

## IMPACT OF WORKPLACE INCIVILITY ON PSYCHOLOGICAL WELL-BEING

---

Amandeep Nahar\*  
Sanjay Kaushik\*\*

### ABSTRACT

*Workplace incivility is considered to be a trivial matter due to the fact that it occurs in a covert form. The manifestation of this form of maltreatment is magnifying in organizations at an alarming rate with every passing day that passes by, yet its presence is not widely recognized. According to past researches, workplace incivility takes place on a daily basis or at least once a week. The aforesaid peculiar features of workplace incivility demand additional research in the field since there is a dearth of studies conducted in Indian organizations. This study is conducted to contribute to the existing body of literature on workplace incivility and especially in case of the banking sector. In this study, the relationship of the workplace incivility and its dimensions i.e. hostility, privacy, exclusionary behaviour, gossiping with the psychological well-being of the employees of the selected banks has been tested through Pearson correlation coefficient. Also, the impact of the workplace incivility and its dimensions on the psychological well-being has been tested through regression analysis. All the dimensions of the workplace incivility were also found to be significantly negatively correlated with the psychological well-being. Through regression analysis it has been found that the workplace incivility has a significant negative impact on the psychological well-being. The dimensions hostility and gossiping were found to have significant impact on the psychological well-being but privacy and exclusionary behaviour were found to have non-significant impact on the psychological well-being.*

---

**Keywords:** Workplace Incivility, Psychological well-being, Organisational Behaviour, Organisational Culture.

---

### Introduction

Workplace incivility results in distress even though its intensity is not as severe as other forms of misconduct. Victims of discourteous behaviour are more likely to have their psychological well-being affected than those who are just onlookers of such incidents (**Torkelson et al., 2016**). Nevertheless, witnessing workplace incivility can often deteriorate the organizational climate by making such practices appear normal, making them more acceptable and in some cases, also instigating employees to behave in a similar manner. As far as the influence of workplace incivility on the employee well-being is concerned, the opposite also holds true i.e., an employee who does not enjoy good relations with colleagues, finds it difficult to gel in the organization, thereby harbouring negative feelings and consequently engaging in hurtful behaviour (**Reio and Ghosh, 2009**).

It is interesting to note that that ill treatment of women at work has a tremendous influence on the well-being of the employees at work. Men are more likely to find such behaviour towards the opposite gender as unjust resulting in reduced well-being and unfavourable perceptions of the organization (**Miner and Cortina, 2016**). On the other hand, the authors also reveal that in general, all onlookers are bound to feel emotionally tired and experience adverse well-being if they are constantly exposed to incivility at

---

\* Associate Professor, Sri Aurobindo College (Evening), Commerce Department, University of Delhi, Delhi, India.

\*\* Professor, University Business School, Panjab University, Chandigarh, India.

workplace irrespective of their gender as well as their interpretation of mistreatment of women. **Leiter et al. (2015)** emphasise upon the effectiveness of the CREW (Continuous Review, Evaluation and Weeding) method in inhibiting uncivil behaviour through a mechanism of motivating individuals to introspect their actions and encouraging them to practice more courteous behaviour. However, its impact is also limited to how committed the employees are to follow the review process faithfully.

#### **Studies on Workplace Incivility and Psychological Well-Being**

**Lim, Cortina and Magley (2008)** conducted a research on the effect of workplace incivility on the physical and mental health of the employees, this research comprised of two major studies. From the first study, it could be gauged that the experienced workplace incivility resulted in dissatisfaction with co-workers, superiors and work in general. It adversely impacted the mental well-being and this factor, while acting as a mediator further caused impairment of physical health. While women faced incivility more often than men, the negative outcomes in their case were almost similar to those of men pointing at the growing fortitude among their female counterparts. The second study has shown that workgroup incivility, in spite of controlling employees' personal experiences, did influence their mental well-being, although its magnitude was lesser than the individual incivility. Therefore, the individuals working with those targeted by uncivil behaviour also had the tendency.

