
Control variables			
Gender	-0.1		
Experience	0.09	0.049	0.049
<b>Step 2</b>			
Passive Leadership	0.524***	0.321	0.273

Hypothesis 1 enunciates that passive leadership positively influence workplace incivility. For this hypothesis, the results provided in the table provided strong justification. In primary step we control the two demographic (gender, experience) known through one-way ANOVA then regress workplace incivility on passive leadership.

Results shows that passive leadership has positive and significant link with workplace incivility. The  $R^2 = 0.321$  and  $\beta = 0.524$  with the significant  $p < 0.000$  where  $R^2$  is the coefficient of determination clarifies that model is significant while the  $\beta$  value is the rate of change demonstrates that 1 unit change in passive leadership leads to 52% change in workplace incivility. Hence, H1 is accepted.

TABLE 4.6: Simple Regression

	Workplace Incivility		
	$\beta$	$R^2$	$R^2$ Change
<b>Step 1</b>			
Control variables			
Gender	-0.232		
Experience	0.053	0.049	0.049
<b>Step 2</b>			
Emotional Labor	0.736***	0.493	0.444

Hypothesis 2 states that emotional labor is positively influence on workplace incivility. For the mentioned hypothesis the results in above table gives strong justification. Since control variables such as (gender, experience) has significant impact on workplace incivility. So we control gender and experience in step 1 and in step 2 regress workplace incivility on emotional labor. The results are meeting threshold values ( $\beta = 0.736$ ,  $p < 0.000$ ,  $R^2 = 0.444$ ) that demonstrates one unit change in workplace incivility leads to approx. 44% change in emotional labor. Hence, H2 is also accepted

## 4.5.2 Multiple Regression

For present study, mediation and moderation analysis were directed by implementing (Hayes, 2013) process macros. Mediation analysis was conducted to investigate emotional labor as a mediator between passive leadership and workplace incivility.

For that, purpose process macros were used and model 4 was utilized for mediation regression analysis. Moreover, moderation analysis was conducted to examine power distance as a moderator between passive leadership and emotional labor. For this model 1, was utilized. In addition, as our model is moderated mediation model so for that purpose model 7 was utilized.

TABLE 4.7: Mediation Analysis

IV	Eect of IV on M	Eect of M on DV	Direct Eect	Total Effect	Bootstrapping Result for Indirect Eect	
					LL 95%	UL 95%
Passive Leadership	0.459***	0.597***	0.268***	0.542***	0.1915	0.3805

N=311, IV Independent variable, M Mediator Variable, DV Dependent variable, LL Lower level condence interval UL Upper level condence interval \*\*\*  $p < .0000$ .

Hypothesis 3 enunciates that emotional labor will mediate the relation between passive leadership and workplace incivility. The results shown in the table 4.7, provides strong justification. Table 4.7 depicts that indirect eect of passive leadership on workplace incivility has the lower level condence interval and upper level condence interval of .1933 and .3768. Both the ULCI and LLCI has same sign positive and there was no zero present among these two. Hence, we can conclude from here that mediation is happening. Hence, hypothesis 3, was supported, that emotional labor mediates the relationship between passive leadership and workplace incivility.

For moderation hypothesis was given. Hypothesis 4 states that power distance moderates the link between passive leadership and emotional labor such that passive leadership will have stronger positive relationship with emotional labor for

TABLE 4.8: Moderation Analysis

Variables	$\beta$	SE	T	P	LL 95% CI	UL 95% CI
Constant	5.7516	0.5301	10.8498	0	4.7085	6.7947
Int-term	0.354	0.0484	7.3085	0	0.2587	0.4493

employees who have power distance than those who have low power distance. Table 4.8, results provides justification for hypothesis 4. The reason is interaction term of “passive leadership and power distance” moderates on the relationship of “passive leadership and emotional labor” has the lower level and upper level condence interval of 0.2587 and 0.4493 and both have the same sign and no zero is present. Similarly, the interaction term indicated positive and signicant regression coecient ( $\beta=0.3540$ ,  $p<.05$ ) means that power distance moderates the relationship of passive leadership and emotional labor such that passive leadership have stronger positive relationship with emotional labor for employees who have power distance than those who have low. Hence, we conclude that hypothesis 4 was supported for moderation.

