Interpersonal Conflict and Outcomes: The Role of Workplace Incivility and Perception of Organizational Politics

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A thesis submitted in partial fulfillment of the requirements for the Degree of Master of Philosophy/Science in Management with specialization in Human Resource Management
at
the Faculty of Management Sciences
International Islamic University,
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Supervisor
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October, 2016.

بسم الله الرحمن الرحيم

In the name of Allah, the most merciful and beneficent

DEDICATION

I dedicate this thesis to my parents, brother and my supervisor whose support enabled me to complete this research study successfully.

(Acceptance by the Viva Voice Committee)

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I hereby declare that this thesis, neither as a whole nor as a part thereof, has been copied out from any source. It is further declared that I have prepared this thesis entirely on the basis of my personal effort made under the sincere guidance of my supervisor and colleagues. No portion of work, presented in this thesis has been submitted in support of any application for any degree or qualification of this or any other university or institute of learning.

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ABSTRACT

In the previous two decades, workplace negativity has appeared as a principal topic in the organization behaviour literature. The research shows that once interpersonal conflict starts, it usually escalates into more adversarial episodes resulting in overall negative impact on workplace environment. The main focus of this study is to investigate such impacts in a detailed design. This study proposed lower levels of psychological detachment, turnover intentions and stress as outcomes of interpersonal conflict through intervening role of workplace incivility. Workplace incivility is a leading negative behaviour at workplace, which quite recently has become the focal topic of empirical research. Research has detailed antecedents and broad consequences of workplace incivility whereas the interlinking roles of workplace incivility have largely absent from research. This study is first to link interpersonal conflict with psychological detachment specifically and further with turnover intentions and job stress through intervening role of workplace incivility. The model was tested by collecting data of study variables through population that constitutes of employees within higher education, banking and telecom sector of Twin cities (Rawalpindi & Islamabad, Pakistan). The data has been analysed by mediated and moderated regression tests using SPSS 23. The results showed that workplace incivility fully mediates the relationship of interpersonal conflict with lower psychological detachment and turnover intentions while partially mediates the relationship of interpersonal conflict with job stress. Furthermore, perception of organizational politics has been found to have a moderating role between interpersonal conflict and workplace incivility. This study would help managers to divulge the negative outcomes of interpersonal conflict and workplace incivility.

CHAPTER 1

1. INTRODUCTION

1.1 Background

Organizations are collaborative social units where members participate in planned activities in order to achieve certain targeted goals (Blau & Scott, 1962; Etzioni, 1964; Simon, 1976) and to get these activities done interpersonal interactions are a fundamental requirement (March & Simon, 1958). Literature shows that although most of such interactions at daily work are generally positive (Nezlek, Wheeler, & Reis, 1983; Watson, 2000), but still there are noticeable evidences that suggest negative interactions or events (for instance interpersonal conflict) to hold more potency over positive interactions when it comes to their influence on employee welfare (Rook, 2001; Taylor, 1991). Other than having hostile influence on individual well-being, it is important to tape out individual reactions to interpersonal conflict as it has much more negative implications. This study intends to mark out a few negative outcomes of interpersonal conflict.

It could be seen that research provides a detailed literature on negative interpersonal interactions at workplace and has concluded many meta-analytic evidences that pinpoints a number of predictors and consequences of workplace mistreatment (Bowling & Beehr, 2006; Hershcovis & Barling, 2010; Hershcovis *et al.*, 2007; Leiter, 2013). Workplace mistreatment has been categorized in numerous forms that constitute of bullying, abusing, aggression, mobbing, interpersonal conflict, social undermining and incivility at workplace (Leiter, 2013). Off all these, interpersonal conflict at workplace has been suggested as a major adversarial stressor that has been

linked in literature with decreased job satisfaction, lower organizational commitment, higher turnover intentions, and increased counterproductive work behavior (Fox, Spector, & Miles, 2001; Frone, 2000; Penney & Spector, 2005; Spector & Jex, 1998). This study seeks to uncover the detrimental episodes that are followed by interpersonal conflict.

Previous studies showed that those who engage in negative behaviours at workplace tend to have shown less organizational citizenship behaviors (Dalal, 2005), with higher turnover intentions (Chiaburu & Harrison, 2008) and furthermore, face more stress as compared to their colleagues (Bowling & Beehr, 2006). Turnover intentions are defined as mindful and cautious determination of an employee to leave an organization within a specified timeframe (Tett & Meyer, 1993). Although the relation between interpersonal conflict and turnover intentions has been well established, the current study seeks to examine further mechanisms of this relationship. According to Long (1995), Stress could be explained as an interaction between an individual source of demand from work environment in which the work demand exceed than the individual's capability. Moreover, Kolbell (1995) defined job stress as a disruption in psychological equilibrium which occurs due to inability of an employee to successfully cope with the exceedingly work demands. Stress could be resultant of negative interactions at work. As established by researches, interpersonal conflict at work could lead to stress at job (Friedman *et al.*, 2000), wherein the aim of the study is to replicate those findings and in addition to tap the detailed mechanisms of this link. Etzion, Eden, & Lapidot (1998) defined psychological detachment as sense of one being to be away from work environment after work. Prior studies suggest that presence of stressor at workplace could obstruct psychological detachment of an employee after work (Sonnentag & Bayer, 2005; Sonnentag, Kuttler,

1.2 Research gap and rationale of the study

Negative encounters at work such as interpersonal conflicts have suggested by studies as most severe work stressors (Spector & Jex, 1998). Evidences show that interpersonal conflicts in particular have been substantively donating to negative outcomes at work as they have been rated as most offensive and troublesome of all daily stressors (Beach *et al.*, 1993; Bolger *et al.*, 1989; Farrell, 1999; Keenan & Newton, 1985; Leiter, 2005; Smith & Sulsky, 1995). Ilies et al. (2011) had emphasized for the need of research on understanding the consequences of interpersonal conflict by gauging its specified influences on strain indicators along with scrutinizing their relative strength and therefore purposing and testify certain moderators. Lately, Wickham, Williamson, Beard, Kobayashi & Hirst (2016) accessed the impact of interpersonal conflict on psychological well-being. Their study has recommended continuing future research which measures cognitive or emotional reactions to conflicts in order to have a better know-how of mechanisms that lead after employees experience stressful interactions. This provides the study with the basis to draw attention on identifying the outcomes of interpersonal conflict.

Research has shown that presence of stressors at work has been related with lower levels of psychological detachment. Increased workload and emotional dissonance at workplace have shown to impede psychological detachment of employees after work (Sonnentag & Bayer, 2005; Sonnentag, Kuttler, & Fritz, 2010). Sonnentag & Fritz (2015) have detailed research on psychological detachment in a recent meta-analytic study and summarized avenues for future research. Their study has pinpoint to flourish studies that examine the causality of psychological detachment through detailed paths that take into account the role of certain moderating variables that

would help to explain different perspectives of psychological detachment more comprehensively. Volmer *et al.,* (2012) recently specified that social conflicts with customers at workplace have detrimental effects on employees by relating them with lower levels of psychological detachment during non-work. The above outlined arguments provided the study with the basis of drawing relationship between interpersonal conflicts as a predictor of lower level of psychological detachment during non-work time which has not been empirically tested before.

Incivility has been a somewhat new addition within the field of negative workplace encounters (Andersson & Pearson, 1999). Porath & Pearson (2013) estimated that almost as much as 98% of employees at work experience uncivil encounters, with almost 50% of them facing it per week by minimum. In a current review on workplace incivility by Schilpzand *et al.,* (2014), it has been emphasized to pay importance on research regarding workplace incivility and stressed that a large portion of research investigating incivility has been carried out in West; therefore, creating a gap for the Asian countries to conduct studies on the underlying construct. Kim & Shapiro (2008) provided that it is significantly needed to extend geographies regarding research of workplace incivility in order to gain global significance and to generate insights of how employees from different areas perceive and respond to encounters of uncivil workplace behaviors. Miner *et al.*, (2012) also recommended that future studies might investigate attributions of employees depicting such mistreatment in order to gain extended justifications for uncivil treatment.

Schilpzand *et al.,* (2014) in their review study showed that incivility has been linked with conflict management styles (Trudel and Reio, 2011) but not with conflict types and particularly interpersonal conflict. Trudel & Reio (2011) have suggested that if there is a conflict among parties, they may respond by engaging in uncivil conduct

towards each other. Literature established that interpersonal conflicts has been associated somewhat with incivility somehow ambiguously, i.e. Kisamore *et al.*, (2010) associated interpersonal conflict with abusive workplace behavior using scale of counterproductive work behavior that constituted of items regarding workplace incivility, hence it could be assumed that interpersonal conflict could also be a major cause of workplace incivility. Furthermore, Meyer (2004) proclaims that unsettled workplace conflicts may clue to antisocial behaviors such as covert vengeance and violence. In a qualitative study on workplace bullying (which is a construct that overlaps with workplace incivility), Baillien, Neyens, De Witte, and De Cuyper (2009) established that workplace interpersonal conflicts (from work-related issues, personal issues, or a combination of both) led to workplace bullying. These theoretical foundations suggest that the workplace incivility and interpersonal conflict are linked construct. On basis of this empirical support, current study purposes that interpersonal conflict leads to workplace incivility.

Miner *et al.*, (2012) evidenced link between workplace incivility and job stress. Specifying to homogenous sample used within their study, they suggested uncovering whether other data samples generalize current findings or not. Furthermore, Nicholson & Griffin (2015) recently established link of incivility at workplace with lower levels of psychological detachment and had endorsed to testify this association with different samples. Taylor and Kluemper (2012) introduced incivility as a mediator and examined the intervening role of incivility between employees' perceptions of role stress (ambiguity, role conflict, and overload) and personality traits. With only few studies examining the intervening effects of workplace incivility; there is vast research gap that is yet to be researched. Trudel & Reio (2011) also claimed that detrimental consequences of workplace incivility are a result of poorly managed conflict. This

provides a potential foundation to introduce incivility as a possible mediator among interpersonal conflict and outcomes (psychological detachment, turnover intentions and stress).

