

Impact of Supervisor and Co-worker Incivility on Organizational Citizenship Behaviour through the Mediating Role of Interpersonal Deviance and the Moderating Effect of Perceived Organizational Support in the Banking Sector of Pakistan

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Cite this paper: Sohail, A., Rehman, A. U., Khan, M. M., Sair, S. A., & Mehboob, I., (2020). Impact of supervisor and co-worker incivility on organizational citizenship behavior through the mediating role of interpersonal deviance and the moderating effect of perceived organizational support in the banking sector of Pakistan. *Paradigms, 14*(2), 87-91.

The major objective of this research is to investigate the effect of coworker and supervisor incivility on organizational citizenship behavior (OCB) through the mediation effect of interpersonal deviance (ID) and the moderation effect of perceived organizational support (POS). The population of the study consist of employees working in the banking sector of Pakistan. The sample size of the study was 360 which was selected according to response to rate theory. The structured questioner was used to collect data from respondents. The data was analyzed through correlation and regression analysis and AMOS was used to check the mediation and moderation effect. The results explain that ID is fully mediate between coworker and supervisor incivility and OCB. POS moderate the relationship between coworker and supervisor incivility and OCB. The limitations of the study are that the current study only targets banking employees to check the above relationship. In the future, the researcher suggests to check the relationship by adding some other variables like cultural dimension or economic factor as a moderator to enhance more understanding about this topic.

Keywords: Coworker incivility, Supervisor incivility, POS, OCB, Interpersonal deviance

INTRODUCTION

Organizational citizenship behavior (OCB) has been a significant and developing area in management research among researchers. Eissa, Lester, and Gupta (2019) find out that OCB is one of the most significant factors that influence the achievement of organizational objectives by improving the employee's commitment and performance. OCB defines as " individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization has been studied at entrepreneurial level"(Organ & Dennis, 1988). Based on previous research, the researcher discovered a significant connection between OCB and a wide range of field and organizational consequences, in addition to the action, compliance with the client, and effectiveness (Podsakoff, Whiting, Podsakoff, & Blume, 2009; Ng & Feldman, 2012).

The behavior of supervisors and their elegant supervision is very important for the decisive behavior of the organizational citizenship of employees. The supervisor must be careful to maintain a healthy working environment, instead of engaging in uncomfortable, immoral, or embarrassing behavior for employees. Interpersonal deviance can be antecedent in the behavior of organizational citizenship. Employees are frustrated when they behave rudely by their line managers and colleagues. As a result, they can leave their official duties, and because a riot in their workplace by turning away from work and preventing others from doing so, employees would be involved in the workplace with immoral activities, such as; make negative comments about others, joke about others. Interpersonal diversion can take the form of an employer's property and violate the rules of the organization at the workplace.

To promote the effectiveness of the organization, good relations between colleagues are also necessary as different people from

different places meet within an organization to meet their daily needs. Beyond that, this can lead to negative behavior and addictive behavior, harm standards, and practices. This leads to a decrease in the behavior of citizenship, the unreliability of employees tends to negative effects, as happens between employees (Felblinger, 2008)

There are different research studies available which were conducted to check the relationship between co-worker and supervisor incivility and organization citizenship behavior. The outcomes of these studies revealed that there is a significant and negative relationship between these variables (Wang & Chen, 2020). Different researchers also check the relationship of these variables with the mediating role of interpersonal deviance. Perceived organizational support is another important variable that needs to be investigated to check the relationship with OCB as, one researcher found an insignificant relationship between these two variables (Jehanzeb, 2020). The previous researches didn't use perceived organizational support as a moderator variable to check the effect on the previously discussed model. So, the current research agenda is to fill this gap by incorporating POS as a moderator and also interpersonal deviance as a mediator variable to take some new insights regarding that particular topic. Moreover, employees of the banking sector of Pakistan are selected as a population of this study as the banking sector is performing a great role in Pakistan's economy and its most growing sector in Pakistan. This research will provide new insights for researchers and policymakers which will help them to understand the factors that can help preserve good traits between organizations employees at work and improve OCB.

