

Linking workplace incivility with employee turnover intention & job satisfaction : The mediating role of self-efficacy of employees in telecom sector in NCR.

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Abstract

In the last one decade, workplace incivility has increased significantly in many organizations. The causes and effects of workplace disrespect have been the subject of several

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research, but the mediation function of self-efficacy in the telecom industry has received less attention. This study intends to examine the mediating effects of self-efficacy in the relationship between workplace incivility and employee turnover intention. To evaluate the mediating function, information from 232 respondents from telecom businesses was gathered using the practical sampling approach. Overall, the findings from the structural equation modelling study showed that workplace rudeness had a favourable impact on employee turnover intention and self-efficacy at ($\beta = .34, .23, P = ***$) accepting hypothesis H1, H2. Self-efficacy adversely affects employee turnover intention at ($\beta = -0.11, P = 0.21$) and workplace rudeness negatively affects job satisfaction at ($\beta = -0.21, P = 0.31$), respectively, refuting hypothesis H3 and H4. Additionally, we found that self-efficacy positively influences job satisfaction and that it serves as a mediator between workplace incivility and job satisfaction, but not between workplace incivility and employee turnover intention accepting hypothesis H5. The study will assist manager and Human resource manager to promote self-efficacy and lessen workplace incivility.

Subject Classification: 94A05.

Keywords: Incivility, Self-efficacy, Turnover intention, Job satisfaction.

1. Introduction

In workplace, employees expect to be treated equally. Currently, there is a lot of negativity or deviance in the workplace due to the economic crisis and employee stress (Belso-Martnez et. al., 2020), growing enormously in almost every organization and industry & its impact is particularly catastrophic for the service sector (Bajrami et. al., 2020). A ubiquitous and significant factor known as 'work' has an effect on an workers mental health, life, and general wellness, consequently impacting the productivity of organizations and individuals (Porath, 2015). Workplace incivility is a strange, new addition to the poor workplace conduct area. Incivility, according to Cortina et. al., (2017), is described as nasty, condescending, or alienating in the workplace, but otherwise appearing normal.

According to Porath (2015), bad behavior has increased in many businesses because of a confluence of economic, environmental, demographic, and technical factors, which has exacerbated this shift (toward incivility and bad behavior). This idea was well supported by the National Association of Countries (NACo, 2016), which supports the previous argument and states that nowadays civil behavior is not being witnessed and is completely missing in communication and interaction amongst parties. Berating, interrupting, harassing, ignoring others, spreading stories and gossip, or sending hostile e-mails to coworkers are all behaviors that raise employee turnover, unhappiness stress,

dissatisfaction, self-efficacy and lower overall individual and organizational productivity in today's world (Akella & Lewis, 2019).

Workplace uncivility promotes negatively across all organizations and businesses (Schilpzand, De Pater, & Erez, 2016). High rates of workplace incivility are expensive. Workplace uncivility promotes negatively across all organizations and businesses (Schilpzand, De Pater, & Erez, 2016).

Doshy and Wang (2014) report that workplace uncivil behavior is on the rise, particularly among millennials, creating a toxic work environment. According to Doshy and Wang (2014), workplace uncivil behavior is on the rise, particularly among millennials, and creates a toxic work environment.

The opposite of civility is incivility, a curious addition to the realm of bad workplace conduct that is drawing attention to numerous researchers to figure out why it exists and how it relates to self-efficacy, employee turnover intentions, and job happiness. Because there has been little research on workplace incivility in telecom organizations, therefore in this study, workplace rudeness in the telecom sector is examined.

2. Literature Review

Interviews with top executives and supervisors at telecommunications businesses revealed that workplace incivility affects employee self-efficacy, desire to leave, and job happiness. These are the top three negative effects of workplace incivility for both employers and employees. The authors will discuss the impact of workplace incivility on staff satisfaction, turnover intentions, and self-efficacy, drawing on the work of numerous scholars.

2.1 Workplace Incivility (WPI)

According to Pearson et al. (2005), workplace incivility is a mild kind of maltreatment that dramatically impacts employee attitudes and behavior towards the organization. Cortina et al (2013) states that workplace disrespect, including psychological harassment and emotional hostility, undermines the ideal norm of respect for one another. Additionally, it involves disrespectful, uncaring behavior that disregards others.

