The Impact of Workplace Incivility on Employee Absenteeism and Organization Commitment

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Abstract
Workplace incivility can cause absenteeism; along with employees, the purpose of this study is to check the factors of incivility and how it can be control. Data is analyses through Statistical Package for the Social Sciences (SPSS) version 21.The respondents of this research are nurses located in hospitals in Faisalabad. The sample size is two hundred out of which 184 is considered. The hypothesis generated for the study was tested at 0.05.Data is analyzed through descriptive and inferential tests on the responses gathered. The results of this study showed that there is a significant relationship between workplace incivility and Employee absenteeism. Workplace Incivility has positive relation with employee absenteeism. The results also signifies that organizational commitment partially moderate the relationship between employee workplace incivility and absenteeism. This research also presents conclusion, recommendations, and implications for future researchers.
Keywords: Workplace Incivility, Absenteeism, Organization Commitment

Introduction To Study
Background information
     Workplace incivility refers to unacceptable behavior workplace principle (Andersson & Pearson, 1999).Uncivil behaviors are usual in the workplace (Milam, Spitzmueller, and

Penney, 2009; Pearson and Porath, 2002). Past studies have explored that workplace incivility has linkage with intention to quit (Griffin, 2010), employees satisfaction (Lim, Cortina, & Magley, 2008; Lim & Lee, 2011), effects mental and physical health (Lim et al., 2008), as well as work-family conflict (Lim & Lee, 2011), absenteeism (Clegg, 1983). According to Andrusyszyn and Laschinger (2010) perceived co-worker uncivil behavior has a significant impact in organization. Recent studies have viewed workplace incivility in general; while only a few studies if workers are rude, uncivil, their absenteeism may halt the employees performance (e.g., Lim & Lee, 2011; Reio, 2011; M. Sliter, & Jex, 2012). Study for Veterans Health Administration indicated that incivility in Veterans Health Administration was lacking and inconsistent (EES, 2011). Veterans Health Administration has spent millions of dollars trying to counter internal fallout from disrespectful may through Alternative Dispute Resolution (ADR) and federal Equal Employment Opportunity complaint procedures (EEOC Report, 2007).The organization also had incurred millions of hours of sick leave usage (EEOC Report, 2009). Subjected study is intended to observe the impact of workplace incivility in association with healthcare organization of Pakistan (Nazir 2016). Workplace incivility is associated with increase absenteeism (Abid, G., Khan, B., Rafiq, Z., & Ahmed, A. (2015).Organizations is now suffering many organizational problems like decrease in employees performance, lower morale of employees, increase absenteeism and lower organizational commitment (Rehman, O., Karim, F., Rafiq, M., & Mansoor, A. (2012).) This study is helpful in understanding the impacts of workplace incivility on employee performance. Incivility is measured from emergency workers (called "victim" incivility) employed in healthcare organization in Pakistan.

Significance Of The Study

uncooperative behavior of peers and poor image of a nurse in health sector, poor professional care, dishonorable and unsuitable, unproductively and conflict, gossip about everyone all the time, refuse to help the technicians, lack of trust, but Uncivil behavior is more often prevails in the workplace and have an important and significant effect on nurses' absenteeism. Moreover, this is significant for addressing the rudeness at healthcare organization in Pakistan. This research is going to unveil such factors which are considered to be significant in eliminating uncivil behavior especially in healthcare organizations.

Purpose Of The Study

In this context, this study is to establish the effect of workplace incivility on employee absenteeism. Also, this study has great importance especially for health-care organizations. It gives direction to executives to enhance the level of job satisfaction and organizational trust of employees by preventing uncivil behavior at workplace. In doing so, it probed Organization's commitment of excellent care for its stakeholders. It also appraised the value of understanding beneficial discussions in Organization by explored assessments of any relational and impactful undercurrents of incivility the organization.

