Curtailing the Reciprocal Effect of Coworkers' Incivility: Does Psychological Capital Buffer the Relationship?

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ABSTRACT

Relying upon norms of reciprocity, incivility spiral and conservation of resources theory, this study investigated the buffering role of psychological capital in the relationship between experienced coworkers' incivility and faculty deviant workplace behavior (counterproductive work behavior) taking participants from Ethiopian public university full time academicians. The descriptive-correlational research design was used, while data collected were analyzed using correlation and moderated regression method (Process macro tool). Population of the study were comprised of all full time faculty teaching in five randomly selected public university of Ethiopia and 320 useable questionnaires were collected from the final respondents. The researchers' used standardized questionnaire and conducted confirmatory factor analysis in order to measure coworker incivility, counterproductive work behavior and psychological capital. The findings of the study revealed that about 80.4% of respondents have experienced uncivil behaviors from coworkers at least once or twice during the last year. Coworkers' incivility has a significant, positive relationship with counterproductive work behavior; psychological capital is negatively related to counterproductive work behavior and finally individuals having higher psychological capital engage in less deviant behaviors. Thus, psychological capital significantly buffered the relationship of coworkers' incivility and counterproductive work behavior. Limitations were discussed and recommendations were forwarded for the management bodies of the study area.

Keywords: Coworkers' incivility, Counterproductive work behavior, Psychological capital.

INTRODUCTION:

The workplace is an environment where a variety of different behaviors are expressed, each with a different outcome to the members within the organization as well as the entire organization. These behaviors are usually measured against the norms of the organization. Recently, scholars of organizational behavior, human resource development and organizational psychology are making workplace deviance or negativity their central topic for research. Their main focuses were workplace bullying, workplace deviance, workplace aggression, workplace incivility and supervisor's abusive behaviors where all can be grouped under one title "bad behaviors in an organization" (Porath, 2015), and "Interpersonal mistreatment" (Andersson & Pearson, 1999). According to Porath (2015) despite the growing concern, bad behavior has risen in organizations due to a convergence of economic, environmental, demographic, and technological changes which aggravated this shift (toward incivility and bad behavior).
According to Coccia's (1998, cited in Appelbaum, Iaconi, & Matousek, 2007), expected behaviors from staff members, languages, postulations and principles that create a healthy work environment are grouped under organizational norms. But when the actual workplace behavior deviates from norms of the organization, it has a detrimental and far-reaching effect on all levels of the organization including its management body, decision-

making processes, productivity and financial costs (Coccia, 1998). Andersson & Pearson, (1999) defined workplace incivility as:

"…a low-intensity deviant behavior with ambiguous in-tent to harm the target, in violation of workplace norms for mutual respect and uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard for others".

Incivility is seen as deviant because it violates social and organizational norms, particularly regard for others and mutual respect (Andersson & Pearson, (1999); Roberts et al., 2011).

According to Durre (2013), if employees hate to go to workplace, get little attention or no appreciation, and either supervisor or coworker yelled at them or others, they are working in a toxic workplace. Toxic workplaces lower employee retention, lower productivity, raise stress, increase health care costs, lower workplace safety and in the worst case scenario, it can transcend into a hostile work environment (Lawrence, 2014).

If not curtailed soon, a workplace marked by incivility can quickly become a toxic workplace, an environment whereby employees feel unvalued, and not respected (Lavender & Cavaiola, 2014). Brightman (2013) described three reasons why managers face difficulty in detecting and dealing effectively with the dysfunctional behavior of the workplace and remain unaware of this toxic organizational behavior for extended periods of time including concealment of employee's true behavior from the boss, not reporting uncivil behaviors by witnesses', and not including employee behavior in the performance appraisal system.