Researchers have emphasized the detrimental impacts of workplace bullying and interpersonal violence during the past ten years (Lim & Cortina, 2005; Caza & Cortina, 2007 Porath & Pearson, 2010). Verbal aggression, such as cursing, a lack of respect, such as interruptions and

public humiliation, and isolation are examples of interpersonal mistreatment. Interpersonal violence directly affects employees and corporate outcomes (Caza & Cortina, 2007; Porath & Pearson, 2010).

Berating, interrupting, pestering, ignoring others, spreading stories and gossip, or sending hostile e-mails to coworkers are all behaviors that increase employee turnover and stress, as well as lower overall organizational productivity (Akella & Lewis, 2019). When a person is subjected to rude and uncivil workplace behaviour, it is linked to higher levels of job stress, not coming to office regularly, showing dissatisfaction towards job, productivity goes down, poor coordination with colleagues (Cortina et. al., 2001).

2.2 Workplace incivility and Self-efficacy

A person's self-efficacy is defined as the conviction of a person that they can perform successfully (Bandura, 1997). Self-efficacy is exclusively impacted by physiological and affective states (Kirk et. al., 2011). An elevated sense of self-efficacy may result from a perception of efficiency that is impacted by high levels of arousal or mood.

Prior research has demonstrated that self-efficacy significantly affects performance results (Luthans et. al., 2010). Efficacy is distinct from the other positive psychological categories in a number of important ways. Self-esteem is a measure of self-worth, whereas self-efficacy is a measure of personal competency. Self-efficacy is the capacity to organize and carry out actions required to address possible issues (Abbas & Raja, 2011). Previous studies have demonstrated that a range of important job-related outcomes, including employee productivity, disposition, tension, and learning capacities, are predicted by self-efficacy (Jude et. al., 2007).

According to Bandura's (1998) social cognitive theory, employees base their opinions on what they perceive. When people experience an unsupportive environment and a rude relationship that violates mutual respect rules by excluding them from meetings and decision-making, their sense of self-efficacy will decrease.

2.2 Workplace Incivility & Turnover Intention, Self-Efficacy & Turnover Intention

Turnover refers to employees who leave their current position or voluntarily leave an organization. Quitting a job is detrimental to the organization, especially when replacement, selection, and training costs are included. Research has shown that workplace incivility increases the

chance of turnover (Rahim & Cosby, 2016; Cortina et al., 2013). Rahim and Cosby (2016) discovered that workplace incivility increased US cohort turnover intentions. Sharma and Singh (2016) discovered that workplace incivility increases turnover intention in several industries, including the Indian service sector. Incivility at work was connected to employee turnover intentions by Cortina et al. (2013). We believe self-efficacy aids in predicting employee turnover intentions. Self-efficacy significantly impacts workers' mental, physical, and behavioral departure intentions (Wang et al., 2015).

2.3 Workplace incivility and job satisfaction, self efficacy and job satisfaction

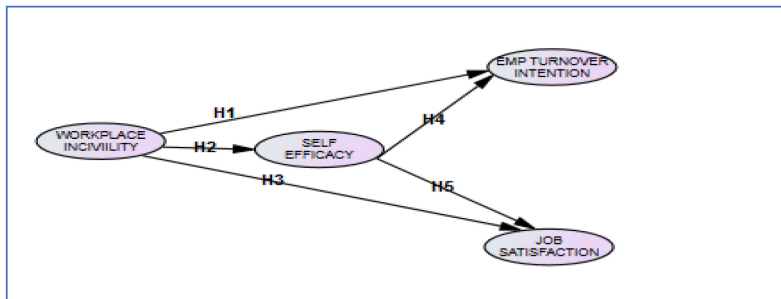
According to Locke (1976), job satisfaction is a pleasant or good emotional state that someone has as a result of their job assessment and experience. Employee happiness is related to organisational performance and success (Pang et al; 2018). Job happiness is linked to leadership and organizational performance, motivation, attitude, and voice behaviour (Parvin and Kabir, 2011).