Litrature Review

This study extends the literature on interpersonal neglect in the workplace by groping the prevalence and impact of incivility (e.g, disrespect, disdain, deprivation). Seventy one of who reported a few experience of workplace incivility in the previous five years. Uncivil workplace experiences were also connected with greater psychological distress; On the other hand index of psychological and physical health were relatively unaffected. The authors

discuss these findings in the framework of organizational and cognitive stress theories. The discussion on workplace incivility is expanded through an exploration of two theories: care-focused theory and conflict transformation theory. This research examined responses to workplace incivility, and how these responses were associated with absenteeism. Our domino effect underline the need for organizations to manage civility so that they and their employees can keep away from considerable direct and indirect costs connected with workplace incivility. Incivility "implies rudeness and disregard for others in a manner that violates norms for respect" (Porath & Pearson, 2004). The work characteristics such as social maintain, interdependence and ecological risk and the individual characteristics such as negative affectivity are the important experience of the workplace incivility (Terlecki, 2011).As communication scholar Simon Cottle observes, "the absence of the world's news media unwittingly becomes complicit with the murderous practices of contemporary warfare and, by its collective silence, enables war's most inhumane expressions."

However, in 2004, "while Americans do not necessarily presume benefits and the absence of risks, their outlook is much more positive than not" (Cobb and Macoubrie, 2004). The apparent failure of hosted comments has conversely been associated with user behaviors: violence, flippancy, banality and irrelevance. Yet the ambiguous nature of incivility, which has figured prominently in editorial decisions to disengage from hosting user debate, alone provides grounds for reassessing the social and cultural roles of news commenting from the audience perspective. While participation may be difficult to governance, what constitutes appropriate dialogic conduct is often culturally contextual and the preponderance of bad behavior sometimes overstated (Kiasek, Peer and Zivik, 2015). Accordingly, Clark and Springer (2010) qualitative study used self-administered surveys at a statewide conference and a conceptual model for fostering civility in education. It clarified some perspective of what incivility (disrespect) meant: rudeness, avoidance, exclusion, dismissing, ignoring, and unfairness. Respectively, civility/respect meant cultivating, collaboration, and harmony, working toward goal attainment. In Choosing Civility, Forni (2003) cited an inventory of civility related notions that consisted of "Care, collaboration, courtesy, consideration, niceness, politeness, kindness, manners, inclusiveness, compassion, selflessness" (p. 8). Furthermore, it was depicted as "Low intensity, deviant behavior with ambiguous intent to harm and it is in violation of workplace norms for mutual respect" (p. 972) (as cited in Andersson & Pearson, 1999, p. 457).

Although meanings and descriptions of disrespect varied; it goes "Beyond negativity" Brooks and Geer's (2007). Aside from defining incivility, vitally important was exploring where this negative behavior occurred. Disrespect is nationwide. Civility in America is decreasing. Brooks (2010) maintained that incivility's negativity exists in public square's election processes. Clark and Springer (2010) suggested that it is disruptive on college campuses; while Leiter, Price, and Laschinger (2010) provided insight of uncivil conduct among varied generational Canadian nurses. The organization also had incurred millions of hours of sick leave usage (EEOC Report, 2009). Customer service delivery was also thought to have been disrupted in this nation's second largest federal department because of experienced governmental shutdowns at the hand of federal lawmaker's inability to (amicably) pass necessary funding measures. Clark and Springer's (2010) research introduced incivility in academia; specifically, college – nursing education. The authors proposed that uncivil eruptions are troubling and unveiled some implications of incivility on college campuses and within its classrooms. Clark and Springer (2010) depicted several themes of uncivil acts from and received by students, faculty members, and administrators in collegiate environments.

They referred to some uncivil acts as, "Classroom disruptions, rude comments, aggressive intimidating bullying behaviors, cheating, sidebar conversations, and marginalizing others".

Employee Absenteeism

Disrespect has wreaked havoc on individuals and has had fiscal spillover. According to the (EES, 2011) incurred millions of hours of sick leave usage that cost the organization millions of dollars. These implications were tied to their business outcomes – specifically; work presence and work quality. When attendance is low, organizational productivity suffers. For this reason, each outcome was examined against workplace incivility. First, each was defined: Absenteeism – "Chronic absence (as from work or school), or something" ("Absent," 2013, para 3); and, performance. "The act, or process of performing towards accomplishment" ("Performance," 2013,para. 7). For instance, if organizations were committed to organizational justice, then employees would behave better and display performance outcomes (quality productivity) to reduce organizational costs.

