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Workplace Incivility and Job Satisfaction: Mediating Role of Burnout

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Abstract:

This study deals with workplace incivility that has recently become increasingly of interest. Workplace incivility has been shown to have a negative effect on employee attitudes. Therefore, efforts should be made to reduce the negative impact of workplace incivility. To this end, it is necessary to focus on the process by which workplace incivility affects employee attitudes. However, there is a lack of research to clarify which mechanisms influence the influence of workplace incivility. Therefore, this study examined the influence of workplace incivility and analyzed the mechanism of workplace incivility. Particularly, in this study, we set burnout as a mediator because workplace incivility will increase burnout of employees and eventually decrease job satisfaction. In order to analyze this, we used data of 153 employees engaged in the company. Analysis shows that all the predicted hypotheses are supported and it is meaningful to identify the influence and process of workplace incivility. However, there are some limitations. There is a need to further increase the number of samples and to analyze more diverse industries. It is also necessary to expand the possibility of generalization of research through longitudinal research.

Future studies will need to identify mechanisms other than burnout and should be extended to studies that identify the antecedent variables of workplace incivility.

Keywords: Workplace Incivility, burnout, job satisfaction, incivility, counterproductive work Behaviour

1. Introduction

Corporate and organizational interest in extra-role behavior is increasing day by day. So why is the extra-role behavior noticed? This is because it has the charm of attracting corporate and organizational performance without additional input. Corporations and organizations seek the key to a variety of successes for their continued survival and performance. In many existing studies, we have found the factors that make a company successful, but we have reached a limit that is not applicable to all organizations. Something that is invisible exists within corporations and organizations.

Therefore, this study tries to pay attention to extra- role behaviors not given to the organization members as an invisible factor. Extra-role behaviors are voluntary behaviors, not mandatory behaviors. Many prior studies have identified OCB (Organizational Citizenship Behavior) as an extra-role behavior that positively affects organizational performance (Orgn, 1990; Podsakoff, Whiting, Podsak off, & Blume, 2009). Contrary to this, there is counterproductive work behavior (CWB). This concept is a set of abnormal behaviors of the members of the organization that are voluntary actions that negatively affect the organization or individual (Fox, Spector, & Miles, 2001). Thus, non-task behavior can be classified into positive behavior and negative behavior. This study focuses on the influence of workplace incivility, a type of counterproductive work behavior(CWB).

2. Theoretical Background and Hypothesis

2.1. Incivility

Incivility refers to a relatively weak intensity of deviant behavior that seeks to harm the other person for no apparent purpose (Anderson & Pearson, 1999). Lim & Cortina (2008) defined incivility as 'behavior with characteristics of violation, ambiguous intention and low intention to respect at work'. Incivility is a subset of the antisocial behavior of organizational members (Giacalone & Greenberg, 1997), a behavior that threatens the prosperity of the organization (Robinson & Bennett, 1995). The characteristic of workplace incivility is that the perpetrator don't intention but the victim could feel intention. It is the behavior in which the situation of the perpetrator and the victim occurs in an accidental situation. This can harm the victim

through personal characteristics of the members of the organization, clutter and mistakes in the way of expression (Pearson, Andersson, & Wegner, 2001). In this case, the victim has difficulty in grasping the intentional intent of the assailant, which can be extended to mental stress. This is likely to be accompanied by greater mental distress than when the offender's clear intentions are known (Lim, Cortina & Magley, 2008). This allows us to speculate that incivility will have a negative impact on individuals and organizations. Workplace incivility can be a starting point for spreading a variety of CWB. Also workplace incivility can lead to workplace violence and workplace aggression. From this point of view, workplace incivility cannot be left as a matter of the individual. Therefore, it is necessary to find out the mechanism of incivility in the workplace and to find ways to minimize it.

2.2. Workplace Incivility and Employee Attitudes

According to previous studies, incivility has been found to have a negative effect on employee behavior (Spector & Jex, 1998; Bowling & Beehr, 2006). The incivility experience in the workplace is mainly experienced through supervisors and colleagues (Laschinger, Leiter, Day & Gilin, 2009). Workplace incivility from supervisors increase the fatigue of members or reduce mental well-being (Lim & Cortina, 2005).

Why does workplace incivility have a negative impact on outcome variables? Although incivility is a weak aggressive behavior, increases the psychological stress and depression of members. Also, incivility experienced by supervisors and colleagues has the potential to produce another incivility. According to a study of incivility, incivility produces another type of incivility (Anderson & Pearson, 1999). According to a meta-analysis of workplace harassment, experience with workplace harassment has had a negative impact on the overall attitude of the members. For example, it improved employee anxiety, depression, burnout and frustration, and reduced job satisfaction and organizational commitment (Bowling & Beehr, 2006). Therefore, one type of workplace harassment, workplace incivility, can be expected to have a negative effect on employees' attitudes. Based on this, we set the following hypothesis.

- Hypothesis 1. Workplace Incivility will have a negative impact on the Job Satisfaction.
- Hypothesis 2. Workplace Incivility will have a positive impact on Burnout.