Ashraf (2019) discovered that supervisor collaboration, career progress, and work environment all contribute to satisfaction in the job. Employees were more happy with their jobs when they saw their boss's humanity (Miao., 2020).

Workplace incivility showed detrimental impact on workers well-being, attitudes towards job, and health (Cortina et al; 2017), stress (Cortina., 2001), anxiety, depression, revenge against the organisation (Leiter et al; 2011), and increased psychological distress.

Personal characteristics and skills (such as self-efficacy, for example) are often determined by work design aspects such as autonomy and discretion (Oldham and Fried, 2016). Furthermore, in contemporary research on work motivation and its effects, self-efficacy plays a significant role, operating as a predictor of numerous elements of work activity, including not just performance but also job satisfaction and workplace health (Stajkovic & Luthans, 1998). Scientific evidence points to a relationship between self-efficacy and job happiness (Perdue, Reardon, & Peterson, 2007; Judge & Bono, 2001). In this context, Judge et. al., (2000) suggested that self-efficacy has an impact on work activity through its relationship to practical job accomplishment, since persons with high self-efficacy believe that they can tackle problems more successfully and persevere in their efforts, leading to improved job satisfaction.

Based on the literature review and discussion, a conceptual framework shown in Figure 1 and hypothesis is formulated for the study.



Source: Author's compilation

Figure 1
Conceptual framework of the Study

Hypothesis:

H1: Workplace incivility positively effect self-efficacy

H2: Incivility in the workplace has a positive effect on the probability of employee turnover.

H3: Employee self-efficacy has a beneficial impact on employee turnover intentions.

H4: Job satisfaction is positively impacted by workplace incivility.

H5: Job satisfaction is strongly correlated with self-efficacy.

2.4 Objectives of the research

1. Analyze the effects of workplace incivility on self-efficacy, employee turnover intentions, and job satisfaction.
2. Investigate the function of self-efficacy in mediating the link between workplace incivility and employee turnover intentions, as well as job satisfaction.

3. Research Methodology

The study aims to examine the impact of workplace incivility on telecom factors and the mediation function of self-efficacy. A well-structured questionnaire was utilized to analyze the data. Non-probability sampling was used to acquire data from NCR telecom workers. Also, telecom executives and managers' opinions were gathered to create a questionnaire. The model fit was tested using confirmatory factor analysis (CFA). Workplace incivility was assessed using 6 items from Cortina et al. (2010) and Martina & Hine (2005). 5 items for self-efficacy (Bandure,1996),

6 for job satisfaction (Hyper Bargain Theory), and 5 for employee turnover intentions. A survey of 300 telecom employees yielded 232 replies, with a 77.33% response rate (Locke et al., 2013).

4. Data Analysis and interpretation

4.1 Descriptive Analysis

The research included 232 participants, with 53.88 percent being under the age of 35 and 23.71 percent being between the ages of 36 and 50. Male telecom employees outnumbered female telecom staff 53.02 percent to 46.98 percent. Respondents were found to be unmarried in 23.28 percent of instances, married in 45.26 percent of cases, and divorced or widowed in the remaining 31.47 percent of cases. The majority of responses are either graduates or postgraduates. Table 1 gives the frequency and descriptive proportion of responses.

Table 1
Descriptive analysis of the respondents

Variable	Characteristics	Frequency	Percentage
Age	< 35	125	53.88
	36-50	55	23.71
	51-65	52	22.41
Gender	Male	123	53.02
	Female	109	46.98
Marital Status	Unmarried	54	23.28
	Married	105	45.26
	Other	73	31.47
Educational qualification	Intermediate	15	6.47
	Graduate/B.tech	120	51.72
	Post Graduate/M.tech	54	23.28
	Professional Qualification	43	18.53
Income	< 5 lakhs per annum	17	7.33
	6-10 lakhs	67	28.88
	11-15 lakhs	76	32.76
	16-20 lakhs	60	25.86
	> 20 lakhs	12	5.17
Position	Sr. Level Manager	72	31.03
	Mid. Level Manager	113	48.71
	Low level executives	47	20.26

4.2 Structural equation modelling (SEM)

To establish relationship between dependent and independent variables, SEM is performed (Hair et al., 2006). Further, a series of test is performed to get model fit using SEM (Wong & Dean, 2009).