Organization Commitment

A number of studies also associate that incivility has a negative impact on individual's behavior and then resulted to negative result such as decrease commitment (Jackson and Maslach, 1982;Leiter and Maslach, 1988; Motowidlo and Packard, 1986; Shirom, 1989;Wright and Bonett, 1997;Wright and Cropanzano, 1998). Organizational commitment is an important aspect for the determination of withdrawal behavior of employees. Organizational commitment has a positive correlation with attendance (Steers and Rhodes, 1978; Mathieu and Zajac,1990) and found to have negative correlation with lateness (Mowday et al., 1982), higher absenteeism(Clegg, 1983). Every component of organizational commitment has a specific relationship with work some researchers (Meyer et al., 2004) found that affective commitment is positively correlated with employee attendance. Somers (1995) found that affective commitment is related to higher absenteeism and intent to stay with current situation and organization. Continuance commitment also has a relationship with organizational outcomes. Continuance commitment is also negatively related with, attendance (Meyer et al., 2004). Earlier research found affective and continuance commitment as a good predictor of turnover but now, the notice is towards determining the normative commitment as the predictor of turnover (Hackett et al., 1991; Jaros et al., 1993). Somers (1995) identified that normative commitment has well-built predictor of object to stay with the organization. Hackett et al (1991) indicate that normative commitment has a negative relationship with absenteeism.
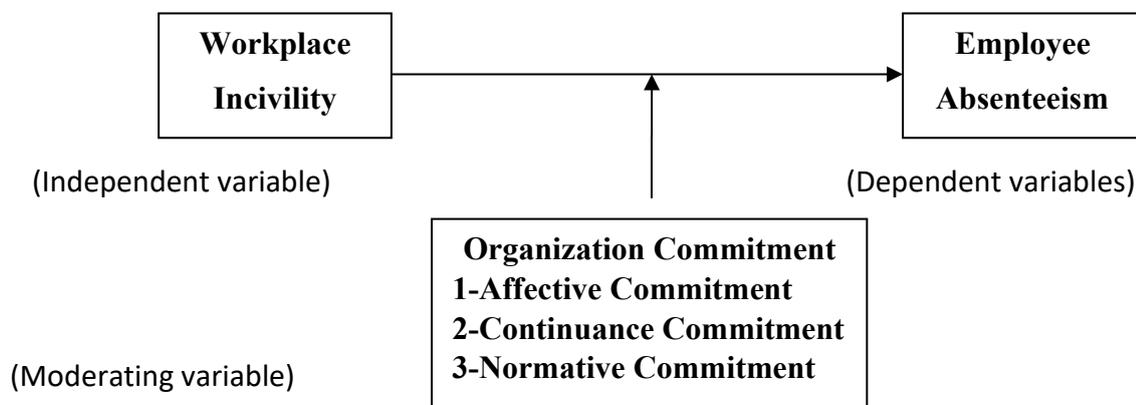
However, the researcher's study contributed to this investigation by having examined how employee behaviors are not directly related to (all) Human Resources policy practices. Other research conducted by Sliter, and Jex (2010) probed incivility's role in terms of duty dereliction and job estrangement, or "employee withdrawal behaviors" (p. 122). Different authors have clear absence in different ways. Hanebuth (2008) sees absence as a routine pattern of absence from a duty or responsibility while Fodluck (2007) conceive absence as not showing up for work. Absenteeism signifies the absence of an employee from work without any clarification, without authorization and purposely. Patrick (2013) affirm that unexcused absences lesser productivity, results to low confidence and is an added pressure for other employees. Thus absenteeism at workplace affects both the employee and the employer. Several researchers like Hanebuth, (2008), Saez (2014) indicate that absenteeism is negatively related to commitment especially satisfaction with work itself

and could be an sign of managerial issues like poisonous work environment. The Australian Faculty of Occupational Medicine (2000) viewed absenteeism as an indication of poor performance. Bayram, Gursaka and Bilgel (2009) elucidated that absenteeism at work is a break of contract between employer and employee. It is also a making deviance (Robinson & Bennet, 1995) and a expression of problems at work (Bentley, 2013).some reasons report for absence in the workplace. Hanebuth (2008) noted that some workers are absent due to medical reason whereas others do not show up because they are not happy with their work. In like manner, Personal Finance Report (2013) submits that illness, bullying and harassment, burnout, stress and low morale, child care and elder care, sadness, disconnection, injuries, job hunting and partial shifts could be a number of the causes of employees being absent from their duties. While CIPD Absence report (2013) saw stress as the most vital cause of long term absence.