**Smith et al. (2010)** conducted a study to find the role played by workplace incivility, structural as well as psychological empowerment on the commitment levels of freshly graduated nurses towards the organization. The research that was conducted on 117 employees working in acute care hospitals has shown that novice nurses received extensive training which made them more psychologically empowered, although, this was not significantly responsible for increased organizational commitment. On the other hand, formal as well as informal power and superior support were the least approachable factors which greatly impacted their sense of belonging. The nurses also perceived a higher degree of uncivil behaviour from their colleagues than supervisors for which generation gap emerged as the most obvious reason.

**Dickson-Swift et al. (2014)**, published a research paper, which has majorly focused on the psychological health of the employees and their well-being. Along with that, the campaigns have generated the awareness relating to the workplace and the mental health problems of the workers especially in the corporate sector. There was uncertainty while handling these issues in an organisation which did not appropriately respond to the challenges that persisted in an organisation. There was a discussion on the workplace intervention through the mental and health programs which educated the managers as well as the employees spelling out the mental health disorder. All these have been discussed so that the organisations may take actions in order to prevent the occurrence. Thus, this initiative on the part of the management would contribute towards the enhancement of the occupational well-being and towards the improvement of the health of the employees so as to get the maximum outcomes from them.

**Zhou (2014)** conducted a study on the experienced workplace incivility taking into account the various outside and inside sources. The results revealed that the negative emotions of the target affected by the uncivil behaviour resulted in the higher instances of burnout. This uncivil behaviour was on the part of co-workers. On the other hand, uncivil behaviour from superiors was responsible for the physical symptoms. It was also concluded that every perpetrator's uncivil behaviour was impacted by his personal experience of workplace incivility. The author suggested that a climate to prevent violence and promote civil behaviour by way of establishment of policies and procedures can have a cushioning effect on the negative outcomes.

**Nicholson and Griffin (2015)**, in their study on 175 employees from the legal sector found that the subjection to the daily workplace incivility impeded the process of psychological detachment and the after-work recovery. Although, it normally did not have a negative influence on the use of relaxation as a mediating mechanism, its long-term implications on the well-being of the employee could not be denied. Strained relations between the employees were detrimental to the immediate situational well-being which in turn defined how they felt emotionally at the end of the day. Also, reduced sleep quality and fatigue were commonly found pointing out at the possibility of unsuccessful relaxation activities. Therefore, it could be reckoned that while workplace incivility did not prevent the employees from performing recovery activities, their effectiveness was definitely reduced.

**Leiter, Peck and Gumuchian (2015)** reviewed various theories on workplace incivility and how it directed the well-being of an individual. According to their research, uncivil behaviour spanned across a wide variety of acts such as sarcasm, stares, no response, and rude remarks, doubting intentions or

abilities and others. Workplace incivility was ambiguous in nature and at times, also unintentional, but that did not reduce its potential to harm the social environment of the organization. Turnover intentions, reduced efficiency, absenteeism and burnout were some of the consequences that directly and indirectly impacted the occupational well-being as well as the physical and mental health of the employees.

**Bai, Lin and Wang (2016)**, carried out a comprehensive study and were able to establish established that uncivil behaviour from family members at home was quite likely to influence the self-esteem of the individual who then indulged in deviant behaviour at the workplace. Emotional regulation has generally a moderating effect where it works to mitigate the impact of the family incivility on counterproductive work behaviour (CWB), although in an indirect manner. By development of Employee Assistance Programs and emotional intelligence training programs, the self-esteem levels can be raised and family incivility can be coped up with.

**Chaudhry and Mukhtar (2016)**, carried out elaborate and detailed study which reached this conclusion, "It is quite a notable fact that bullying the employees and incivility at workplace is very common in every organization as it is prevailing around the globe whereas, these factors carry a lot of negative consequences leading to the behaviour of the employees". These issues result in high rates of burnout in turnovers, deduction in job satisfaction, and cause havoc in the motivation of the employees. The detrimental consequences have become a crucial factor which needed prevention in every organization and it was also important to understand the negative behaviours of the employees which needed a practical way in order to decrease the risks of bullying and the incivility at the workplace. In this paper, the cause, consequences, and the ways of avoiding in the organization have been briefly discussed.

