

THE EFFECT OF WORKPLACE INCIVILITY ON JOB SATISFACTION AND ORGANIZATIONAL TRUST: A STUDY OF INDUSTRIAL ENTERPRISES IN TURKEY

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Abstract

This study investigates the effect of workplace incivility on job satisfaction and organizational trust. Data were collected from administrative staff of industrial enterprises operating in kayseri, turkey. The findings of the research showed that there was a statistically non-significant and negative relationship between workplace incivility and job satisfaction. There was a significant and negative relationship between workplace incivility and organizational trust. Moreover, limitations and research recommendations are discussed.

Key words: workplace incivility, job satisfaction, organizational trust

Introduction

In recent years, organizational researchers have overstressed incivility and antisocial behavior at workplace. These behavior has brought about interpersonal conflict or mistreatment among employees such as bullying, mobbing, aggression, emotional abuse, harassment (cortina et al., 2001; hershcovis, 2011). Workplace incivility can be considered as more moderate and passive form of such behavior in organizations. Some examples of incivility includes ignoring colleagues, interrupting them, not responding to their email, not inviting to lunch or using derogatory statements about them (andersson & pearson, 1999; pearson et al., 2000; penney & spector, 2005). Although workplace incivility occurs at all levels of the organization, it also leads to unfavourable working atmosphere that prevents employees' learning and development. Consequently, this results in an adverse organizational climate, thereby raising uncivil behavior among employees. Employees who perceived incivility behavior at work may indicate frustration, anger, stress or aggression behavior (speedy, 2006; reio & ghosh 2009; sidle, 2009). Therefore, workplace incivility is likely to have a negative effect on many organizational outcomes such as employee performance, reduction in productivity, organizational commitment, job commitment, job satisfaction, and organizational trust (coombs & holladay, 2004; miner-rubino & cortina, 2004; speedy, 2006; thau et al., 2007; reio & ghosh 2009). In this context, the purpose of the study is to determine the effect of workplace incivility on job satisfaction and organizational trust. Also, the study is important for business executives to increase the level of job satisfaction and organizational trust of employees by preventing uncivil behavior at workplace.

Theoretical framework

Workplace incivility can be defined as "low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect. Uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard for others" (andersson & pearson, 1999, p. 457). Within this framework, it is likely to say that the definition shows violation of mutual respect and work rules, counter productive work behavior, rude or discourteous behavior from other employees (porath & erez, 2007; haq, 2011; giumetti et al., 2012). As employees are exposed to misdemeanor of their colleagues and managers, they will be reluctant to fulfill routine tasks, their morale and performance will diminish and they are likely to display some negative attitude such as reduced creativity or lower job satisfaction (sidle, 2009). Job satisfaction, one of the mentioned negative attitude, is viewed as psychological or affective states that employees show towards their work. If employees' expectations regarding their work and work-related factors are met, they will show positive attitude towards their work (cingöz & kaplan, 2015). However, employees may be subject to hostile working environment and they begin to feel stressful and exhausted. In this respect, employees reflect frustration, learning disabilities, and develop lower job satisfaction. Accordingly, they will engage in deviant behavior and will be less satisfied with their job (lau et al., 2003; reio & ghosh, 2009). Uncivil behavior also constitute a threat to working environment and they can harm social relationships among employees and trust in organizations. Trust can be defined as employees' beliefs in organization, management, and colleagues and as these exchange partners' conformity with employees' needs and interests (thau et al., 2007). Unless the needs and interests of employees are taken into account, mutual disagreements will occur between the organization and its employees.

When employees perceive that the organization does not meet their requirements, they will be prone to demonstrate uncivil behavior. Besides, lack of trust will reduce employees' productivity towards the organization. As a consequence, employees are bound to indicate and participate in deviant behavior (rahim & nasurdin, 2008; baghini et al., 2014).

In the light of these explanations, research hypotheses are as follows:

Hypothesis 1: workplace incivility has a significant effect on job satisfaction.

Hypothesis 2: workplace incivility has a significant effect on organizational trust.

