Work Force Civility Practices – Employee Perspective

R. Alamelu[1], R. Amudha[2], R. Nalini[3], L. Cresenta Shakila Motha[4] and Sivasundaram Anushan[5]

[1-3]*Faculty, School of Management, SASTRA University, Thanjavur*
[4]*Faculty, Department of Training & Placement, SASTRA University, Thanjavur*
[5]*Visiting Professor, Madurai Kamaraj University, Madurai*

ABSTRACT

One of the most recent organizational issues that have yet to receive much attention is incivility in the workplace. Civility in the workplace has received even less attention. And incivility has more impact of such behaviors on the organization. There is a cause significant unenthusiastic impact on employee morale, effectiveness, lost time, and reduced productivity in spite of increased level of incivility is a problem in organizations to date there has been little research done to investigate how organizations can be more civil. Various researches has identified the workplace incivility is related with affecting individual relationship and behaviour which results in job dissatisfaction and turnover. but most of the studies provided the focus of individual behaviour at workplace. Most of the organisations are fail to aware of the consequences of uncivil behaviour which could affect organisation values, and employees interest on the job, time, productivity and performance. To identify the same, the present study focuses on the various factors involved in workforce civility towards their effective work etiquette practices, communication patterns, cost and reward based procedures and practices, conflict resolution and negotiation practices. The research was conducted in one of the leading multinational company dealing with printing of currency notes for Reserve Bank of India. Sample size of 200 employees working in Chennai division is considered for the study. The research has pointed out that out of five components of work force civility, the factor cost & reward alone has significant impact over work force civility among employees. The other components of work force civility such as effective work etiquette, communication, conflict resolution and negotiation has no significant impact on work force civility among employees. The study concluded that Civility & Incivility are specific to today's organisation policy and practising culture in the work place.

1. INTRODUCTION

Civility is derived from the Latin civic, meaning "citizen". However, civility is not limited to actions by an individual in his or her capacity as a citizen. In this new millennium, organizations throughout India continue to address a multitude of creature relation issues. Some of these issues include racism, sexism, and ageism workplace violence and interpersonal conflict. Civility provides the norms and rules to be adhered when dealing with others. The positive behaviors at workplace endow with prolific relations which represents the cordial relations, consideration and managing conflicts.

One of the most recent organizational issues that have yet to receive much attention is incivility in the workplace. Civility in the workplace has received even less attention. And incivility has more impact of such behaviors on the organization. There is a cause significant unenthusiastic impact on employee morale, effectiveness, lost time, and reduced productivity in spite of increased level of incivility is a problem in organizations to date there has been little research done to investigate how organizations can be more civil. Success for employees in the organization environment depends on the environment which organization provide. Workforce civility will help the workers to increase the will power of people in the organization. The focus should be on workforce civility inside the organization.

2. REVIEW OF LITERATURE

Incivility is considered as one the factor in recent researches and researchers have identified that workplaces with incivility has come out with employee absenteeism, higher turnover, and lower job satisfaction (Pearson & Andersson, 2005, Lim & Cortina, 2008; Caza & Cortina, 2007). The approach of civility has given a new arena for organisation change which focuses on interventions for team and individuals (Osatuke et. al., 2009). The positive outlook behaviour has made organisation to focus on creating a positive behaviour environment (Christian Porath & Anderson, 2013, Christian Porath, 2016 & 2017). Job satisfaction surveys (Gill, M., 2009), absenteeism (Miner-Rubino, K., 2010) and turnover (Griffin, B., 2010) has viewed in addition with interpersonal components (Kessler, 2008). In the present context, civility acts as a mediator for job satisfaction and interpersonal relations. Understanding the relationships between civility and satisfaction through research study provide a new insight in to employee behaviour. This incivility, employees regard for no other is treated as a costly affair in organisation in recent past.

3. SIGNIFICANCE OF THE PROBLEM

For organizations to remain competitive in the global marketplace the employees should be treated and utilized properly by the organization. An effective strategy of workforce civility should show that it will enable the employees love of thy neighbour. Civility costs nothing, and buys everything. Various researches has identified the workplace incivility is related with affecting individual relationship and behaviour which results in job dissatisfaction and turnover but most of the studies provided the focus of individual behaviour at workplace. Most of the organisations are fail to aware of the consequences of uncivil behaviour which could affect organisation values, and employees interest on the job, time, productivity and performance. To identify the same, the present study focuses on the various factors involved in workforce civility towards their effective work etiquette practices, communication patterns, cost and reward based procedures and practices, conflict resolution and negotiation practices. Specifically, the study targets the employees' civility behaviour at the workplace. This initiative is related with part of organisation developments.

