Effect of Workaholism, Job Demands and Social Support on Workplace Incivility

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Abstract: Workplace incivility has gained much popularity in the past few years since people at their jobs are more stressed out and may intentionally or unintentionally display rudeness towards others. This negative behavior is damaging the whole work environment and makes an organization to be less productive. To curtail incivility at the organizational level, human resource development professionals have to decide on various training programs. So, this study creates a base knowledge by categorizing variables as antecedents of job stress and then how job stress can lead to uncivil behaviors. This research aims to investigate the level of instigated incivility in the banking sector of Pakistan. A quantitative research approach was used by employ a field survey in different banks. A questionnaire as an instrument was used to conduct the research. The statistical analysis was done by using SPSS, the 22nd version. It was found that workaholism, job demands, and social support were significant predictors of job stress while job stress was found as a significant mediator between these variables and workplace incivility.

Keywords: Workplace incivility, Workaholism, Job demands, Job stress, social support.

INTRODUCTION

Workplace incivility is a growing phenomenon that has caught the attention of many researchers. As many of employees become the victim of incivility or become involved in doing uncivil behaviors at work environment, this has become the key concern for human resource management. The uncivil behaviors may include the usage of bad language, creating a threat, gossiping, ignoring coworkers, or representing disrespect for other employees in the work environment (Hashim, Ullah, & Khan, 2017; Holm et al., 2015; Reich & Hershcovis, 2015).

The incivility at the workplace has been reported to lead to dissatisfaction from the job, increased turnover intensions, affecting the mental health and leading to uncivilized behaviors. Researchers tend to focus on destructive factors like violence and aggression more, but on the other hand incivility at the workplace is equally a destructive behavior (Pearson et al., 2000). Individuals who face a higher level of work stress are more likely to involve in uncivil behaviors at the workplace (Roberts et al., 2011). Employees who have experienced incivility at their workplace tend to show more negative emotional responses towards the situations. A positive relationship can be seen between incivility and counterproductive work behaviors like damage, theft, turnover, abuse, and low productivity (Bibi et al., 2013; Ullah, Alam, Khan, Joseph, Farooq, and Noreen, 2022). Other studies also related the workplace incivility with the increased level of aggression, fear, and sadness (Porath& Pearson, 2012), burnout and dissatisfaction from the job (Welbourne et al., 2015; Kim et al., 2013), increased level of workplace stress (Beattie & Griffin, 2014; Khan, Ullah, Usman, Malik, Khan, (2020) reduced willingness of retaining with the organization (Lim et al., 2008).

When employees have to deal with many stressors in their work-life and they do not have many resources to handle them accordingly, then this creates a situation that promotes the employee to engage in negative behaviors like incivility which ultimately affects their mind and body greatly (Roberts et al., 2011). Now a day's uncivil behavior among employees is increasing rapidly (Pearson &Porath, 2005) leading an organization to invest more time and money for training or hiring of other employees (Gardner & Johnson, 2001). Hence, the researchers must first consider it as a major factor that affects the organization, and try to investigate the possible solutions for the elimination of incivility. Along with it, it is more important to consider the antecedents of workplace incivility, than what compels an employee to involve in instigated uncivil behaviors. So, this research aims to find some of those factors which motivate an employee to show negative behavior like incivility and the relationship among those variables.

Many researchers (Schilpzand et al., 2016; Torkelson et al., 2016) have been involved to find out the initiators of incivility but still, large gaps exist in terms of why people are more inclined towards uncivil behaviors and "yet there are large gaps in terms of why certain people are more prone to engage in uncivil behaviors" (Taher, Asarian& Shahhosseini,2020). Therefore, this study aims to find the relationship between those variables which encourage the employees to engage in uncivil acts at the workplace. In the current study, the effect of four antecedents i.e., workaholism, job demands, and social support and job stress has been analyzed. The objective of the study is

- To analyze the impact of workaholism, job demands, and social support on workplace incivility via mediating role of job stress.

LITERATURE REVIEW

Theoretical Framework

The interactional theory of stress explains the relationships of interactions between a person and his environment. It further consists of two theories: the person-environment theory by French, Caplan, and Harrison (1982) and the job demands/ job decision latitude theory by Karasek (1979). Person-environment fit theory explains that to what extent the person and his

environment match (French, Caplan, & Harrison, 1982; Kristof-Brown, Zimmerman, & Johnson, 2005). The person characteristics include both biological or psychological needs like personality, skills, values. On the other hand, environment characteristics include aspects like rewards, demands of job, cultural norms or values, and other social requirements (French et al., 1982). The perfect fit of a person with his environment includes many aspects like person-supervisor fit, person-job fit, person group fit, etc. (Edwards & Shipp, 2007; Kristof, 1996). A perfect match leads to positive consequences like job satisfaction, increased productivity, and improved well-being, while an imperfect match between a person and his environment will lead to high dissatisfaction, increased level of stress which encourages negative outcomes like absenteeism, turnover, or incivility acts (Ostroff& Schulte, 2007; Ullah, Alam, Khan, Joseph, Farooq, and Noreen, 2022).

