RIPPLE EFFECT OF WORKPLACE INCIVILITY: UNDERSTANDING EMOTIONAL EXHAUSTION AND ITS IMPLICATIONS ON ADAPTIVE PERFORMANCE IN MODERN ORGANIZATIONS

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Abstract:

Workplace incivility has increased due to digital communication tools, virtual interactions, and organizational structures. While email and virtual meetings improve efficiency, they can cause misunderstandings and conflicts. The gig economy and remote work trends may lead to feelings of isolation and reduced interpersonal sensitivity. Organizations are focusing on fostering a positive workplace culture through employee training, communication guidelines, and inclusive policies. Organizational leaders play a crucial role in setting respectful behavior.

This study explores the impact of workplace rudeness on organizational outcomes, focusing on emotional exhaustion and adaptive performance. Workplace rudeness, characterized by disrespectful behavior, can lead to chronic fatigue and depletion of emotional resources. On the other hand, adaptive performance refers to employees' ability to adapt and thrive amidst changing demands and challenges. Workplace insolence, including rudeness and disrespect, contributes to a toxic work environment. Emotional depletion, a result of prolonged exposure to stressors, exhausts emotional assets. Adaptive performance, a crucial aspect of employee effectiveness, involves navigating and excelling in dynamic work environments. This study explores the connection between workplace incivility and emotional exhaustion.

The study explores the impact of workplace incivility through a combination of qualitative and quantitative methods. It uses surveys and interviews to understand employees' experiences and performance metrics. The findings offer valuable insights for practitioners and leaders to create healthier workplace cultures and improve adaptive performance. The findings will guide interventions to mitigate the negative effects of incivility on employee well-being and organizational effectiveness.

Keywords: *Workplace Incivility, Modern Workplace Dynamics, Respectful Behavior, Positive Work Culture, Employee Well-being*

Introduction:

Workplace incivility refers to low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect .Uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard for others Some factors that contribute to workplace incivility include job insecurity, violation of the psychological contract with the organization, work-life conflict, and perceived unfairness in the organization.[1]

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[1] *Workplace Incivility | Quality Improvement Center for Workforce Development. (n.d.). https://www.qic-wd.org/umbrella-summary/workplace-incivility*

Workplace Civility refers to the respectful and courteous behavior exhibited by individuals toward their colleagues in the workplace. It involves treating others with dignity, showing appreciation for their contributions, and refraining from any behavior that may be perceived as rude, aggressive, or disrespectful. Workplace Civility encompasses active listening, empathy, and constructive communication, which contribute to fostering positive relationships, increasing job satisfaction, and improving organizational outcomes.

Incivility, on the other hand, refers to the active display of behaviors that neglect or violate mutual respect, often leading to tension and conflict. Understanding the nuances between civility, incivility, and rudeness is crucial for fostering positive social interactions. Most empirical studies have primarily focused on incivility, but there has been a shift towards analyzing and measuring Workplace Civility in recent years. However, there remains a lack of consensus regarding the definition, measurement, and antecedents of Workplace Civility. A systematic review and meta-analysis are necessary to provide a comprehensive understanding of Workplace Civility and identify knowledge gaps.(Peng, 2023)

Review of Literatures:

(Shrestha et al., 2018) conducted research on Workplace interventions for reducing sitting at work. The research found that on Workplace Civility compared to studies on incivility, highlighting the need for further research to define and measure Workplace Civility. They also add Desirable correlates of Workplace Civility include organizational commitment, job satisfaction, and mental health, while the intention to quit is an undesirable correlate .Fostering civility in the workplace can lead to improved physical and mental well-being, reduced burnout and absenteeism rates, and enhanced cost-efficiency.

