A STUDY ON WORKPLACE INCIVILITY AND TURNOVER INTENTION AMONG BANK EMPLOYEES

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ABSTRACT

This paper aims to understand the worker's perceptions regarding workplace incivility and also shows how it affects the turnover intention among the workers in Sabah banking sector. Over the past years, many researchers have been focusing on bullying, harassment and other violent behavior that bring negative impact to the organization, however, less research have been made on the milder or rather subtle form of psychological mistreatment (Cortina, et al., 2001). While bullying and harassment do matter, we shall not take less attention to workplace incivility. The latter can be the beginning or a turning point to the former and here goes the saying, wound that is not treated earlier will eventually break out and lead to severe problems. The preliminary analysis shows that there is a positive relationship between workplace incivility and turnover intention. Based on the data obtained, the relationship imply that trade union which represent the members must be able to guide them not exiting the organization but, to address the problem in through programs particularly in a transformative work environment nowadays.

Keywords: *Workplace incivility, turnover intention, transformative work environment, banking trade union.*

Introduction

For the past few decades, there have been many studies that focus on organizational behavior. These very studies are performed to understand the workplace environment, the ideas to increase worker's performance and ways to retain them. One of the many prevailing studies is examining the negative behaviors in the workplace setting or widely known as mistreatment in the organization. Behavior such as workplace violence, bullying, harassment and abusive act are the issues that revolve around this topic. Each of these behaviors is define differently in terms of the degree of involvement. Even though each represents their own meaning, it all leads to highly negative, detrimental effects and not to mention costly consequences towards both the individual and organization. There had been further intervention in increasing the prevention strategies in handling the negative behavior at the workplace. These studies, however demands a concern in the less apparent form of

mistreatments in the organization. The current emerged study is looking at the workplace incivility, which is a milder form of mistreatment in the organization. Workplace incivility is defined as "low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect.

In response, ample of research have made their solid arguments supporting claims that, workplace incivility is in fact causing damaging effect towards individual and organization. Although it is defined as low-intensity of negative behavior, the consequences should not be confused with being a minor problem. The claims above appears to be especially worthy of attention. Indeed studies should be drawn in exploring workplace incivility that believes to be destructive. To achieve a harmonious workplace environment in the organization, we must tackle the milder form of mistreatment looking into the fact that it also bears the similar consequences with other forms of negative workplace behavior or so called an obvious action. Therefore it is best to say that there is a great need in studying workplace incivility not just to add on the existing knowledge of negative behavior at workplace but also to push for certain degree of intervention and measure that are develop specifically to target this issue.

Forms of mistreatment in organizations can take various forms, including antisocial behavior, deviant behavior, aggression, violence, and incivility. In the Indian context, here are some examples of each:

Figure 1: Model of Incivility and Other Forms of Mistreatment in Organizations
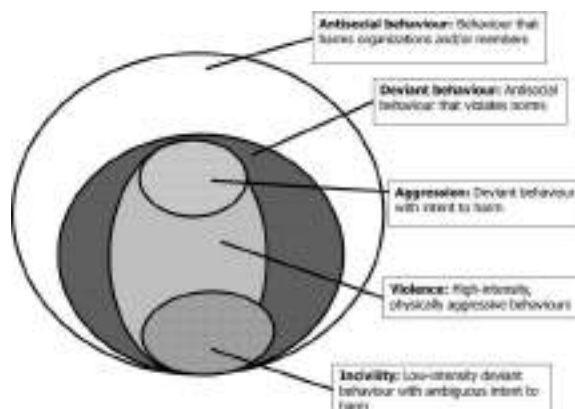
1. Antisocial behavior: Antisocial behavior refers to actions that are disruptive or harmful to others and violate social norms. In an organizational setting, this could include actions such as stealing office supplies, spreading rumors, or intentionally sabotaging others' work.