Workplace incivility

Workplace incivility is defined as low-intensity deviant behavior with outcomes of empowerment. Uncivil behaviors are characteristically rude, discourteous, displaying a lack of respect for others (Roberts et al., 2011). Incivility is a mild act because it is the least antisocial behavior at the workplace (Roberts et al., 2011). These mild behaviors may be verbal or nonverbal, active or passive; it can be gossiping or ignoring another employee or may include answering in a very rude manner (Roberts et al., 2011). "Despite ample anecdotal evidence indicating that workplace incivility is prevalent in contemporary organizations, empirical evidence of incivility remains in its nascent stages" (Abubakar, Megeirhi & Shneikat) in various settings.

Job stress and incivility

Job stress is one of the major challenges for the individual, as stress workers tend to be unhealthier, very little motivated for work, and even less productive. This in turn effect the organizations, leading them to be less competitive (Palmer et al. 2004). Directly or indirectly work-related job stress can influence both organizations as well as individuals (Morris et al., 2013). The model developed by Spector and Fox (2005) explains the connection between job stress and counterproductive work behaviors (CWBs). According to them when employees are in the work environment, they tend to perceive and evaluate the events around them. When events around them are classified as stressors, employees incline to give emotional responses (Spector &Jex, 1998). The behavioral reactions are the results of these emotional responses which may take the form of counterproductive work behaviors. To avoid the stressors at the workplace, the employees engage themselves in counterproductive work behaviors just to lessen their negative emotions (Spector & Fox, 2002; Khan, Ullah, Usman, Malik, Khan, 2020). For example, an employee may become threatened after having a conflict with any of his coworkers or supervisor. The feelings of frustration and anger encourage the employee to engage in counterproductive work behaviors like yelling at their coworker or skipping their work to avoid the stressor, in an attempt to reduce negative emotion. Recently, Batista and Reio, Jr. (2019) confirmed a relationship between occupational stress and workplace incivility, moderated by personality. Lee (2020) studied job stress as a mediator between incivility and efficacy. Keeping this in mind, it was hypothesized that:

H1: Job Stress among employees has a significant effect on workplace incivility.

Workaholism

The term workaholism is widely used but still, there is a lack of consensus regarding its definition as well as the core factors that sum up this variable. Aziz et al. (2013) gave the concept of workaholism as an obsession which may be characterized as a strong work drive that leads to neglect the other interests of the person which then may result in negative consequences. Devoting great time and effort to the work the workaholics may be characterized as task-oriented compulsive, highly motivated, perfectionistic, and self-centered (Andreassen et al., 2007).

According to Aziz and Zickar (2006), people who are more enthusiastic to work are described to have a lower level of job satisfaction, higher level of involvement in their work, more work-life imbalance also lower satisfaction from their life as compared to non-workaholics. With so much involvement in their work, workaholics also face negative social outcomes such as poor adjustment of their emotions, face difficulty in maintaining close relationships, and may also have a great

marital conflict (Clark et al., 2014). The work-life imbalance makes the workaholics be more moody, impatient, and self-neglect (Robinson, 1998). Eventually, these deleterious consequences influence their general psychological and physical health (Clark et al., 2014; Jadoon, khan, Bukhari, Gilani, Ishfaq, & Ullah, 2022).

A positive relationship can be found between workaholism and job stress (Aziz & Cunningham, 2008). When workaholics create high standards and perfectionist tendencies for themselves, not matching with those of coworkers, this creates a situation of high distrust among them (Clark et al., 2014). People who are more dedicated to their work view their coworkers and supervisors as competition for them, and this causes negative interactions and a high chance of involving in counterproductive behaviors especially towards their coworkers (Clark et al., 2014). Balducci et al. (2012) suggested that workaholism was positively related to aggressive behavior. Great obsession for the work leads to an urge of incivility (Birkeland & Nerstas, 2016).

Workaholism is linked to job stress which results in involving more in counterproductive work behaviors (Porter, 1996). Stress mediated the relationship between workaholism and intentions to quit or may lead to other behaviors like getting engaged in incivility acts, liking talking in a very rude manner, or misbehaving with others (Avey et al., 2009; Hashim, Ullah, and Khan, 2017). Taher, Asarian & Shahhosseini,(2020) in their study confirmed that workaholism is positively related to uncivil behaviors. So, the following hypotheses are forwarded:

H2: Workaholism has a positive effect on incivility among employees.

H2(a): Stress has a mediating role between workaholism and incivility.

Job demands

Bakker and Demerouti (2014) defined Job demands as aspects psychological, physical, social, or organizational aspects of a job that require mental effort and thus are also related to certain physiological or psychological costs such as work pressure, work overload, and emotional demands. Demanding work leads to employee burnout (Schaufeli et al., 2009). Work demands are one of the most common sources of work-related stress. While workers may need challenging tasks to maintain their interest and motivation, and to develop new skills, demands must not exceed their ability to cope.

