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DOES COWORKER AND SUPERVISOR INCIVILITY EFFECT PERCEIVED ORGANIZATIONAL SUPPORT OF BANKING SECTOR EMPLOYEES IN PAKISTAN?

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KEYWORDS	ABSTRACT
Coworker Incivility, Supervisor Incivility, POS, OCB, Interpersonal Deviance	<p>The primary objective of this research is to examine the influence of incivility on organisational citizenship behaviour (OCB) by examining the mediating effect of interpersonal deviance (ID) and moderating effect of perceived organisational support (POS). The study's population is made up of the employees in Pakistan's banking sector. The data was collected from the respondents using a structured questionnaire by applying the simple random sampling technique. AMOS was used to examine mediation and moderation impact after data was processed using correlation and regression analysis. The findings show that ID completely mediates the relationship between colleague, supervisor incivility and organizational citizenship behaviour. The association between the colleague and supervisor incivility and OCB is moderated by the perceived organisational support. The study's limitations include that it only looks at banking personnel to see whether the aforesaid association exists.</p>
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INTRODUCTION

Organizational citizenship behaviour (OCB) has been a popular and growing topic among the management scholars. [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 is defined as the "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 organization has been studied at entrepreneurial level" ([Casu, Mariani, Chiesa, Guglielmi & Gremigni, 2021](#)). Based on the previous research, the researcher discovered the significant connection between OCB and the wide range of field and organizational consequences, in addition to action, compliance with client, and effectiveness

(Soelton, Saratian, Erlangga, Arief, Kamalia, Syah & Aulia, 2021). In this connection, at the entrepreneurial level, organizational citizenship behaviour defines discretionary behaviour as the "individual activity that is not directly or explicitly acknowledged by the formal incentive structure, and that in aggregate enhances the successful operation of the company. In this regard, the employees are frustrated when they behave rudely by their line managers as well as 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, the 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 employer's property and violate the rules of the organization at the workplace (Nadatién, Handoyo, Pudjirahardjo & Probowati, 2021). As various individuals from different locations interact inside an organisation to satisfy their daily requirements, excellent connections between coworkers are also vital to boost company's effectiveness. Furthermore, this may lead to the undesirable and addictive behaviour, as well as harmful norms and practices. Unreliable personnel have a bad impact on company's reputation as a whole, and this is especially true when it comes to interpersonal relationships. (Felblinger, 2008). In this connection, the coworker and supervisor incivility has been studied in relation to organisational citizenship behaviour in a number of studies. It was shown that these factors had a significant and negative link in the research results (Wang & Chen, 2020). In this regard, the mediating function of the interpersonal deviance is examined by several scholars in different studies.

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). Organizational support also encourages creativity in the workplace which enhances the productivity of employees. Moreover, emotions of individuals can be influenced by the lack of enthusiasm for organization for colleagues and by their arrogant and contemptuous behavior (Bowling & Beehr, 2006). The previous researches didnot use the perceived organizational support as a moderator variable to check the effect on the previously discussed model. Consequently, the current research agenda is to fill this gap by incorporating POS as the moderator and interpersonal deviance as the mediator variable to take some new insights about that particular topic. Moreover, employees of the banking sector of Pakistan are selected as a population of this study as banking sector is performing a great role in Pakistan's economy and its most growing sector in Pakistan. In this connection, 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 the organizations employees at work and improve OCB.

Objectives of Study

- To investigate the impact of Coworker incivility on organizational citizenship behavior.
- To investigate the impact of Coworker incivility on organizational citizenship behavior.
- To investigate mediating role of interpersonal deviance among coworkers and supervisor. incivility and organizational citizenship behavior.
- To investigate the moderating role of the perceived organizational support the among incivility and organizational citizenship behavior.

LITERATURE REVIEW

Organizational Citizenship Behavior

The OCB refers to organizationally helpful conduct and gestures that cannot be compelled by an employee's formal job requirements or aroused by the contractual assurance of remuneration (Margahana, 2020). OCB has the potential to have a substantial impact on the performance of a business and the productivity of its employees (Alkahtani, 2015). The organizational behavior of the citizenship proposed by Bies (1989) that defines organisational citizenship as "individual discretionary activity that is not immediately or publicly acknowledged by official compensation system but contributes to organizational efficiency". In this connection, by repeating this view, Yen, Walz and Niehoff (2000) argue in their study conducted on similar issues that one of OCB problems is that there is no official remuneration policy in prevailing organization remuneration system.