4.3 Measurement Model analysis

Measurement model analysis is used to create a connection between the observed items and the latent concept prior to hypothesis and model fit testing using SEM (Fornell and Larcker, 1981). All of the latent construct components fell between 0.67 and 0.92. (Table 2). In order to ensure the measurement model's internal consistency, reliability, and robustness, elements with factor loadings lower than 0.7 were eliminated (Hair et. al., 2006).

Table 2
Factor Loading Analysis

Items	Items used for the study	Factor Loading	P-Value	References
WPI1	Co-worker/ Supervisor take credit for others work	0.83	***	Cortina et. al., (2001), Taylor (2010), Martina & Hine (2005)
WPI2	Co-worker/supervisor avoid consulting on certain matters when it is needed	0.87	***	
WPI3	Co-worker/supervisor raise the voice and talk in an inappropriate tone	0.91	***	
WPI4	The colleagues do not hold any responsibility in teamwork	0.85	***	
WPI5	Co-worker/supervisor ignore opinion that is offered in meeting or discussion	0.69	>0.05	
WPI6	The colleagues hold information affecting my task	0.78	***	
SE1	My performance does not get affected due to WPI	0.84	***	Bandura A (1996)
SE2	I model my behavior through observation and perform during WPI	0.84	***	
SE3	I think, I have the competency and will perform without getting impacted by WPI	0.85	***	
SE4	I do personal assessment of my task to accomplish goal	0.89	***	
SE5	During WPI, I keep myself psychologically and emotionally stable to accomplish task	0.82	***	

Contd...

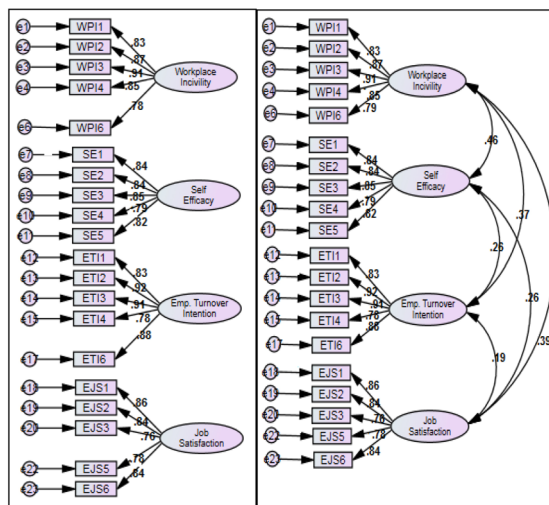
ETI1	Incivility reduces retention with the organization	0.83	***	Cortina et. al., (2001); Lim & Lee (2011).
ETI2	Incivility increase my health problems and make me to leave the organization	0.92	***	
ETI3	Incivility is related to lack of loyalty	0.91	***	
ETI4	Incivility decreases willingness to stay with the organization	0.68	***	
ETI5	Incivility increase my stay in the organization	0.78	>0.05	
ETI6	Incivility increases my stress making me to leave organization	0.88	***	
EJS1	Payment and salary structure in the organization is fair	0.86	***	Hyper bargain Theory (1964), Pores (2003), (Doukakis, 2003).
EJS2	Working hours is flexible and I do not get affected by WPI	0.84	***	
EJS3	Working conditions are good in the organization	0.76	***	
EJS4	Promotion of opportunities are provided at frequent interval	0.78	***	
EJS5	Training imparted as required to improve competency	0.67	>0.05	
EJS6	WPI do not impact my competency and hence, I remain satisfied with my job	0.84	***	

Source: Authors compilation

4.4 Measurement model and Model fit

To establish a model fit, all constructs must be researched and validated (Holmes et. al., 2006). To establish a link between the variables analysed, factor loading values were evaluated using a 0.7 threshold limit (Hair et. al., 2006). After factor loading analysis, three items were revealed to have values less than 0.7, thus they were eliminated, leaving a total of 20 items for hypothesis testing as shown in Figure 2.