Maslach, Jackson, and Leiter (1986, pp. 36–37) in their structural model explained that when there is the absence of job resources like the decision, autonomy, or social support, to cope up with the high job demands like personal conflicts or work overloading results into the situation of job burnout which can have negative consequences like physical or mental illness, increased level of absenteeism, turnover, reduced commitment towards the job and often leads to workplace incivility.

According to the Job Demand–Control (JDC) model of occupational stress, the stressful situation is created for the employees, affecting their mental and physical health when the job demands are quite high and individual has low control over his job tasks and responsibilities (Belkic et al., 2004; De Lange et al., 2004). According to the Job Demand Control–Support (JDC–S) theory of occupational stress, the individual whose job is high in demands and have low control and low social support will experience a situation of a high level of stress which could have damaging influences to his health (Wilkinson & Marmot, 2003). High job demands (like tough timings and work overload) and low job resources available (like social support) (Maslach et al., 1986) will create a stressful environment for the individual while a stressful work environment encourages the incivility acts (Penny & Spector, 2005). Thus,

H3: High job demands have a significant and positive effect on job stress.

H3(a): Stress has a mediating role between job demands and workplace incivility.

Social support
Social support is "an interpersonal transaction that involves emotional concern, instrumental aid, information, or appraisal" (Carlson & Perrewé, 1999). Social support gives helpful experiences, positive effects and eventually influences mental health in a positive manner (Viswesvaran et al., 1999; Monnot & Beehr, 2014; Ullah 2020). The relationship with other employees or the relational structure explains the employee behavior and actions, and can also provide the opportunity and constraints (Borgatti & Foster, 2003).

The level of stress among the employees can be decreased to a greater level if employees get enough support and an improved social network from their coworkers and supervisors. The interaction among the employees increases the chances of accessing social support from other people in the work environment, which ultimately enhances the individual's physical or mental well-being (Lin, 1999). Studying the social support and individual network positions allows identifying that how can some individuals enjoy more social support than others, eventually increases the scope of stress theories and providing knowledge about some actions which can help to reduce the organizational level stress. Contributing towards recent efforts to understand that how social structure can influence one's psychological well-being also increases the scope of network theories (Kilduff & Brass 2010).

The concern for organizational stress has now been increasing rapidly. Stress can have an impact on both employees as well as employers. Stress always leads to severe health problems (Karasek & Theorell, 1990), it can also affect the organization like increase chance of absenteeism (Hendrix et al., 1995, p. 87), it can lead to a decrease in the level of productivity and increase in withdrawal behavior (Spielberger & Reheiser, 1995, p. 66).

Job stress would have a negative influence on the person who has strong social support. Larocco and Jones (1978) explained that social support from supervisors is much important as compared to social support from coworkers. The support from supervisors or leaders can increase job satisfaction while the support from co-workers enhances the overall level of satisfaction from the organization (Larocco & Jones, 1978). House and Wells (1978) reported that leader social support can act as a buffer against the high levels of stress while coworker support has not had much effect. From different researcher's studies, it is cleared that job stress can unfavorably influence the workers and social support can always tend to decrease the stress level and have a positive impact on the mental and physical well-being of the employees. Thus, the following hypothesis is formulated:

High social support has always been proved to lower the stress level among individuals, and those individuals who have low social support will experience more occupational stress (Cohen & Wills, 1985) while job stress is considered as an antecedent of workplace incivility (Penny & Spector, 2005). Thus, the following hypothesis is proposed:

H4: High social support from supervisors and coworkers has a significant negative effect on job stress.

H4(a): Stress has a mediating role between social support and workplace incivility.
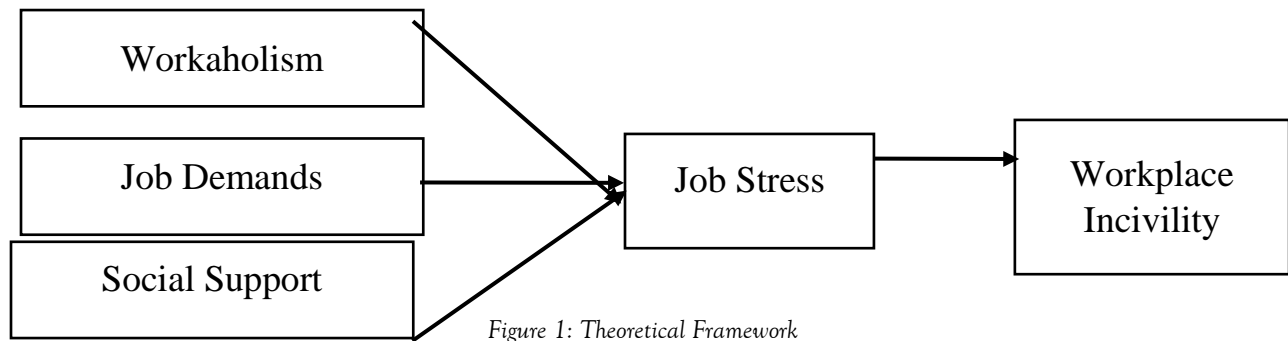

Figure 1: Theoretical Framework

METHODOLOGY

This research is quantitative in nature and analyzes the impact of workaholism, social support, and job demands on job stress which further leads to workplace incivility. It investigates that how great passion for completing the work task, low social support from coworkers or supervisors, and high job demands tend out to be the major stressors for a person in a work environment. The stressors can encourage the employee to involve in negative behavior such as aggression or incivility acts.