Safavi and Omidi (2015) found that employees are likely to highly engage in their work when they see smooth and harmonious communication among themselves in and across teams and departments and systematic delivery of internal service to help them get their jobs done successfully. Schilpzand, De Pater, & Erez, (2016) stated that workplace incivility, which is one aspect of workplace negativity is omnipresent, which is found everywhere regardless of the type of businesses or organizations. Not only does workplace incivility exist at high rates, but also it is costly (Lewis & Malecha, 2011).Workplace incivility is steadily rising with the dynamic nature of work in the new millennium (Doshy & Wang, 2014). Reio & Ghosh, (2009) mentioned that the happenings of workplace incivility leads to a toxic atmosphere in the workplace and become a rising threat for human resource development specialists. Counterproductive Work Behavior (CWB) was defined as the behavior by organizational members that are counter to the legitimate interests of the organization (Sackett, 2002). Spector & Fox, (2005) defined counterproductive work behavior (CWB) as a volitional act that harm or is intended to harm organizations or people in organizations. Included are acts of aggression, hostility, sabotage, theft, and withdrawal. Workplace incivility threatens social identity, creates a mismatch of personal and organizational norms, and increases stress and depletes individuals' resources (Jiménez, Dunkl, & Peißl, 2015).

Krischer, Penney, & Hunter, (2010) suggested that counterproductive work behaviors, specifically, production deviance and withdrawal may be helpful for employees by reducing their emotional exhaustion when they face of low distributive justice but not necessarily low procedural justice.

Here, even though CWB is mostly mentioned as a deviant, destructive behavior, it might help workers in reducing their emotional exhaustion resulted from different work related stressors like unfair treatment, lack of distributive justice and others. That is why employees simultaneously engage in both pro-social and antisocial work related behavioral outcomes.

Rationale for the study:

Since tertiary level educational institutions play a key role in rendering services like engagement in community service, research and development, and creation of competent & problem solving, trained and graduated students, they are in need of committed staffs, those acts towards the better achievement of the institution's missions. To render the quality education for the students, not only public university's but also private educational institutions require employees who are committed, competent, ethically constructed, motivated and have eager to work in that institution. According to Ismail and Zakuan (2012, cited in Shabir, Abrar, Baig, & Javed, 2014) workplace incivility has a number of negative effects on organizations in reducing workplace citizenship behaviors, reducing team effectiveness, lowering morale of the employees, decreasing productivity, beating organization image, enhancing employees' retaliation behaviors (both in and outside of the workplace). Estes & Jia Wang, (2008) mentioned that workplace incivility is an issue that has been largely neglected by human resource development professionals. Porath, (2015) argued that the cost of bad behavior to organizations and overall society is extraordinary and now a days, bad behaviors has risen due to an overall changes in environment, economy, demography, and technology creating challenging environment full of stress and pressure which may rise up our competitive spirits, prompting bitterness and tempting spiteful and unethical urges. When peoples are treated rudely at work they are actually pushed out of the door and quit their job because of the lack of civility. Cameron,

(2008) also mentioned that human beings by their nature react more strongly to negative stimuli than to positive stimuli, and the presence of negative events outshines positive events.

Thus, the researchers are motivated to conduct this study because previous scholars like Dawkins, (2014), Jiménez, Dunkl, & Peißl, (2015) suggested to add it as mediators or moderators in between workplace incivility and work-related outcomes. And here, they mentioned that PsyCap is a relatively new construct and deserves further examination or enquiry.

Majority of the previously conducted studies hardly deal about education sector and the motivating philosophy of the present study on university teachers is to show the significant role that experienced incivility may play in influencing behavioral outcomes of academicians working in the higher educational institutions.

Theoretical concepts:

Andersson & Pearson, (1999) introduced the incivility spiral theory as an innovative application to discern workplace incivility, the outcome, and solutions. Subtle behavior becomes violent when individuals experience a tipping point where they develop strong feelings of anger and retaliate and spiral starts at the beginning point where an uncivil act is considered and perceived as uncivil by the target group of victim person due to the violation of norms or due to manifestation of unacceptable conduct. And then the victim's response towards uncivil behaviour can be revenge against negative affect or departing from the organization. If the victim who experienced incivility choose the desire for revenge, it is likely to respond in an uncivil way to the perpetrator and as the spiral continues, one or both parties may reach on a tipping point due to anger, loss of face, or insult, which could initiate intentional intense behaviours such as violence or aggression.

Conservation of Resources (COR) model (Hobfoll, 1989;2002) suggests that people strive to retain (accumulate), protect and build their important resources and prevent and cope themselves from facing negative consequences and every stressful situations that depletes, threatens and make them lose their valuable resources (objects, conditions, personal characteristics, and energies); and even invest the existing resources they have in order to build resources which is also called *gain spirals*).