Supervisor Incivility

The incivility of supervisors can be possible source of dissatisfaction in workplace. Supervisors must use their powers to ensure the well-being of employees at 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 (Uju, Alola, Asongu, Alola & Alola, 2019). The previous research has shown why the supervisors were inclined to behave unethically. The supervisors' incivility is significant when they are indeed uncivilized, become serious, and behave in the same way as others in the workplace where they are treated. The previous studies indicate that the supervisors themselves were confronted with such bad and unfair behavior and the injustice of the interaction (Alenick, Zhou, Nagel & Che, 2022).

Coworker Incivility

Different researchers point out that positive events such as peer interaction create the positive attitude between coworkers and its increase their dsired productivity, while adverse emotions/ feelings between peers because of the negative events and ultimate eventualities like insulting, and conflict that can create negative attitude between peers at the workplaces (Zhan, Li & Luo, 2018). The lieratture revealed that the emotions as well as negative reactions can be caused by mistreatment between colleagues at workplace (Bowling & Beehr, 2006). Moreover, emotions of the individuals can be influenced by the lack of enthusiasm for the organization among the 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 ability to leave work. Perceived organizational support has strong and significant relationship between employee's devolvement and organizational commitment (Jehanzeb, 2020). Similarly, Organizational support also encourages creativity in workplace which enhances productivity of the employees. Moreover, the devolved management positively links with employee's creativity and organizational performance (Tang, Yu, Cooke Fang & Chen, 2017). In this connection, Ahmad and Zafar (2018) find out that support from leadership and management can enhance

the employee's satisfaction that is important to maintain and sustain psychological contracts at workplace.

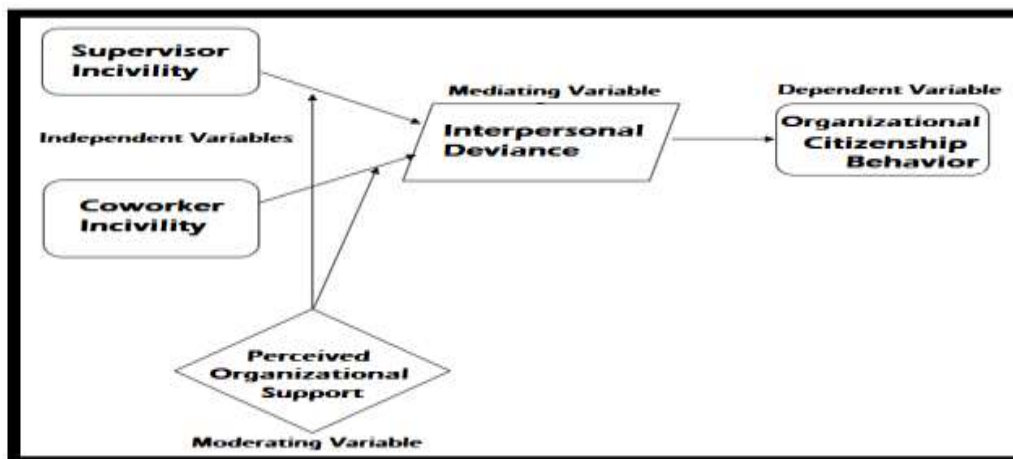
Interpersonal Deviance

The interpersonal deviance is defined as "deliberate behavior that violates main 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 the abusive supervision due to manager's negative feelings when the level of employee involvement in OCB is lower. In this connection, the interpersonal deviation is the behavior that leads employees away from traditional norms and leads to negative outcomes for the entire firm (Wellen & Neale, 2006). In this regard, the interpersonal abnormalities and the disturbances caused by active abuse in concerned organization (Abubakar, Megeirhi & Shneikat, 2018).

Theoretical Framework

This research work is following social exchange theory which is the wide conceptual framework that encompasses the variety of social science fields, including management, social psychology, and anthropology. Thus, one of the most lasting and extensively utilized conceptual frameworks is social exchange theory (Cropanzano & Mitchell, 2005). Most vital themes in organizational behavior have been examined via lens of social exchange theory at some point. This conceptual model has been used to investigate organization citizenship behavior (Lepine, Erez & Johnson, 2002), the commitment and both the supervisory and organizational support (Ladd & Henry, 2000).

Figure 1 Conceptual Framework



RESEARCH METHODOLOGY

The quantitative research design was used by researchers over the positivism philosophy in this study. The study setting of current study was non-contrived. The provision of Barclay, Higgins and Thompson (1995) apply to sample size selection for this study. The population of the study includes banking sector employees of Pakistan. Sample of study consists of banking employees

operating in selected cities i.e. Lahore and Gujranwala as these cities cover almost all banks. Researcher used probability, simple random sampling to collect the responses from respondents through survey questioner. 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 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 POS, scale contains 5-questions from [Eisenberger \(1997\)](#). For Interpersonal deviance scale developed by [Bennett and Robinson \(2000\)](#), seven elements were used. OCB scale includes 14-questions as 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. The similar studies was conducted in multiple context to follow same methodology for such type of research studies ([Nadatién, Handoyo, Pudjirahardjo & Probowati, 2021](#)).