(Cortina et al., 2017)WI is a relatively new concept in the study of abnormal workplace behavior. It refers to rude, dismissive, and exclusionary behaviors that violate respect-based workplace norms. It is defined as "low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect" (Andersson & Pearson, 1999, p. 457). It is also seen as a milder version of organizational abuse and comprises actions that show a lack of respect for others. For behavior to be classified as uncivil, the perpetrator's intention to damage the victim must be considered as ambiguous, meaning there must be no vious wish to harm.[2]

(Xiao et al., 2023) Research found Both active and passive cyber incivility were found to predict increased emotional exhaustion in employees, with intrinsic motivation playing a key mediating role**.** The negative effect of passive cyber incivility on intrinsic motivation was more pronounced in individuals with a higher promotion focus. The indirect effect of intrinsic motivation on emotional exhaustion was found to be 0.21.

Research Methodology:

The research study titled "Ripple Effect of Workplace Incivility: Understanding Emotional Exhaustion and its Implications on Adaptive Performance in Modern Organizations" aims to explore the impact of workplace rudeness on organizational outcomes, specifically focusing on emotional exhaustion and adaptive performance.

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[2] *Oboreh, J. S., Tarurhor, E. M., & Opatayo, K. T. (2022). Workplace Incivility and staff job performance in Federal Universities: The study of South-South and South-East of Nigeria. Africa and Asia Journal of Social and Management Sciences, Humanities, Education, and Legal Studies, 3(5), 1-37*

The study utilizes a combination of qualitative and quantitative research methods to gather data and insights from employees.

1. **Surveys:**

   The researchers will design and administer surveys to collect quantitative data on employees' experiences of workplace incivility, emotional exhaustion, and adaptive performance. The surveys will use validated measurement scales to ensure reliability and validity. The survey questions will cover aspects such as the frequency and severity of workplace rudeness, levels of emotional exhaustion, and self-reported adaptive performance. The surveys will be distributed electronically to ensure efficient data collection.

2. **Performance Metrics:**

   To assess adaptive performance, the researchers will collect performance metrics from organizational records or supervisor evaluations. These metrics may include indicators such as the ability to handle change, problem-solving skills, and overall job performance ratings. By comparing these metrics with the reported experiences of workplace incivility and emotional exhaustion, the researchers can examine the relationship between these variables.

3. **Data Analysis:**

   The collected data from surveys and interviews will be analyzed using appropriate statistical techniques. Quantitative data from surveys will be analyzed using descriptive statistics, correlation analysis, and regression analysis to identify relationships between workplace incivility, emotional exhaustion, and adaptive performance. Qualitative data from interviews will be transcribed and subjected to thematic analysis to identify common themes and patterns in participants' experiences.

4. **Ethical Considerations:**

   The researchers will ensure ethical considerations throughout the study. Informed consent will be obtained from participants, and their confidentiality and privacy will be protected. The research will adhere to ethical guidelines for human subject's research, and any potential risks or discomfort to participants will be minimized.

5. **Limitations:**

   It is important to acknowledge potential limitations of the research methods. The study relies on self-reported data, which may be subject to biases or inaccuracies. Additionally, the research will be conducted in a specific organizational context, limiting the generalizability of the findings. However, efforts will be made to include a diverse sample of participants to enhance the study's external validity.

Sampling Methods:

6. **Non-Probability Sampling:**

   In addition to probability sampling, the researchers may also use convenience sampling to supplement the sample size. Convenience sampling involves selecting participants based on their availability and accessibility. This method may be used to include additional participants who are willing to participate but may not be part of the original stratified random sample. However, the researchers will be cautious in

interpreting the results obtained from convenience sampling, as it may introduce potential biases.

Source of Data:

7. Surveys:

The primary data source for the study will be self-reported survey responses from the participants. The surveys will be distributed electronically using online survey platforms or through email. The participants will be asked to complete the surveys by providing their responses to the survey questions related to workplace incivility, emotional exhaustion, and adaptive performance. The survey data will be collected and analyzed quantitatively.