According to Stressor-Emotion model (Spector & Fox, 2005) counterproductive work behavior (CWB) is defined as volitional acts that harm or intended to harm organizations or people in organizations including acts of aggression, hostility, sabotage, theft, and withdrawal. It posits that job stressors, control, negative emotions, and personality are few predictors of CWBs. Individuals those experienced stressful situations feel negative emotions, and perceive little control over the situation are more likely to engage in CWB ranging from relatively minor and often hidden from supervisors and even coworkers to severe forms like aggression and bullying.

Coworkers' incivility and Counterproductive work behaviour:

According to Sliter, Sliter, & Jex, (2012), incivility is a type of social stressor affecting individuals' personal resources and COR theory (Hobfoll, 1989) posits that people seek for acquiring, maintaining, protecting and promoting their resources with the purpose of using them whenever they need to deal with different types of stressors like abusive supervision, aggressive leaders and coworkers and all other forms of unethical circumstances in the workplace. Adopting conservation of resources theory, the researcher tried to explain the effect of stressor (coworkers' incivility) and academicians' deviant organizational behavior (CWB) along with the buffering effect of personal resource known as psychological capital.

A research conducted by Penney & Spector, (2005) indicated that workplace incivility, interpersonal conflict and organizational constraints were negatively related to job satisfaction and positively related to CWB. Gouldner, (1960) suggested that a norm of reciprocity is a universal form, which makes two interrelated, minimal demands: people should help those who have helped them and people should not injure those who have helped them. The reverse will holds true, when someone become rude to oneself, the target will retaliate negatively to the perpetrator. Adams & Webster, (2013) investigated whether three sources of interpersonal mistreatment (customers, coworkers and supervisors) would be positively related to psychological distress and found that both interpersonal mistreatment by customers and coworkers significantly related to psychological distress but not for interpersonal mistreatment by supervisors.

The researchers, applying norms of reciprocity, believes that when people don't like each other or are intimidated by someone they work with, they reduce their collaboration, and don't seeking answers to questions or asking for assistance in decision making. Metofe (2017) mentioned that emotion, unfavorable working condition & perceived mistreatment by the organization are the main sources of counterproductive work behaviors. Here one can conclude that mistreatment in the workplace affect ones dignity and encourage them to engage in deviant workplace behaviors like being absent from work without taking permission, failing to be

punctual enough and others. According to Ismail and Zakuan (2012, cited in (Shabir et al., 2014) workplace incivility has a number of negative effects on organizations in reducing workplace citizenship behaviors, reducing team effectiveness, lowering morale of the employees, decreasing productivity, beating organization image, enhancing employees' retaliation behaviors (both in and outside of the workplace).

Thus, the researchers hypothesized the following:

H_1: Experienced coworkers incivility is significantly related to academicians' counterproductive work behaviors.

Psychological Capital and its moderating role:

Youssef-Morgan & Luthans, (2015) redefined psychological capital is defined as an individual's positive psychological state of development that is characterized by having confidence (efficacy) to take on and put in the necessary effort to succeed at challenging tasks; making a positive attribution (optimism) about succeeding now and in the future; persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success' (Luthans et al., 2015).

Luthans & Youssef-Morgan, (2017) mentioned that positive cognitive appraisals reframe and reinterpret negative situations in a more positive light which can render challenging goals more appealing and worthy of time, energy, and resource investment. Such positive appraisals also promote perseverance, rather than giving up, when faced with obstacles and setbacks.

A study conducted by Sliter & Boyd, (2015) showed that target incivility predicted employees' burnout, physical symptoms and absenteeism, while engagement and empathy moderate some negative outcomes of victim experienced incivility, including burnout and physical symptoms. Christian & Ellis, (2011) reported that when individuals depleted their self-regulation resource, they are likely to engage in counterproductive work behavior. Spector & Fox, (2005) developed a stressor-emotion model of counterproductive behavior and discussed the most important causes of counterproductive work behaviors including interpersonal conflict, organizational constraints, role ambiguity, role conflict, injustice, workload, negative emotions, personality, trait anger, trait anxiety, locus of control, narcissism and perceived control.