2. Deviant behavior: Deviant behavior in the workplace involves actions that violate

organizational norms and policies. This can include actions like fraud, embezzlement, or engaging in unethical practices to achieve personal gain at the expense of the organization or colleagues.

3. Aggression: Workplace aggression refers to behavior intended to harm or intimidate others. It can manifest in various ways, such as verbal aggression (e.g., yelling, insults), physical aggression (e.g., pushing, hitting), or relational aggression (e.g., spreading rumors, social exclusion). An example in the Indian context could be a manager verbally berating and humiliating subordinates.

4. Violence: Workplace violence involves physical acts of harm or the threat of harm directed towards individuals in the workplace. This can include incidents such as physical assaults, threats with weapons, or acts of terrorism. An example in the Indian context could be a disgruntled employee resorting to violence against colleagues or superiors.

5. Incivility: Incivility refers to rude, disrespectful, or inconsiderate behavior that violates norms of workplace conduct. It can include actions like belittling comments, ignoring or excluding others, or displaying a lack of basic manners. An example in the Indian context could be a co-worker consistently interrupting and dismissing others' opinions during team meetings.

It is important for organizations to address and prevent these forms of mistreatment to foster a positive and healthy work environment. Implementing policies, providing training on appropriate workplace behavior, and promoting a culture of respect and inclusivity can help mitigate such issues.

Review Of Literature

Studies of workplace incivility mainly discuss on the consequences and effects of the behavior towards the victim and group in the organization setting. These studies are looking into the perspective of parties; the targeted individual, observer and the perpetrators by analyzing on their experiences. Other than that, the scope of studies also focusing on the statistic of few segments of human population like the gender, age, religion, education background and ethnicity.

Andersson & Pearson(2021), in this study claims that workplace incivility is one of the factors which form and escalates the conflict in the workplace whereby it act as a precursor to the exchange of coercive action. Based on this research, a model of negative workplace behaviors in organization are drawn out to show the differences between workplace incivility and other forms of mistreatment in the workplace setting and discuss about how workplace incivility can lead to a behavior which link with intention to harm. The model summarizes

that every uncivil behavior that is performed by the first party towards the second party, the second party may interpret the behavior as an interactional injustice and may stimulate the second party to reciprocate.

Rajalingam and son(2020), in this study is influential in setting the ground that established the differentiation between the nature of workplace incivility and how it differ among other forms of mistreatments in the organization. Through the model which explains the spiraling effects of uncivil behavior, many other studies are able to make a clear distinction and definition of every forms of mistreatment to ensure that further analysis and results will not overlap among the other forms.

Sliter, Jex, Wolford(2019), in this study was conducted among the workers in the public sector who works as lawyer, city government and law enforcement agency employees. Typically the study of workplace incivility involve in an employee to employee or manager and employees interaction. However, this particular study which is conducted in the banking sector studies the interaction between employee and customer. It was conducted among the bank tellers and their experience in dealing with customer incivility. This study reveals that: when the bank tellers were confronted with more uncivil customers, they will receive generally a lower customers service scores when they faked positive emotions.

Schilpzand (2019), stated that workplace incivilities are found to be related to various outcomes which are known as affective, attitudinal, cognitive and behavioral affect. For example, targets who are experiencing workplace incivility will affect their job satisfaction.

Meier, Yan & Zhou(2018), The analysis is structured to uncover the many affects of workplace incivility towards target, witnesses and the organization as a whole. Based on the findings mentioned above, it shows that while uncivil behavior at the workplace are of subtle and no intention to harm any individual, it has found that effect is similar to other form of negative workplace behavior that is known to be intended to harm, physical abuse and lawfully wrong. By understanding the different results of incivility consequences, we are able to examine the issues in the union setting which is barely studied.

Research Gaps

In summary, these studies highlight the significance of workplace incivility in organizational dynamics. They provide insights into the distinctiveness of workplace incivility, its impact on individuals and the organization, and its potential to escalate conflicts. Understanding the nuances and consequences of workplace incivility is crucial for developing strategies to promote a positive work environment and mitigate its negative effects.