Findings and Analysis:

The data provided offers insights into the frequency at which individuals experienced various negative behaviors in the workplace, such as being put down or condescended to, receiving little attention or interest in their opinions, encountering demeaning or derogatory remarks, being addressed in unprofessional terms, being ignored or excluded from professional camaraderie, having their judgment doubted on matters of responsibility, or being subjected to unwanted attempts to discuss personal matters.(Chou & Chang, 2021)

Findings based on the Emotional Exhaustion

- The majority of respondents (38.7%) reported never experiencing being put down or treated condescendingly.
- A significant proportion of participants (32.3%) reported occasionally experiencing demeaning or derogatory remarks.
- The highest percentage of respondents (41.9%) reported never encountering demeaning or derogatory remarks.
- A notable number of individuals (32.3%) reported occasional doubts about their judgment on matters of responsibility.
- A considerable percentage of respondents (ranging from 16.1% to 25.8%) reported instances of their opinions being disregarded or receiving little attention.
- A significant proportion of participants (ranging from 22.6% to 41.9%) reported feeling ignored or excluded from professional camaraderie.
- Unwanted attempts to discuss personal matters were reported by a minority of participants (ranging from 6.5% to 29.0%).
- Overall, while the majority of respondents reported positive experiences, the existence of occasional negative behaviors highlights the need for ongoing efforts to cultivate a respectful and inclusive work environment.

Findings is based on the impact of workplace incivility(Yoo et al., 2011)

The majority of respondents (32.3%) agreed that they felt emotionally drained by their work.

- A significant proportion of participants (32.3%) also agreed that they felt used up by the end of the day.
- When it came to feeling fatigued in the morning to face another day on the job, a quarter of the respondents (25.8%) agreed.
- Working with people all day was reported as a strain by 22.6% of respondents.

- Similarly, 25.8% of participants agreed that working with people directly put too much stress on them.
- Feeling burned out from work was reported by 25.8% of respondents.
- The feeling of frustration with their job was reported by 16.1% of participants.
- A majority of respondents (35.5%) agreed that they felt they were working too hard in their job.
- A smaller percentage of participants (16.1%) felt like they were at the end of their rope.

Overall, the findings suggest that a significant portion of the surveyed individuals experienced emotional strain, fatigue, and burnout in their work. Additionally, working with people directly was identified as a potential source of stress. These findings indicate the need for organizations to address work-related stress and implement measures to support employee well-being and prevent burnout.

- Achieving total focus on the situation to act quickly:
- Approximately 26% of respondents agreed, while 16% disagreed or strongly disagreed.
- About 42% of respondents were uncertain or neutral about their ability to achieve total focus.
- Quick decision-making:
- Around 39% of respondents agreed that they quickly decide on actions to resolve problems.
- Only 10% disagreed or strongly disagreed with their ability to make quick decisions.
- Adaptability to changing tasks at a fast pace:
- More than half (approximately 52%) of the respondents agreed that they feel at ease even when tasks change rapidly.
- About 10% disagreed or strongly disagreed with their ease in handling rapidly changing tasks.
- Maintaining composure in decision-making situations:
- Approximately 42% of respondents agreed that they keep their cool in situations requiring many decisions.
- Around 7% strongly disagreed or disagreed with their ability to maintain composure in such situations.
- Seeking calm discussions with colleagues for solutions:
- Almost 48% of respondents agreed that they look for solutions through calm discussions with colleagues.
- Approximately 13% disagreed or strongly disagreed with seeking solutions through calm discussions.
- Being sought after for advice due to self-control:
- About 36% of respondents agreed that colleagues regularly ask for their advice in difficult situations because of their self-control.
- Regular training to keep competencies up to date:
- Approximately 23% of respondents agreed that they undergo regular training to keep their competencies up to date.
- An equal percentage (23%) disagreed with undergoing regular training.
- Actively seeking opportunities to improve performance:
- Around 42% of respondents agreed that they actively look for opportunities to improve their performance.
- Approximately 26% strongly agreed with actively seeking performance improvement opportunities.
- Willingness to adapt behavior to work well with others:

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- Almost 48% of respondents agreed that they willingly adapt their behavior to work well with others.
- Understanding the viewpoints of others for better interaction:
- Around 48% of respondents agreed that they try to understand the viewpoints of others to improve their interaction.