Avey, Reichard, Luthans, & Mhatre, (2011) found a significant negative relationship between psychological capital and undesirable employee attitudes and undesirable employee behaviors (counterproductive work behavior). Halbesleben and Wheeler, (2011) suggested that lack of resources, either personal or organizational, leads to defensive attempts to conserve remaining resources. Regulating own emotion requires personal resource like resilience (bouncing back from stressful situations), hope, being optimist, and self-efficacy. And individuals having higher level of positive psychological capital are expected to overcome and cope up stressful situations through using their accumulated personal resource.

Luthans & Youssef-Morgan, (2017) mentioned that positive cognitive appraisals reframe and reinterpret negative situations in a more positive light which can render challenging goals more appealing and worthy of time, energy, and resource investment. Such positive appraisals also promote perseverance, rather than giving up, when faced with obstacles and setbacks (Luthans, Youssef, Sweetman, & Harms, 2013). According to Fredrickson (2001, 2009) positive emotions facilitate the building and restoration of previously depleted physical, social, and psychological resources including psychological capital along its resources. Thus, depending upon conservation of resources theory (Hobfoll, 1989a) and above mentioned literature, the researchers developed the following hypotheses:

H_2: Psychological capital is significantly related to academicians' counterproductive work behaviors.

Avey, Wernsing, & Luthans, (2008) found that employees' psychological capital (including hope, efficacy, optimism, and resilience) was significantly associated to their positive emotions that indirectly related to their attitudes (engagement and cynicism) and behaviors (OCB and CWB) relevant to organizational change; having heightened awareness (mindfulness) interacted with PsyCap in predicting positive emotions; and employees' positive emotions mediated the relationship between psychological capital and their attitudes and behaviors. They again mentioned that individuals with higher levels of PsyCap benefit from their ability to draw on positive psychological strengths to counter obstacles at work, replenish, and engage in more discretionary behaviors. For instance, optimist and resilient people are similarly hopeful people who determine their own pass way to achieve success and all PsyCap components (HERO) interact highly with each others.

Fida, Paciello, Tramontano, Barbaranelli, & Farnese, (2015) stated that little attention has been paid to the potentially protective role of psychological capital in the context of stressful work environment. The study conducted by Aliyev and Karakus, (2015) showed that respondents psychological capital reduces their violence tendency through their reduced negative feelings such as anxiety, stress and burnout. If school teachers raise

PsyCap and put educational work missions into practice through both mental and physical labor in the workplace, they will be able to enhance the positive work attitudes and behaviors (Hsing-Ming, Mei-Ju, Chia-Hui, & Ho-Tang, 2017).

Reviewing different literatures Lanzo, Aziz, & Wuensch, (2016) discussed that PsyCap provide individuals with the means to handle stressors effectively and increases organizational behavior such as increased organizational commitment, employee performance, satisfaction and well-being, and also reduces CWBs. Thus, the researcher selected psychological capital as a moderator of coworker incivility and deviant behavioral outcomes.

H₃: The relationship between coworkers incivility and counterproductive work behaviors will be moderated by psychological capital, such that the higher the PsyCap, the weaker the association between experienced incivility and counterproductive work behaviors.

METHODS:

Based on the objectives of the study and quantitative nature of the study, descriptive and diagnostic research designs were used. Fulltime academicians working in the public universities of Ethiopia constituted the universe of the study. And faculty from five randomly selected universities (Ambo, Debre Berhan, Mekelle, Wollega and Wolkite) makes up population of the study. Finally using Watson, 2001 sample size determination formula, 410 samples were drawn out of which 336 (82%) were filled and returned and finally 320 (78%) of the samples were used by discarding questionnaire which is filled improperly for the analysis purpose. As it can be seen below 224 (70%) of the respondents were male and the rest (30%) were female; age wise distribution of the respondents include 227 (70.9%) less or equal to 35 years and the rest were beyond 35 years; only 56 (17.5%) were 1ˢᵗ degree holders, 251 (78.4%) masters degree and 13 (4.1%) of particapants were PhD and above; and finally nearly half, 164 (51.3%) were single and 156 (48.8%) were married.