Analysis of moment structure (AMOS, 22) was used to evaluate the model's fit. The initial confirmatory factor analysis showed that the absolute fit measure and incremental fit measure were $CMIN/df = 3.12$, $AGFI = .86$, $GFI = .87$, $RMSEA = .06$ & $TLI = .88$ based on normalised residual covariance and modification indices. Because of this, the values examined did not satisfy the threshold limit (Hair et. al., 2006). As a result, few items were eliminated from the construct and standardised residual covariance and modification of indices were further assessed to get model fit. The eliminated elements are (WPI5), (ETI5), and (EJS4)



Source: Authors Compilation

Figure 2

Measurement Model: Workplace incivility, self-efficacy, employee turnover intention and job satisfaction.

shown in Figure 2. After elimination, the outcome showed that the 4 constructs fit well together to achieve model fit.

CMIN/DF is 2.96, GFI is 0.92, AGFI is 0.91, TLI is 0.91, and RMSEA is 0.048. (Byrne, 2001). In order to confirm the measured variables' internal consistency, Cronbach alpha was also examined. In particular, all of the constructs' Cronbach alpha values were higher than 0.7. (Nunnally, 1978).

Additionally, average variance was removed and composite reliability was examined. The average variance recovered for all components was 0.72 (WPI), 0.71 (SE), 0.74 (ETI), and 0.66 (ETI) (JS).

The AVE readings shown in Table 3 were all more than the threshold value (0.5). Similarly, the WPI, SE, ETI, & JS for composite reliability were 0.92, 0.92, 0.92, and 0.93, respectively (Fornell and Larcker, 1981), demonstrating convergent validity. Furthermore, it was determined that the square root of the extracted average variance was larger than the square of the correlation between constructs, confirming discriminant validity. (Holmes and colleagues, 2006)

Structural Model & Hypothesis Testing

Since the measurement model was verified, a path diagram will be used to analyse the link between the latent components (Hair et. al., 2011).

The final hypothesised model is evaluated, and a path diagram is utilised to show how one latent construct affects the other latent construct (Byrne and Johnson-Laird, 1989). The results of the hypothesis test utilising the path coefficient and P-value are shown in Table 4. The completed route diagram and the SEM findings are displayed in Figure 2 and Figure 3.

According to the output of Table 4, WPI has a positive direct influence on employees turnover intention at ($\beta = 0.34$, $P=0.001$, $CR= 6.08$), and on self-efficacy at ($\beta = 0.23$, $P=0.003$, $CR = 4.51$). As a result, hypotheses H1 and H2 are accepted. Similarly, workplace incivility had no influence on job satisfaction ($\beta = -0.21$, $P=0.31$, $CR= 0.81$). based on the output, H3 is rejected. Employee turnover intention was negatively affected by self efficacy $\beta(= -0.11$, $P=0.21$, $CR = 1.96$). As a result, hypothesis H4—self efficacy is connected to employee turnover intention is rejected.

Furthermore, hypothesis H5, that self-efficacy is positively related to job satisfaction, is accepted at ($\beta= 0.27$, $P=0.001$, $CR= 4.67$). According to Ghazal i(2005), the critical ratio for the path must be larger than 1.96 at 5% significance. As a result, the hypothesis with ($CR>1.96$) is accepted (H1, H2, & H3).

Furthermore, the direct effect of workplace incivility was substantially connected with employee turnover intention, although there was no association between self-efficacy and employee turnover intention. Due to it, the projected hypothesis failed to support the notion that self-efficacy acts as a mediator between WPI and employee turnover intention. The findings are congruent with those of Lashinger et. al., (2006) and Rahim and Cosby (2016).

Employees who are likely to leave the firm experience more WPI and rudeness in the organization ity (Sharma & Singh, 2016).Therefore, organisations must treat incivility with extreme caution in order to retain employees.