Sample and Sampling Technique

To see the deviant behavior of employees i.e., workplace incivility, the proposed study has selected the banking sector of Pakistan, because, at banks, the employees are enthusiastic about their work while at the same level they have very high job demands from their jobs, high-stress levels due to long working hours. So, due to this, employees sometimes involve in uncivil work behaviors like showing aggression towards their coworkers or they talk to their clients or coworkers rudely. The population of this study is also infinite as the exact total number of banking employees in Pakistan is unknown. Convenience sampling technique was used to gather responses because of time and budget (Cooper & Schindler, 2007).

Procedure:

A survey method was used for data collection. A total of 350 questionnaires were distributed among the employees of different organizations. The employees were requested to fill out the questionnaire and then return it. Out of 350 questionnaires, 248 questionnaires were found complete and appropriate for analysis. So, the overall response rate of the respondents was 71%.

Research Instrument:

The questionnaire was used as a tool for data collection. This is termed an instrument as it is used as a measuring tool for the measurement of variables under study. There were a total of 46 items in the questionnaire in addition to demographic variables. These 46 items are related to five variables (three independent variables, one dependent variable, and one mediator). This questionnaire was developed depending upon the previous researchers. All items were measured using 5 point Likert scale.

Measures:

Workaholism:

The 16-item Workaholism Analysis Questionnaire (WAQ) (Aziz et al., 2013) was used to measure workaholism. Items included e.g. "I feel stressed out when dealing with work issues", "it takes me a long time to finish my work because it must be perfect".

Job demands:

Subscales from the rigorously tested and applied Copenhagen Psychosocial Questionnaire (COPSOQ II) in a Swedish variant were used to assess the job demands at the work. The questionnaire includes the two dimensions i.e. quantitative demands and work pace, each having three questions. Items included e.g. "My work is unevenly distributed so it piles up, my job must work at a high pace".

Social support:

Subscales from the rigorously tested and applied Copenhagen Psychosocial Questionnaire (COPSOQ II) in a Swedish variant was used to assess psychosocial factors at work. The social support from the supervisor (three items), social support from colleagues (three items). Items included e.g. "my colleagues are often willing to listen to my problems at work"; "my nearest superior talks with me about how well I carry out my work".

Job stress:

Job stress was measured by 5-items Lambert, Hogan, Camp & Ventura (2006) questionnaire. Items included e.g. "A lot of time my job makes me very frustrated or angry"; "I am usually under a lot of pressure when I am at work".

Workplace incivility:

To measure the workplace incivility, Martin & Hine (2005) Uncivil Workplace Behavior Questionnaire: (original scale 1-never, 2-rarely, 3-occasionally, 4-often, 5-very often) was used. The scale measures 4 distinct factors associated with instigated incivility; hostility, privacy invasion, exclusionary behavior, and gossiping. Items include e.g. "I raised my voice while speaking to others", "I neglected to consult other people regarding decisions they should have been involved with".

RESULTS

Demographic analysis:

The demographic analysis shows that out of 252 respondents, 62.3% were male 37.7% were female. Among the age of the respondents, 28.6% belonged to the age group of 21-25 years, 39.3% belonged to the age group of 26-30 years, 23.8% belonged to 31-35 years of age, 5.6% respondents were from the age group of 36-40 while only 2.8% belonged to the age group above 40 years. Among the respondents 33.7% of the people were holding bachelor's degrees, 56.3% people were having Master's degrees while only 9.9% had a Ph.D. degree as their qualification. About 48.8% of respondents had an experience of 1-5 years, 34.9% had 5-10 years of experience while only 16.3 had an experience of working above 10 years. Results are represented in above table 1.

Table 1: *Demographic Analysis*

		Frequency	Percentage
Gender			
	Male	157	62.3
	Female	95	37.7
Age			
	21-25	72	28.6
	26-30	99	39.3
	31-35	60	23.8
	36-40	14	5.6
	Above 40	7	2.8
Qualification			
	Bachelors	85	33.7
	Masters	142	56.3
	PhD	25	9.9
Experience			
	1-5 years	123	48.8
	5-10 years	88	34.9
	Above 10 years	41	16.3

Table 2 shows the values of Pearsons' correlation, Means, Standard deviation and Reliability Analysis. The values of correlation confirm that the correlation values between all variables are positive and significant. To check the internal consistency of all factors the value of Cronbach alpha was computed. Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. The value of alpha for all constructs along with the number of items is shown in Table 2. The value of alpha for workaholism is 0.88, for job demands is 0.72, for social support is 0.82, for job stress is 0.79 and for workplace incivility is 0.87 respectively. The mean value of all the variables is approximately 3 and the standard deviation of all the variables lies within the range of 0.6 to 0.8 as shown in table 2.