Objectives of the Study

- To check the effect of coworker and supervisor incivility on OCB

- To check the mediating role of interpersonal deviance (ID) among coworkers and supervisor incivility and OCB.
- To check the moderating role of POS on coworker and supervisor incivility and OCB

LITERATURE REVIEW

Supervisor Incivility

The incivility of supervisors can be a possible source of dissatisfaction in the workplace. Supervisors must use their powers to ensure the well-being of employees at the workplace. The code of conduct of supervisors is very important when dealing with people in the workplace, for example, the ability to manage looting and punishment and Integrity between people in the work unit (Hershcovis & Barling, 2009; Mawritz, Mayer, Hoobler, Wayne, & Marinova, 2012). Previous research has shown why supervisors were inclined to behave unethically. They are indeed uncivilized, become serious, and behave in the same way as others in the workplace where they are treated. Previous studies indicate that supervisors themselves were confronted with such bad and unfair behavior (Krings & Facchin, 2009) and the injustice of the interaction (Aryee, Chen, Sun, & Debrah, 2007).

Coworker Incivility

Different researchers point out that positive events such as the peer interaction create a positive attitude between coworkers and its increase their productivity (Greenglass & Fiksenbaum, 2009), while adverse emotions/feelings between peers because of negative events like insulting, conflict, etc., can create negative attitude between peers (Harvey, Stoner, Hochwarter, & Kacmar, 2007). Emotions or negative reactions can be caused by mistreatment between colleagues (Bowling & Beehr, 2006). Moreover, the emotions of individuals can be influenced by the lack of enthusiasm for the organization for colleagues and by their arrogant and contemptuous behavior (Pearson, Andersson, & Wegner, 2001).

Perceived Organizational Support

In general, it is recognized that employers often value the dedication and loyalty of employees. Emotionally related employees organize higher performance, reduce absenteeism, and reduce their ability to leave work. Perceived organizational support has a strong and significant relationship between employee's devolvement and organizational commitment (Jehanzeb, 2020). Organizational support also encourages creativity in the workplace which enhances the productivity of the employees. Moreover, devolved management positively links with employee's creativity and organizational performance (Tang, Yu, Cooke Fang, & Chen, 2017). Ahmad & Zafar (2018) find out that support from leadership and management can enhance the employee's satisfaction and it is important to maintain psychological contracts in the workplace.

Interpersonal Deviance

Interpersonal deviance defined that can "deliberate behavior that violates important organizational norms and thus threatens the well-being of the organization and / or its members" (Robinson & Bennett, 1995). Eissa, Lester, and Gupta (2019) find out that interpersonal deviations are more likely to result in abusive supervision due to manager's negative feelings when the level of employee involvement in OCB is lower. The

interpersonal deviation is a behavior that leads employees away from traditional norms and leads to negative outcomes for the entire firm (Wellen & Neale, 2006). Interpersonal abnormalities and disturbances caused by active abuse in the organization (Abubakar, Megeirhi, & Shneikat, 2018).

Organizational Citizenship Behavior

OCB is referred to as organizationally beneficial behavior and gestures that can neither be enforced based on formal employee's role obligations nor elicited by a contractual guarantee of recompense (Vigoda-Gadot & Beeri, 2012). OCB has a potentially significant effect on organizational performance and employee's productivity (Alkahtani, 2015). The organizational behavior of citizenship proposed by Bies (1989) is conceptualized as individual discretionary behavior, which is not directly or explicitly recognized by the official remuneration system and which together promotes the efficient functioning of the organization. By repeating this view, Walz and Niehoff (2000) argue that one of OCB's problems is that there is no official remuneration policy in the organization's remuneration system.

RESEARCH METHODOLOGY

This investigation is quantitative in nature. The study setting of the research investigation is non-contrived. The individual is considered as the unit of investigation as the data is collected from every representative separately. The banking employees of Pakistan was the population of the study.