"We hope that our ongoing investigation of this critically important issue can help in at least a small way to restore civility in public life and bring meaningful and long-lasting solutions to our ways of interacting and behaving in all aspects of American life. Incivility has become the default in too many of our interactions and it is affecting the very fabric of society." (Jack Leslie, 2013)With less means to correct the situation, inferior status targets may be above all likely to take action with absenteeism and way out (Pearson & Porath, 2005).

Incivility is no longer a matter of simply not playing fair in America's or playgrounds, nor is it contained there. Workplace uncivil behaviors have fueled a myriad of discourses. Incivility/ disrespect is active in public workplaces, specifically, If employees are uncivil, organizational goals may suffer due to employee absenteeism and poor performance. Some effects of office misconduct toward employees' unscheduled absence and / or work quality included in this chapter is a historical background of workplace incivility in Organization and that relates to the study' problem and purpose. It clarified some perspectives of what incivility (disrespect) meant: rudeness, avoidance, exclusion, dismissing, ignoring, and unfairness. Respectively, civility/respect meant cultivating, collaboration, and harmony, working toward goal attainment. Although each contribution of incivility upheld negative connotations, Forni's word list differed slightly in actual word for word usage than Clark and Springer (2010) descriptive of incivility; however overlap occurred in the authors' assessments of incivility's influence.

Figure-1:
Theoretical Framework

Workplace Incivility	→	**Employee Absenteeism**
(Independent variable)		(Dependent variables)

Organization Commitment
1-Affective Commitment
2-Continuance Commitment
3-Normative Commitment

(Moderating variable)

Research Question
Following above theoretical framework these questions can be raised.

RQ1-What is the relationship between workplace incivility and employee absenteeism in health sectors of Pakistan?

RQ2-What is the relationship between workplace incivility and organization commitment in health sectors of Pakistan?

RQ3- How incivility is relating with employees in health sectors of Pakistan?

RQ4- How we can assume that absenteeism represent individual withdrawal from dissatisfying working conditions in health sectors of Pakistan?

Objective Of Research
The following are the research objective by understanding research questions.
- ➢ To investigate the relationship between workplace incivility and employees absenteeism.
- ➢ To inquire the relationship between workplace incivility and organization commitment.
- ➢ To investigate how incivility is relating with employees.
- ➢ To conduct assume that absenteeism represent individual withdrawal from dissatisfying working condition.

Hypothesis
Keeping in view the research objective the following hypothesis can be made.

Hypothesis 1: There is significant relationship between workplace incivility and employee absenteeism in health sectors of Pakistan.

Hypothesis 2: The association among workplace incivility and employee absenteeism is moderated by continuance commitment in health sectors of Pakistan.

Hypothesis 3: The linkage between workplace incivility and employee absenteeism is moderated by affective commitment in health sectors of Pakistan.

Hypothesis 4: The relationship among workplace incivility and employee absenteeism is moderated by normative commitment in health sectors of Pakistan.

Methodology
Sample for this study is collected through in-depth questionnaire and analyze through using SPSS collected from hospital Nurses. The unit of analysis of this study is medical nurses working in healthcare organization in Faisalabad city. For data collection, survey based questionnaires are distribute among respondents of different hospitals located in Faisalabad. Before the questionnaire delivered to all respondents, it is explained to the respondents, so that respondents fill in the questionnaire easily and comfortably. The survey is tried to gauge how the incivility impact on employee's absenteeism and they agreed that this phenomenon exist in the organizations.

Descriptive Statistics:
Table-1.
Demographics results.