**Sguera et al. (2016)**, paper has focused on the harmful effects of the incivility in the workplace which occurred due to the unpleasant behaviour or actions in the workplace which could lead to disastrous consequences. The managers worked on it if any serious action was to be taken but generally it was found that managers took a laissez-faire approach towards the problems or any conflicts, if some actions happened to be serious then they should be reported formally to the HR desks so that any rational solution can be incorporated in order to prevent any serious consequences. These consequences could be manifold namely psychological stress resulting in the lower job satisfaction or posing a threat to an employee's physical or mental health. In this paper the resource theory or any necessary stress has paved the way for the managers to equip them with certain intervention tools that could improve any situation and resolve the issues in a better way without hurting the sentiments of the employees involved.

**Akhtar et al. (2017)** has highlighted in this paper about the study extending the literature part on the workplace incivility and studied the relationship with the antecedents. In general, the workplace incivility studies the negative consequences but, in this paper, it has discussed the trait in personality like emotional stability which was acting as a moderator. This study of the author has aimed to investigate the negative emotions and the emotional stability as the data has been gathered from the 150 employees in the education sector which is a private institution in the city of Skardu. The data analysis has used some techniques like the hierarchical, the regressive, and the correlation and this has demonstrated a positive relationship with negative emotions and its stability, which has been considered to be a trait and this has a direct proportional relationship with each other. This data has been gathered from one institution from the private institution and all the variables have been studied together rarely.

**Hashemi et al. (2018)** have presented a detailed discussion in their study that was based on the relationship regarding the job stress and the uncivil behaviour at workplace relating to the moderate behavioural role of the psychological aspects such as being resilient, optimistic, hopeful and efficient. In this investigation, the participants of this descriptive analysis were the 297 employees of Khozestan Regional electric company located in Ahvaz. They were selected through the stratified method of sampling. This analysis has been done by the techniques of Pearson correlation and the regression hierarchy. As per the findings, the results have emphasized that job stress has been negative towards incivility, resilience has been moderate towards job stress and incivility at the workplace and lastly, optimism, hopefulness and efficacy have not been moderated towards the relationship between the job stress and the incivility. In addition, the relationship among the job stress and the work incivility in the high resilient employees seemed to be weaker than those between these two variables among the employees with the lower resilience.

**Nitzsche, Ribeiro, Laneiro (2018)** have mentioned in their study that improper or indecent behaviour at the workplace can be described as any dialect or action of the employees which is deemed to be improper for a healthy organisation's culture and environment. This improper behaviour at the workplace was found to have a connection with a mental condition which generally led to generate withdrawal symptoms among the employees towards the job and often even an emotional breakdown. The study was aimed at reviewing the connection between the rude behavioural tendencies of the employees and their various workplace induced emotional issues. A set of 385 employees working in the various hotels in Portugal were chosen as samples for this study, among these reviewed employees 54% were men having an average age of 33.9 years. The results depicted that people holding superior positions were seen to indulge more in misbehaving than the ones holding the lower rungs of the managerial ladder. It was clearly evident that misbehaviours were noticed very frequently among both the seniors as well as the colleagues which often led to extremely emotional discomfort. The author has brought to light this alarming issue and even suggested some remedies for the management which could help combat the overlooked issue.

**Ahmad and Kaleem (2019)** in their study endeavoured to establish that the impact of bullying on psychological well-being could be actually connected to the overall national culture. They went on to assert to the extreme extent that a country where bullying was a common occurrence, there was a very dim chance that the employees would feel its negative impact on their well-being.