DATA ANALYSIS

Table 1

Reliability Analysis

Variables	Items	Cronbach's Alpha
Supervisor Incivility (SI)	05	.891
Coworker Incivility (CI)	05	.770
Perceived Organizational Support (POS)	05	.818
Interpersonal Deviance (ID)	07	.918
Organizational Citizenship Behavior (OCB)	14	.881

Table above demonstrates the reliability to examine internal consistency of every factor. Since the Cronbach alpha estimation of all factors is greater than 0.70, the tool is reliable for future investigation.

Table 2

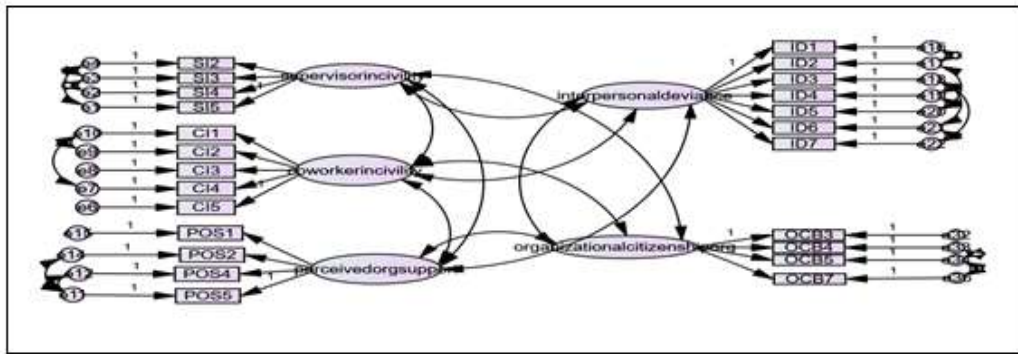
Correlation Matrix

Variables	SI	CI	POS	ID
Coworker Incivility	.549**	1		
Perceived Organizational Support	.144*	.269**	1	
Interpersonal Deviance	.555**	.542**	.212**	1
Organizational Citizenship Behavior	.354**	.410**	.330**	.420**

** Significant level 0.01 level (2 tailed)

Table 2 shows that one unit change in SI will effect .549** 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. This table shows that one unit change in POS will effect .212** on ID and .330** on OCB. Lastly, the one unit change in ID will effect .420** on OCB. Results show that there is no issue of Multicollinearity issue in the data as all variables are significantly correlated with each other.

Figure 2
Structural Equation Model

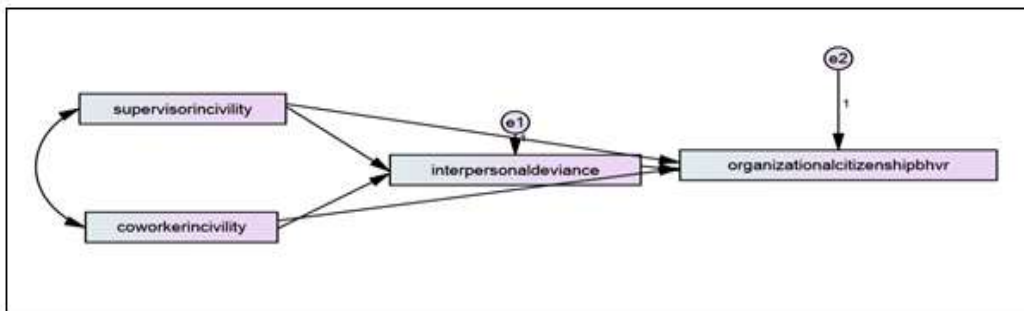


CFA figure demonstrates that any measurement of idea is constant in event of a researcher's knowledge, load factor is equal to 4, and model is rectified by deleting certain POS, SI, and OCB parts.