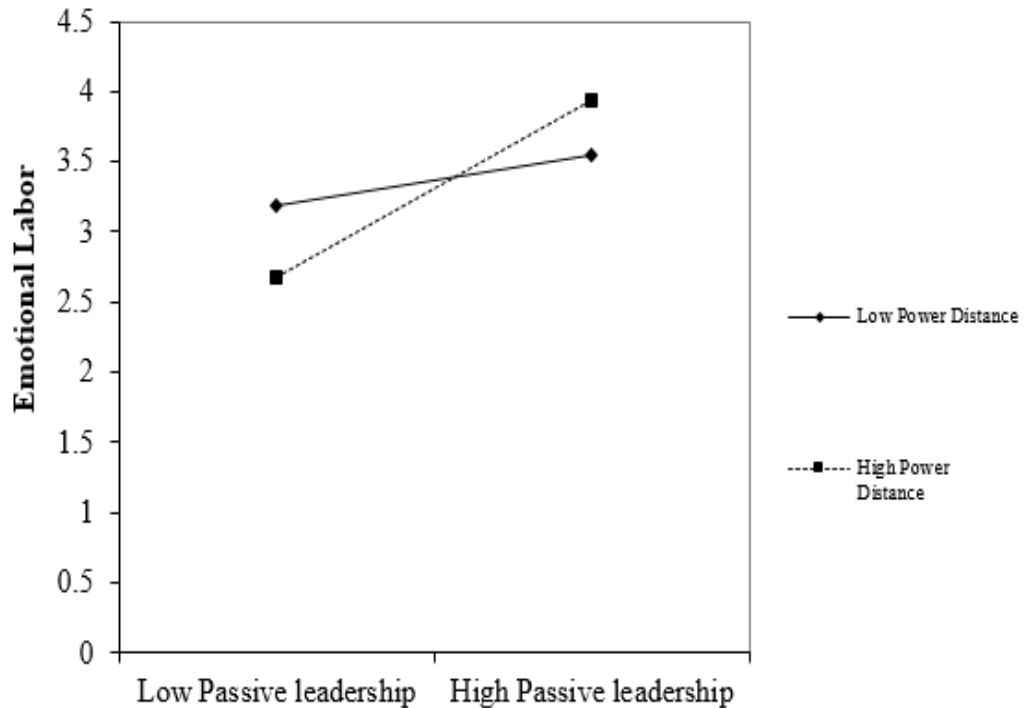


FIGURE 4.1: Interation Graph

To give more evidence for moderating effect of power distance, simple slope for moderator was plotted as indicated in the figure 4.1. As shown in figure, the slope of the relationship between passive leadership and emotional labor was stronger for employees who have high power distance. The figure depicted that when passive leadership and power distance was high the employee will have high emotional labor and vice versa.

TABLE 4.9: : Moderated Mediation

<b>Mediator</b>	<b>Power Distance</b>	<b>Indirect SE</b>	<b>Boot</b>	<b>Boot</b>	
		<b>Effect</b>	<b>LL</b>	<b>UL</b>	
Condition Indirect Effects at M $\pm$ 1 SD					
Emotional Labor	-1 SD	.1409	0.0444	0.0652	0.2443
Emotional Labor	M	.3130	0.045	0.2308	0.4073
Emotional Labor	+1 SD	.4852	0.0662	0.3601	0.6205

Hypothesis 5 states that power distance will moderate the indirect effect of passive leadership on workplace incivility through emotional labor; the mediated relationship will be stronger when power distance is high as opposed to low. Table 4.9 provides strong justification for proposed hypothesis. Power distance were investigated across three levels (at 1 SD above the mean, at the mean and -1 SD below the mean) to examine conditional indirect effects of passive leadership on workplace incivility through emotional labor. The results from conditional indirect effects depicted in table 4.9.

As anticipated, the conditional indirect effects of passive leadership on workplace incivility via emotional labor becomes stronger at higher level (+1 SD) of power distance and both upper level and lower level confidence interval has the same sign and the indirect effect was significant ( $\beta = 0.4852$ ). In addition, the conditional indirect effects of passive leadership on workplace incivility through emotional labor becomes weaker and insignificant at lower level (-1 SD) as indicated by lower and upper level confidence interval, both has same sign .0652 and .2443 respectively. As such, hypothesis 5 was fully supported.