The provisions of Barclay, Higgins, and Thompson (1995) apply to the sample size selection for this study. The survey contains 36 items for analyzing search variables and researchers choose a sample size of 360. These questioners were distributed to banks by using simple random sampling techniques. The completed survey provided a 77% return. Several tools used in previous studies have been selected to measure the variables of this research. To measure the incivility of the supervisor implemented by Cortina, Magley, Williams, and Langhout (2001) having 5 questions. The Employee incivility Scale covers five questions developed by Cortina, Magley, Williams, and Langhout (2001). To measure perceived organizational support, the scale involves five questions from Eisenberger et al. (1997). For the Interpersonal deviance scale developed by Bennett and Robinson (2000), seven elements were used. Finally, the scale of OCB includes 14 questions which were adopted from (Williams & Anderson, 1991). The SPSS Statistics 21 software was used to analyze and process data collected through bank staff surveys. Researchers used AMOS software to check the model fitness and mediation and moderation effect.

ANALYSIS AND INTERPRETATION

Reliability Analysis

Table 3.1: Cronbach's Alpha

Variables	Items	Cronbach's Alpha
SI	5	0.885
CI	5	0.886
POS	5	0.719
ID	7	0.883
OCB	14	0.758

The table above demonstrates the reliability of every factor. Since the Cronbach alpha estimation of all factors is greater than 0.70, the tool is reliable for future investigation.

Correlation

Table 3.2: Correlation Matrix

Variables	SI	CI	POS	ID	OCB
SI	1				
CI	.634**	1			
POS	.144*	.269**	1		
ID	.555**	.542**	.212**	1	
OCB	.354**	.410**	.330**	.420**	1

** Significant level 0.01 level (2 tailed)

Table 3.2 shows that one unit change in SI will effect .634** on CI, .144** on POS, .555** on ID and .354** on OCB. One unit change in CI will effect .269** on POS, .542** on ID, and .410** on OCB. Further, this table shows that one unit change in POS will effect .212** on ID and .330** on OCB. Lastly, one unit change in ID will effect .420** on OCB. The results clearly show that there is no issue of Multicollinearity issue in the data as all the variables are significantly correlated with each other.

Structural Equation Model

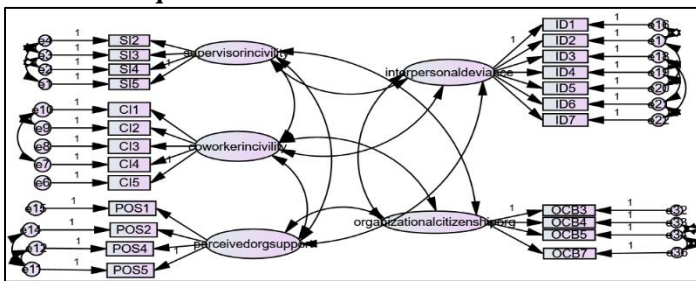


Figure 3.1: Structural Equation Model

The Above CFA figure shows that in the case of an understanding of the researcher, any measurement of the concept is constant, the load factor is equal to 4, and the model is corrected by removing some elements of POS, SI, and OCB.

Table 3.3 Fitness of Model Summary

Indices of Goodness	Mediation Analysis	Threshold
CMIN/DF	.105	<5
GFI	1.000	>=to.9
AGFI	.989	>=to.9
CFI	1.000	>=to .9
RMSEA	.0779	<0.08

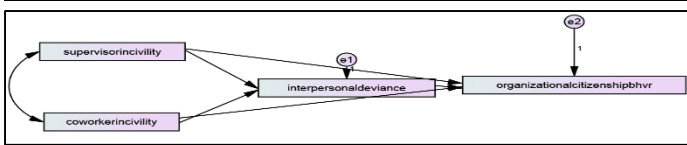


Figure 3.2: Mediation analysis

The figure above shows the mediation between variables, which shows that all the paths used by the mediator between the independent variable and the dependent variable are significant. As direct and indirect effects are significant so researchers argue that it's a partial mediation.