Previous studies have contributed valuable insights into workplace incivility by examining various types of organizations and employees, including those in government and private

sectors. However, there remains a gap in knowledge specifically concerning workplace incivility and its impact on turnover intention among bank employees. This study aims to address this gap by focusing on the unique context of the banking industry and exploring the relationship between workplace incivility and employees' intentions to leave their positions.

The banking sector presents a distinct work environment characterized by customer interactions, service-oriented roles, and the importance of building positive relationships with clients. Despite its unique dynamics, limited research has delved into the specific implications of workplace incivility on turnover intention within this industry. Understanding the interplay between uncivil behaviors, employee responses, and their subsequent intention to leave is essential for developing effective strategies to retain talent and maintain a productive workforce.

By conducting this study within the banking sector, researchers seek to uncover the nuanced effects of workplace incivility on turnover intention among bank employees. This investigation holds significance not only for bank management and human resources professionals but also for policymakers and practitioners in the field. The findings have the potential to inform the development of targeted interventions, policies, and practices aimed at reducing workplace incivility and fostering a positive organizational climate within the banking industry.

In summary, while previous studies have shed light on workplace incivility in various organizational contexts, there is a need to explore its specific impact on turnover intention among bank employees. By bridging this knowledge gap, this study aims to contribute valuable insights to the literature and provide actionable recommendations for bank management to create a respectful and supportive work environment that promotes employee retention and overall organizational success.
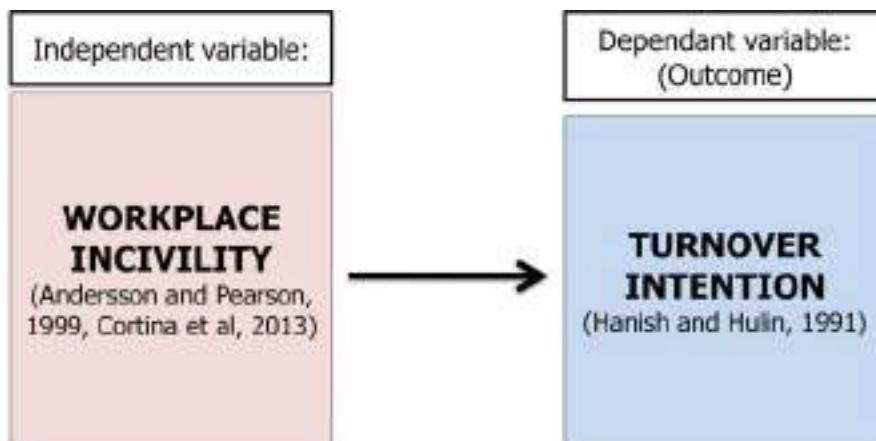
Objective of the study

1. To study the workplace incivility of the bank employees in the banking sector

2. To understand Turnover Intentions among bank employees

3. To examine the relationship between workplace incivility and turnover intentions among bank employees

Hypotheses

Many possible affect could be generated following the target's experience of incivilities in the workplace. As for the turnover intention, the study measured participants' turnover intention and workplace incivility. Supporting this possibility, studies have identified link between workplace incivility experience and turnover intention. Hence in short, a null

hypothesis has been put together as the following:

Ho1: There is no significant relationship between workplace incivility and turnover intention among SBEU members.

In accordance with the research objectives, the first research question seeks to examine the association between workplace incivility and turnover intention among the study participants. The second hypothesis aims to explore the potential correlation between workplace incivility and participants' age. This study adopts a quantitative approach, utilizing a questionnaire comprising four distinct sections. The initial section encompasses demographic inquiries, followed by the workplace incivility scale and the turnover intention behavior scale. The fourth section incorporates an open-ended question, allowing respondents to provide personalized feedback on the subject matter.

Research Method

Study Area: The study was conducted in Greater Hyderabad, focusing on both public and private sector banks as the target organizations. The employees working in these banks were selected as participants in this study.