Perception of Organizational Politics (POP) is one of the major construct in organizational behavior that has received major focus and has been extensively researched over past decades. Researchers have claimed that POP has previously been positioned as either a predicting or outcomes construct (Ferris *et al.*, 1989; Poon, 2003) but nominally have been introduced as possible moderator (Harris, James, Boonthanom, 2005). POP has been seen to have both negative and positive aspect as overall construct but there seem to be a consensus that the negative aspects of POP dominates and prevails widely (Adamski, 1992). Current study also adopted this dominant view and purposed POP to have more negative impact within organizational behavior than positive. Haq (2011) in his study have researched the detailed outcomes of interpersonal conflict and has recommended future studies to further examine the conflict-politics aftermath. Hence, Perceptions of organizational politics is purposed to moderate the relationship between interpersonal conflict and workplace incivility.

1.3 Problem Statement

Interpersonal mistreatment calls for special attention in organizational behavior as it could lead to detrimental consequences. Interpersonal conflicts likewise hold a major focus of attention when it comes to interpersonal mistreatment. Researches indicate that presence of stressor (interpersonal conflict) could lead to employee responses such as psychological detachment, turnover intentions and stress, which have adversarial effects on individual and organizational effectiveness. Incivility and POP have also been identified as adverse factors in organizational environment and have

been associated with negative results including psychological detachment, turnover intentions and stress. Therefore, it calls for need of investigation that relates to the consequences of interpersonal conflict through incivility in order to help out managers to cope with such issues.

1.4 Research questions

The research pursues to answer the following research questions:

Q1: Is interpersonal conflict associated with psychological detachment, turnover intention and job stress?

Q2: Is interpersonal conflict associated with workplace incivility?

Q3: Is workplace incivility associated with psychological detachment, turnover intention and job stress?

Q4: Does workplace incivility mediate the relationship of interpersonal conflict with psychological detachment, turnover intention and job stress?

Q5: Does perception of politics moderate the relationship between interpersonal conflict and workplace incivility?

1.5 Research objectives

Curtailing from the research questions of the study, the objectives to be achieved from the study are as follows:

- To assess the impact of interpersonal conflict on psychological detachment, turnover intention and job stress.
- To assess impact of interpersonal conflict on incivility.

- To study the impact of workplace incivility on psychological detachment, turnover intention and job stress.
- To examine the mediating effect of workplace incivility on the relationship between interpersonal conflict and psychological detachment, turnover intention and job stress.
- To investigate the moderating effect of perception of politics on the relationship between interpersonal conflict and workplace incivility.

1.6 Significance

Theoretical: The study contributes to literature of workplace mistreatment and its expected detrimental outcomes. The impact of interpersonal conflict on employee outcomes (psychological detachment, stress and turnover intentions) is to be assessed through mediating role of incivility and moderating effect of perception of politics. This would be the first study that would contribute to the literature of transactional model of stress by applying workplace incivility as a mediator between interpersonal conflict and outcomes. A detailed survey of authentic research sources (Jstor, Emrald Insight, Elsevier, ScienceDirect, Google scholar, Taylor & Francis, American Psychology Association, Wiley Online Library and Academy of Management) showed that the current model studied has not been tested empirically before in any other study.

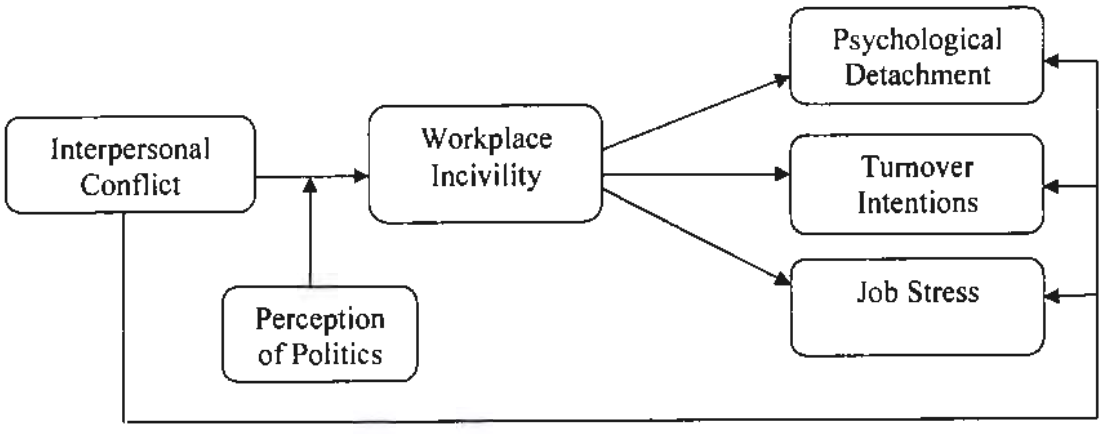
Managerial:

Research has shown that interpersonal conflict and workplace incivility are persistent in nature due to which if not all, most of the employees will have to face the issue of coping with such stressful events and their consequences at work once or so. The

study provides the managers with understanding of critical consequences that can overall affect the organizational performance in long run. The study would help determine the HR experts the consequences of interpersonal episodes and work and lays importance to introduce proactive strategies to counter such negative encounters at work once they initiate.

Contextual: In addition, it is the first study that relates interpersonal conflict to psychological detachment and turnover intentions through role of incivility specifically through data from Pakistani organizations. Different studies have been examining the constructs of current study in Western context (Abbas & Raja, 2014), therefore, this study adds to literature by testing theories of Western culture in Pakistani context.

1.7 Proposed Research Model



(Framework of the study)

The study proposes that interpersonal conflict at workplace and incivility have positive impacts on turnover intentions along with job stress and are negatively related with psychological detachment after work. Moreover perception of politics moderates

the direct impact of interpersonal conflict on workplace incivility; additionally workplace incivility mediates the relationship between interpersonal conflict and outcomes (psychological detachment, turnover intentions & stress).

Theoretical Background

The model of the study is based on transactional model of stress by Folkman & Lazarus (1985) and Lazarus & Folkman (1984). Schilpzand *et al.*, (2014) claimed that a new fruitful theoretical perspective to further research of incivility would be through transactional model of stress. So far, this theory has be used by a fewer researches to understand and investigate how employees at work evaluate or assess uncivil events (Bunk & Magley, 2013), how employees being target of such behavior cope with such incidents (Cortina & Magley, 2009) and what are the consequences of such stressful episodes.

Transactional model of stress was firstly presented by Lazarus (1966). Since then, the theory has undergone a number of amendments (Lazarus, 1991, Lazarus and Folkman 1984). One of the latest versions is Lazarus (1991), in which stress has been viewed as a transaction between an individual and the environment. It states that stress is process which constitutes of causal precursors, mediating influences and final effects. The Transactional Model of Stress and Coping is a framework for evaluating the processes of coping with stressful events. Stressful experiences are construed as person-environment transactions. These transactions depend on the impact of the external stressor. Stressors (e.g. interpersonal conflict) are demands made by the internal or external environment that upset balance, thus affecting physical and psychological well-being (Psychological detachment, TOI and Job Stress). This is mediated by firstly the person's appraisal of the stressor (workplace incivility under current study)

and secondly on the social and cultural resources at his or her disposal (Lazarus & Cohen, 1977; Antonovsky & Kats, 1967; Cohen 1984).

The model of the study is supported by the theory of transactional model of stress as interpersonal conflicts (stressor) as (supported by literature Sulsky & Smith, 2007) serve as the causal antecedent and negative encounter at that are perceived as harmful by the individuals and as a result are appraised by them in form of workplace incivility (mediation process) which consequently lead to the effects in form of stress indicators (lower levels of psychological detachment and higher turnover intentions and stress).

CHAPTER 2

2. LITERATURE REVIEW

2.1 Interpersonal Conflict

Conflict has been reported as a frequent happening within the context of work environment, affecting a dozen of employees, organizational activities and their outputs. There has been 70 years of research evidence that culminated the importance of tackling with such incidents and their impact within books, articles and reviews (Deutsch, 1990; Pondy, 1967). There has been a list of increasing empirical evidences that indicated workplace interpersonal conflicts as one of the most distressing stressors within workplace on daily basis (Sulsky & Smith, 2007).

Barki and Hartwick's (2004) provided a detailed analysis of research conducted on interpersonal conflict from 1990 to 2003 and came up with a definition of workplace interpersonal conflict based on three dimensions; disagreement, or interference or negative emotions. On the foundation of previous studies on interpersonal conflict Barki and Hartwick's (2004) defined it as "a dynamic/vigorous process that takes place between two or more parties that are interdependent over each other as they encounter negative/adverse emotional responses to perceived disagreements and interference regarding fulfillment of their goals".

Furthermore, the authors presented a typology that grounded upon the three identified dimensions to clarify different types of conflict. The framework revealed that conflict could be differentiated on only basis of identified dimensions but also in rrelvence with human cognitive, behavioral & affective approaches as shown in (Table 1).

Table 1. A Typology for Conceptualizing and Assessing Interpersonal Conflict in Organizations

Interpersonal conflict properties	**Interpersonal Conflict's Focus**	
	Task Content or Task Process	Interpersonal Relationship
Cognition/ Disagreement	Disagreement with the other about what should be done in a task or how a task should be done	Disagreement with the other's personal values, views, preferences, etc.
Behavior/ Interference	Preventing the other from doing what they think should be done in a task or how a task should be done	Preventing the other from doing things unrelated to task
Affect/Negative Emotion	Anger and frustration directed to the other about what should be done in a task or how a task should be done	Anger and frustration directed to the other as a person

Source: Barki, H. and Hartwick, J. (2004), p. 236.

Besides that, there is a substantial backing for each of these dimension as specified by Barki and Hartwick (2004) with in the organizational literature (Pondy, 1967; Putnam & Poole, 1987; Thomas, 1992).

There is a large portion of literature that shows the consistent damaging impact of negative interpersonal interactions on wellbeing and social activities (Bolger *et al.*, 1989; Newsom, Nishishiba, Morgan, & Rook, 2003; Nezlek & Plesko, 2003; Ruehlman & Karoly, 1991), with its specific impacts in work environments (Cortina, Magley, Williams, & Langhout, 2001; Frone, 2000). Interpersonal conflicts are deemed to be severe stressors at work life that result in consequences of depression and withdrawal for individuals (Frone, 2000; Ruehlman & Karoly, 1991).Research reports interpersonal conflict to cause reduced physical health (de Raeve *et al.*, 2009), negative affect and mood (Bolger *et al.*, 1989), along with disability to work in future and certain other psychiatric complications (Romanov, Appelberg, Honkasalo, &

Koskenvuo, 1996).

Interpersonal conflicts seem to occur frequently within work domains and are viewed as most stressful incidents (Beach *et al.*, 1993; Smith & Sulsky, 1995). They are reported to yield deleterious outcomes within the context of workplace for aspects of both the employee and the organization, hence causing an alarming concern for both the parties (Bennett, Cook & Pelletier, 2003).