## 4.6 Summary of Hypotheses 4

TABLE 4.10: Summary of Hypotheses

Hypothesis	Statement	Result
H1	Passive leadership has positive and significant impact on workplace incivility	Supported
H2	Emotional labor has positive and significant impact on workplace incivility	Supported
H3	Emotional labor will mediate the relationship between passive leadership and workplace incivility	Supported
H4	Power distance will moderate the relationship between passive leadership and emotional labor such that it will strengthen the relationship	Supported
H5	Power distance will moderate the indirect effect of passive leadership on workplace incivility through employee emotional labor; the mediated relationship will be stronger when power distance is high as opposed to low	Supported

# Chapter 5

## Discussion and Conclusion

### 5.1 Discussion

Utilizing social exchange theory (Blau, 1964) the objective of the present study was to propose and test a model of employee level antecedents of workplace incivility in different public and private universities. For this purpose, data from different public and private universities in Pakistan was collected. As anticipated, the findings of the study were in congruous with hypothesized model. Particularly, the findings showed that passive leadership and emotional labor are the possible antecedents of workplace incivility. In this connection, the effect of passive leadership on workplace incivility was triggered via employee emotional labor. Moreover, the findings exhibited that power distance strengthened the relationship between passive leadership and employee emotional labor.

The details discussion of each hypothesis is following.

#### **5.1.1 Question 1: Whether and How Passive leadership Influence workplace Incivility?**

To examine the answer of the first question that whether and how passive leadership is related with workplace incivility hypothesis 1 was framed. Hypothesis 1 states that passive leadership positively and significantly associated with workplace



incivility. The results for this particular was found significant and hypothesis 1 was accepted as the findings suggests that passive leadership was significantly linked with workplace incivility. Our findings are consistent with social exchange theory. Similarly, previous studies have discerned that passive leadership linked with workplace mistreatment (Lee, 2018). Research on incivility propose that passive leadership is a factor that effects mistreatment (Harold & Holtz, 2015). In addition, more specifically every organization has some targets and goals and employees in an organization face some problems. The organizational leader has the responsibility to help employees and solve the problem for the achievement of goals.

Sometimes the situations are not the same as expected, passive leadership is characterized by an essential restraint to respond until a situation can no longer be ignored. Such passive leadership wait and see approach cannot help employees to solve the problem so employees show incivility at workplaces. Harsh words, disrespectful and demeaning comments etc. As (Roscinno, Lopez, & Hodson, 2009) discussed that chaotic and stressful environments lead to different types of workplace mistreatment. Furthermore, our findings are in congruous with the findings of (Harold & Holtz, 2015) that there is a relation between passive leadership and high amount of incivility in the individual. Similarly, researchers like (Bureau, Gagné, Morin, & Mageau, 2017) relate leadership with incivility. Therefore, these above arguments provide strong justifications for hypothesis 1 acceptance that passive leadership is positively and significantly associated with workplace incivility.

### **5.1.2 Question 2: Whether and How Emotional Labor Influence Workplace Incivility?**

To examine answers for question 2 that whether and how emotional labor related to workplace incivility hypothesis 2 was framed. Hypothesis 2 states that emotional labor positively and significantly linked with workplace incivility. The results for this hypothesis discern strong justifications The findings are consistent with the research of (Bechtoldt et al., 2007), argued that due to mental and emotional labor employees may spend less effort at work and may be unresponsive to help others.

Therefore, such employees may be likely to exhibit aggressive propensity, and therefore are possibly to behave abusively toward others in their social surroundings (Carlson, 2012). Moreover, the link among emotional labor and workplace incivility are not studied before. As mentioned earlier the employee's responsibility is to fulfil organization requirements for the achievement of goals. For this employees need certain level of emotion to fulfil organizational requirement. So leader cannot provides certain level of emotions and employees show emotional labor and makes them uncivil at workplace.

Moreover, consistent with social exchange theory (Blau, 1964) emotional labor to be propelling element of workplace incivility within the organization. As employees are more vulnerable to engrossing in incivility as mean of coping with negative emotions and therefore dispose to act in such a manner that workplace ascertain and discern as uncivil. Hence, the above arguments provides justification for hypothesis 2 acceptance that emotional labor is the antecedent of workplace incivility. As when employees emotionally labor and simultaneously working on organization or his behavior will be uncivil.