4. RESEARCH METHODOLOGY

The research was conducted in one of the leading multinational company dealing with printing of currency notes for Reserve Bank of India. Sample size of 200 employees working in Chennai division is considered for the study. Census sampling method was adopted and the primary data were collected through a standard Questionnaire from the employees from all the departments. The questionnaire was focused on the five factors such as effective work etiquette, cost & reward, communication, conflict resolution and negotiation which was extracted through a detailed literature study. Using SPSS version16.0, basic descriptive statistics along with reliability analysis, one way ANOVA and multiple regression were used. The value of Cronbach's Alpha was found to be 0.952 which suggests that the data collected is reliable for further analysis.

Table 1
Cross Tabulation of Demographic Variables with Work Force Civility

S. No.	Skills		Effective work etiquette	Conflict & resolution	Communication	Cost & reward	Negotiation
1	Gender	Sig	.059	.000	.376	.108	.070
		Result	Accepted	Rejected	Accepted	Accepted	Accepted
2	Marital status	Sig	.382	.006	.097	.692	.240
		Result	Accepted	Rejected	Accepted	Accepted	Accepted
3	Age	Sig	.059	.004	.186	.020	.041
		Result	Accepted	Rejected	Accepted	Rejected	Rejected
4	Members in family	Sig	.503	.000	.000	.816	.018
		Result	Accepted	Rejected	Rejected	Accepted	Rejected
5	Educational Qualification	Sig	.121	.001	.053	.170	.000
		Result	Accepted	Rejected	Accepted	Accepted	Rejected
6	Income	Sig	.314	.389	.156	.086	.119
		Result	Accepted	Accepted	Accepted	Accepted	Accepted

The present study has considered gender, marital status, age, members in family, educational qualification and income of the respondents as demographic variables. Five factors of work civility were considered based on the extensive literature review. The researcher has conducted crosstab analysis with the demographic and work civility factors. Based on the above table, it is identified that there is no significant association found with all the demographic variables as gender, marital status, age, members in the family, their qualification and income of the respondent and their perceived opinion towards effective work etiquette for work force civility. The civility in the work place exhibits the basic work etiquette among employees. Workplace etiquette refers to unwritten rules or norms of acceptable conduct within a professional environment. Though the breach of etiquette are not always related to disciplinary actions, Violations of workplace etiquette are not always punishable by company law, but discounting the norms have made remarkable consequences for the entire employee futurity.

Expecting conflicts at workplace may happen when synergy in a team is emphasised. This may end up with individual emotions like frustration, anger, disappointment. When employees were pressurised to reach the deadlines, organisation may expect clashes. But which needs to be managed. For a factor, conflict & resolution, a significant association identified with all the demographic variables as gender, marital status, age, members in the family, and their qualification except the income of the respondent.

Civility has expressed by way of effective communication. It is not related to conveying and receiving messages rather it is skill which needs to be trained and practiced. The factor communication has not found any significant association with all the demographic variables except the number of members in the family. Though civility is associated with cost aspects, it may cause lesser revenue, higher employee turnover, poor company productivity, health costs, low customer retention, lawsuits and settlements. It is pinpointed that the factor cost & reward has found no significant association with all the demographic variables except their age.

The art of negotiation has also contribute towards the acknowledgements and sacrifices made at the work spot during negotiations. Either individual or a team, employee must be trained for negotiation skills to persuade issues in a positive way. The factor negotiation has a significant association with age, marital status and their income of the respondents and found no significant association with the other demographic variables as age, members in a family and their educational qualification.