Katz & Kahn (1978) proclaimed interpersonal conflicts as predominantly distressing events as they can effect lives on individual employees, specifically in terms to their social identities and roles. As Abu AlRub (2004; 2006) have highlighted that most of the employees specify that coworkers support is essential to adjust within work settings and such relationships are cited as a reason to stay within the organization for first year of the job by most of the employees (Robinson, Murrells, & Smith, 2005). In the same line, such supportive relationships with colleagues or the supervisors have a lot of added positive results like safety outputs (Parker, Axtel, & Turner, 2001), an increase in job satisfaction level (Thomas & Ganster, 1995), and reduced job stress levels (Kelloway, Sivanathan, Francis, & Barling, 2005). Therefore, interpersonal conflict could be concluded as a challenging factor for causing stress as it may lead to loss of positive relationship among employees and their related benefits.

Research has provided evidence for conflict to have an escalation nature in relevance to a spiral, whereby each party involved in such a situation would become more or increasingly negative when any of them respond more intensely at every interaction. As the spiral endures, the conflict between the opponents grew more severe in nature, ultimately succeeding to aggressive or hostile behaviors that are adversarial to each of

them (Andersson & Pearson, 1999; Wall & Callister, 1995). This study is built upon the same notion that once an interpersonal conflict occurs within workplace, it would spirally clue into more negative outcomes that should be investigated in order to determine the nature of negative consequences it could leads to.

2.2 Psychological Detachment

Etzion, Eden, & Lapidot (1998) defined Psychological detachment from work as "one's sense being away from the work situation". Sonnentag and Fritz (2007) have detailed many studies on this phenomenon and described it as "mental disconnection from work". They defined that detachment occurs if employees are not concerned with or are engaged in any kind of work related to their office duties once they are free from their work time. For example, if employees are not picking up any job relevant calls after work or not responding to any e-mails after work (Fritz, Yankelevich, Zarubin, & Barger, 2010). Sonnentag & Bayer (2005) stated that it coud also be explained as "the psychological factor of disengaging from work during off-job time—opposite to being merely physically away from the workplace". From all these explanations above, it could be understood that for an individual to detach psychologically, it is not merely needed to be away from the work premises but also to get away from any work relevant considerations.

Psychological detachment is one of the recovery experiences and is currently one of the constructs that needs much investigation. Feuerhahn, Sonnentag, & Woll (2014) established that psychological detachment could be enhanced by participating in engagement in exercise activities. Similarly Hahn, Binnewies, & Haun (2012) stated that it could be increased by engagement in social activities with other individuals.

Research evidences show that it is also associated to—albeit not identical to—involvement in relaxing activities along with certain other recovery experiences. Researchers have stated that while psychological detachment illustrates to have positive associations with remaining recovery experiences (relaxation, mastery, and control) still there are prominent evidences of confirmatory factor analyses that support psychological detachment to be a distinct and differentiated construct (Siltaloppi, Kinnunen, & Feldt, 2009; Sonnentag & Fritz, 2007, Shimazu, Sonnentag, Kubota, & Kawakami, 2012; Sonnentag, Binnewies, & Mojza, 2008).

In modern world, the work at organizations has gone more demanding. American Psychological Association (2013) has publicised that in current era employees tend to face higher degree of work load and elevated levels of job insecurity which is accompanied mostly by increased cognitive or emotional work demand. In order to fulfil such demands and stay healthy, employees need not only to have increased skills, knowledge and motivation (Ployhart & Moliterno, 2011). In order to meet such demands, they need to maintain optimum levels of physical and psychological health so they could stay with high levels of energy, which would further help them to stay focus and engage in work for longer periods of time (Bakker *et al.*, 2011). Research studies within the field of organizational psychology have suggested recovery experiences as vital mechanism that helps employees to stay energetic, healthy and could engage in work for longer during office time even if they are facing higher demands of work (Sonnentag, Binnewies, & Mojza, 2010). Recovery has been explained as process that helps reduce physical and psychological symptoms of stress which have their roots in higher work demands and negative interactions at work (Craig & Cooper, 1992; Meijman & Mulder, 1998).

Processes related to recovering and unwinding from job stressors can be relevant for individuals' health, well-being, and job performance (deCroon, Sluiter, & Blonk, 2004). In last few years, research on recovery processes has substantially increased (Bakker, Demerouti, Oerlemans, & Sonnentag, 2013; Fritz, Sonnentag, Spector, & McInroe, 2010). On whole, all such research studies established that strain reactions, employee well-being and job related employee behaviours are dependent upon the recovery processes during off time. Off all such recovery processes, one particularly influential is psychological detachment from work after being free from work. Sonnentag & Fritz (2007) claimed relaxation, control, meaning, mastery and affiliation all as important recovery procedures but this study in particularly focuses on psychological detachment as it is a typical recovery process and previous studies shown it to have strong relation with certain employee related outcomes.

However, it has been seen that it is not as simple to mentally distance or switch off from work in modern society. Sonnentag & Bayer (2005) claimed that currently employees are anticipated to complete several tasks related to job (for instance, arrangement of official meetings and preparing reports off work and so they keep thinking about work even after being free from work. This is how employees stay concerned about their work problems during off work which cannot lead them to psychologically detach. Brosschot, Gerin, & Thayer (2006) in their study entailed individuals that cannot psychologically detach get their neuroendocrine and cardiovascular systems to remain activated. As a result, such individuals faced increased fatigue levels in addition with experiencing sleeping problems, emotional exhaustion and other indicators of poor health (Grebner *et al.*, 2005). Likewise, issues in detaching from work during off time possibly escalate the likelihood of not being

involved with family or enjoy during their off time (Sonnentag, Mojza, Binnewies & Scholl, 2008). In contrast, Sonnentag & Bayer (2005) asserted that psychologically detached individuals are able to enjoy an improved well-being, tend to remain in positive mood most of the time and experience lesser fatigue when they rest. Study by Sonnentag, Binnewies, Mojza (2010b) advocated that psychological detachment could also buffer the relationship between increased job demands and a decrease in work engagement. Similarly Sonnentag et al. (2010a) submitted that emotional dissonance and low spatial work-home boundaries are precursors to lower levels of psychological detachment.

From the preceding it is clear that low levels of psychological detachment should be prevented as much as possible. Therefore it is important to detect the processes that provoke these kinds of feelings.

2.3 Turnover Intentions

Tett & Meyer (1993) could be explained as "the conscious and deliberate will of an employee to leave an organization within a certain timeframe". Research has shown that most of the employees firstly have intention to leave an organization before actually leaving or resigning and generally most of them who leave make a conscious and well-versed decision before they leave (Barak *et al.*, 2001). Literature evidences that mostly employees detach much before they actually leave the organization and such employees have adverse impact on the organization because they have lower levels of commitment, increased degrees of absenteeism, lessened work productivity and engage in more organizational deviant behaviours (Branham, 2005). Cropanzano, Rupp & Byrne (2003) supported the same notion that employees with increased

turnover intentions that still work for organization are low performers and tend to be involved in lesser organizational citizenship behaviours. In order to have a clear understanding of negative impacts of such intentions, research is needed to tape out the precursors that flourish such feelings. Over many past years, research has identified a large numbers of organizational construct that correlate with turnover intentions. Mor Barak, *et al.* (2001) categorized all these construct into 3 major factors; demographic, employee perceptions and organizational outcomes (Cotton & Tuttle, 1986, Pettman, 1973) and this study aim to focus on work-related factors that could lead employees to shape such intentions.

Of all studied construct, Job satisfaction has been the most studied precursor of turnover and its intentions. The higher the satisfaction of employees with their job, the lesser is the chance of their quitting (Chiu *et al.*, 2005, Griffeth *et al.*, 2000). Tett & Meyer (1993) also indicated job satisfaction as one of the major predicting factor for turnover intentions, but still some of the studies concluded that merely a moderate correlation exist between both the variables and even there are certain researches that found to have a weak relation between them (Mossholder *et al.*, 2005).

Besides job satisfaction, one of the major precursors identified by research of turnover is organizational commitment (Griffeth *et al.*, 2000, Tett & Meyer, 1993). Employees who belief that they hold similar values and norms to that of the organization they are working for, stay mostly committed to their organization. Mor Barak *et.al* (2001) emphasized that employee with higher commitment would lead to a range of benefits such as higher motivational levels to get work done even by putting extra efforts along with the intentions to stay and work for the same organization. In addition to that job burnout has also been associated to have link with higher turnover and it intentions and shares a negative relation with job satisfaction and organizational commitment

(Pines, Aronson, & Kafry, 1981). The presence or workplace bullying has been related negatively with job satisfaction and organizational commitment and positively with turnover intentions (Sims & Sun, 2012).

2.4 Job Stress

"Stress is such as phenomenon that occurs when individuals perceive or recognize that they are not able to cope up with their demands which they are facing or cannot handle the threats they are encountering regarding their well-being" (Lazarus, 1966). World Health Organization also gave definition of stress according to which it is "the reaction people or employees might have when offered with job demands and burdens that are not compatible to their knowledge, skills and abilities and which challenge their aptitude to cope with them" (Leka, Griffiths, & Cox, 2004). Krantz, Forsman, & Lundberg (2004) symbolised stress as any physical, emotive, or cognitive reactions by an individual to an external stimuli which is in form of a stressor. Stress is expressed as result of an interaction any individual holds with his/her source of demand that exist in environment. Greenberg, Carr, and Summers (2002) accounted "actual or apparent challenges encountered by an organism's capability to meet its actual or apparent needs" as the causes of psychological stress. Likewise, Kolbell (1995) stated that stress is situation that happens when any individual faces any demand that surpasses their actual or perceived capabilities in order to meet that demand, subsequently leading to dissonance in their psychological and psychological equilibrium".

Cooper, Liukkonen, & Cartwright (1996) claimed that employees face stress due to a number of causes at an alarming rate. American Psychological Association (2008) reported main causes of job stress such as low remunerations, higher levels of

workloads, absence of growth opportunities along with job insecurity. Stress is an important concern for organization as organization has to bear much cost because of it (Cooper *et al.,* 1996). Organization has to bear cost of stress as it leads to increased turnover, loss in well-being of employees, absenteeism and lower satisfaction (Wheeler & Riding, 1994). Studies has shown that stress causes organization to bear 46% cost for stressed employees than those without stress (Goetzel, Ozminkowski, Sederer, and Mark, 2002). Job stress leads to low productivity of employees, turnover intentions, and health care expenses and gradually affects economy at overall level (Palmer, Cooper, & Thomas, 2001).