### **5.1.3 Question 3: Whether and How Emotional Labor will Mediate the Relationship Between Passive Leadership and Workplace Incivility?**

For investigating the answer for question 3, that whether and how emotional labor will mediate the relationship among passive leadership and workplace incivility hypothesis 3 was formulated. Hypothesis 3 states that emotional labor will mediate the relationship among role passive leadership and workplace incivility. The results supported hypothesis 3 that emotional labor mediates the relationship of passive leadership and workplace incivility. The findings are consistent with social exchange theory (Blau, 1964) that indirect effect of passive leadership on workplace incivility happens via the emotional response of employee emotional labor that evokes workplace incivility. Furthermore, Kelloway et al. (2006) argued that passive leadership triggers negative emotions that influence organizational outcomes.

Moreover, [Chu et al. \(2010\)](#) linked emotional labor with workplace violence and low work satisfaction ([Byun et al., 2009](#)) also linked emotional labor with several organizational outcomes like withdrawal behavior, absence of organizational commitment and turnover.

In organizational environment employee is an important person, probably represent organization culture ([Kozlowski & Doherty, 1989](#)). As [Gardner et al. \(2009\)](#) argued that employee positions intrinsically constitute considerable stressors and demands. The employee position in organization is very demanding because at the same time employees are supposed to handle different activities. Completing the organizational goals, and communicate to top management and other stakeholders on the other side. Organization also demand different emotional requirements. These responsibilities which goes simultaneously puts a lot of burden on the employees during the organization and it depletes the physical and emotional energy of the employees which ultimately makes them uncivil at workplace. Similarly, it is also argued, that employees in an organization need certain level emotion to fulfil organizational requirements. Passive leadership is irritating behaviour that cannot provides certain level of emotions to cope with organizational requirement, which makes them to experience negative emotions, and eventually it makes their behavior uncivil. Therefore, the above arguments provide justification for mediation hypothesis acceptance that emotional labor mediate the relationship between passive leadership and workplace incivility. As when there will be passive leadership employee will get emotionally labor and ultimately employee behavior will show incivility towards workplace.

#### **5.1.4 Question 4: Whether and How Power Distance Moderates the Relationship between Passive Leadership and Emotional Labor?**

For inspecting answer for question 4, hypothesis 4 formulated based on literature. Hypothesis 4 states that power distance moderate the relationship between passive leadership and emotional labor; such that passive leadership will have stronger

positive relationship with emotional labor for organizational employees who have highly power distance than those who are low in power distance. According to the results of the study, power distance moderates the relationship between passive leadership and emotional labor such that passive leadership will have stronger positive relationship for organizational employees who have highly power distance than those who are low power distance.

In Hypothesis 4, the moderating effect of power distance between passive leadership and emotional labour was studied. The results of Hypothesis 4 showed significant results. The analysis showed that there is significant effect of power distance ( $\beta = 0.3540$ ,  $t = 7.3085$ ). The value of  $\beta = 0.3540$  predicts that power distance is bringing change in the relationship of passive leadership and emotional labour. The t-value of 7.3085 demonstrates that the relationship is highly significant because for a hypothesis to be significant t-value should be greater than 2. The lower and upper limit of 0.2587 and 0.4493 respectively indicated by standardized regression are having same signs and zero exists in the bootstrapped 95% interval, which means the results are significant. Hence, the results are meeting the standards, statistically this relationship is significant and the hypothesis is accepted. According to the results of the hypothesis, power distance does moderate the relationship between passive leadership and emotional labour.

In this study, we explored the moderating effect of power distance on the relationship of passive leadership and emotional labour. More specifically, the study was intended to prove that power distance enhances emotional labour capabilities of passive leadership of project manager. The results of the hypothesis is significant and in our sample of study moderator of power distance significantly affect the relationship of passive leadership and emotional labour.

Previous studies have established the significant impact of power distance on the relationship of passive leadership and emotional labour (Farh et al., 2007). Moreover, it enhances the flexible capabilities of passive leadership of project manager. Power distance is an indispensable feature in leveraging emotional labour and project managers are observing for approaches to reduce power amongst their

teams (Gao, Li, Liu, & Fang, 2018). Therefore, power distance should be maintained in such a way that it brings positively effort towards the emotional labour and labour should involve in planning and decision making flexibly to elevate the link between leader and the team.