**Abualigah, A.S., Koburtay, T., & Syed, J. (2021)**. the study examines the moderating effect of religiosity between the relationship of workplace incivility and psychological well-being having a sample of 199 employees from different industries in Jordan, such as education, hospitality, healthcare and banking, the findings reveal that workplace incivility negatively affects employee's well-being and religiosity buffers this adverse effect.

**Muhammad Safdar Khan et al. (2021)** the authors bring out a theory within the context of conservation resource theory that links workplace incivility to job satisfaction via subjective wellbeing. According to data gathered from healthcare professionals, workplace incivility has an adverse impact on job satisfaction and subjective well-being. This study highlights the significance of creating and encouraging positive working conditions to improve and maintain job satisfaction and wellbeing.

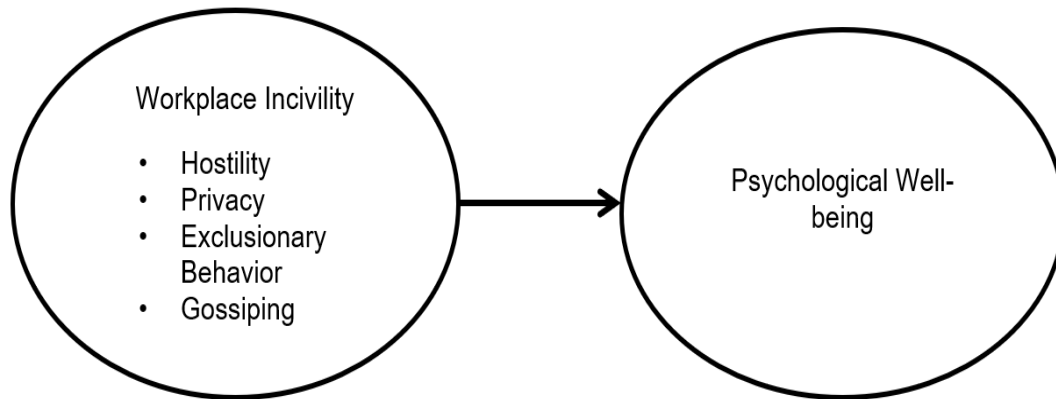
#### **Objective**

- To study the relationship and the impact of workplace incivility with psychological well-being, among the employees of the select banks.

#### **Hypothesis**

- **Hypothesis 1:** There exists a significant relationship between the workplace incivility and the psychological well-being of the employees of the select banks.
- **Hypothesis 1.a:** There exists a significant relationship between the hostility dimension of the workplace incivility and the psychological well-being of the employees of the select banks.
- **Hypothesis 1.b:** There exists a significant relationship between the privacy dimension of the workplace incivility and psychological well-being of the employees of the select banks.
- **Hypothesis 1.c:** There exists a significant relationship between the exclusionary behavior dimension of the workplace incivility and the psychological well-being of the employees of the select banks.
- **Hypothesis 1.d:** There exists a significant relationship between the gossiping dimension of the workplace incivility and the psychological well-being of the employees of the select banks.
- **Hypothesis 2:** There is a significant impact of the workplace incivility on the psychological well-being of the employees of the select banks.
- **Hypothesis 2.a:** There is a significant impact of the hostility dimension of the workplace incivility on the psychological well-being of the employees of the select banks
- **Hypothesis 2.b:** There is a significant impact of the privacy dimension of the workplace incivility on the psychological well-being of the employees of the select banks
- **Hypothesis 2.c:** There is a significant impact of the exclusionary behavior dimension of the workplace incivility on the psychological well-being of the employees of the select banks.
- **Hypothesis 2.d:** There is a significant impact of the gossiping dimension of the workplace incivility on the psychological well-being of the employees of the select banks.

**Conceptual Model**



**Tools for the Data Collection**

- **Workplace Incivility:** To measure work place incivility, the uncivil Workplace Behaviour Questionnaire (UWBQ) developed by Martin and Hine (2005) has been used. The dimensions included in the scale are hostility, privacy, exclusionary behaviour and gossiping. Reported value of Cronbach’s alpha for the reliability and internal consistency of the scale was .85.
- **Psychological Well-Being:** To measure psychological well-being, the scales of psychological well-being (SPWB) developed by Ryff’s (1995) has been used. The dimensions included in the scale are positive self-regard (self-acceptance), mastery of surrounding environment, quality relation with others, continued growth and development, purposeful living and the capacity of self-determination (autonomy). The reported reliability of the scale was .86.