Variable	Scale	Frequency	percentage
Age	18-25	88	47.8
	26-35	70	38
	36-45	23	12.5
	45 or above	3	1.6
Qualification	Metric	15	8.2
	Intermediate	161	87.5
	Graduation	7	3.8
	Master	1	0.5
Department	cardiology dept	11	6
	operation dept	42	22.8
	general dept	105	57.1
	others dept	25	13.6
	Giyani dept	1	0.5

Sample size of this research is 184, nurses working in different branches and administrative offices of various Private hospitals in Faisalabad. 47.8 percent were between 18 and 25 years old, 38.0 percent were between 26 and 35 years, and 12.5 percent were 36 and 45 years, 1.6 percent of 45 years old or below. The mean age of the respondents was (59.9545, SD=6.95136), 8.2 percent of the respondents were metric qualification, 88.0 percent Intermediate, 3.8 percent Graduation, and 0.5 percent master, department wise nurses 6.0 percent respondent were from Cardiology department, 22.8 percent were from operation department, 57.1 percent were from General Department, 0.5 percent were from Giyani department, and 13.6 percent were from others departments.

Scales And Measures:
22-items workplace incivility scale (Cortina 2001), 5-item Employee absenteeism (Polit & Hungler, 1997:347), 14-items Organization Commitment in which 6-items of affective commitment,3-items of continuance commitment, 5-items of normative commitment (Meyer and Allen 1990, 91) has been adopted in this study.

Correlation
In order to check the relationship between all the variables in the model, the correlation relations analysis was used. According to test the value of correlation significant is at the level 0.01 and 0.05 that is used to analysis the relationship between dependent and independent variables. Table shows the relationship between variables. Based on the table, identified as a strong relationship which is in between, workplace incivility, employee absenteeism and organization commitment (Affective, normative, continuance) with the correlation of 0.658, 0.740, 0.655, 0.657, and 0.754, respectively it is greater than zero and nearby 1 so there are highly correlated.

Table 3
Mean, Standard deviations, Correlation of variables,

	variables	Alpha	M	Std. Deviation	1	2	3	4	5
1	WINC	0.658	48.9150	5.32743	_				
2	EABS	0.740	2.8533	.98135	.447**	_			
3	OACO	0.655	2.5815	.66826	.381**	.644**	_		
4	OCCO	0.657	2.8080	.91832	.263**	.577**	.621**	_	
5	ONCO	0.754	2.7967	.81044	.216**	.510**	.714**	.651**	_

**. Correlation is significant at the 0.01 * N=184, WINC=Workplace incivility, EABS= Employee absenteeism, OACO= organizational affective commitment, OCCO= organization continuance commitment, ONCO= organization normative commitment,

Regression

Workplace incivility has negative effect on the organization commitment, employees going to absenteeism, decreased productivity, increased accidents on the job, etc. When employees are absence from their work then directly effecting on organization commitment

Table: 4-1
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.447[a]	.200	.195	.88021
2	.680[b]	.462	.456	.72374

a. Predictors: (Constant), WINC
b. Predictors: (Constant), WINC, OACO

Table: 4-2
ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	35.229	1	35.229	45.469	.000[b]
	Residual	141.009	182	.775		
	Total	176.238	183			
2	Regression	81.431	2	40.716	77.732	.000[c]
	Residual	94.807	181	.524		
	Total	176.238	183			

a. Dependent Variable: EABS
b. Predictors: (Constant), WINC
c. Predictors: (Constant), WINC, OACO

Table:4-3
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.175	.601		-1.956	.052
	WINC	.082	.012	.447	6.743	.000
2	(Constant)	-1.371	.495		-2.773	.006
	WINC	.043	.011	.236	3.999	.000
	OACO	.813	.087	.554	9.392	.000

a. Dependent Variable: EABS

Table:5-1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.447[a]	.200	.195	.88021
2	.653[b]	.426	.420	.74732

a. Predictors: (Constant), WINC
b. Predictors: (Constant), WINC, OCCO

Table: 5-2
ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	35.229	1	35.229	45.469	.000[b]
	Residual	141.009	182	.775		
	Total	176.238	183			
2	Regression	75.152	2	37.576	67.282	.000[c]
	Residual	101.086	181	.558		
	Total	176.238	183			

a. Dependent Variable: EABS
b. Predictors: (Constant), WINC
c. Predictors: (Constant), WINC, OCCO