Measures (Instruments used):

The researcher adapted standardized scale for coworkers incivility from Cortina et al., (2011) with a 5-point Likert type, (frequency scale, 1=Never to 5=Many times) having 10 items, only 8 left after CFA. Sample items include, "How frequently did your coworker "Made insulting or disrespectful remarks about you?" during the last 6 months?". Alpha reliability for the scale of experienced coworkers' incivility was found to be 0.85. Counterproductive Work Behavior-C short version from Spector, Bauer & Fox (2010) with a 5-point Likert type frequency scale (1=Never to 5=Everyday) having 8 items but 7 left after CFA and Sample items include, "How frequently have you done the followings during the last semester? "Stayed home from work and said you were sick when you weren't". Alpha reliability for the scale of CWBs was found to be 0.84. Psychological capital (PsyCap-24) scale of Luthans, Avolio, Avey & Noorman (2007) 6-point Likert item (1=Strongly disagree to 6= Strongly agree) whereby 14 having three dimensions left after CFA. A sample of item includes "I always look on the bright side of things regarding my job". Alpha reliability for the scale of CWBs was found to be 0.71.

RESULTS AND DISCUSSION:

After collecting the data, it is necessary to employ statistical techniques to analyze the information, as this study is quantitative in nature. Preliminary analyses were conducted to ensure absence of violation of the normality, linearity assumptions of normality, linearity, homoscedasticity of variance and multicollinearity. The researchers checked Normal Probability Plot (P-P) of the regression standardized residual and the scatterplot were all assumptions were met because in the Normal P-P plot – points lied in reasonably straight diagonal line from bottom left to top right. From the Scatterplot figure residuals were rectangularly distributed and standardized residuals of more than 3.3 or less than -3.3 indicates outliers (Tabachnick & Fidell, 2007). Independence or autocorrelation where also checked using the value of Durbin Watson test shows 1.7 which is nearest to 2 shows the absence of autocorrelation. Using SPSS (version 20.0) the researcher conducted both descriptive (frequencies) and inferential statistics (correlation and moderated regression).

Table 2: Means, SDs, Cronabach's alpha and correlations among study variables

				Correlations		
		Means	**SDs**	**CI**	**PsyCap**	**CWBs**
CI	Pearson correlation	2.1915	.26941	(.85)		
PsyCap	Pearson correlation	4.5566	.66873	.009	(.84)	
CWBs	Pearson correlation	1.9844	.55790	.137**	-.310**	(.71)

**. Correlation is significant at the 0.01 level (1-tailed).

*. Correlation is significant at the 0.05 level (1-tailed).

The correlation coefficient (Pearson r) is a standardized measure of an observed effect which is commonly used to measure the size of an effect, and the values of +(-) .1 represent small effect, +(-) .3 is a medium effect and +(-) .5 is a large effect (Field, 2013). The correlation between PsyCap and Coworkers' incivility was insignificant and the other correlations were weak to moderate, ranging between r=.137, p < .01 for coworkers' incivility and CWB (small effect size); and r = .310, p < .001 for PsyCap and counterproductive work behavior (medium effect size).

Table 3: Linear model of predictors of counterproductive work behavior

	B	SE B	t	p
Constant	1.9849 [1.9269, 2.0430]	.0295	67.2968	p<.001
Coworkers' incivility (Centered)	.2817 [.0711, .4922]	.1070	2.6323	P=.009
Psychological capital (Centered)	-.2550 [-.3356, -.1743]	.0410	-6.2229	p<.001
Coworkers incivility x PsyCap	-.3414 [-.6792, -.0036]	.1717	-1.9883	P=**.0476**
Note: N=320; R=.3526; R^2=12.43; p=.000; ΔR^2=.0097 (due to interaction effect)				

Source: Researchers' survey, 2018

From the above table, we can generalize that coworkers' incivility significantly and positively predict counterproductive work behavior (β=.2817 [.0711, .4922]) and also psychological capital negatively and significantly related to counterproductive work behavior (β = -.2550 [-.3356, -.1743]. This means that when colleagues in the workplace mistreat, derogate and gossiped behind their workmate, victims of this uncivil behavior will similarly retaliate against this mistreatment by manifesting behaviors affecting their institutions and reduce their helping behaviors.

Thus, caring and being cared for can be transformative and life-giving in which true caring truly incorporates technical skill, knowledge, competence, and critical thinking which is expected from staffs working in any form of organization, not only from educational sector.