2.3. Mediating Role of Burnout

According to related studies, incivility has been identified as a persistent negative impact variable. Therefore, it is necessary to clarify which mechanism incivility negatively affects the behavior of members. However, there is a lack of research that reveals the mechanism of incivility. The purpose of this study is to investigate the mediating effect of burnout in order to clarify the mechanism of incivility.

Burnout refers to mental and physical fatigue due to long-term accumulated stress (Cordes & Dougherty, 1993). Therefore, burnout increases the stress and turnover intention of the members and decreases job satisfaction and organizational commitment. It can be deduced that workplace incivility will hinder job satisfaction through the process of increasing the burnout of members. In order to clarify this reasoning, the following hypothesis was established.

- Hypothesis 3. Burnout will mediate the relationship between Workplace Incivility and Job Satisfaction.

2.4. Research Model

This study examined the influence of workplace incivility and the mediating effects of burnout. Therefore, three hypotheses and research models were set up (Fig. 1).

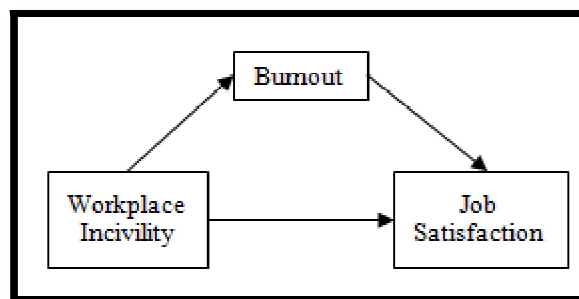


Figure 1: Research Model

3. Method

3.1. Sampling

For the analysis of this study, data were gathered for the employees in the company. Among the collected data, only the data that responded to all survey items were used for analysis. The final analysis was conducted on 153 employees.

3.2. Measures

The workplace incivility used as an independent variable was measured in 7 items (Cortina, Maglet, Williams & Langout, 2001). For example, in the questionnaire, "Paid little attention to your statement" and "Ignored or excluded from professional camaraderie?", etc. The burnout used as a mediating variable was measured using 9 items (Maslach & Jackson, 1981). For example, "I feel emotionally drained from my work", "I feel fatigued when I get up in the morning and have another day on the job", etc. Job satisfaction as an outcome variable was measured through 5 items (Price & Muller, 1981). All items were measured on a 7-point Likert scale.

4. Results

4.1. Exploratory Factor Analysis

Exploratory factor analysis was conducted to verify the validity and reliability of the collected questionnaires for data analysis. The results showed that there were 3 factors with eigen value of 1 over, three burnout items with low factor loading were excluded.

To confirm the reliability, Cronbach's α value was confirmed. As a result, the workplace incivility was 0.946, burnout was 0.902, and job satisfaction was 0.947. The reliability of the questionnaire was secured because all factors were above 0.9 (Table 1).

4.2. Confirmatory Factor Analysis

Confirmatory factor analysis was conducted to confirm the convergent validity of the questionnaire items. As a result of the analysis, the incremental fit index (IFI), tucker-lewis index (TLI), and comparative fit index (CFI) were 0.9 or more, and the root mean squared error of approximation (RMSEA) was 0.08 or less. The model fit of CFA is acceptable. In addition, construct reliability (CR) and average variance extracted (AVE) of the items were confirmed. In general, the construct reliability is acceptable when the construct reliability is 0.7 or more and the average variance extracted index is 0.5 or more. As a result of the analysis, all three factors were found to meet the criterion. Thus, it is acceptable to accept the reliability and validity of the questionnaire items used in the measurement (Table 2).

4.3. Correlations

Prior to the hypothesis testing, descriptive statistics and correlation analysis were performed between variables. We analyzed the overall relevance of the variables. As a result of the analysis, workplace incivility had positive correlation with burnout and negative correlation with job satisfaction. Burnout and job satisfaction were negatively correlated (Table 3).

Variables	Items	Factor1	Factor2	Factoe3
Incivility	incivility_4	.895	-.167	.139
	incivility_3	.878	-.160	.123
	incivility_5	.844	-.225	.193
	incivility_1	.838	-.160	.125
	incivility_6	.804	-.251	.208
	incivility_7	.792	-.150	.165
	incivility_2	.770	-.306	.103
JobSatisfaction	satisfaction_3	-.215	.927	-.107
	satisfaction_2	-.250	.903	-.146
	satisfaction_1	-.184	.902	-.127
	satisfaction_4	-.241	.893	-.092
	satisfaction_5	-.225	.719	-.205
Burnout	burnout_5	.005	-.042	.893
	burnout_6	.076	-.090	.851
	burnout_7	.146	-.036	.811
	burnout_8	.223	-.180	.806
	burnout_4	.202	-.234	.758
	burnout_9	.358	-.185	.615
Eigen value		8.332	2.883	2.426
Proportion of variance (%)		46.290	16.015	13.477
Cumulative proportion of variance (%)		46.290	62.306	75.783
Cronbach's α		.946	.902	.947

Table 1: The Results of Exploratory Factor Analysis (n=153)