**Sampling Methodology**

The sample has been collected from six commercial banks-States Bank of India, Punjab National Bank, Canara Bank, ICICI Bank, HDFC Bank, Standard Chartered Bank and Citi Bank. The geographical scope of the banks remained limited to the states of Punjab, Haryana, Delhi and the Union Territory of Chandigarh. The districts of Punjab and Haryana were selected according to their size of population as per the census of India report 2011.

Sample size: 560 respondents working at middle and lower levels in the select banks.

80 respondents each from 7 selected banks out of the 4 selected states, forming a total of 560 employees.

- **Target Population:** The study aimed to target the population of middle and lower level employees in the select banks. Middle and lower level of employees have been chosen, as these collectively represent greater strength (in terms of the number of employees available at bank branches) than the upper level of employees. The sample included the employees below the rank of General Manager.
- **Sampling Technique:** Judgemental sampling has been used as a sampling technique.

**Analysis and Interpretation**

**The Correlation of the Work place incivility with the Psychological well-being**

Variable		Psychological well-being
Workplace Incivility	Pearson Correlation	-0.360
	Sig.(2-tailed)	.000**

\*\*Significant at 0.01 level of confidence

Correlation coefficient between the workplace incivility and the psychological well-being is - 0.360 which indicate (  $-0.360^2 = 0.1296$ ) 12.9 percent negative relationship between the workplace incivility and the psychological well-being and is significant at 1% level. Thus, **Hypothesis- H:1 is accepted** i.e., there exists a significant relationship between the workplace incivility and the psychological well-being of the employees of the select banks.

### The Correlation of the Dimensions of the Workplace incivility with the Psychological well-being

Dimensions	Correlation Coefficients	
		Psychological well-being
Hostility	Pearson Correlation	-0.260
	Sig.(2-tailed)	.000**
Privacy	Pearson Correlation	-0.255
	Sig.(2-tailed)	.000**
Exclusionary Behaviour	Pearson Correlation	-0.144
	Sig.(2-tailed)	.001**
Gossiping	Pearson Correlation	-0.393
	Sig.(2-tailed)	.000**

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

\*. Correlation is significant at the 0.05 level (2-tailed).

Correlation coefficient between the hostility dimension of the workplace incivility and the psychological well-being is -0.260 which indicate ( $-0.260^2 = 0.0676$ ) 6.7 percentage negative relationship between the hostility dimension of the workplace incivility and the psychological well-being and is significant at 1% level. Thus, **Hypothesis- H:1.a is accepted** i.e., there exists a significant relationship between the hostility dimension of the workplace incivility and the psychological well-being of the employees of the select banks.

Correlation coefficient between the privacy dimension of the workplace incivility and the psychological well-being is -0.255 which indicate ( $-0.255^2 = 0.0650$ ) 6.50 percentage negative relationship between the privacy dimension of the workplace incivility and the psychological well-being and is significant at 1% level. Thus, **Hypothesis- H:1.b is accepted** i.e., there exists a significant relationship between the privacy dimension of the workplace incivility and the psychological well-being of the employees of the select banks.

Correlation coefficient between the exclusionary behaviour dimension of the workplace incivility and the psychological well-being is -0.144 which indicate ( $-0.144^2 = 0.020$ ) 2.07 percentage negative relationship between the exclusionary behaviour dimension of the workplace incivility and the psychological well-being and is significant at 1% level. Thus, **Hypothesis- H:1.c is accepted** i.e., there exists a significant relationship between the exclusionary behaviour dimension of the workplace incivility and the psychological well-being of the employees of the select banks.