Williams & Cooper, (1998) investigated the effect of certain job stress resulting from workplace factors such as lack of recognition (moderate effect), poor interpersonal working relationships (high effect, r= -.58), and heavy workload (r= -.24) on respect. Akhtar et al., (2017) relying upon COR theory described how employees have the negative feelings and become out of their resources (knowledge, skills, ability) when dealing with workplace incivility. Laschinger (2004) suggested the significant and moderate relationship between structural empowerment and respect (r=.47) and all aspects of empowerment were significantly related to perceptions of respect, with having effective alliances at all levels of the organization (r = .44), access to support (r = .38), and resources (r=.34) being the strongest correlations (Laschinger, Finegan, Shamian, & Wilk, 2004).

Moderation is shown up by a significant interaction effect, and in this case the interaction is highly significant, b= -.3414, 95% CI [-.6792, -.0036], t=-1.99, p<.05, indicating that the relationship between coworkers' incivility and counterproductive work behavior is moderated by psychological capital. From the simple slopes, we can see the following results:

❖ When psychological capital is low (-.6687), there is a significant positive relationship between coworkers' incivility and counterproductive work behavior, b= .5100, 95% CI [.1745, .8454], t=2.9911, p=.0030.

❖ At the mean value of psychological capital (.0000), there is a significant positive relationship between coworkers' incivility and counterproductive work behavior, b=.2817, 95% CI [.0711, .4922], t=2.6323, p=.0089.

❖ When psychological capital is high (.6687), there is a non-significant positive relationship between coworkers' incivility and counterproductive work behavior, b= .0534, 95% CI [-.2263, .3330], t=.3754, p=.708.
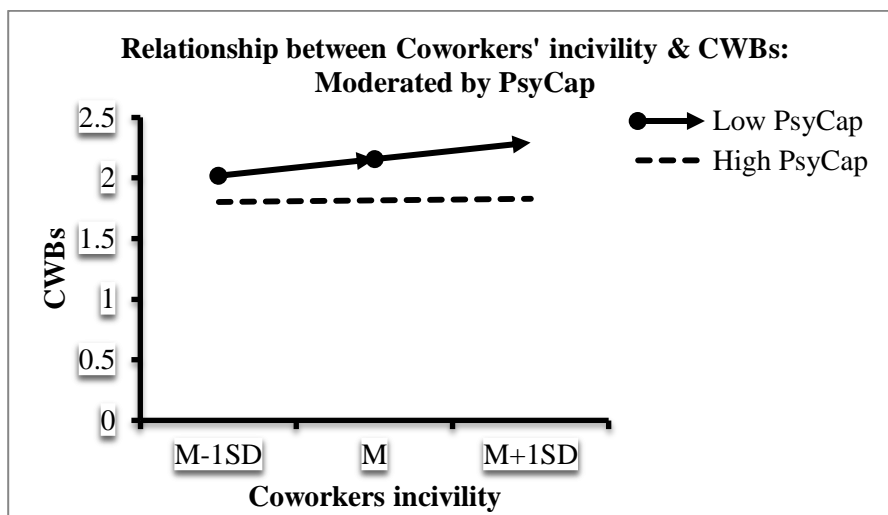
Figure 1: Graphical presentation of the moderating role of PsyCap in between Coworkers' Incivility and counterproductive work behavior

The above graph shows that when psychological capital is low, there is a significant positive relationship between coworkers' incivility and deviant behaviors and this relationship gets weaker and become insignificant at high level of positive psychological capital.

This means, individuals having high personal resources (be hopeful, self-confident, resilient and optimist) will not retaliate negatively against uncivil treatment at the workplace from their peers. This finding is supported by Youssef-Morgan & Luthans, (2015) who said individuals possessing high psychological capital promote perseverance, rather than giving up, when faced with obstacles and setbacks. Luthans & Youssef-Morgan, (2017) mentioned that positive cognitive appraisals reframe and reinterpret negative situations in a more positive light which can render challenging goals more appealing and worthy of time, energy, and resource investment. Such positive appraisals also promote perseverance, rather than giving up, when faced with obstacles and setbacks. Kahn, (1990) found that supportive and trusting interpersonal relationships as well as supportive team promotes employee engagement.

The findings of Ryan & Deci, (2000) showed as there are three innate psychological needs (competence, autonomy, and relatedness) which when satisfied yield enhanced self-motivation and mental health and when thwarted lead to diminished motivation and well-being. They suggested that the more a person is autonomously motivated, the more their basic psychological needs (i.e., autonomy, competence, and relatedness) are satisfied.