Table 2: Correlation analysis, Means, Standard deviation and Reliability Analysis

	Variables	1	2	3	4	5	M	S.D	a
1	Workaholism	1					3.18	0.65	0.88
2	J. Demands	0.491**	1				3.21	0.65	0.72
3	S. Support	0.271**	0.293**	1			3.44	0.73	0.82
4	J. Stress	0.502**	0.426**	0.282**	1		3.31	0.80	0.79
5	W. Incivility	0.053	0.188**	0.045	0.235**	1	2.13	0.74	0.87

* Correlation is significant at the 0.05 level (2-tailed).
** Correlation is significant at the 0.01 level (2-tailed).

Hypotheses Testing

The proposed research model contains a mediator variable; hence data was analyzed using PROCESS macro 4 in SPSS. Results indicated that workaholism is an insignificant predictor of workplace incivility (β= 0.0596, t (250) =0.835, p=0.40) and workaholism is a significant predictor of job stress which brought 61 units to change in job stress (β =0.61, t (250) = 9.18, p<0.01). The results also indicated that job stress as a mediator was significantly related to workplace incivility (β= 0.26, t (249) = 3.91, p< 0.01), and the effect of workaholism was reduced from 0.059 to -0.098 with the inclusion of job stress with effect difference of 0.1578 (β = 0.15, p<0.01). Hence, it was proved hat with the inclusion of job stress as a mediator the workaholism no longer predicts workplace incivility, hence, showing full mediation. So, hypothesis H2(a) "*Stress mediates the relationship between Workaholism and workplace incivility*", is accepted.

Table 3
Workaholism , Workplace Incivility & Job Stress

	Predictors	β	(SE)	t	p	R	F
1	Workaholism to Job stress	0.61	0.066	9.18	0.000	0.50	84.34
2	Job stress to workplace incivility	0.26	0.066	3.91	0.000	0.24	8.04
3	Workaholism to workplace incivility	0.059	0.0713	0.835	0.40	0.052	0.698
4	Workaholism to workplace incivility	-0.098	0.0802	-1.224	0.22	0.2463	8.04

Bootstrap Results for Indirect Effect	**Effect**	**SE**	**LLCI (95%)**	**ULCI (95%)**
Job stress	0.1578	0.044	0.0763	0.2426

Note. Dependent Variable: Workplace incivility, LL = lower limit; CI = confidence interval; UL = upper limit. N = 252

Job demands, Workplace incivility & Job stress

Results in table 4 indicated that job demands is a significant predictor of workplace incivility (β= 0.21, t (250) =3.02, p=0.01) and job demand is a significant predictor of job stress as it accounts for 52 units change in job stress (β= 0.52, t (250) = 7.44, p<0.01). The results also indicated that job stress as a mediator was significantly related to workplace incivility (β = 0.175, t (249) = 2.789, p< 0.01), and the effect of job demands was reduced from 0.214 to 0.122 with the inclusion of job stress with effect difference of 0.091 (β =0.09, p<0.01). Hence hypothesis H3(a) "*Stress has a mediating role between job demands and workplace incivility,* "has been accepted.

Predictors	β	(SE)	t	p	R	F

Table 4

Job stress as a mediator in between Job demands and Workplace incivility

	Predictors	β	(SE)	t	p	R	F
1	Job demands to Job stress	0.523	0.0704	7.44	0.000	0.4257	55.34
2	Job stress to workplace incivility	0.1755	0.0629	2.789	0.00	0.0253	8.57
3	Job demands workplace incivility	0.214	0.0710	3.020	0.00	0.1876	9.12
4	Job demands workplace incivility	0.122	0.0774	1.58	0.1148	0.2538	8.57
Bootstrap Results for Indirect Effect		**Effect**	**SE**	**LLCI (95%)**	**ULCI (95%)**		
Job stress		0.0919	0.0357	0.0347	0.1769		

Note. Dependent variable is Workplace incivility, LL = lower limit; CI = confidence interval; UL = upper limit. N = 252

Social support, Workplace Incivility & Job Stress

The results in table 5 indicated that social support has a significant negative effect on job stress (β = 0.305, t (250) = 4.6416, p= 0.000). The indirect effect was tested using a bootstrap estimation approach with 1000 samples as recommended by many researchers (Shrout& Bolger, 2002). These results indicated that Job stress as a mediator was significantly related to Workplace incivility (β = 0.2496, t (249) =4.21, p < 0.01), and the effect of social support was reduced from -0.0459 to -0.122 with the inclusion of job stress with effect difference of 0.07 (β = 0.07, p<0.01).