In conclusion, power distance influences emotional labour. In the contextual settings of Pakistan, it is important to put light on these distinctive actualities. The data suggests that team culture of project teams mostly have power distance for the members sharing different values and beliefs, therefore positively affecting the power distance altogether which in return affects flexible capabilities of team under passive leadership of project manager positively. In project based organizations of Pakistan, as the results of the hypothesis suggests that patterns of emotional labour prevails when it comes to power distance.

## 5.2 Theoretical Implications

The current study findings advance the literature of workplace incivility in various ways. As previously demonstrated, that majority of the research on workplace incivility concentrated on the consequences of these uncivil behaviors. Only currently, research on workplace incivility started to evaluate the equation another side and inspect the origin of such incivility. Regardless of some advancement, literature on antecedents of workplace incivility still deprived of a vigorous theoretical framework that answer and addresses the question of what primarily triggers subordinate's perception of workplace incivility. Consequently, we tried to advance the research on workplace incivility by exploring passive leadership and proximal (emotional labor) antecedents, and accordingly, demarcate that how certain emotions and leadership may steer to the perceptions of workplace incivility and more particularly in organizational environment.

The second contribution is the investigation of workplace incivility via theoretical optic of social exchange theory (Blau, 1964). Put in social exchange theory to the research on workplace incivility, our model notably demonstrates the process by which reciprocity norms likely to instigate workplace incivility by accenting the

emotions role in the process. Our findings were persistent with hypothesized model that employees who encounter passive leadership disposed to undergo swelled emotional labor, which eventually induce behaviors towards workplace who perceived them as uncivil.

Moreover, to being one of the first studies to instituted social exchange theory to the research on workplace incivility in organizational environment, this research tried to expand SET by more particularly examining negative emotions, in our case measuring employee emotional labor; investigating behavioural outcome such as workplace incivility; and incorporating distinguish situational antecedents such as passive leadership.

The present study also contributes to the literature by investigating employee level moderators as antecedents of workplace incivility. Particularly, we contend and constitute support for opinion that personality of employee effects process at various nib along the mediational path from passive leadership to workplace incivility. In line with current reactions concerning SET process (Cook et al., 2013), the study findings exhibited that intensity of emotional labor that emanated from passive leadership was effected by power distance. In addition, the indirect effect of passive leadership on workplace incivility through emotional labor was stronger on high level of power distance.

Particularly this contribution marked to SET and expand the framework by investigating, that whether reciprocity norm effect the process between passive leadership power distance and emotional labor. Beyond theoretical advancements to research of workplace incivility, present study also expands the emotions literature by asserting that certain work situation behave as negative reciprocity norms (i.e. passive leadership) and these norms probably trigger negative emotions (i.e. emotional labor) which eventually instigate negative behavioural reactions (i.e. incivility).

Though previous research has found proof that negative reciprocity norms contribute to counterproductive behaviors and aggression but the direct association that links negative reciprocity norms and emotions to workplace incivility is still inadequate. Therefore, the present study delineates theoretical contribution to the

emotions research by manifesting support for hypothesized associations.

### 5.3 Practical Implications

It is accepted generally that workplace incivility is harmful than any other incivility (Schilpzand et al., 2016) and it cost the organization up to greater extent. As workplace environment is functional and changes instantly, and every organization have certain requirement and it is the sole responsibility of organizational employees to meet the objectives of the organization. Accordingly, it is indispensable for organizations to apprehend what induce organizational employees to act in such a manner, which steer subordinates to discern such uncivil behaviors.

While workplace incivility may be induced by various elements, the present study findings gives supplementary comprehension by discerning passive leadership and emotional labor as potential determinant of instigating workplace incivility. In this connection, organizations must cautiously notice the allocated passive leadership provided to employees as well as carefully observe the subsequent surfacing of negative emotional reactions. To lessen the probability that employees apprehend that they are getting imprudent beyond a normal swell in passive behaviour that the entire organization is encountering.

It is essential that top management of the organization is unequivocal and explicitly communicates how the allotment of leader took place and When selecting people at managerial/supervisory position, university may monitor them for them being proactive in handling problems of employees before they get worse.