There are a number of predictors specified by research for job stress that comprise of unreasonable workload, job insecurity ,reduced authority or autonomy, along with ambiguous roles and responsibilities (Bakker & Demerouti, 2007). Semmer (2003) established association between job stress and reduced psychological & physical health. Their results proved stress to have positive relation with anxiety and depression and significant relation with certain physical concerns like migraines, sleep disturbances and injuries.Research demonstrated job stress of employees to have negative "spillover" impact on family life (Ferguson, 2012).

Literature on stress has identified various negative outcomes of stress that include lower job satisfaction, reduced organizational commitment and productivity along with higher turnover (Richardson & Burke, 1991). Chandraiah, Agrawal, Marimuthu, and Manoharan (2003) examined the impact of job stress on job satisfaction of managers that work in large organizations. There results established that maagers under undue job stress confirmed their jobs to be not much satisfying. Ahsan, Abdullah, Fie, & Alam (2009) conducted study to find relationship of job stress with job satisfaction and performance and find negative relation among them. Study by

Penney & Spector (2005) established a positive association of job stress at workplace with counterproductive behaviors. From the above findings, we understand that the effect of stress may be broad reaching and deleterious.

2.5Workplace Incivility

Over many years workplace mistreatment has hold a major focus of research and managers, experts, and professional are paying increasing focus on such behaviors (Leiter, 2013). Extensive consideration in latest years has emphasized on interactive maltreatment in the workplace as a source for concern. Widespread studies has investigated such vicious and hostile interactions at work which seem to have extreme probability of negative outcomes such as workplace bullying, sexual harassment and violence at work (Baillien and De Witte, 2009; Saunders *et al.*, 2007). Regardless of evident proofs that workplace incivility is a major and leading precursor to violence at workplace (Baron and Neuman, 1996), nominal research attention has been paid on slighter forms of mistreatment at workplace (Cortina *et al.*, 2001). While workplace incivility lying on the lower side of mistreatment continuum, it is important to know that it may not be overlooked or ignored as it could lead to most distressing impacts within organization (Vickers, 2006).

Workplace Incivility; considered as relatively new addition under umbrella of mistreatment at workplace has been defined by Andersson & Pearson (1999) as a "low-intensity deviant workplace behavior with an ambiguous intent to harm". Pearson and Porath (2009) explained workplace incivility as "interchange of apparently irrelevant words or activities that disrupt conventional standards of workplace conduct". Andersson and Pearson (1999) explained incivility in terms of absence of regard for a particular individual whom they referred as target of such

behavior. Robinson and Bennett (1995) regarded workplace incivility as a distinctive form of deviant behavior which violates several organizational set of rules or norms. Kane and Montgomery (1998) described it as "conduct that is rude, discourteous, intolerant, or else displaying a lack of regard or consideration for another's self-esteem". Consequently, the outraged member's commitment to organization worsens over time (Montgomery *et al.*, 2004).

Uncivil conduct consists of talking down to other employees, making depreciating comments or not paying attention to what others says (Porath & Pearson, 2009). Examples of such rude behaviour are general gossiping, not considering suggestions of others co-workers, making offensive comments or insulting colleagues, not saying please or thank you and texting or emailing through conferences (Pearson *et al.*, 2001; Pearson and Porath, 2009). Others instances may include interrupting others, passing rude comments, applying arrogant tone or showing disrespectful manners (Andersson & Pearson, 1999; Cortina & Magley, 2009).

Incivility has been differentiated from other types of interpersonal mistreatment as it is low in intensity and mild in terms of acts and its unclear intent by the committer (Pearson *et al.*, 2005). From the definition of workplace incivility, it could be inferred that it differs from others negative construct of workplace mistreatment as it is low in intensity than aggression, violence, and bullying which are considered more violent or severe in nature along with its vague intent to harm. Most of the relevantconstructsuch as aggression, bullying, and abusive supervision seem to have overt intentions of instigators. Hence, target of such behavior could easily interpret the intentions of those who committed such conduct. While in case of workplace incivility the intentions of instigator are difficult to identify. A third differentiating factor between incivility and

certain negative leadership dimensions; such as abusive supervision, is the particular source of such mistreatment. As opposite to abusive leadership which is committed by individuals at managerial or supervisory positions, incivility could be initiated by any of the coworkers or perhaps customers. All these differentiation are important to know as they help to identify incivility as a separate construct under umbrella of mistreatment and also determine that incivility results to create different emotional and cognitive responses in targets of such conduct as compared to other negative constructs at workplace. Furthermore, there is probability that the predictors of workplace incivility contrast from those of other severe or intentional construct of workplace mistreatment (Schilpzand *et al.*, 2014).

Workplace incivility has been reported as most pervasive phenomenon with in organizations. Porath & Pearson (2013) have reported that 98% of the employees in current organizations face incivility from co-workers while 50% of them facing such mistreatment on weekly basis. Incivility could lead to cost as much as $14,000 per employee on annual basis due to delays in projects or mental disengagement from work (Pearson & Porath, 2009). Such figures could be very concerning as they indicate that most of employees are affected by this negative behavior and thus have an adverse financial influence on their organizations. Other than that individuals being target of such behavior tend to face many other severe costs in terms of negative influence on mental and physical health as they may get worried in try to avoid the initiator of such conduct or the frustration mat affect their relationship with their customers (Porath & Pearson, 2013). Studies all over world have estimated that overall two thirds of employees within organizations experience incivility (Cortina *et al.*, 2001; Griffin *et al.*, 2007; Pearson, Andersson, & Porath, 2000). Pearson (1999) in there study evaluated the negative outcomes incivility had on employees according to

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which almost 53% of them claimed that they lost work time owing to such conduct and other 37% filed reduced commitment for the organization they were working for. Pearson & Porath (2005) also claimed that employees may also reduce their efforts in job as a result of facing incivility at work. Elevated occurrence of incivility at work supports the notion that this phenomenon need to be understand in greater details.

The outcomes of workplace incivility range from psychological to physical for certain employees. Vickers (2006) in his study suggested that incivility at work can lead employees to motivate feelings of isolation and disengagement from others in addition to reduced teamwork and cooperation. Besides seemingly milder nature of incivility, research has identified several negative and deleterious outcomes of incivility that include employee turnover (Johnson & Indvik, 2001), low productivity and engagement in work (Cortina *et al.*, 2001; Griffin *et al.*, 2007; Pearson & Porath, 2005). Other than that negative emotional reactions of psychological distress (Cortina *et al.*, 2001), retaliation & anger (Beattie & Griffin, 2014) and lower self-rated health (Pearson & Porath, 2005). Laschinger *et al.* (2009) declared incivility to be significantly correlated with lower job satisfaction & organizational commitment and higher turnover intention. Lim *et al.*, (2008) reported incivility of workgroup to have significant negative relation with mental and physical health, job satisfaction and intentions to quit.

2.6 Perception of Politics (POP)

Ferris *et al.* (1989) declared perception of organizational politics as "a subjective in nature but don't necessarily have objective reality". The ground for this argument is that in case such perceptions about the political influence of an individual/employee are on based on actual events that relate to organizational decision making activities or

other processes, even then such perceptions are based on an individual/employee view of realism and hence motivate to drive associated mental and emotional responses (Porter, 1976). Kacmar and Ferris (1991) defined perception of organizational politics as the level to which employees at an organization view the environment they work in as encouraging the self-interests of others and thus deem it to be undue and biased. Ferris, Harrell-cook and Dulelohn (2000) explained POP as degree to which employees has subjective evaluation as their work environment to be considered supporting self-serving behaviours of other co-workers and supervisors. Ferris & Kacmar (1992) also specified POP as observation of employees that their work environment support self-interested behaviours of others for example the selective management of organizational strategies. Literature has linked POP with numerous negative consequences within organizations that include reduced organizational citizenship behaviors, performance, job satisfaction, and organizational commitment (Cropanzano, Howes, Grandey & Toth 1997; Ferris *et al.*, 1996). However, scholars' knowledge of precursors and consequences remains inadequate (Kacmar, Bozeman, Carlson & Anthony, 1999).

2.7Interpersonal conflict and psychological detachment

Being unable to psychological detach during off-work due to mistreatment at work may lead to negative consequences for well-being such as over-thinking about conflicts at work, venting to friends and family, staying engaged for resolution of conflicts and to manage loss of work in handling conflicts. All such concerns will eventually lead employees to have issues in mentally disengaging from workplace aggression. Negative interaction at works would leave employees pondering over how to resolve them and evaluating effect of conflict on future dealings. On basis of all

such logics, it could be claimed that interpersonal conflict at work will be negatively associated to psychological detachment from work.

On basis of effort-recovery model developed by Meijman & Mulder (1998), psychological detachment is a recovery process that helps individuals to replenishment their energy sources when they leave work. These resources need to be refreshed so that they are available to individuals for performance of responsibilities except work domain i.e. to perform non-work duties. Empirically Volmer *et al.*, (2012) tested conflicts with costumers of employees during work with lower levels of psychological detachment and confirmed a negative relationship among both. Bono *et al.*, (2013) in a recent study also suggested that negative incidents during the work are associated with lower psychological detachment during off time. So it could be concluded that a preoccupation with daily stressor such as episode of interpersonal conflict could lead to low levels of psychological detachment during non-work. According to the transactional model of stress, the above described link between interpersonal conflict and psychological detachment could be theorized as interpersonal conflict being an event that would finally lead to occurrence of stress indicators i.e. lower psychological detachment.

H1a. Interpersonal conflict at workplace is negatively associated with psychological detachment during non-work.

2.8 Interpersonal conflict & Turnover intentions

Mossholder *et al.*, (2005) held that studies have increased their attention on taping out the effect of job stress, the fear of change and the value of interpersonal relations at work. Maertz and Kmitta (2012) a bit lately have specified that although higher level

of job stress has been largely identified as a reason for employees to quit from their jobs but still there is absence of detailed mechanisms that explains the processes that motivate employees to quit. In order to tape out such reasons, this study aims to extend researching how interpersonal conflict could better account for employee quitting their job in detailed paths.

Research studies have provided support for a strong positive association between interpersonal conflict and turnover intentions of employees (Medina, Munduate, Dorado, Martinez & Guerra, 2005).This study is an effort to further examine the relationship of interpersonal conflict with intention to quit. Using transactional model of stress, interpersonal conflicts are theorized as the negative events that leads to stress outcomes such as turnover intentions.