Correlation coefficient between the gossiping dimension of the workplace incivility and the psychological well-being is -0.393 which indicate ( $-0.393^2 = 0.1544$ ) 15.4 percentage negative relationship between the gossiping dimension of the workplace incivility and the psychological well-being and is significant at 1% level. Thus, **Hypothesis- H:1.d is accepted** i.e., there exists a significant relationship between the gossiping dimension of the workplace incivility and the psychological well-being of the employees of the select bank.

#### Regression Table for the workplace incivility and the psychological well-being

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.360	.130	.128	.620	.130	83.211	1	558	.000

Dependent Variable: Psychological Well-being

As shown in the Table, the analysis has revealed the relationship between the workplace incivility ( $X_1$ ) and the psychological well-being (Y), where the value of adjusted  $R^2$  in the model is 0.128 and the value of the  $R^2$  is equal to 0.130. It can be concluded that the workplace incivility ( $X_1$ ), explains 13% variation in the dependent variable i.e. psychological well-being (Y).

#### Coefficients Table for the workplace incivility and the psychological well-being

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.897	.140		27.798	.000**		
	Workplace Incivility	-.373	.041	-.360	-9.122	.000**	1.000	1.000

The unstandardized coefficients in Table indicate how much the dependent variable varies with an independent variable when all other independent variables are held constant. The coefficients Table has shown that the workplace incivility ( $X_1$ ) has a significant negative impact on the psychological well-being with standardized coefficients of beta being -0.360. Thus, Hypothesis- **H:2 is accepted i.e.** there exists a significant impact of the workplace incivility on the psychological well-being of the employees of the select banks, model for psychological well-being (Y) and workplace incivility ( $X_1$ ) is

$$Y = 3.897 - 0.373 X_1$$

#### The Multiple Regression Analysis for the Dimensions of the Workplace incivility with the Psychological well-being.

The step wise regression has been used here to estimate the relationship between the variables. In stepwise regression, a regression model is fitted in which the choice of variables is carried out by automatic procedure. In each step, a variable is considered for addition to or subtraction from the set of explanatory variables based on some pre-specified criterion. The analysis has revealed the relationship between psychological well-being, gossiping and hostility, where adjusted  $R^2$  of model 2 is .163 with the  $R^2 = 0.166$ . It can be concluded that the gossiping and hostility, explain 16.6% variation in the dependent variable i.e. psychological well-being.

The F-ratio tests determine whether the overall regression model is a good fit for the data or not. The results have shown that the independent variables (gossiping and hostility) statistically significantly predict the dependent variable (psychological well-being), thus regression model is a good fit of the data.

#### Coefficients Table for the dimensions of the workplace incivility and the psychological well-being

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.690	.107		34.517	.000**		
	Gossiping	-.300	.030	-.393	-10.109	.000**	1.000	1.000
2	(Constant)	3.856	.122		31.495	.000**		
	Gossiping	-.263	.032	-.345	-8.098	.000**	.826	1.211
	Hostility	-.097	.035	-.116	-2.733	.006**	.826	1.211

The unstandardized coefficients in coefficient table indicate how much the dependent variable varies with an independent variable when all other independent variables are held constant. The coefficients Table has shown that gossiping ( $X_1$ ) and hostility ( $X_2$ ) have significant negative impact on the psychological well-being (Y) with the standardized coefficients of beta being -0.345 and -0.116, respectively. But privacy and exclusionary behaviour have non-significant impact on the psychological well-being with insignificant p-value ( $>0.05$ ) as shown in Table. Thus, the Hypothesis- **H:2.a and H:2.d are accepted whereas H:2.b and H:2.c are rejected** among the employees of the select banks. The model for psychological well-being (Y), gossiping ( $X_1$ ) and hostility ( $X_2$ ) is