The results of the Sobel test (Normal theory tests for indirect effect) also found mediation in the model (z = 3.08, p<0.01). In table 5, indirect effects were also significant at the 95% level of significance, as indicated by the values of LLCI and ULCI (CI 0.0315- 0.1471). Hayes and Preacher assume that the direct effect of X on Y is not always required to be significant. When social support and job stress are together regressed, the social support doesn't become insignificant, hence showing partial mediation. Sobel test is also significant confirming mediation. Hence hypothesis H4(a) "*Stress has a mediating role between social support and workplace*

1	Social support to Job stress	-0.305	0.065	4.64	0.000	0.28	21.544
2	Job stress to workplace incivility	0.249	0.059	4.215	0.000	0.2618	9.160
3	Social support to workplace incivility	0.045	0.06	-0.719	0.47	0.045	0.518
4	Social support to workplace incivility	0.122	0.06	-1.900	0.05	0.2618	9.160
Bootstrap Results for Indirect Effect		**Effect**	**SE**	**LLCI (95%)**	**ULCI (95%)**		
Job stress		0.0764	0.029	0.0315	0.1471		

Note: LL = lower limit; CI = confidence interval; UL = upper limit. N = 252

incivility", has been accepted.

Table 5
Job stress as a mediator in between Social support and Workplace incivility

DISCUSSION AND CONCLUSION

The current study shows a significant relationship between job stress and instigated workplace incivility. The results confirmed that employees who have higher-level job stress will somehow involve more in incivility acts. This study confirmed the findings of Bruk-Lee and Spector (2006) who contributed that those individuals who experienced more stressful interactions with coworkers and supervisors will display more CWBs than individuals who experience healthy interactions. Stressful situations encourage employees to get involved in incivility acts (Penny & Spector, 2005), to display their negative emotions, and to lower their stress levels, employees show negative behavior. The study confirms the positive correlation between these variables, as the level of stress increases among employees, the higher they will be reported involving in incivility acts.

The organizations should focus on creating a healthy learning environment for greater productivity of the organization. In contrast, when there are stressful situations for the employees, they tend to engage in uncivil behaviors to show their negative emotions. There should be proper training for managing diversity and improving communication and listening skills so that employees understand each other in a better way, which prevents the situation of being rude and discourteous towards others. Misbehavior of other employees can be much stressful and encourages employees to depict deviant work behaviors hence affecting the overall productivity of an organization.

The relationship between workaholism and job stress was also proved. As employees become more workaholics, they face more occupational stress as compared to non-workaholics. Our study links the findings with previous studies that workaholic people are very competitive and they set their own rules and regulations and pre-decided targets to achieve, but a problem occurs when they are not able to meet those targets and are unable to show their higher level of productivity, so the feeling of guilt and anxiety when not working and poor interpersonal relations creates a stressful situation for them, leading them to be more stressful at work environment as compared to those who are non-workaholics (Aziz et al., 2010).

Employee health is very important for the organization. But extra workloads are very stressful and frustrating for the employees. And stress on the other hand affects their mental and physical health. To revive employees from stress, HR should arrange counseling sessions for employees, one-on-one discussions with employees to better understand their problems and giving them solutions accordingly. Frustrated employees can't work up to their full work effort and hence effects the overall productivity of the organization. Workaholics usually face socially and

emotionally disengagement just because they focus on one thing completely at a time. There should be time management training and work-life management training for workaholic employees. Employees should be fully productive to their companies, but on the other hand, workaholics are the liability of the organization. These employees must be trained in such a way that they work smartly and intelligently. Well planning of vacations, extra-curricular activities, and managing work-life balance effectively, can help release the frustration and open the mind of employees to work efficiently.

The next hypothesis was also accepted as our study results showed that job stress is a significant mediator between workaholism and workplace incivility. The effect of workaholism was reduced with the inclusion of job stress as a mediator, the Workaholism no longer predicts workplace incivility hence showing full mediation. It confirmed that workaholic employees bear more occupational stress and to get rid of their negative emotions they tend to show negative behavior in the form of uncivil acts.

The transactional theory of stress explains that challenges can be turned into stressful events for a person (Lazaurus, 1966; Lazarus &Folkman, 1984). When workaholic people set targets for themself and then are unable to achieve them, then these targets can be turn up as challenges for them. When resources are not much enough to cooperate with the stressors i.e., challenges, the person is more like to be stressed out. The level of stress depends upon that how stressful the event is. To lower their stress level, employees somehow involve in negative behaviors like uncivil acts at the workplace.

Although organizations look for very hardworking and dedicated people, workaholics, on the other hand, tend to become a liability for the organization as great training and development are required for them to work effectively and efficiently for the productivity of the organization. Workaholics set their standards and targets and can focus on completely one thing, this makes them socially and emotionally disturbed so they don't work up to their full efforts hence affecting the overall organizational productivity.