These findings provide insights into the respondents' self-perception of their abilities related to focus, decision-making, adaptability, composure, collaboration, self-control, training, performance improvement, and interpersonal skills.

Conclusion:

Based on the findings obtained from the data, several conclusions can be drawn regarding the self-perception of individuals in various areas related to focus, decision-making, adaptability, composure, collaboration, self-control, training, performance improvement, and interpersonal skills. Here is a draft conclusion summarizing the key observations:

The research findings highlight both strengths and areas for improvement in individuals' self-perceived abilities. It is encouraging to note that a significant proportion of respondents expressed confidence in their ability to achieve total focus and act quickly in demanding situations. Additionally, a substantial number of participants reported being able to make quick decisions and adapt effectively to rapidly changing tasks.

Furthermore, the respondents generally displayed a positive attitude towards seeking calm discussions with colleagues for problem-solving, and their self-control was acknowledged by colleagues who sought their advice in difficult situations. This indicates a potential for effective collaboration and leadership skills among these individuals.

However, the findings also shed light on areas where individuals may benefit from further development. A notable proportion exhibited uncertainty or neutrality in their ability to achieve total focus and act quickly, as well as maintaining composure during decision-making processes. Similarly, a significant number of respondents indicated a lack of regular training to update their competencies, which suggests a potential gap in professional development initiatives.

Nevertheless, it is promising to observe that a considerable number of participants actively seek opportunities to improve their performance and willingly adapt their behavior to work effectively with others. This highlights a positive mindset towards growth and collaboration within the surveyed population.

In conclusion, the research underscores the importance of continuous learning and development to enhance skills such as focus, decision-making, adaptability, composure, and collaboration. Organizations and individuals can leverage these findings to identify areas for improvement and implement targeted interventions to foster personal and professional growth, ultimately leading to enhanced performance and effective teamwork.

Suggestions and Recommendation:

1. **Foster a Respectful and Inclusive Work Environment:** While the majority of respondents reported positive experiences, the existence of occasional negative behaviors in the workplace highlights the need for ongoing

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efforts to cultivate a respectful and inclusive work environment. Organizations should prioritize initiatives aimed at promoting respect, civility, and inclusivity among employees.

2. **Address Work-Related Stress and Burnout:** A significant portion of respondents experienced emotional strain, fatigue, and burnout in their work, with working directly with people identified as a potential source of stress. Organizations should implement measures to support employee well-being, such as offering resources for stress management, promoting work-life balance, and providing opportunities for relaxation and rejuvenation.

3. **Invest in Training and Professional Development:** A notable proportion of respondents indicated a lack of regular training to update their competencies. Organizations should prioritize investment in training and development programs to enhance employees' skills and knowledge, ensuring they remain up-to-date with industry trends and best practices.

4. **Promote a Growth Mindset:** Encourage a positive attitude towards continuous learning and improvement among employees. Emphasize the importance of seeking opportunities to enhance performance, develop new skills, and adapt behavior to work effectively with others.

5. **Support Effective Collaboration and Leadership:** Recognize and promote individuals who demonstrate strong collaboration and leadership skills. Encourage employees to seek calm discussions with colleagues for problem-solving and leverage their self-control and interpersonal skills to foster effective teamwork.

6. **Provide Resources for Stress Management and Well-being:** Offer resources and support systems for employees to manage stress and prioritize their well-being. This may include access to counseling services, wellness programs, flexible work arrangements, and initiatives to promote a healthy work-life balance.

7. **Encourage Open Communication:** Create a culture of open communication where employees feel comfortable expressing their concerns and providing feedback. Encourage dialogue between management and employees to address issues related to workplace behavior, stress, and professional development.(Liu et al., 2020)[3]

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