H1b. Interpersonal conflict at workplace is positively associated with intentions to quit.

2.9 Interpersonal Conflict & Job Stress

As established above interpersonal conflict is recognized as a major stressor at workplace by employees and deemed as a predicting factor for job stress. The association among interpersonal conflict has been tested largely previously but this study aims to further divulge potential techniques through which these variables could be linked.

Workplace stress has been linked previously with negative outcomes in terms of productivity, absenteeism and other workplace dysfunction behaviors (Anderson & Puluch, 2001; Levin-Epstein, 2002). Job stress lead to variations in work habits, deviations in personality and elevated job burnout. Dyck (2001) estimated that adverse effects by stress claim almost 10% of cost annually to the organizations. Murphy

(1995) has categorized job stress into five categories; (1) Aspects unique to the job, (2) Organizational role, (3) Career management & development, (4) interpersonal interactions and relationships at work, (5) structure & climate of organization. This study focuses the four one. The forth group relates to interpersonal relationships at workplace. Interactions and group relations are vital to an organization to achieve its goals. Job stress could also be cause of such factors if there are negativeor problematical relations among managers, subordinates or peers (Colligan & Higgins, 2006). This study is backed by theory of stress by Lazarus and Folkman (1984) such as the negative events or encounters are being represented in form of interpersonal conflicts that would ultimately result into occurrence of job stress. So based on such theorizing, the relationship is hypothesized as:

H1c. Interpersonal conflict at workplace is positively associated with stress.

2.10 Interpersonal Conflict and Workplace Incivility

Interpersonal conflict has been found to have overlapping with certain other negative workplace conducts but it has been supported as a distinct and separate construct from all such behaviors by theory and empirical support. Interpersonal conflict could be concluded as an isolated to separate incident that occurs once between parties as compared to bullying or social undermining which are repetitive in nature (Duffy, Ganster, & Pagon, 2002; Einarsen, 1999). Andersson & Pearson (1999) claimed that Interpersonal conflict differs from workplace incivility as it may include rude behavior but it also comprise of occurrences of respectful yet argumentative disagreement unlike that in incivility.

Mistreatment or negative interactions at work have several adverse impacts on organizations where it prevails. From perspective of employers, resolving conflict

may charge money and time for replacing those who quit due to such interactions and elevate motivation. Connelly (1994) estimated that executives of Fortune 1000 companies have to spend almost seven weeks annually in resolving conflicts. Meyer (2004) declared that interpersonal conflict at work lead to isolated behaviors, anger and violence. In addition to that unresolved conflicts lead to violation of cultural norms, reduced productivity, counterproductive behavior and in severe cases even end of the organization (Kuhn & Poole, 2000; Liu *et al.*, 2009). Trudel & Reio (2011) claimed that prevalence of conflict at work may lead to engagement of employees into uncivil behaviors.As per the theory of stress by Lazarus & Folkman (1984), interpersonal conflicts are the events at workplace that are deemed as stressors which then lead to the appraisals by individual employees in form of workplace incivility.

H2. Interpersonal conflict at workplace is positively associated with workplace incivility.

2.11 Workplace Incivility and Psychological Detachment

The link between incivility and psychological detachment has been well established by recent study of Nicholson and Griffin (2015). As there aren't any further studies to testify this link, this study aims to further test this relationship.

Research has supported that being physically absent from work is not enough for an individuals' recovery. In order to recover completely individual needs to detach psychologically as well. Employees when fail to detach psychologically after work, their mental state tends to remain activated and their resources continue to be draining (Cropley, Dijk, & Stanley, 2006). Literatures suggest that incivility induces negative impacts of rudeness, negative emotions, reduced helping behavior and self-doubt (Beattie & Griffin, 2014; Lee & Brotheridge, 2006). Uncivil actions serve to deplete

emotional and cognitive resources of target employees (Spence Laschinger, Leiter, Day, & Gilin, 2009). Negative influences of incivility results in increased stress and exhaustion which keeps reducing or threatening resources (Sonnentag, 2001). This study assumes that a high degree of incivility at work will consequently weaken psychological detachment after work. Under the theory of stress by Lazarus and Folkman (1984), incivility is the form of appraisal in which employees engage as a result of negative events at work and serve as a mediation process leading to outcomes of stress which here is the lower level of psychological detachment during non-work.

H3a. Workplace incivility is negatively associated with psychological detachment during non-work.

2.12Workplace Incivility and Turnover Intentions

Pinel & Paulin (2005) associated workplace incivility positively with turnover intention of employees, therefore provided that it creates concerns for new recruitment and retention procedures with human resource department. Several studies have reported the positive link between workplace incivility and turnover intentions of employees (Laschinger *et al.,* 2009; Lim *et al.*, 2008; Dion, 2006; Cortina *et al.*, 2002; 2001). Literature supported the view that one of the most particular antecedents of actual turnover is turnover intention of employees (Griffeth, Hom, & Gaertner, 2000). Pearson, Andersson, and Porath (2000) provided statistical data according to which 46% of employees being target of incivility developed turnover intentions and 12% of them actually left the organization. Barling (1996) postulated that individuals or employees that are target of incivility mostly experience deleterious consequences of negative emotional responses, which then consequently leads to outcomes of turnover intentions. Employees who become target of uncivil conduct from group members of

their organization begin to think about others' intentions for them. Such behaviour can further lead into reduced trust over their organization and its members. This results finally into intentions of leaving (Miner-Robino & Reed, 2010).Under the theory of stress by Lazarus and Folkman (1984), incivility is the form of appraisal in which employees engage as a result of negative events at work and serve as a mediation process leading to outcomes of stress such as turnover intentions. Based on previous studies, this study aims to replicate the results, hence:

H3b. Workplace Incivility is positively associated with turnover intentions.

2.13 Workplace Incivility & Job Stress

Most of the research on workplace incivility has with related it with work-related health outcomes (Cortina *et al.*, 2001; Pearson & Porath, 2005). Pearson and Porath (2005) gauged sample of national wide employees that constituted of over 700 respondents within several industries and established that as workplace incivility among employees increase, job satisfaction levels in them decreases. Cortina *et al.*, (2002) found the same results between incivility and job satisfaction in almost 1,200 employees. Their results complied to previous findings in which physical stress and illness with in respondents increased with an increase in levels of workplace incivility. Based on such previous findings, this study also aims to document adverse effects of uncivil conduct. In particular, this study examines effect of incivility on job stress. Job stress has been selected as outcome variable in order to replicate and extend previous literature and to provide a detailed picture of impact of workplace incivility on individual employees and on organization as whole. Under the theory of stress by Lazarus & Folkman (1984), this research considers incivility as the appraisal on

negative encounters of interpersonal conflict that further results to the outcome of stress. Hence the relation is hypothesized as:

H3c. Workplace Incivility is positively associated with stress.

2.14Mediation of Incivility between Interpersonal Conflict &Outcomes

As stated earlier workplace incivility is deemed as newer construct under organizational mistreatment. Schilpzand *et al.,* (2014) in their meta-analytic study has specified the need of research on incivility and outcomes as previous research has neglected most of its attributions. As it could be seen that workplace incivility is comparatively low in intensity as compared to other negative employee behaviors such as workplace bullying; which has a clearer intent and severe in intensity (Lim, Cortina, & Magley, 2008), it (incivility) could also escalate further into more hostile and aggressive behaviors (Andersson & Pearson, 1999). Despite having a spiral nature as evidenced by Andersson & Pearson (1999), studies showing mechanisms that trigger such effects are largely absent from literature. Previously only one study has reviewed the mediating effect of workplace incivility. Taylor and Kluemper (2012) examined the impact of factors of role stress that include constructs of ambiguity, role conflict and overload on aggressive behavior in forms of perceptions of incivility and their downstream impact on personality traits of neuroticism, agreeableness and conscientiousness. Results reinforced presence of moderated mediation, hence proving experienced incivility to have intervening impact between perceived role ambiguity & role conflict and outcomes of personality traits. With fewer studies examining the intervening effects of workplace incivility; there is vast research gap that is yet to be researched.

Schilpzandet *et al.* (2014) highlighted the lack of broad theoretical frameworks that propose theoretically grounded predictors of workplace incivility behavior, its outcomes and several emotional, mental, behavioral or attitudinal mechanisms that motivate such behavior.

A theoretical perception that may be productive and may enhance incivility exploration is the transactional model of stress (Folkman & Lazarus, 1985; Lazarus & Folkman, 1984). This model of stress declares that negative events which are appraised as stressful challenges or threats clue to affective experiences which may be positive or negative. Such reactions then impact on ways individuals cope with such threats or challenges (Lazarus & Folkman, 1984). Up till now, investigators have used this theory to examine and comprehend the way employees have appraised the instances of incivility at workplace (Bunk & Magley, 2013), how employees or targets cope with such conduct (Cortina & Magley, 2009) and the behavioral consequences of incivility (Cortina et al., 2001). This study aims to fulfill gap by investigating the intervening effects of workplace incivility.This study deals workplace incivility as appraisals of negative encounters of interpersonal conflicts which then results into indicators of stress (psychological detachment, turnover intention and stress).

This study focuses mainly on interpersonal conflict and incivility, where interpersonal conflict has been proposed as determinant of workplace incivility. When individuals experience interpersonal conflicts, it may be possible that such interactions are further escalated to have more severe outcomes such as workplace incivility. Furthermore previous research has established that incivility leads to lower levels of psychological detachment (Nicholson and Griffin, 2015) and turnover intentions (Laschinger*et al.*, 2009; Lim *et al.*, 2008; Dion, 2006). These considerations provide rationale for investigating the mediation role of workplace incivility between interpersonal conflict

and outcomes. Under theory of transactional stress, workplace incivility is the appraisal of negative episodes of interpersonal conflict which then leads to negative employee outcomes of lowered psychological detachment, TOI and job stress. Therefore, this relationship can be conceptualized as:

H4a. Workplace incivility mediates the relationship between interpersonal conflict and psychological detachment.

H4b. Workplace incivility mediates the relationship between interpersonal conflict and turnover intentions.

H4c. Workplace incivility mediates the relationship between interpersonal conflict and stress.