Table 3
Fitness of Model Summary

Indices of Goodness	Mediation Analysis	Threshold
CMIN/DF	.109	<5
GFI	1.000	>=to.9
AGFI	.978	>=to.9
CFI	1.000	>=to.9
RMSEA	.0879	<0.08

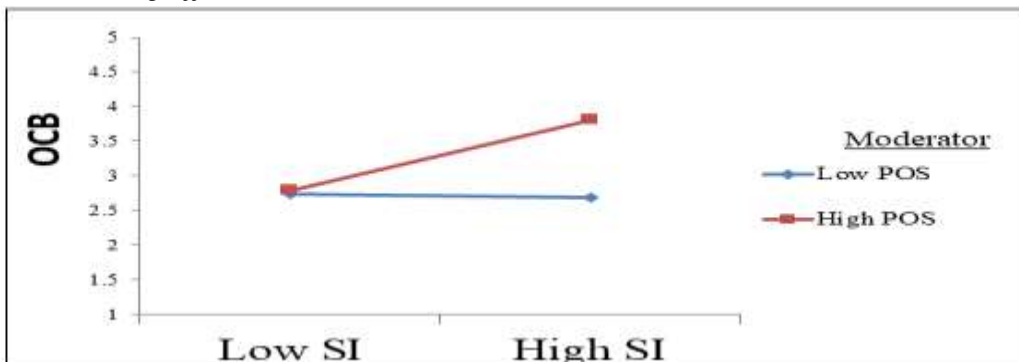
Figure 3
Mediation Analysis



The image above depicts the mediation between variables, demonstrating that the mediator's routes between the independent and dependent variables are all important. In this connection, the researchers claim that it is a partial mediation since both direct and indirect effects are substantial.

Figure 4

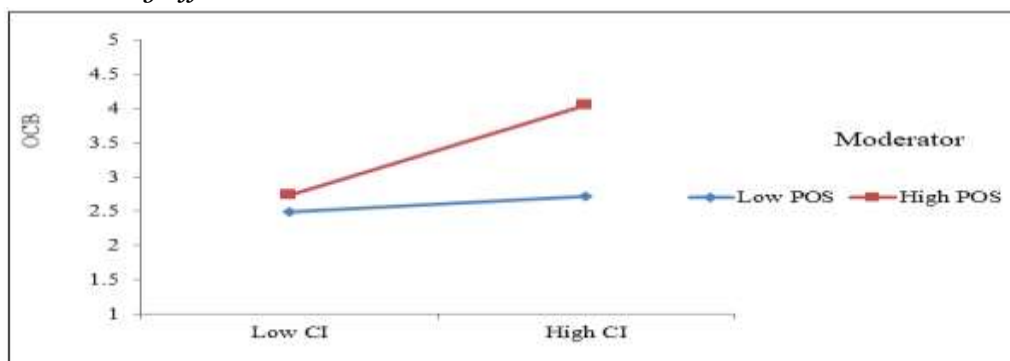
POS Moderating Effect on SI and OCB



The above figure shows that the perceived organizational support significantly moderated and strengthens the relationship between the supervisor incivility and the organizational citizenship behavior.

Figure 5

POS Moderating Effect on CI and OCB



The above figure further shows that perceived organizational support strengthens relationship between supervisor incivility and organizational citizenship behavior from results as shown in figure.

Table 4

Regression Weights

	V		E	S.E	C.R.	P
ID	<---	SI	.463	.044	5.782	***
ID	<---	CI	.283	.051	3.345	***
OCB	<---	SI	.189	.054	5.235	***
OCB	<---	ID	.334	.053	6.345	.001
OCB	<---	CI	.141	.052	2.383	.024

The table above shows the regression weights of SI, CI, POS, IB, and OCB based on the obtained outcomes. In this connection, the table shows the values of estimates, SE, critical relationships, and p-values. Consequently, it clearly shows a significant relationship between all the observed variables.

DISCUSSION

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 behavior the interaction between them is also reduced at 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 study of Bennett and Robinson (2000), in which the interpersonal gap interrupts the management criteria and the signs of the worker's security (Bennett & Robinson, 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 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 findings of current study as in one study POS has the negative relationship with interpersonal deviance (Nair & Bhatnagar, 2011). Studies were recognized in past to check role of supervisors and coworker incivility on organizational citizenship behavior (Wang & Teng, 2021). In literature, there are very limited studies available which discussed the moderating and mediating role of interpersonal deviance and perceived organizational support. In current research, the researcher investigated all these relationships by bridging the theoretical gap.

CONCLUSION

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 consists of employees working in the banking sector of Pakistan. The results explain that ID is fully mediated amid coworker and supervisor incivility and OCB. POS moderates the relationship amid coworker and supervisor incivility and OCB. Theoretically, this study adds to the literature of coworkers and supervisors incivility and its negative role among banking sector employees. Further, this study supports and strengthens social exchange theory. Practically, this study will be beneficial for managers and policy makers to take strong measures against workplace incivility that adversely affects the behavior of employees. 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 association and perform well in organization. Also, 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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