The finding of this study go in line with Luthans & Youssef-Morgan, (2017) who mentioned that employees having positive cognitive appraisals have the capacity to reframe and reinterpret negative situations in a more positive light. Here academicians high in PsyCap are less likely to engage in destructive deviant behaviors like purposively wasting university's supplies, starting argument with their colleagues, coming to work late without permission even when their work mates show them uncivil behaviors. Possessing high PsyCap (being hopful, optimist, self-efficacious and resilient enough) can render faculty challenging goals more appealing and worthy of time, energy, and resource investment and such positive appraisals enhance firmness, determination for them rather than giving up, when faced with obstacles and setbacks like rude behaviors from their coworkers.

The findings of Aliyev and Karakus, (2015) also supported current finding since respondents psychological capital reduces their engagement in counterproductive work behaviors tendency through their reduced negative feelings such as anxiety, stress and burnout. Similarly, faculty who have high in PsyCap and put institutional missions into practice through dedicating their mental and physical labor, are likely to enhance the positive work attitudes and behaviors (Hsing-Ming et al., 2017).

Perugini, Gallucci, Presaghi, & Ercolani, (2003) grouped reciprocators into two, positive and negative whereby positive reciprocators are expected to be willing to react to positive interpersonal behavior like being kind with someone if others are kind to them), while negative reciprocators are more likely to pay more attention and should react preferentially to negative interpersonal behavior (retaliate against someone who has behaved negatively towards you).

Practical implications:
The results of this study have some important implications for practitioners and managers. First, the direct

effect of peers' uncivil behavior found in this study reinforces the significant, detrimental costs to both personal and organizational level similar to previous studies like (Cortina, Magley, Williams, & Langhout, 2001; Paulin & Griffin, 2016; Lim et al., 2008; Penney & Spector, 2005). Akhtar, Luqman, Raza, Riaz, & Tufail, (2017) also found the impact of workplace incivility on prohibitive voice behavior, psychological wellbeing of employees and intention to leave.

The recent scholars like Porath & Gerbasi, (2015) also found that prevalence of civility increases the likelihood that people want to work with you (1.5 times more energizing ties) whereas even observers of incivility have 3 times as many de-energizing ties (defined as enduring, recurring set of negative judgments, feelings, and behavioral intentions toward another person) than those seen as civil. This finding from vividly showed the impact of incivility extends beyond just those who directly experience such behavior; the results suggest that the full cost of workplace incivility may not be fully appreciated. If workplace incivility is not curtailed swiftly, the costs to employers will continue to rise.

The results of Laschinger et al., (2004) study emphasize the importance of a positive organizational environment as a prerequisite for nurses feeling respected in work environments. The strongest predictors of perceptions of respect were interactional organizational justice, followed by structural empowerment and job stress resulting from lack of recognition, poor interpersonal relationships and heavy workload.

Despite the plausibility of these intervention strategies, the ambiguous nature of many uncivil acts makes them particularly difficult to implement. For example, some uncivil behaviors such as ignoring co-workers are difficult to recognize and designate as unacceptable behaviors, and this makes enforcement of specific organizational policies difficult. Managers who are able to understand the social context of incivility may be more able to effectively assess and address those factors in the climate that encourage uncivil behaviors.

Laschinger, Leiter, Day, Gilin-Oore, & Mackinnon, (2012) supported the suggestions of Kanter (1993) saying managers should structurally empower work environments which is characterized by access to resources (i.e., money, supplies, and time required for the job), access to support (like guidance from superiors and peers), opportunity (i.e., possibility for learning, growth, and advancement in the job; and access to information (i.e., technical knowledge and information about goals and values of the organization. Management should implement different strategies and interventions used to address workplace incivility; develop fair and respectful working environment. Sypher and Gill also recommended that management should promote civil relationships among employees and take steps to prevent destructive communication that can weaken trust in the workplace.