2.15 Moderation of POP between Interpersonal Conflict & Workplace Incivility

Ferris et al. (1989) presented the theoretical framework introducing the predictors and outcomes of POP and a large portion of research seems to progress their research on the specified framework or its specific portions and examination of further precursor, moderator and output variables of POP. Ferris, Frink, Gulang *et al.*, 1996 conceptualized perceptions of organizational politics as an environmental stressor based on its negative outcomes to which it has been related with in the workplace. POP has been linked with several adverse organizational and personal outcomes such as lower organizational commitment, job performance, organizational citizenship behaviour and job satisfaction along with increased turnover and organizational withdrawal behaviour. Researchers have highlighted that perceptions of organizational politics has mostly been viewed as either as a predicting variable or outcome construct in most of theoretical and empirical studies (Ferris *et al.*, 1989; Poon, 2003) and

gained relatively nominal focus in being introduced as moderator (Harris, James, Boonthanom, 2005; Zhang & Lee, 2010).

Only limited studies have studied POP as a moderator. Hochwarter *et al.* (2000) surveyed the buffering effect of POP on conscientiousness and job performance. Poon (2006) also investigated the moderating impact of POP between the relationships of trust (with supervisor) and willingness to help colleagues. Harris *et al.*, (2005) supported the buffering impact of POP between job strains and turnover intentions.

Zhang & Lee (2010) studies the moderating effect of POP in relationship of stress and turnover. Kapoutsis *et al.* (2011) explained POP as moderator among the association of political skill and job performance.

POP has been supported to have both positive and negative facets but the overall consensus within research literature supports the negative aspect more than the positive side of POP (Adamski, 1992). Kacmar *et al.*, (1999) declared that as organizational politics has potential to disturb efficiency and effectiveness of an organization, it is mostly thought to be dysfunctional in nature. Eisenhardt & Bourgeois (1988) also highlight the negative aspect of organizational politics that it limits sharing of information within organization that leads to wastage of time and creation of communication barriers. Ferris *et al.* (2002) notified that research on POP inclined to assume its negative role over its positive aspects. This study also assumed the prevailing viewpoint and supposed perceptions of politics to have more negative features than positive ones.

Although it has been established that POPs are independently related to interpersonal conflict and lead to higher of workplace incivility among employees as enlisted in literature review, the interactive effect of interpersonal conflict and POPs has never

been examined. This is surprising due to the fact that their combined influence is likely to provide greater insight into the specific prediction of workplace incivility. Accordingly the interactive effects can be hypothesized as:

H5. POP will moderate the relationships between interpersonal conflict and workplace incivility such that the relationships will be stronger when POP is high.

2.16 Summary of Hypothesis

H1a. Interpersonal conflict at workplace is negatively associated with psychological detachment during non-work.

H1b. Interpersonal conflict at workplace is positively associated with intentions to quit.

H1c. Interpersonal conflict at workplace is positively associated with stress.

H2. Interpersonal conflict at workplace is positively associated with workplace incivility.

H3a. Workplace incivility is negatively associated with psychological detachment during non-work.

H3b. Workplace Incivility is positively associated with turnover intentions.

H3c. Workplace Incivility is positively associated with stress.

H4a. Workplace incivility mediates the relationship between interpersonal conflict and psychological detachment.

H4b. Workplace incivility mediates the relationship between interpersonal conflict and turnover intentions.

H4c. Workplace incivility mediates the relationship between interpersonal conflict and stress.

H5. POP will moderate the relationships between interpersonal conflict and workplace incivility such that the relationships will be stronger when POP is high.

CHAPTER 3

3. RESEARCH METHODOLOGY

3.1 Research Design

The current study could be classified as basic research as it aims to increase literature on mistreatment within organizations. Quantitative data has been collected through survey which has been widely employed by prior researches. The data collected has been used to test hypothesis that draw causal relationship of independent variable (interpersonal conflict), mediating variable (workplace incivility) on dependent variables (psychological detachment, turnover intentions & job stress). This research study anticipates spotting out the causes of psychological detachment, turnover intentions & jobbing stress, henceforth it is a causal study. As the research had been conducted in natural environment, it was done in non-contrived setting. The units of analysis were individual employees from all three management levels. Data was gathered over single period of time, therefore it was cross-sectional study.

3.2 Population

The population of the study constituted of service sector and mainly the banking, telecom and higher education sector with in twin cities; Islamabad and Rawalpindi.

3.3 Sample design and Size

To gather data in more swift and cost-effective way, nonprobability sampling design was used. Information has been collected from employees that were conveniently accessible to offer it.

According to Rule-of-10; 10 respondents per item of any scale in an instrument marks an adequate sample size (Arrindell & Van Der Ende, 1985; Velicer & Fava, 1998). Total number of items used with in instrument of current study were 39, by adding 4 items of interpersonal conflict adopted from (ICAWS; Spector & Jex, 1998), 4 items of psychological detachment adapted from Sonnentag & Fritz (2007), 3 items of turnover intentions (Cammanet *al.*, 1979), 9 items of job stress scale by Jamal & Baba (1992), 7 items of workplace incivility (Cortina *et al.*, 2001) and 12 items to measure perception of politics (Kacmar & Carlson, 1994). Constant with the rule-of-10 least sample size for this study was 390 but to test aforesaid moderated-mediation model, the sample size was kept 550.

3.4 Sample and Data Collection

Data was collected through distribution of self-administered questionnaires to the sample organizations' employees. A total of 550 questionnaires were distributed among respondents out of which 465 were received back so the response rate reported to be 85%. Out of these 465 questionnaires, incomplete responses were eliminated. 432 (78% effective rate) useable questionnaires were further processed for analysis.

3.5Demographics:

The data was collected from service sector of Islamabad and Rawalpindi. Table no. 2 provides the detail of sectors from which data has been collected.

Table no. 2 Demographics

Org. Name	Frequency	Percentage
1. Banking Sector	266	61.5
2. Education Sector	36	8.3
3. Telecom Sector	93	21.5
4. Others	37	8.5
Total	432	100.0

322 of the total sample consisted of male respondents while the remaining 110 respondents were females. Corresponding to age limit of respondents, it was seen that 20% of employees belonged from age group of 20-25years, 48% from 26-30years, 28% from 31-40years, 4% from 41-50% and 1% from above 50 years. The data shows that 84% of the data was collected from private sector, 4% from government sector and 6% from semi-government. 7% of the respondents belonged from upper management level, 49% of them were from middle management and 44% from the lower management level. The educational qualification of the respondents was categorized as undergraduate (2%), graduate (53%) and post-graduate (44).

3.6 Measures

Measures of the study weregained through self-reported questionnaires. Meanwhile self-reporting is known as more suitable for the variables studied in this research.Relatively all items were assessed on a five point Likert scale ranging through 1 to 5.

3.6.1 Interpersonal conflict: The Interpersonal Conflict at Work Scale (ICAWS; Spector & Jex, 1998) was used to assess the interpersonal conflict among employees. The scale is to be rate through a 5-point Likert scale, ranging from 1 (never) to 5 (always) and constitutes of four items. A sample item from the scale was "How often did he/she get into arguments with others at work?" Cronbach's alpha for this scale has been 0.757.

3.6.2 Workplace Incivility: The incivility scale (WIS) measures the rate of participant's experiences of uncivil behaviors from supervisors or coworkers within the previous 5 years (Cortina *et al.*, 2001). It included sample item as "Often others put you down or were condescending to you?" The scale

contained seven items which were rated by respondents on 5-point Likert scale, ranging from 1 (never) to 5 (always). Cronbach's alpha for the scale reported to be0.843.

Penny & Spector (2005) in their study assessed the effect of job stressors that included both interpersonal conflict and workplace incivility on job satisfaction and counter work-productive behaviors. They drew that ICAWS could be differentiated from the measure of workplace incivility in way that items used to assess interpersonal conflict explain visibly aggressive events and constitute of two-way negative interactions like "How often do you get into arguments with others at work?". They further demonstrated it by the moderate within and cross-source correlations of interpersonal conflict with workplace incivility (r's= 0.23-0.59). This also explains that interpersonal conflict and workplace incivility scales measure distinctive constructs.

3.6.3 **Psychological detachment:** Recovery Questionnaire (Sonnentag & Fritz, 2007) comprising of four items was used to determine psychological detachment after work. Scale was measured on a 5-point rating system, which ranged from 1 (never) to 5 (always). It measuredemployee's rate of being mentally away from work and involved sample items such as "I forgot about my work". Internal consistency value for this scale was obtained to be 0.746.

3.6.4 **Turnover Intentions:**TOI of employees were measured through 3 item scale by Camman, Fichman, Jenkins and Klesh (1979). The Cronbach's alpha for this scale was measured to be 0.824. Sample item include "I often think about quitting/I often think about leaving the organization". This measure utilized 5 point Likert scale ranging from 1(strongly) disagree to 5(strongly agree).

3.6.5 Job Stress: Job stress has been gauged using Jamal and Baba's (1992) compressed version of "Job stress" scale of prior scale by Parker & Decotiis (1983) and it constitutes of 9 items.The reliability scale of this scale found is0.834 and contained sample items such as "I have too much work and too little time to do it". The measure uses rating system of 5 point Likert scale that ranges from 1=strongly disagree to 5=strongly agree.

3.6.6 Perception of politics: Perception of organizational politics was assessed by 12 items of perceptions of organizational politics scale (POPS). However this study only utilized the first 6 items of this scale and dropped the last 6 reverse coded items as POP has been previously assessed using only 6 items of this scale. Sample items include; "One group always gets their way". The scale was measured on 5 Likert scale ranging from 1=strongly disagree to 5=strongly agree. The reliability value for this scale reported as 0.879.

3.7 Data Analysis

The data has been analysed by tests of mediated and moderated regression analysis using SPSS 23. In order to confirm discriminant validity for interpersonal conflict and workplace incivility, confirmatory factor analysis (CFA) was performed. Interactions plots were developed as well for moderation.

CHAPTER 4

4 RESULTS

4.1 Descriptive Statistics

Table no. 3 presents the value of mean and standard deviation for all the variables of current study. Mean value is 2.88 (SD=.863) for interpersonal conflict, 2.96 (SD=.881) for workplace incivility and 3.21 (SD=.884) for POP. In addition mean values for outcomes variables are 2.82 for psychological detachment (SD=.808), 3.08 for job stress (SD=.765) and 3.25 for turnover intentions (SD=.984).

Table no. 3: Mean, Standard Deviation, Reliabilities & Correlations of study variables.