Research Design: This study adopts a descriptive research design, aiming to investigate two crucial aspects of employees' workplace experiences in the banking sector: incivility and turnover intention. The study examines the nature of these variables and explores their potential relationships.

Sampling: A convenient sampling technique was employed to gather data from various banks located in Greater Hyderabad. Approximately 150 emails containing the questionnaire were sent to banking employees, resulting in 60 respondents who completed and returned the questionnaire. Hence, the final sample consists of 60 bank employees.

Measures

i. Workplace incivility : The Workplace Incivility Scale (WIS; Cortina et al., 2001). The WIS consists of 10 items that measure the frequency with which individuals have experienced each statement. Participants responded using a 5-point scale ranging from (1) once or twice a year to (5) everyday. Cronbach's alpha for the single incivility scale of the WIS in this study is .89.

ii. Turnover intention : scale details, number of items, reliability stats. Three items from the withdrawal scale from Hanish and Hulin (1990, 1991) were used to assess thoughts about, or intentions to quit the organization. Respondents were asked to indicate their agreement using a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agrees.

Results and Discussion

Profile of the Respondents

Ages of the participants ranged from 18-24 to 55- and above years. The highest participants 24, their age range between 25 to 34 years, the lowest participants are 3, their age range between 55 and above. The total participants are 60 overall staff in a banking sector.In this study there are 32 female employees and 28 male employees. A small number of Managers, Asst. managers, Clerks, and Cashiers participated in this study, all them have been working for a minimum of 5 years and a maximum of 20 years.

From the above table 3, shows the results of the designation and years of experience of the participants, in this table cashier are the highest 20 are participated, and their experience between 1-15 years, lowest participants 10 are managers and their experience is 5-10 years out of total 60 participants

Workplace Incivility And Turnover Intentions

Examining the relationship between workplace incivility and turnover intentions is important for several reasons. Firstly, workplace incivility refers to rude, disrespectful, and inconsiderate behaviors that occur in the workplace. Such behaviors can have a detrimental impact on employees' well-being, job satisfaction, and overall work experience. Secondly, turnover intentions refer to an employee's inclination to leave their current job or organization. High levels of workplace incivility can significantly contribute to increased turnover intentions among employees. Understanding the relationship between these two variables helps organizations recognize the negative consequences of incivility and the potential impact it can have on employee retention. By identifying and addressing workplace incivility, organizations can create a more respectful and positive work environment, reduce

turnover intentions, and promote employee satisfaction and commitment.

Table 4: Workplace Incivility and Turnover Intentions of the participants

Sno	Study Variables	Mean	SD	One sample t-test values (df)	P
1	Workplace Incivility	2.17	1.06	t(59) = 641.8	< .001
2	Turnover Intention	2.51	1.26.	T(59) = t = 15.43	<.001

Source: Primary data

From the above table 4, shows the workplace incivility, the mean score is 2.17 and the SD is 1.06. Results of the one-sample t-test indicated that there is a significant large difference between Group-1 and the population mean. In order to know whether this is a significant experience, one sample t-test is computed. The results are presented in the table. Since the p-value < α, H0 is rejected. The respondent's population's average is considered to be not equal to the expected average (90).In other words, the sample difference between the average of respondents and the expected average is big enough to be statistically significant.

The statistical analysis shows that the scores for Turnover Intention variable (M=2.51, SD=1.26).Results of the one-sample t-test indicated that there is a significant large difference between Group-1 and the population mean (M = 90), t(59) = 537.9, p< .001. Since the p-value < α, H0 is rejected. The respondent's population's average is considered to be not equal to the expected average (90).In other words, the sample difference between the average of participants and the expected average is big enough to be statistically significant.