Table 3
Composite Reliability, Avg. Variance Extracted

Construct	Composite Reliability	Avg. Variance Extracted
Workplace Incivility	0.92	0.72
Self-Efficacy	0.92	0.71
Employee Turnover Intention	0.93	0.74
Job Satisfaction	0.9	0.66

Source: Authors Compilation

Table 4
Hypothesis result

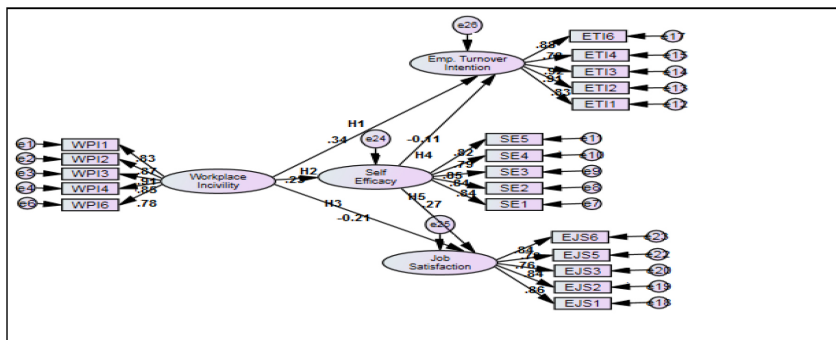
Hypothesis Outcome					
Hypotheses	Constructs	Direct effect	P-Value	C-Ratio	Hypothesis results
H1	WPI-----→ETI	0.34	***	6.08	Accepted
H2	WPI-----→SE	0.23	***	4.51	Accepted
H3	WPI-----→JS	-0.21	0.31	0.81	Rejected
H4	SE-----→ETI	-0.11	0.21	1.03	Rejected
H5	SE-----→JS	0.27	***	4.67	Accepted

*** ($P < .05$)

Similarly, WPI has a detrimental effect on job satisfaction. This suggests that if workplace incivility is high, employee job satisfaction is low. The WPI on self-efficacy and self-efficacy on employee job happiness, on the other hand, were both positive, demonstrating that self-efficacy functions as a mediator between workplace incivility and employee job satisfaction. The above conclusions are consistent with Peterson's findings (2007). WPI, on the other hand, has an effect on an individual's self-efficacy. As a result, self-efficacy is one such technique that an employee might utilise to lessen the impact of workplace incivility and boost job satisfaction (Sakuri & Jex, 2012). According to Judge et al(2000), persons with high in self-efficacy believe they are competent to embrace and tackle any challenge, resulting in work satisfaction (Judge & Bono, 2001).

5. Conclusion and suggestions

The current research looked at the impact of WPI on self-efficacy, intention to leave one's job, and job satisfaction. For this, data from the workers employed by telecom businesses were gathered using an convenient sampling approach. Data analysis was carried out using SPSS 20 and AMOS 22. The analysis of the data supported hypotheses H1 and H2 by showing that incivility at work has a favourable influence on self-efficacy and employee turnover intention. Self-efficacy was revealed to have a negative impact on employee turnover intention, refuting hypothesis H3. Additionally, it was shown that WPI has a detrimental impact on job satisfaction, indicating that managers must take steps to eliminate workplace incivility because when it is high, employees tend to stay



Source: Authors Elaboration

Figure 3
Model testing hypothesis

dissatisfied with the firm. Employee self-efficacy was also discovered not to effect employee turnover intention, hence H4 is rejected. The study supported hypothesis H5 by demonstrating that SE has a favourable impact on work satisfaction.

The aforementioned findings are promising since proactive human resource managers may support and promote SE. Human resource managers may endeavour to establish working circumstances that lessen rudeness at work, which will minimise employee discontent and employee turnover intentions, both of which are undesirable for both the individual workers and the firm. Additionally, the result of the study helps in adding knowledge by establishing links between self-efficacy, workplace incivility, employee turnover intention, and employee satisfaction in the telecom industry. The study's shortcomings, particularly those related to the period and respondents, cannot be completely ruled out.

Cross-sectional data were employed for the current investigation. Longitudinal data can be utilised by others to establish result for more empirical investigation. The study was conducted in the telecom sector, but other researchers might do similar studies in, for example: healthcare, banking, services, manufacturing, etc. as the findings cannot be generalized for the entire sectors and industries.

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