Method and instruments

Data were collected from administrative staff of industrial enterprises operating in kayseri, turkey. 123 usable questionnaires were returned. Work incivility with 8 items was measured using blau and andersson (2005). The cronbach's alpha coefficient was 0.783. Job satisfaction was measured using minnesota satisfaction questionnaire. The scale comprised of 20 items (hirschfeld, 2000). The cronbach's alpha coefficient was 0.700. Organizational trust scale consisted of 12 items based on an instrument developed by nyhan and marlowe (1997). The cronbach's alpha coefficient was 0.826. Responses were rated on a five point likert scale (1= strongly disagree, 5= strongly agree).

Findings

123 administrative staff participated in the study, 47 were female and 76 were male. 89 participants were married, 34 were single. 79.5% of the participants in the sample had a bachelor's degree, 10.8% graduated from high school, 9.7% had a graduate degree. The average age of employees was 29.7 (sd= 4.59). The average tenure of employees operating in industrial enterprises was 3.8 (sd= 2.78). The average of tenure of 123 employees in business life was 4.3 (sd= 4.69).

Table 1 presents descriptive statistics and correlation analysis regarding the research variables.

Table 1. Descriptive statistics and correlation analysis results

Variable	\bar{X}	Sd	1	2
1. Workplace incivility	3.29	.819		
2. Job satisfaction	3.76	.357	-.133	
3. Organizational trust	3.95	.477	-.255*	.399**

**p< .01, *p< .05

According to the table 1, employees' perceptions about workplace incivility (3.29) was positive. Nearly 59.2% of the participants stated that they were humiliated and approximately 61% of the participants expressed that they were questioned about their professional field by some people at workplace. On the other hand, roughly 64% of the participants purported that they dealt with some personal issues at workplace. While the average value of job satisfaction was 3.76, the average value of organizational trust was 3.95. In accordance with these results, it can be inferred that employees were satisfied with their jobs at a certain level and they trusted the organization.

When analyzed correlation coefficients between the variables, there was a non-significant and negative relationship between workplace incivility and job satisfaction. On the other hand, there was a significant and negative relationship between workplace incivility and organizational trust ($r = -.255$, $p < .05$). This result showed that when employees perceived high level of incivility, their confidence in the organization decreased. Besides, there was a significant and positive relationship between job satisfaction and organizational trust ($r = .399$, $p < .01$). Employees who were satisfied with their jobs also trusted the organization itself. The simple linear regression analysis was conducted to test the research hypotheses. For the first hypothesis, the value of r^2 that pointed the effect of workplace incivility on job satisfaction was 0.015 ($p > 0.05$). This result showed that 1.5% of the variance in job satisfaction was explained by workplace incivility. Nevertheless, this result was statistically non-significant, thus hypothesis 1 was not supported. Similarly, regression analysis was made to test the second hypothesis. Considering that workplace incivility was an independent variable and organizational trust was a dependent variable, the results of the regression analysis demonstrated that the dependent variable was statistically significant.

The value of r^2 was 0.065 ($p < 0.05$). This result exhibited that 6.5% of the variance in organizational trust was explained by workplace incivility, therefore hypothesis 2 was supported.

Discussion and conclusion

This study examined the effect of workplace incivility on job satisfaction and organizational trust in the sample of administrative staff of industrial enterprises in kayseri. According to the results of the study, workplace incivility was found to have a non-significant relationship with job satisfaction. The reason may be due to the sample. The study was conducted in a private sector in kayseri. Employees in private sectors have high level of job satisfaction. Better economic opportunities, higher wages, and managers' behavior may be seen as the reasons of job satisfaction and these constituents may form employees' priorities. Therefore, employees may be prone to ignore uncivil behavior at workplace (eğimli, 2009; koç & yazicioğlu, 2011). Workplace incivility had a significant effect on organizational trust. This finding was similar with the studies of thau et al (2007), baghini et al (2014). In this respect, when employees perceived incivility behavior at work, they lost their trust in the organization. This study has some limitations. Data were collected from industrial enterprises in kayseri and the sample is limited to administrative staff working in industrial enterprises. Hence, the study should be handled in different sectors to generalize the findings. Future research should be examined with different variables.

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