The next hypothesis of our study was about the significant effect between job demands and job stress, and study results confirm this significant relationship between the variables, as Pearson correlation showed a positive and moderate correlation between job demands and job stress. It means that employees with higher job demands in terms of time and pressure or work overloads will bear a higher level of stress as compared with those employees whose job demands are not much high.

When job demands exceed the ability to cope then it becomes a great challenge for the employees as it is one of the major sources of job stress (Jones and Fletcher, 1996). According to the Job demand-control model, control on the job refers to decision power a person has, and this decision power further consists of skill discretion and decision authority (Kasl, 1996; Wall, Jackson, Mullarkey, and Parker, 1996). When a person has more control over his job then his job stress is more likely to be reduced and chances of learning are increased to a greater extent. While another hypothesis states that control or decision power can act as a buffer against the negative impacts of high job demands. The hypothesis is thus accepted.

For the organisation, it is critical that the person and the job be a good match. Companies must place a greater emphasis on the recruitment and selection of individuals who are well-suited to their jobs. Employees are more likely to be productive and offer their best for the organisation when their talents and abilities match those of the organization's requirements. High job demands in any term time or work pressure can be frustrating for the workers. To help employees to avoid job stress, an organization must also give them control or decision power over their job. If a specific target/task requires more persons to complete the task in a short time, HR must focus on hiring some other temporary or contractual base employees to ensure the productive output, rather than burdening over a single employee to complete the target in the given time.

Our study results confirmed that job stress is a significant mediator between job demands and workplace incivility. When job stress was introduced as a mediator between job demands and workplace incivility, the job demands becomes insignificant hence confirming full mediation. It confirms the findings with previous researchers that when job demands are increased the employee becomes more stressed at the workplace and they tend to show deviant workplace behaviors to get rid of negative emotions. High job demands create a stressful environment and a stressful environment encourages incivility acts (Penny & Spector, 2005), this hypothesis has been accepted.

According to the Job Demand–Control (JDC) model of occupational stress, the stressful situation is created for the employees, affecting their mental and physical health when the job demands are quite high and individual has low control over his job tasks and responsibilities (Belkic et al., 2004; De Lange et al., 2004). This situation is quite stressful for the employees and can have negative consequences like physical or mental illness, increased level of absenteeism, turnover, reduced commitment towards the job, and often leads to workplace incivility. So, overall the stressful work environment is very costly for an organization, as the productivity is decreased due to uncivil behaviors of employees, and it requires stress management training to create a healthy work environment.

The next finding of our study confirmed a negative relationship between social support and job stress. The results of the Pearson correlation confirm the significant relationship between the variables as the p-value shows a week but negative correlation. It is confirming that if social support from supervisors and colleagues increases, the level of job stress would decrease. Thus, the hypothesis is accepted.

According to the person-environment fit theory, the extent to which a person and his environment match are of great importance (Zimmerman & Johnson,2005). The person characteristics include both biological or psychological needs like personality, skills, values. On the other hand, environmental characteristics include aspects like rewards, demands of job, cultural norms or values, and other social requirements (French et al., 1982). The perfect match of a person with his environment leads to better learning and increases productivity and a person is less likely to face stress in his work environment. While on the other hand low social support from supervisors and colleagues at work will tend to increase the stress level among the employees.

An organization must ensure a healthy work environment that is cooperative in nature. Social support is one of the necessary things to sustain an organization and work efficiently. Social support provided by supervisors and coworkers has the greatest implications on the well-being of an employee. Social support is one of the means of coping up with occupational stress. It is one of the major responsibilities of an organization to provide a work environment that is supportive in nature, this supportive work environment will help employees in working collaboratively and enhance their communication and interactions. Teamwork and groups should be encouraged in an organization in which cooperation must be rewarded. There must be a transfer of employees across different departments to increase their social and interactional skills. An organization should promote a culture of "mutual appreciation" where employees show considerable support and esteem for one another and are not afraid of asking for help from another employee. Employees must be encouraged in central decision-making processes and there should be transparent management of information.

Our study results also confirmed that job stress is a significant mediator between social support and workplace incivility. When social support and job stress were together regressed, the social support doesn't become insignificant, hence showing partial mediation. High social support is always considered important to lower the stress level among employees (Cohen & Wills, 1985), while low social support creates more job stress which in turn encourages the employee to involve in incivility acts, thus the hypothesis is accepted.

Employees who have more social support from supervisors and coworkers tend to be more satisfied with their jobs. Social support is also considered as a buffer against occupational stress. It has been discussed that job stress can negatively influence the employee and organization, while social support can always tend to decrease the level of stress

among employees and ensure a positive effect on the mental and physical health of an employee. The cooperative and supportive work environment should be encouraged throughout all organizations for healthy interactions and learning of employees and ensure helping one another to get the work done.