	Mean	SD	IPC	WIC	PD	JS	TOI	POP
IPC	2.88	.86	(.76)					
WIC	2.96	.88	.64**	(.84)				
PD	2.82	.81	-.16**	-.19**	(.75)			
JS	3.08	.77	.46**	.42**	-.08	(.83)		
TOI	3.25	.98	.12*	.10*	-.09	.19**	(.82)	
POP	3.21	.88	.19**	.21**	.09	.33**	.17**	(.88)

*p < .05, **p <.01, ***p < .001, Note: N=432

4.2 Bivariate Correlation

Table no. 3 also present the results for correlation analysis ran on SPSS 23. This analysis showed the corresponding association among the study variables. Results revealed a significant correlation among all linked variables. Interpersonal conflict was significantly correlated with all outcome variables. It was positively correlated with all variables including workplace incivility (r =.64, p<.01), perception of politics

(r =.19, p<.01), job stress (r =.46, p<.01) and turnover intentions (r =.12, p<.05) except psychological detachment (r = -.16, p<.01) with which it was negatively correlated.

Similarly workplace incivility also shared significant correlation with all outcome variables. It was positively correlated perception of politics (r =.21, p<.01), job stress (r =.42, p<.01) and turnover intentions (r =.10, p<.05) and negatively correlated with psychological detachment (r = -.19, p<.01).

4.3 Confirmatory Factor Analysis (CFA)

Interpersonal conflict and workplace Incivility tend be studied under umbrella of workplace mistreat behaviours and research has highlighted the possibility of overlapping among the two variables (Hershcovis, 2011). But studies have established interpersonal conflict and workplace incivility as two distinct constructs (Penny & Spector, 2005). In order to approve the differentiation among two variable confirmatory factor analysis was performed on AMOS 23. In order to gauge the discriminant construct validity of interpersonal conflict and workplace incivility, values for two factor model and one factor model were estimated. Values from model fit for both two factor model and one factor model have been displayed below in table no. 4.

Table no.4: CFA for Interpersonal conflict and workplace Incivility

Model test	CFI	NFI	TLI	GFI	AGFI	RMSEA	CMIN	DF	CMIN/DF
2factor(IPC&WIC)	.965	.951	.938	.958	.910	.071	97.48	31	3.145
1factor(IPC&WIC combined)	.782	.766	.727	.833	.750	.147	461.85	44	10.49

Results showed that two factor model provided better results than one factor model, therefore confirming an improved degree of discriminant validity for both variables.

4.4 Regression

In order to regress the impact of independent variables on outcomes variables several hierarchical regression analysis were performed. The main effects of interpersonal conflict and workplace incivility on outcome variable were examined through these analyses to test the hypothesis showing basic links. Hence to carry out these tests, controls variables were firstly entered to the equation followed by the second step of adding the predicting variables for all the outcome variables. Furthermore regression analysis was also used to test the mediating effect of incivility between interpersonal conflict & outcome variables and the moderating effect of POP between interpersonal conflict and incivility. The results for all these tests are given below:

4.4.1 Interpersonal Conflict-Outcomes (Psychological Detachment, Job Stress & TOI):

Table no. 6 provides the results of basic effects of interpersonal conflict on dependent variables. Hypothesis 1a predicted that interpersonal conflict at workplace is negatively associated with psychological detachment during non-work. Consequently the results showed that interpersonal conflict was significantly negatively related to psychological detachment (β= -.15, p<.01) and explained 5% variance in psychological detachment.

Table no. 5: Regression Summary for outcomes of Interpersonal Conflict.

	Psychological Detachment			TOI			Job Stress		
PREDICTOR	β	R^2	ΔR^2	B	R^2	ΔR^2	β	R^2	ΔR^2
STEP 1 CONTROLS		.020*			.03*			.03***	
STEP 2 IPC	-.15**	.05**	.025**	.15**	.05**	.02**	.41***	.23***	.20***

*p < .05, **p <.01, ***p < .001, Note: N=432, Controls=Org. Name Designation (Psy. Detachment), Org. Name, Gender, Designation & Org Type (TOI), Gender &Designation (Job Stress).

H1b purposed that interpersonal conflict at workplace is positively associated with intentions to quit. Results of regression analysis provided a support for this too as interpersonal conflict was found to have significant positive impact on TOI (β= .15, p<.01) and it explained 5% variance in TOI.

H1c purposed that Interpersonal conflict at workplace is positively associated with stress. The analysis explained that interpersonal conflict was again found to have significant positive relation with job stress (β= .41, p<.01) and tend to cause 23% variance in job stress.

Hence H1a, H1b, H1c are supported by the results.

4.4.2 Interpersonal Conflict-Mediator (Workplace Incivility):

In order to test H2, the impact of interpersonal conflict was regressed upon workplace incivility that provided result as shown in table no. 7, supporting the significant positive influence of interpersonal conflict on incivility (β= .64, p<.001) and explained 42% variance in it, hence approving the hypothesis 2.

Table no. 6: Regression summary for interpersonal conflict & workplace incivility.

PREDICTORS	B	R^2	ΔR^2
STEP 1 CONTROLS		.03***	
STEP 2 IPC	.64***	.42***	.39***

*p < .05, **p <.01, ***p < .001, Note: N=432, Controls=Designation

4.4.3 Workplace Incivility – Outcomes (Psychological Detachment, Job Stress & TOI):

Table no. 8 contains the results for analysis ran for the impact of workplace incivility on outcomes variables. H3a stated that workplace incivility is negatively associated with psychological detachment during non-work. In accordance to H3a the results

showed a negative influence of workplace incivility on psychological detachment (β= -.17, p<.01), explaining 4% variance in it.

Table no. 7: Regression Summary for outcomes of Workplace Incivility.

	Psychological Detachment			TOI			Job Stress		
PREDICTORS	**B**	**R^2**	**ΔR^2**	**B**	**R^2**	**ΔR^2**	**B**	**R^2**	**ΔR^2**
STEP 1 CONTROLS		.001			.03*			.03**	
STEP 2 WIC	-.17***	.04***	.03***	.12*	.04*	.01*	.36***	.19***	.16***

*p < .05, **p <.01, ***p < .001, Note: N=432, Controls= Org. Name, Designation (Psy. Detachment), Org. Name, Gender, Designation & Org Type (TOI), Gender & Designation (Job Stress).

Furthermore H3b predicted to have a positive impact of workplace incivility on turnover intentions. Analysis showed that workplace incivility has a significant positive impact on TOI (β= .12, p<.05) and explained 4.2% variance in TOI.

Similarly H3c drew a positive influence of workplace incivility on job stress which also had support in the results generated through regression analysis. Incivility significantly had positive impact on job stress (β= .36, p<.05) and tends to explain 19% variance in job stress.

Hence H3a, H3b, H3c had been supported.

4.5 Mediation

The study purposed three mediation relationships that were assessed by adopting assumption given by Baron and Kenny (1986). They purposed 4 conditions that are to be fulfilled to have a mediation role. These are as under:

1) Independent variable should have significant relationship with dependent variable (Interpersonal conflict has been supported to have significant relation with all outcomes variables, so this condition has been met).

2) Independent variable should hold significant impact on mediator (As the result have shown interpersonal conflict has found to have significant positive impact on workplace incivility, so this assumption has also been satisfied).
3) Mediator should have a significant relationship with dependent variables (this prerequisite for mediation has also been met as the results of regression analysis showed that incivility significantly predict all outcome variables).
4) In presence of mediator, the impact of independent variable on dependent variable becomes insignificant. In order to test this condition/assumption for the purposed links of mediation, mediation test were run using SPSS. In order to do so, control variables were first entered into equation, secondly mediator(incivility) was added into equation and third step was to add the independent variable (interpersonal conflict) within equation simultaneously for each out the outcome variables (Psychological detachment, TOI, Job stress).

- **Mediation of Workplace Incivility between Interpersonal Conflict and Psychological Detachment.**

Firstly workplace incivility was tested as a mediator between interpersonal conflict and psychoogical detachment. The results of the analysis have been shown in table 8.

Table no. 8: Regression summary for mediation 1.

PREDICTORS	B	R^2	ΔR^2
STEP1			
CONTROLS		.001	
STEP 2			
WIC	-.17***	.04***	.03
STEP 3			
IPC	-.07	.04	.003

*p < .05, **p <.01, ***p < .001, Note: N=432, Controls= Org. Name, Designation.

According to results, by addition of interpersonal conflict with in regression equation in presence of workplace incivility, the impact of interpersonal conflict on psychological detachment became insignificant (β= -.15** to β= -.07), hence

providing support for the mediating role of incivility among the two variables and acceptance of H4a.

- **Mediation of Workplace Incivility between Interpersonal Conflict and Turnover Intentions.**

Incivility was then introduced as a mediator among interpersonal conflict and TOI to test H4b. The results as showed in table no. 9 provided support of a full mediation of workplace incivility between interpersonal conflict and TOI (β= .15** to β= .19).

Table no. 9: Regression summary for mediation 2.

PREDICTORS	B	R^2	ΔR^2
STEP1			
CONTROLS		.03*	
STEP 2			
WIC	.12*	.04*	.011*
STEP 3			
IPC	.19	.05	.006

*p < .05, **p <.01, ***p < .001, Note: N=432, Controls=Org. Name, Gender, Designation, Org. Type.

Hence, H4b is accepted.

- **Mediation of Workplace Incivility between Interpersonal Conflict and Job Stress.**

To test H4c, incivility was tested as a medietor between interpersonal conflict and job stress. However the result (Table no. 10) showed a case of partial mediation of incivility between interpersonal conflict and job stress (β= .40*** to β= .29***), as there was no change in significane of impact of interpersonal conflict on stress and merely a reduction in the value of beta.

Table no. 10: Regression summary for mediation 3.

PREDICTORS	B	R^2	ΔR^2
STEP1			
CONTROLS		.04***	
STEP 2			
WIC	.36***	.19***	.16***
STEP 3			
IPC	.29***	.25***	.06***

*p < .05, **p <.01, ***p < .001, Note: N=432, Controls= Gender & Designation.

The results showed support for H4a & H4b while rejected H4c.

4.6 Moderated regression analyses

Moderated regression analysis was to be performed in order to test hypothesis that predicted the moderating role of perception of politics (POP) between interpersonal conflict and workplace incivility.

4.6.1Moderation with POP

In order to measure the interactive effects of POP, the instructions by Baron and Kenny (1986) were followed. According to which the control variables were first entered into equation i.e. 1st step, followed by centred values of independent variable (interpersonal conflict) and moderator (POP) in second step and finally the interactive term which was cross product of interpersonal conflict and POP (IPCcxPOPc) was entered into equation in the third step. Workplace Incivility was entered as dependent variable. Furthermore, plots showing graphical representation of the direction for change by moderator were also obtained as recommended by Aiken and West (1991).