Table 5: Pearson's Correlation Coefficients

Variables	Turnover Intention	r
Workplace incivility	Pearson correlation 1	.574**
	Sig (2-tailed) .007	.000

From the above table 5, two variables have been analyzed and their descriptive are as following. To test the null hypothesis (Ho1), Pearson's Correlation test has been used to and the result (Table 4 & 5) indicates that Workplace Incivility variables has positive relationship with Turnover Intention variables, R= 0.575, P=0.01; which shows that the association is moderate.

As it is evident from the table that the relationships between workplace incivility and turnover intention are significantly correlated with each other, qualifying them for regression analysis, the results in this regard are presented in the following table.

Table 6 : Simple Regression Analysis (this is needed)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.924	2.095		-0.918	0.362
	Workplace incivility	0.285	0.054	0.575	5.299	0.000
	Adjusted R Square= 0.318		F-value= 28.083		P=.000b	

Source: Primary data

The analysis of the data reveals significant findings regarding the relationship between workplace incivility and turnover intention among banking employees. The standardized beta coefficient value of .57 indicates that for every one unit increase in workplace incivility, there is a positive increase of .57 units in turnover intention. This suggests a clear positive association between the two variables.

Furthermore, the adjusted R-square value of .31 suggests that workplace incivility accounts for approximately 31% of the variance in turnover intention among bank employees. This indicates that workplace incivility is a significant predictor of turnover intention.

Based on these results, the null hypothesis, which states that there is no significant relationship between workplace incivility and turnover intention, is rejected. Conversely, the alternative hypothesis, which proposes a significant relationship between the two variables, is accepted.

This study's findings align with previous research, which also supports the notion that employees who experience workplace incivility are more likely to have higher turnover intentions. The positive relationship between workplace incivility and turnover intention underscores the importance of addressing and mitigating incivility in the workplace to reduce employee turnover and promote a more positive work environment.

Findings

The findings of this study highlight the need for continuous improvement even in a unionized setting. It is crucial for trade union leaders to recognize that negative workplace behaviors extend beyond traditional issues. Successful interventions have been implemented to address issues such as sexual harassment, discrimination, workplace bullying, and deviant behavior. However, it is equally important to focus on reducing incivilities and enhancing employee outcomes.

Over time, relationships among colleagues, employers, and employees have evolved due to globalization and the dynamic nature of the modern working environment. Companies must prioritize the quality of workplace behavior and interactions to adapt to these changes. Further interventions are necessary to effectively handle workplace incivility. Trade union leaders should play an active role in promoting specific values and guidelines to mitigate the effects of incivility.

Given that the study of workplace incivilities is still relatively new, there are ample opportunities for research to explore the effects, predictors, and develop necessary strategies to address this issue. Future studies should consider examining approaches to improving civility attitudes to align with the rapidly changing workplace environment. Research on interventions led by trade union leaders should also be explored and analyzed to enhance workplace harmony, particularly in transformative working environments.

By conducting additional research and implementing evidence-based strategies, organizations and trade unions can work together to foster a more respectful and positive workplace culture.

Conclusion

In conclusion, the study highlights that incivilities in the workplace have a positive relationship with employees' turnover intention, particularly among trade union members within the support group. It is worth noting that incivilities are often characterized by their low intensity, making them difficult to identify. Consequently, compared to other forms of negative workplace behavior, incivilities are often overlooked due to a lack of awareness regarding their potentially significant impact.

The findings suggest that as the banking sector progresses and strives for organizational enhancement, employees may unintentionally engage in uncivil behaviors, largely driven by the demanding and competitive nature of the workplace environment. Therefore, in response to the evolving work landscape, it is imperative for trade union leaders and management to implement new programs aimed at reshaping their members' perspectives and equipping them with the necessary skills to adapt and thrive in this ever-changing environment.

By proactively addressing workplace incivilities, organizations can foster a culture of respect and collaboration, ultimately reducing turnover intentions among employees. This forward-thinking approach will contribute to a more harmonious and progressive work environment, ensuring that employees are well-equipped to navigate future challenges and opportunities.

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