Formal and Informal processes may be set in place to resolve any conflicts. Employees may be informed clearly or in stated form of the how that process involves deliberate eorts to make sure that each one is served equally. impolite and rude behaviors can undermine employees' engagement in deliberate work actions that otherwise could contribute to organizational effectiveness (Taylor & Kluemper, 2012), so organizations must work to diminish such behaviors.

## 5.4 Limitations of the Research

There is nothing in the world that are perfect everything has some kind of discrepancies. Our research has also some limitations, which we face while conducting this particular research. Like, as the current study foundation was established on social exchange theory, which bestow support for the series of links represented in the study (passive leadership to employee emotional labor to workplace incivility). Although, this does not banish the reality that there are some substitute explanations to the links theorized. Secondly, the data collection for the current study is cross sectional due to time and resources limitations, as this does not permit for making deduction regarding causality between variables study as shown in hypothesized model. Similarly, the current research takes only organizations into consideration the limitation is the generalizability of the study. Third, as some leadership research explore leadership on group level rather than individual level, the subordinate-supervisor dyad utilized in the current research may serve as limitation. Another limitation of the current study is that it missed three-way interaction as the result shows that power distance strengthens the relationship of passive leadership and employee emotional labor. As the current study, did not condition power distance with another moderator, which is a three-way interaction effect? Therefore, for future research the recommendation is to condition the effect of power distance with another moderator that is emotional stability to investigate this relationship.

## 5.5 Future Research Direction

There is always some space in everything, which gives future directions. There are some suggestions regarding existing research on which research should be directed in future. First as already mentioned that the current research foundation is SET. Surely, other theories may give substitute explanation to the links theorized. Future research would also get advantage from delineation of other well documented and credible theories in order to pledge further support to hypothesized model or



unearth substitute mechanisms or explanation for apprehending the links between variables exhibited in the current study. Two theories would involve Uncertainty Management Theory (Lind & Van den Bos, 2002) and Social Interactionist Theory (Lewin, 1936). Uncertainty Management Theory postulates individual life challenge is to survive with uncertainty in social attachment. Moreover, inside work environment when employee has a passive supervisor, they perceive uncertainty because they loss their personal control. Correspondingly, Social Interactionist Theory propose that the occurrence of a negative leader may result in an incivility. Secondly, the current study utilized cross sectional method for data collection, future research should utilize dierent research designs like longitudinal designs that could bestow prognostic validity to the present study (Hobfoll, 1989).

Thirdly, as the subordinate-supervisor dyad studies in this study is on individual level. According to Greenbaum, Mawritz, and Eissa (2012) “employees working in the same group are likely to be inuenced by similar leadership behaviors, suggesting that leadership behaviors operate at the group level”. Therefore, future research on leadership, involving research on workplace incivility should investigate these links at group level for the generalizability across dierent level.

Furthermore, the current study explains the conviction that passive leadership and emotional labor may serve as likely the antecedents of workplace incivility. Future research can build on our ndings to fully explain the role of numerous leader behaviors, traits, and characteristics in facilitating or an antecedent of workplace incivility such as abusive leadership. One of the area that future research may enlarging the domain of moderators that inuence the hypothesized model of workplace incivility. Particularly, in current study cultural dimension power distance use as a moderator for further research use other cultural dimensions such as individualism, collectivism.

## 5.6 Conclusion

Due to its universal nature and costly impact of workplace incivility on individuals and entire organization, it is necessary for the researchers to start research

in order to completely examine and apprehend the causes that makes workplace incivility. The present research accords to emerging body of research investigating antecedents of workplace incivility by suggesting and testing moderated-mediation model based on social exchange theory SET in the academic organizations of Pakistan. Questionnaire survey was adopted to see that whether passive leadership and emotional labor are the possible causes and antecedents of workplace incivility. Approximately 400 questionnaires were distributed in the different universities of Pakistan, out of which 311 questionnaires were utilized for the data analysis. Results of statistical analysis shows that reliability and validity of the model is suitable.

Furthermore, the result of the study indicated that passive leadership and emotional labor is positively related to workplace incivility. Moreover, the mediating role of emotional labor, the results delineated that emotional labor mediates the relationship between passive leadership and workplace incivility. In addition, the role of power distance as a moderator is also tested. The results exhibited that power distance moderates the relationship such that it strengthens the relationship of passive leadership and workplace incivility.