Conclusion:

Organizations are deeply affected by the negative behaviors of employees. When employees involve in workplace incivility then the whole work environment becomes less productive. So, this study creates a base knowledge by categorizing variables as antecedents of job stress and then how job stress can lead to uncivil behaviors. Incivility could be very damaging to an organization as it costs the organization to spend more money on the training and development of the employees.

There is one misconception that workaholics are more productive and dedicated towards their job as compared to non-workaholic employees. But, due to many studies, it has been proved that stress level among workaholic employees is greater and they are more likely to involve in the uncivil behaviors. In addition to this, workaholics have more health problems and a higher level of job burnout due to job stress. They tend to show more negative behaviors towards their colleagues. So, workaholics damage the healthy productive work environment.

Job stress has gained much importance at an organizational level as well as in research to identify the major causes and factors behind it. The low level of co-worker social support is one of the major antecedents of job stress. The job seems to be frustrating and employees may have higher job burnout when their social support is very low.

High Job demands on the other hand might also lead to job stress, burnout, and other health issues and can further lead to increased turnover intentions. High job demands can be managed effectively by redesigning the job, making flexible work schedules, and providing increased resources (like social support from coworkers and supervisors and team building). When a person has more control over his job i.e. has greater decision power then he is less likely to be affected by the job stress which is created due to high demands. As job stress is one of the major factors that contribute towards incivility acts, therefore stress management programs must be introduced in the organizations. The stress management programs help employees in reducing their stress levels and burnout. So, these trainings are vital and very effective in the long run.

With a great rise in instigated workplace incivility, this article helps in understanding how different variables are related and can provide a model to investigate workplace incivility. The results of our study can work as a base for different organizations in implementing measures to prevent workplace incivility, as this workplace incivility may take some form of aggressive behaviors, if not stopped in its early stages.

Managerial Implications:

The occupational stress an employee faces in his work environment would lead to many consequences as this stress is directly related to job satisfaction, performance, productivity, low commitment for the job, and increased involvement in CWBs. All these behaviors of employees would affect the organization in terms of cost and time. By taking some measures, managers can help in changing the work environment. Managers must try to enforce a work-life culture and set rewards for those employees who tend to work smarter rather than longer hours of work. Workaholics must be given counseling services related to their work issues so that they can manage their work properly in work-time. In addition to this, there should also be some stress and time management training for the employees so that they can work smartly and be more productive. Employees should also be encouraged to engage in activities that are good for their physical and mental wellbeing. The current study contributes towards organizational implications as it draws attention much towards the variables which can be changed with interventions. The study confirms previous

findings, as it provides reasons for the managers to focus more on improving the behaviors of employees which are negative in nature and are associated with stress and incivility.

Contribution in knowledge in HRD:

The rise in workplace incivility creates such an environment that prevents the learning of employees and influences the work environment by making it less productive. So, our study has provided a piece of detailed information regarding workplace incivility by providing a list of constructs that are related to this topic. Workplace incivility is an important topic to consider as it directly affects the human resource of an organization. So, for this purpose human resource can initiate different training and development programs which can help in reducing the workplace incivility and promotes a healthy productive environment. The study also focuses on providing the base to examine workplace incivility from a process and systems perspective.

Implications for HRD Research:

HR practices must be strategically made to stop workplace incivility at its initial stages. If these behaviors are not stopped at their early stage, then these behaviors may intensify into more aggressive behaviors like workplace violence. In designing and implementing such programs or training which can play a vital role in creating awareness in eliminating incivility and ways to reduce it, HRD professionals can play an important role. Proper training and counseling of employees prevent them from being uncivil to their colleagues. Training should also be for supervisors and leaders so that they can lead by creating their example. With increased diversity in the workplace, sometimes misconceptions are created due to differences in cultural norms, which can give rise to rudeness. So, HRD can arrange proper training programs regarding understanding others, productive communication, helping employees in resolving conflicts among themselves, enhancing their listening skills, and stress management programs, which can prevent employees from being engaged in incivility acts or other negative behaviors.

Future research:

The proposed research contributes to main factors which contribute towards job stress and further leads job stress to workplace incivility. Due to less time and resources, the results of the research depend upon the data taken from Rawalpindi and Islamabad which limits its generalizability. There could be other factors that can be considered as predictors of job stress and workplace incivility if research was conducted at a massive scale. Due to this, the topic can be further explored and results may even change in the future. The variables may show different results when dealing with a large sample size. These variables are useful in creating a base for investigating workplace incivility in different organizations. The present study is done on the banking sector of Pakistan, in the future, this topic can be further explored in different sectors of Pakistan like hospitals, telecom sector, and textile sector, etc.

Limitations:

The study has the following limitations;

- The responses rate was very low which limits the generalizability of the study.
- Data was collected by convenience sampling method which may limit the generalizability of the results.
- The proposed research needs ample time. As of now, it was difficult to conduct research properly. As there are many branches of banks countrywide and surveying, personally recording and collecting data was not feasible.
- The time factor is also a major limitation for our study. The research requires a great time and if the population was to be specifically increased, then the time frame must be increased as well.

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