$$Y = 3.856 - 0.263X_1 - 0.097 X_2$$

#### Conclusion and Suggestions

It is submitted that the bank management must develop keen awareness of the negative impact of workplace incivility on the psychological well-being of the employees. The experience of being subjected to incivility promotes a feeling of depression and anxiety (Tepper, 2000) leading to psychological distress. In this study, two dimensions of workplace incivility i.e. hostility and gossiping have been found to have a significant negative impact on the psychological well-being. So, adequate attention must be paid to establish benchmarks of acceptable behaviours regarding the incidences of hostility and gossiping. It is for the bank management to sanction instigators promptly, justly and consistently. Co-workers must adhere to a norm of civil behaviour. They must not adopt inappropriate and aggressive tone while speaking and must abide by the rule of mutual respect by restraining themselves from discussing the personal and confidential information of one another publicly. Employees must be provided counselling and training to practice civility in emotionally charged situations.

## References

1. Abualigah, A. S., Koburtay, T., & Syed, J. (2021). Workplace Incivility and Employees' Psychological Well-being: The Moderating Role of Religiosity. In *Academy of Management Proceedings* (Vol. 2021, No. 1, p. 12223). Briarcliff Manor, NY 10510: Academy of Management. <https://doi.org/10.5465/AMBPP.2021.12223abstract>
2. Ahmad, S., & Kaleem, A. (2019). Zooming in on the workplace bullying and turnover intentions pathway: the role of wellbeing and a cultural boundary condition. *Personnel Review*, 49(2), 425-444. <https://doi.org/10.1108/PR-06-2018-0214>
3. Akhtar, S., Luqman, R., Raza, F., Riaz, H., Tufail, H. S., & Shahid, J. (2017). The impact of workplace incivility on the psychological wellbeing of employees through emotional exhaustion. *European Online Journal of Natural and Social Sciences*6(3), pp-492. <https://european-science.com/eojnss/article/view/5098>
4. Bai,Q., Lin, W., & Wang, L. (2016). Family incivility and counterproductive work behavior: A moderated mediation model of self-esteem and emotional regulation. *Journal of Vocational Behavior*, 94, 11–19. <https://doi.org/10.1016/j.jvb.2016.02.014>
5. Chaudhary, A. H., & Mukhtar, A. (2016). *Determinants of Relationship Continuity: A Mediation Study of Relationship Quality and Word of Mouth*. LAP LAMBERT Academic Publishing.
6. Cortina, L.M., Magley, V.J., Williams, J.H. & Langhout, R.D. (2001). Incivility in the Workplace: Incidence and impact. *Journal of Occupational Health Psychology*, 6 (1), 64-80. <https://psycnet.apa.org/doi/10.1037/1076-8998.6.1.64>
7. Dickson-Swift, V., Fox, C., Marshall, K., Welch, N., & Willis, J. (2014). What really improves employee health and wellbeing. *International Journal of Workplace Health*
8. Hashemi, S. E., Savadkouhi, S., Naami, A., & Beshlideh, K. (2018). Relationship between job stress and workplace incivility regarding to the moderating role of psychological capital. *Journal of Fundamentals of Mental Health*, 20(2), 103-112. [http://jfmh.mums.ac.ir/article\\_10407.html](http://jfmh.mums.ac.ir/article_10407.html)
9. Khan, M. S., Elahi, N. S., & Abid, G. (2021). Workplace incivility and job satisfaction: mediation of subjective well-being and moderation of forgiveness climate in health care sector. *European Journal of Investigation in Health, Psychology and Education*, 11(4), 1107-1119.
10. Leiter, M.P., Peck, E. & Gumuchian, S. (2015). Workplace Incivility and its Implications for Well-Being. *Research in Occupational Stress and Well Being*, 13, 107-135. <https://doi.org/10.1108/S1479-355520150000013004>
11. Lim, S. & Cortina, L.M. (2005). Interpersonal Mistreatment in the Workplace: The Interface and Impact of General Incivility and Sexual Harassment. *Journal of Applied Psychology*, 90(3), 483–496. <https://psycnet.apa.org/doi/10.1037/0021-9010.90.3.483>
12. Lim, S., Cortina, L.M., & Magley, V.J. (2008). Personal and Workgroup Incivility: Impact on Work and Health Outcomes. *Journal of Applied Psychology*, 93(1), 95–107. <https://psycnet.apa.org/doi/10.1037/0021-9010.93.1.95>
13. Martin, R.J. & Hine, D.W. (2005). Development and Validation of the Uncivil Workplace Behavior Questionnaire. *Journal of Occupational Health Psychology*, 10(4), 477– 490. <https://psycnet.apa.org/doi/10.1037/1076-8998.10.4.477>
14. Nicholson, T. & Griffin, B. (2015). Here Today but Not Gone Tomorrow: Incivility Affects After-Work and Next-Day Recovery. *Journal of Occupational Health Psychology*, 20(2), 218-225. <https://psycnet.apa.org/doi/10.1037/a0038376>
15. Nitzsche, M., Ribeiro, L., & Laneiro, T. (2018). Workplace incivility among Portuguese hotel employees: Is lack of respect burning them out? *Journal of Spatial and Organizational Dynamics*, 6(1), 52-71.
16. Reio Jr, T. G., & Ghosh, R. (2009). Antecedents and outcomes of workplace incivility: Implications for human resource development research and practice. *Human Resource Development Quarterly*, 20(3), 237-264. <https://doi.org/10.1002/hrdq.20020>
17. Reio Jr, T. G., & Sanders-Reio, J. (2011). Thinking about workplace engagement: Does supervisor and coworker incivility really matter? *Advances in Developing Human Resources*, 13(4), 462-478. <https://doi.org/10.1177%2F1523422311430784>