In order to identify the impact of work force civility at employee level, he multiple regression lines were estimated to perform the same. The general form of the regression model for the present study is given below.

$$Y = a + a1\ x1 + a2x2 + a3x3 + a4x4 + a5x5$$

Y = Overall work force civility, $x1$ = Effective work etiquette, $x2$ = Cost and reward, $x3$ = Communication, $x4$ = Conflict and resolution and $x5$ = Negotiation

Ho-There is no significant impact found with effective work etiquette, cost & reward, communication, conflict & resolution and negotiation factors towards the overall work force civility among the employees

Table 2
Regression Analysis

Categories	Size	Constant	Regression co-efficient					R square value	Sig
			A1	A2	A3	A4	A5		
Overall workforce Civility	100	4.033	.282	0.023	.192	0.332	0.255	.676	0.000

*Indicates 5% level of significant

Figures in the parenthesis are "*t*" values

The computed F value (1.340) indicates that the regression model is fitted for analyzing the work force civility is significant. The R square value (.67) explains 67% of perception of work force civility among the employees. The regression co-efficient revealed that out of five components of work force civility, the factor cost & reward alone has significant impact over work force civility among employees. The other components of work force civility such as effective work etiquette, communication, conflict resolution and negotiation has no significant impact on work force civility among employees.

5. DISCUSSION

Workforce civility has its origin from basic motivation theories. Theories supported that happy and engaged workers are used to go extra mile for reaching goals and may contribute employees to be an individual. On

the other ground, the unsatisfied and stressed employee may exhibit a indifferent attitude which creates a negative momentum in the work place. In addition, the uncivil practices like discriminating against individual or group, sabotaging individual effort, practicing injudiciousness, thoughtlessness, fail to acknowledge others, ignoring other employee's wishes and greetings, using unpleasant languages, gossiping about others also affect the ethical behaviour of employees. Civility is the sole contribution of employees towards the governance of the organisation. Civility promotes controlling anger, managing frustration and workforce spirituality too. It inculcates the skill of dealing tough personalities, promotes lenience and cordial support.

6. CONCLUSION

Civility can be infused by encouraging every employee to live with professionalism which starts with greeting each other to maintain a positive relationship, ease with each other. The practices must be a part of value based culture creation intervention the organisation and should be included in induction programmes. Appreciative Inquiry is a research technique in OD interventions and used to create an affirmative organisation climate. The shouldering responsibility of HR through various informal communication based learning exercises at frequent interval among the employees may end up with the expected work force civility behavior in the organisation. To conclude, the present research has identified that Civility & Incivility are specific to today's organisation policy and practising culture in the work place.

References

Cortina L M, Magley V J, Patterns and profiles of response to incivility in the workplace, J. Occup. Health Psychol. 14, (2009); 10.1037/a0014934:272–288.

Gill M J, Sypher B D, Workplace incivility and organizational trust, in Destructive Organizational Communication: Processes, Consequences, and Constructive Ways of Organizing, Lutgen-Sandvik P, Sypher B D, editors. (New York, NY:Routledge), (2009); 53–73.

Griffin B, Multilevel relationships between organizational-level incivility, justice and intention to stay, Work Stress 24, (2010); 10.1080/02678373.2010.531186: 309–323.

Lim S, Cortina L M, Magley V J, Personal and workgroup incivility: impact on work and health outcomes, J. Appl. Psychol. 93, (2008); 10.1037/0021-9010.93.1.95: 95–107.

Miner-Rubino K, Reed W, Testing a moderated mediational model of intra-workgroup incivility: the roles of organizational trust and group regard, J. Appl. Soc. Psychol. 40, (2010); 10.1111/j.1559-1816.2010.00695.x: 3148–3168.

Pearson C M, Porath C L, On the nature, consequences and remedies of workplace incivility: no time for nice? Think again, Acad. Manag. Exec. 19, (2005); 10.5465/ame.2005.15841946: 1–12.

Kessler S R, Spector P E, Chang C, Parr A D, Organizational violence and aggression: Development of the three-factor violence climate survey, Work & Stress, 22, (2008): 108-124.

Christine Porath & Christine Pearson, The Price of Incivility. Harvard Business Review, (2013); January-February issue. https://hbr.org/2013/01/the-price-of-incivility accessed on 27th February, 2017.

Christine Porath, An antidote to incivility, Harvard Business Review, (2016); April issue: pp.108-111.

Christine Porath, How rudeness stops people from working together. Harvard Business Review, (2017); January issue, https://hbr.org/2017/01/how-rudeness-stops-people-from-working-together.