Table: 5-3
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.175	.601		-1.956	.052
	WINC	.082	.012	.447	6.743	.000
2	(Constant)	-1.484	.512		-2.902	.004
	WINC	.058	.011	.317	5.434	.000
	OCCO	.527	.062	.493	8.455	.000

a. Dependent Variable: EABS

Table:6-1
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.447[a]	.200	.195	.88021
2	.616[b]	.379	.372	.77738

a. Predictors: (Constant), WINC
b. Predictors: (Constant), WINC, ONCO

Table: 6-2
ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	35.229	1	35.229	45.469	.000[b]
1	Residual	141.009	182	.775		
	Total	176.238	183			
	Regression	66.856	2	33.428	55.316	.000[c]
2	Residual	109.382	181	.604		
	Total	176.238	183			

a. Dependent Variable: EABS
b. Predictors: (Constant), WINC
c. Predictors: (Constant), WINC, ONCO

Table: 6-3

Co-efficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.175	.601		-1.956	.052
	WINC	.082	.012	.447	6.743	.000
	(Constant)	-1.802	.538		-3.351	.001
2	WINC	.065	.011	.354	5.897	.000
	ONCO	.525	.073	.434	7.234	.000

a. Dependent Variable: EABS

Explanation

A linear analysis used to measure independent and dependent variable. The regression analysis helps to find out that how independent variables bring change in dependent variable. The independent variable tested in the multiple linear regressions. Multiple linear regressions also used to find the correlate coefficient which helps to measure the relation between dependent and independent variable. The result of regression table shows that the independent variables toward the dependent variable which is employee absenteeism. This table shows that independent variable WINC (Workplace incivility) R value is 0.447 and R square 0.200,ß value 0.058, SE value 0.011, and moderate variable organization

commitment which one type is OACO (Organization affective commitment) is strong regress to dependent and independent variable R value 0.680, R square value 0.462 , ß value 0.813, SE value 0.087. Second type of moderate variable OCCO (Organization continuance commitment) is less regress from affective commitment, R value 0.653, R square value 0.426, ß value 0.527, SE value 0.062. And also third type of moderate variable is ONCO (Organization Normative Commitment), also less regress from affective and continuance commitment R value is 0.616, R square 0.379, **Co-efficient** 0.525, SE value 0.073.

Recommendations

It is necessary to reduce the work stress that nurses perceive, uncivil behavior by creating an organizational commitment loose at workplace and absenteeism increase. It is recommended that the health-care sectors have to examine absenteeism rates in the different units to organize the cause why nurses accept a culture of absenteeism. Have effective and informative training programmers for newly appointed nurses to set up a partnership between employee and employer that addresses individual desires. Estimate new on-duty working- hour systems, and advise nurses to alternate their long annual leave with frequent short vacations when they feel tired and need rest. In any case ten days' leave could be sufficient to lighten stress.

Implications of the Study

Managers could deal with the causative factors of workplace incivility in the ways such that by making understandable procedures and policies, effective communication plans and information infrastructures and good governance, direction and response, to decrease the effect of incivility on employees. Managers should reexamine their hiring and selection procedures, selection criteria should include checking personality characteristics that could add buffering effect in dealing with a stressor at workplace. Findings from this research have important implications for personnel management. Absenteeism which is seen as work behavior should be checked and controlled since it can lead to more serious conflicts. To achieve this, absence policy should be put in place by organizations to check and control employee willful absences.

Limitations and Future Research

The cross-sectional character of this study precludes strong claims of connecting effects. The study should be simulated using a larger representative sample of nurses to further validate the research. A longitudinal study to observe changes over time would also be important to have full of meaning study on this topic.

Finding/ Conclusion

This research has examined the relationship between incivility and employee absenteeism. The moderating effect of organization commitment was also examined in the relationship between workplace incivility and employee absenteeism. The relationship between incivility and Employee absenteeism was found to be positively significant but with varying degrees to the facts of employee absenteeism. Among employee absenteeism, withdrawal behavior was found to be the most prevalent practice of nurses as response to incivility. Organization commitment was negatively correlated with employee absenteeism and workplace incivility. The relationship was found to be negative between organization commitment and Workplace Incivility.

The results disclosed needed to investigate potential policy implementation, and other suggestions it probed their personal experiences result of unruly actions of themselves as victims and /or perpetrators. This uncivil behavior affected their work quality or job presence and revealed that absenteeism occurred due to workplace incivility. Moreover, it is also believed that absenteeism related issues hindered professional relationships and suggests training is one of valuable tool to improve workplace satisfaction and reduce incivility in healthcare sectors.

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