18. Sguera, F., Bagozzi, R. P., Huy, Q. N., Boss, R. W., & Boss, D. S. (2016). Curtailing the harmful effects of workplace incivility: The role of structural demands and organization-provided resources. *Journal of Vocational Behavior*, 95, 115-127. <https://doi.org/10.1016/j.jvb.2016.08.004>
19. Smith, L. M., Andrusyszyn, M. A., & Spence Laschinger, H. K. (2010). Effects of workplace incivility and empowerment on newly-graduated nurses' organizational commitment. *Journal of Nursing Management*, 18(8), 1004-1015. <https://doi.org/10.1111/j.1365-2834.2010.01165.x>
20. Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of management journal*, 43(2), 178-190. <https://doi.org/10.5465/1556375>
21. Torkelson, E., Holm, K., & Bäckström, M. (2016). Workplace incivility in a Swedish context. *Nordic Journal of Working Life Studies*, 6(2), 3-22. <https://doi.org/10.19154/njwls.v6i2.4969>
22. Torkelson, E., Holm, K., Bäckström, M., & Schad, E. (2016). Factors contributing to the perpetration of workplace incivility: The importance of organizational aspects and experiencing incivility from others. *Work & Stress*, 30(2), 115-131. <https://doi.org/10.1080/02678373.2016.1175524>
23. Zhou, Z. (2014). Effects of Workplace Incivility on Nurses' Emotions, Well-being, and Behaviors: A Longitudinal Study. <https://www.proquest.com/openview/4a033ce60147052b8efc44260669a944/1?pq-origsite=gscholar&cbl=18750>

**Annexures**

- **Step-wise regression Table for the dimensions of workplace incivility and the psychological well-being**

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.393 <sup>a</sup>	.155	.153	.611	.155	102.201	1	558	.000
2	.407 <sup>b</sup>	.166	.163	.608	.011	7.469	1	557	.006
Dependent Variable: Psychological Well-being									
a. Predictors: (Constant), Gossiping									
b. Predictors: (Constant), Gossiping, Hostility									

- **ANOVA analysis for the dimensions of the workplace incivility and the psychological well-being**

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.214	1	38.214	102.201	.000**
	Residual	208.642	558	.374		
	Total	246.855	559			
2	Regression	40.975	2	20.487	55.427	.000**
	Residual	205.881	557	.370		
	Total	246.855	559			