Moderation Analysis

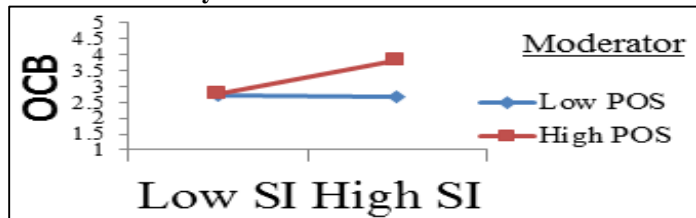


Figure 3.3: POS moderating effect on SI and OCB

The above figure shows that POS significantly moderate and strengthens the relationship between SI and OCB.

POS moderating effect on CI and OCB

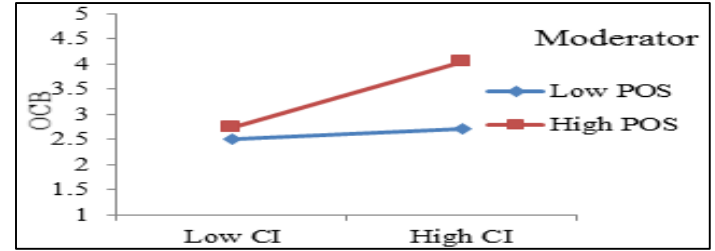


Figure 3.4: POS moderating effect on CI and OCB

The above figure shows that POS strengthens the relationship between CI and OCB.

Table 3.4 Regression Weights

	V	E	S.E	C.R.	P
ID	← SI	.363	.054	6.682	***
ID	← CI	.183	.051	3.345	***
OCB	← SI	.289	.054	5.235	***
OCB	← ID	.374	.053	6.345	***
OCB	← CI	.121	.052	2.383	.024

The table above shows the regression weights of SI, CI, POS, IB, and OCB. The table shows the values of estimates, SE, critical relationships, and p-values. It clearly shows a significant relationship between all the observed variables.

Table 3.5 Result Summary

No.	Hypothesis	Results
H1	SI has a significant effect on OCB	H0 Rejected
H2	CI has a significant effect on OCB	H0 Rejected
H3	ID mediates a significant relation between SI and OCB	H0 Rejected
H4	ID mediates a significant relation between CI and OCB	H0 Rejected
H5	POS moderates relationship between SI and OCB	H0 Rejected
H6	POS moderates relationship between CI and OCB	H0 Rejected

DISCUSSION AND CONCLUSION

The major findings show that when the behavior of coworkers and supervisors is uncivilized in the workplace, their organizations will suffer and due to their such behavior the interaction between them is also reduced at the workplace. These results confirm the findings of (Porath & Erez, 2007).

The findings also show that the relationship between all types of incivilities discussed in this study has fully mediated with OCB. The results are related to the study of Bennett and Robinson (2000), in which the interpersonal gap interrupts the management criteria and the signs of the worker's security (Bennett, R. J., & Robinson, S. L., 2000).

The findings of the study further suggest that POS moderates the effect of worker and supervisor incivilities on OCB employees. It shows that when employees of the organization have the discretion to support their organization and actively think about their supervisors and colleagues, this will increase their good behavior toward the organization. In previous studies, POS and OCB showed a positive relationship (Dalal, 2005). Further, past literature confirms the findings of the current study as in one study POS has a negative relationship with interpersonal deviance (Nair & Bhatnagar, 2011).

In conclusion, the major objective of this research is to investigate the effect of coworker and supervisor incivility on OCB through the mediation effect of interpersonal deviance (ID)

and the moderation effect of perceived organizational support (POS). The population of the study consist of employees working in the banking sector of Pakistan. The results explain that ID is fully mediate between coworker and supervisor incivility and OCB. POS moderate the relationship between coworker and supervisor incivility and OCB

Future Direction and Recommendations

Administrations should consider that they should positively affect the OCB of the employees because good employees are a valuable resource for the organization and while developing long-term policies, goals, and tasks for the organization their employees are committed to the association and perform well in the organization. Also, the compensation structure should be appropriately increased to reward employees who have a positive view of their work and encourage them to maintain a community in an organization. The limitations of the study are that the current study only targets banking employees to check the above relationship. In the future, the researcher suggests checking the relationship by adding some other variables like cultural dimension or economic factor as a moderator to enhance more understanding about this topic.

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