Variables	Items	B	S.E	t	β	AVE	C.R
Incivility	incivility_1	1	-	-	.833	.543	.892
	incivility_2	.863	.074	11.67***	.796		
	incivility_3	.999	.057	17.534***	.885		
	incivility_4	1.114	.075	14.756***	.921		
	incivility_5	.921	.069	13.362***	.864		
	incivility_6	.908	.076	11.997***	.810		
	incivility_7	.898	.078	11.486***	.776		
Burnout	burnout_4	1	-	-	.815	.505	.859
	burnout_5	1.095	.103	10.595***	.805		
	burnout_6	.945	.096	9.828***	.801		
	burnout_7	.985	.099	9.966***	.920		
	burnout_8	.984	.09	10.891***	.812		
	burnout_9	.668	.086	7.801***	.822		
JobSatisfaction	satisfaction_1	1	-	-	.912	.763	.940
	satisfaction_2	.924	.04	22.982***	.977		
	satisfaction_3	.934	.04	23.532***	.983		
	satisfaction_4	.841	.046	18.134***	.882		
	satisfaction_5	.504	.052	9.736***	.644		
Model fit	$\chi^2=229.549$ (d.f.=119, p<.001), CMIN/DF=1.929, IFI=.958, TLI=.945, CFI=.958, RMSEA=.078, ***P<.001						

Table 2: The Results of Confirmatory Factor Analysis (n=153)

Variables	M	SD	1	2	3	4	5
Gender	1.46	.500	1				
Age	31.56	6.625	-.058	1			
Education	2.56	.872	-.104	.149	1		
Incivility	2.41	1.252	-.116	.127	.059	1	
Burnout	3.04	1.072	.113	.030	.076	.389***	1
Satisfaction	5.49	1.042	.197*	-.087	.023	-.479***	-.333***

Table 3: Correlation between Variables

Notes, ***p<.001, **p<.01, *p<.05, M: Mean, SD: Standard Deviation

4.4. Results

Hierarchical regression analysis was conducted to verify hypotheses. Gender, age, and education level to influence the relationship between variables were set as control variables. In the case of Hypothesis 1, the relationship between workplace incivility and job satisfaction was analyzed. Statistically significant results were obtained and Hypothesis 1 was supported ($\beta = -.385, p < .001$). Hypothesis 2 verified the relationship between workplace incivility and burnout. Statistically significant results were obtained and Hypothesis 2 was supported ($\beta = .348, p < .001$). Hypothesis 3 analyzes the mediating effect of burnout. As a result of the analysis, burnout was analyzed as mediating effect on the relationship between workplace incivility and job satisfaction. Therefore, all the hypotheses set in this study were supported.

Variables		DV: Burnout		DV: Job Satisfaction	
		Model 1	Model 2	Model 3	Model 4
Control Variables	Gender	.357*	.412*	.310*	.384*
	Age	-.004	-.013	-.005	-.006
	Education	.089	.067	.085	.103
Independent Variable	Workplace Incivility	.348***		-.385***	-.313***
Mediating Variable	Burnout				-.208**
R ²		.048	.048	.255	.293
ΔR ²		-	-	.208	.037
F		12.677***	2.481	12.677***	12.160***

Table 4: Results of Hypotheses Test

Notes, N=153, DV: Dependent variable, ***p<.001, **p<.01, *p<.05

4.5. Sobel Test

An additional Sobel test was implemented to elaborate on the mediating effects of the burnout. The Sobel test results showed that the burnout was mediated by the relationship between workplace incivility and job satisfaction. Therefore Hypothesis 3 was supported (Table 5).

Hypothesis	Path(Mediating effect)	Sobel Test Statistic	p-value
H3	Workplace Incivility→Burnout→Job Satisfaction	-2.462*	0.013

Table 5: Results of Sobel Test (* $p < .05$)

5. Conclusion

It is significant that this study confirmed the negative mechanism of workplace incivility. Workplace incivility has the potential to exacerbate the relationship among members of the organization because it produces the perpetrator and the victim. Therefore, an organizational management approach is needed that identifies the process of workplace incivility and minimizes negative impact. In this study, we confirmed that workplace incivility increases employee burnout. Burnout is a situation where physical and mental fatigue are extreme, so it is difficult to expect a positive attitude of employees. Therefore, it negatively affects attitudes such as job satisfaction and organizational commitment. Since negative impacts of workplace incivility have been identified, research is needed to identify the contextual factors that mitigate the impact of workplace incivility. Although previous studies have identified various contextual factors, they should be supplemented in future studies because they are in a beginning step.

This study has some limitations. Because there are limitations that various samples cannot be secured in this study, future research should be extended to research that reflects various industrial types. In addition, analysis using longitudinal data will be needed to ensure generalization of analysis results, rather than cross - sectional analysis through self - report questionnaires. This study examines the mediating effects of burnout, but future studies should identify ways to manage workplace incivility by identifying more diverse processes. Workplace incivility is an unintentional act, but negative influences continue to accumulate and ultimately negatively affect employee attitudes. Organizational managers should develop strategies to eliminate workplace incivility and reduce workplace incivility through education or training.

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