Collectively, the findings of this study highlight the importance of developing healthy work environment through diagnosing and addressing workplace incivility, particularly within higher education institutions where the impact of experiencing such behavior is especially harmful. Similarly Instone, (n.d.) suggested ways management body should exercise to reduce counterproductive behaviors like using unstructured interviews in the selection process alongside structured interviews to identify and reduce employees hired who would be likely to engage in counterproductive work behaviors; using integrity tests in the selection process as they can predict an employee's likelihood of engaging in counterproductive work behaviors; using 360° feedback to reduce the information asymmetry between the employee and the employer and using behavior-based and outcome-based incentive schemes. Pearson and Porath, (2005) suggested that establishing a civil culture (like zero-tolerance against workplace incivility) and climate in the organization is highly needed to halt incivility spirals which is also suggested by the researcher to curtail the reciprocity of incivility.

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS:

The results of this study should be evaluated in light of its limitations. Similar to most studies of workplace incivility, this study relied on cross-sectional data, limiting our ability to make any definitive inferences about causality. In spite of this, diary studies and longitudinal research on interpersonal deviance provide strong support for employee well-being resulting from workplace incivility, rather than preceding it. Nonetheless, more longitudinal research is required to investigate the causal relationships and evolution of process between coworkers' incivility and other forms of task or performance behaviors.

Research notes that people tend to underreport on questions covering sensitive topics unless anonymity of individual responses is guaranteed (Bennett & Robinson, (2000). Thus, the anonymity and confidentiality of the study were emphasized throughout the survey. The other limitation involved in this study may be the use of self-report questionnaires for dependent and moderator variables. In spite of its usefulness in measuring respondents" subjective state of mind, disposition, or attitude (Wallbott & Scherer, 1989), relying on self-report information may lead to social desirability response bias in statistical analysis, suggesting that the data and

relationships found in this study might have been confounded by individuals‟ tendency to over-report what they think will be "socially desirable" (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003).

The researchers handled this issue to some extent through emphasizing on guaranteed anonymity of individual responses throughout the survey. Thus, it is recommended that future research in this area be conducted using multiple sources or other, more accurate quantitative or qualitative data like archival data from organizational records. The significant direct effect of peers' incivility on counterproductive work behavior as well as the interaction effects of psychological capital should also be interpreted in light of the relatively small effect sizes found in this study. Whilst small effect sizes are common in organizational research, the results suggest that a proportion of variance was left unexplained, supporting the need for further research in this area. Despite the clearly defined problem, very little research has tested or produced convincing evidence supporting effective interventions (Leiter, Laschinger, Day, & Oore, 2011). Indeed, this study highlights the need for future research to investigate team-based interventions to improve civility within work teams and enhance employee well-being.

CONCLUSIONS:

By taking a multilevel perspective, this study offered a unique opportunity to examine the effect of experienced coworkers' incivility on academicians' counterproductive work behavior at work, as well as providing empirical evidence on how psychological capital interacts to influence employee outcomes of workplace incivility. The results reveal a direct positive relationship between coworkers' incivility and the reciprocal effect of the victims in manifesting destructive deviant behavior (CWBs) and indicate that the relationship between faculty's experiences of incivility and counterproductive work behavior is buffered by faculty's personal resource known as psychological capital. The findings of this study have important implications for interventions aimed at reducing the positive effects of workplace incivility.

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Table 1: Demographic information of the respondents

Statistics						
Gender			Highest qualification		Marital status	
	Male	224	1st Degree	56	Unmarried	164
	Female	96	2nd Degree	251	Married	156
	Age		PhD and above	13	-	-
	≤35	227	-	-	-	-
	>35	93	-	-	-	-
	Total	320	-	320		320

Source: Researcher's survey, 2018

Moderated regression method t crosscheck process macro and assumptions

Model Summary[c]										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.339[a]	.115	.109	.52662	.115	20.513	2	317	.000	
2	.359[b]	.129	.121	.52307	.015	5.312	1	316	**.022**	1.7
a. Predictors: (Constant), Pc, CI										
b. Predictors: (Constant), Pc, CI, Int_CI_Pc										
c. Dependent Variable: CWB										

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.537	.313		8.108	.000		
	CI	.286	.109	.138	2.615	.009	1.000	1.000
	Pc	-.259	.044	-.310	-5.871	.000	1.000	1.000
2	(Constant)	2.518	.311		8.102	.000		
	CI	.280	.109	.135	2.575	.010	.999	1.001
	Pc	-.252	.044	-.302	-5.738	.000	.995	1.005
	Int_CI_Pc	-.390	.169	-.121	-2.305	.022	.995	1.005
a. Dependent Variable: CWB								