We are hopeful that the present examination of processes highlighting workplace incivility will increase further postulating and testing in this particular field. It is effortless to steer an individual, who is satisfied; it is difficult to escort individual, who is emotionally labor. The more comprehension we get concerning what takes organizational employees to behave uncivil, what are the possible ways to eliminate, the more effective and efficient organizations will be.

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# Appendix-A

## 5. Questionnaire

**Dear Respondent**

I am student of MS/M-Phil Management Sciences at Capital University of Science and Technology Islamabad. I am conducting a research on a topic titled “Impact of Passive Leadership on Workplace Incivility Through Emotional Labour and Moderating Role of Power Distance”. 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,

**Haroon Ahmed,**

**MS (HR) Research Scholar,**

**Faculty of Management and Social Sciences,**

**Capital University Science and Technology, Islamabad.**

TABLE 5.1: Add caption

Section	Demographics
Gender	1- Male 2- Female
Age(years)	1 (26-33), 2 (34-41), 3 (42-49), 4 (50-above)
Qualification	1 (MS/M.Phil.), 2 (PhD)
Experience(years)	1 (0-5), 2 (6-10), 3 (11-15), 4 (16-21), 5 (22-above)
Designation	1 (Lecturer), 2 (Assistant Professor), 3 (Associate Professor), 4 (Professor)

### Section 3: Emotional Labor

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

1	I display specific emotions while doing my job.	1	2	3	4	5
2	I adopt certain emotions required as part of my job.	1	2	3	4	5
3	I express particular emotions needed for my job.	1	2	3	4	5
4	Sometimes I express intense emotions.	1	2	3	4	5
5	Sometime I show strong emotions.	1	2	3	4	5
6	I display many different emotions when interacting with others.	1	2	3	4	5
7	I resist expressing my true feelings.	1	2	3	4	5
8	I pretend to have emotions that I don't really have.	1	2	3	4	5
9	I hide my true feelings about a situation.	1	2	3	4	5
10	I always make an effort to actually feel the emotions that I need to display to others.	1	2	3	4	5
11	I try to actually experience the emotions that I must show.	1	2	3	4	5
12	I really try to feel the emotions I have to show as part of my job.	1	2	3	4	5

## Section 4: Workplace Incivility

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

1	My supervisor put me down in some way.	1	2	3	4	5
2	My supervisor paid little attention to a statement i made or showed little interest in my opinion.	1	2	3	4	5
3	My supervisor made demeaning, rude, or derogatory remarks about me.	1	2	3	4	5
4	My supervisor addressed me in unprofessional terms, either publicly or privately.	1	2	3	4	5
5	My supervisor ignored or excluded me from professional amity.	1	2	3	4	5
6	My supervisor doubted my judgment in a matter over which i have responsibility.	1	2	3	4	5
7	My supervisor made unwanted attempts to draw me into a discussion of personal matters.	1	2	3	4	5
8	My supervisor ignored me or failed to speak to me.	1	2	3	4	5
9	My supervisor made jokes at my expense.	1	2	3	4	5
10	My supervisor yelled, shouted, or swore at me.	1	2	3	4	5

## Section 4: Passive Leadership

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

1	As long as work meets minimal standards, my supervisor avoids trying to make improvements.	1	2	3	4	5
2	My supervisor avoids getting involved when important issues arise.	1	2	3	4	5
3	Problems have to be chronic before my supervisor will take action.	1	2	3	4	5
4	Things have to go wrong for my supervisor to take action.	1	2	3	4	5
5	My supervisor avoids making decisions.	1	2	3	4	5
6	If I don't bother my supervisor, he/she doesn't bother me.	1	2	3	4	5
7	My supervisor is a firm believer if it is not broken then do not fix it.	1	2	3	4	5

## Section 4: Power Distance

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

1	There should be established ranks in an organization with everyone occupying their rightful place regardless of whether that place is high or low in the ranking.	1	2	3	4	5
2	Even if an employee may feel he deserves a salary increase it would be disrespectful to ask his manager for it.	1	2	3	4	5
3	People are better off not questioning the decisions of those in authority.	1	2	3	4	5
4	Communications with superiors should always be done using formally established procedures.	1	2	3	4	5