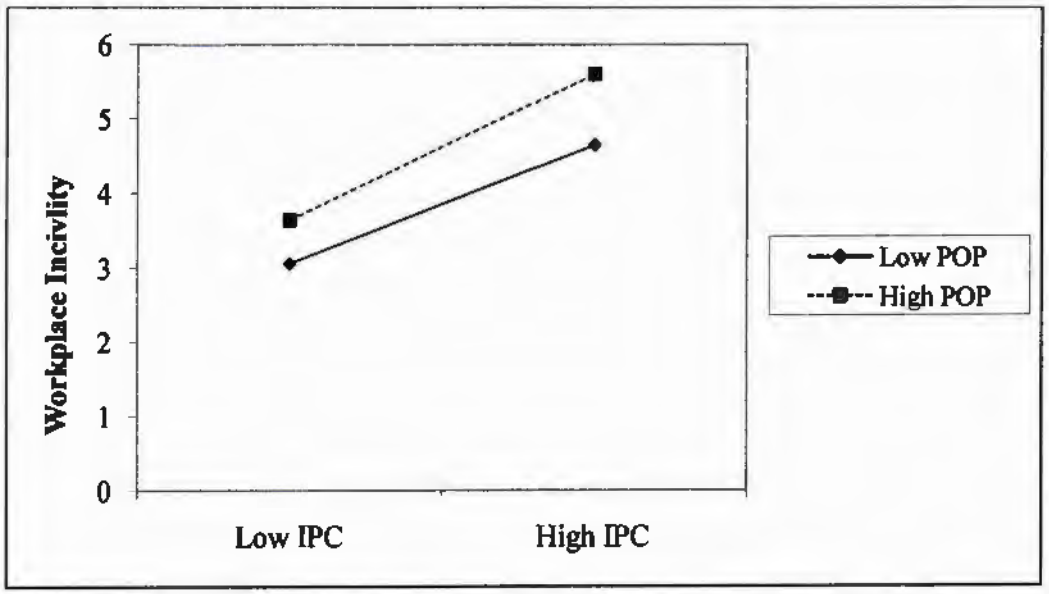
Table no. 11: Regression Analysis for moderation.

PREDICTORS	B	R^2	ΔR^2
STEP1			
CONTROLS		.03***	
STEP 2			
POPc			
IPCc		.43***	.39***
STEP 3			
IPCcxPOPc	.13**	44**	.012**

*p < .05, **p <.01, ***p < .001, Note: N=432, Controls= Designation.

Table no. 11shows the moderating effect of interaction term of POP and interpersonal conflict on workplace incivility. The results revealed that POP interacted significantly with interpersonal conflict (β=-.13, p<.01) to predict workplace incivility. In addition the interaction term explained variance of 1.2% in workplace incivility.

Figure no. 2: Interaction Plot.



In order to confirm the presence of moderation by POP between interpersonal conflict and workplace incivility, moderation through "Process" by Hayes was also performed. Table no. 12 presents the condition effects of POP among interpersonal conflict on workplace incivility at values of below mean, mean and above means values.

Table no. 12: Conditional effect of X on Y at values of the moderator(s):

ULCI	POP	Effect	se	t	P	LLCI
.7057	-.5878	.6015	.0530	11.3455	.0000	.4973
.7151	.0000	.6401	.0382	16.7748	.0000	.5651
.7814	.5878	.6787	.0523	12.9839	.0000	.5759

The effect results of moderation shows that in presence of POP the relation between interpersonal conflict and workplace incivility is strengthened as it increase from .6015 to .6787 as the value of POP increases. Hence hypothesis 5 is accepted.

4.7 Major Findings

The study hypothesized that interpersonal conflicts at work tend to lower psychological detachment, increase turnover intentions and job stress, following an intervening role on workplace incivility and assumed POP to moderate the

relationship between interpersonal conflict and workplace incivility in such a way that their relation is strengthen in presence of POP. Table no. 13 presents the summary of accepted and rejected hypothesis.

Table no.13: Acceptance/rejection of Hypothesis

Hypothesis	Support/No Support
H1a. Interpersonal conflict at workplace is negatively associated with psychological detachment during non-work.	Supported
H1b. Interpersonal conflict at workplace is positively associated with intentions to quit.	Supported
H1c. Interpersonal conflict at workplace is positively associated with job stress.	Supported
H2. Interpersonal conflict at workplace is positively associated with workplace incivility.	Supported
H3a. Workplace incivility is negatively associated with psychological detachment during non-work.	Supported
H3b. Workplace Incivility is positively associated with turnover intentions.	Supported
H3c. Workplace Incivility is positively associated with job stress.	Supported
H4a. Workplace incivility mediates the relationship between interpersonal conflict and psychological detachment.	Supported
H4b. Workplace incivility mediates the relationship between interpersonal conflict and turnover intentions.	Supported
H4c. Workplace incivility mediates the relationship between interpersonal conflict and job stress.	Partially Supported
H5. POP will moderate the relationships between interpersonal conflict and workplace incivility such that the relationships will be stronger when POP is high.	Supported

The study purposed 5 major hypotheses and a total of 11 hypotheses. All of the hypotheses were accepted except hypothesis 4c which predicted mediation of on incivility between interpersonal conflict and incivility.

CHAPTER 5

5 DISCUSSION & CONCLUSION

5.1 Discussion

This study tends to adds to the literature of negative behaviour at work both by providing support for prior findings and by prolonging knowledge of how interpersonal conflict at work points to negative consequences following the intervening role of workplace incivility.Results provided support for the hypothesized framework. Given the prominence of interpersonal interactions, the goal of the present study was to contribute to the understanding of the daily effects of negative interactions of employees in form of interpersonal conflict by examining how they relate to employees' non-work outcome.

Study found overall, that stressful circumstances of interpersonal conflict were reported to be a major predictor of lower levels of psychological detachment after work, job stress and turnover intentions. The results supported presence of interpersonal conflict to be associated with lower psychological detachment after work as purposed in Hypothesis 1a. These findings are in line with that of Volmer *et al.*, (2012) who proposed that social conflict with customers at work are related to employees' nonwork experiences such as psychological detachment. There results supported a negative relationship between social conflict with customers and psychological detachment. Furthermore this study analysed the relationship of interpersonal conflict with turnover intentions (Hypothesis 1b) and job stress (Hypothesis 1c). Literature has well-established the link of interpersonal conflict with both these variables in many studies. For example Haq (2011) identified interpersonal

conflict to have positive impact on both turnover intentions (ß = .50, p < .001) and job stress (ß = .24, p < .01). The results of current study supported that presence of a stressor such as interpersonal conflict would lead to negative behavioural outcomes of stress and turnover intentions.

Organizational researchers have recently begun to examine how uncivil behaviour in organizations affects those who experience it. Research has documented that workplace incivility is ubiquitous in organizations and can have important consequences for those who experience it. There remains of number of gaps in the literature, however, this study aimed to identify the ways in which incivility could intervene between links of interpersonal conflict with adverse outcomes. Only few studies examined the mediating effects of incivility. The impact of interpersonal conflict on incivility has not been examined before but this study drew their relationship on grounds that interpersonal conflict serves as a stressor that could escalate into aggressive behaviour in form of workplace incivility. So far, limited research has linked any conflict types with workplace incivility directly. There is limited research, nonetheless, establishing an association between interpersonal conflict in the workplace and counterproductive work behaviours (Kisamore et al., 2010). Kisamore *et al.*, (2010) associated interpersonal conflict with abusive workplace behavior using scale of counterproductive work behavior that constituted of items regarding workplace incivility; hence it could be assumed that interpersonal conflict could also be a major cause of workplace incivility. The results of regression analysis supported a positive impact of interpersonal conflict on workplace incivility, hence supporting Hypothesis 2. These could be in line with results of Kisamore *et al.*, (2010) where the analyses indicated that interpersonal conflict significantly predicted engagement in abuse.

Present study linked incivility at work with adversarial outcomes such as lowered psychological detachment, higher turnover intentions & job stress. Incivility proved to be associated with lowered psychological detachment by the analysis confirming Hypothesis 3a and has support in literature as Nicholson & Griffin (2015) established negative relation between workplace incivility and psychological detachment. It describes that in presence of rude conduct or uncivil behaviors at work, it would be difficult for employees to replenish their resources by psychologically detaching after work. Similarly Hypothesis 3b tested positive association of incivility and turnover intentions which was supported by results. Previously research studies has supported this link for example Dion (2006) established a positive relationship of incivility and turnover intentions and found similar results. Hypothesis 3c drew relationship of workplace incivility and job stress and analysis supported the assumption. Literature also has support for this relationship as Miner *et al.,* (2012) recognized that incivility is positively linked with job stress at workplace which refers that presences of stressful events such as incivility leads to stress in employees.

One of the major goals of this study was to test mediating role of workplace incivility. Hypothesis 4a assumed that incivility seems to mediate the relationship of interpersonal conflict and psychological detachment. The results provided support for this assumption, accepting a full mediation of incivility between interpersonal conflict and psychological detachment. Hypothesis 4b purposed mediating effect of workplace incivility between interpersonal conflict and turnover intention. Analysis provided results that were consistent to the prediction. Furthermore Hypothesis 4c predicted mediating role of incivility between interpersonal conflict and job stress. However results presented that partial mediation existed between interpersonal conflict and job stress. Overall, the study established that incivility fully mediates the relationship of

interpersonal conflict with psychological detachment and turnover intention while partially mediates the impact of interpersonal conflict and job stress. Prior research rarely tested the mediating role of incivility except a fewer ones. Taylor and Kluemper (2012) established mediating role of incivility between employees' role stress and personality traits. This study hold importance as it tested intervening role of incivility among variables which has not been empirically tested before.

Other than divulging the negative aspects of major mistreatment constructs of workplace, this study also inspected the importance of perception of organization politics in strengthening relation between interpersonal conflict and workplace incivility. Research has established links of POP with interpersonal conflict (Haq, 2011) and workplace incivility (Ogungbamila, 2013). This study examined the buffering effects of POP between interpersonal conflict and workplace incivility for the first time and found out that in presence of perception of organizational politics among employees within an organization, the relationship between interpersonal conflict and incivility is strengthen, which also highlights POP to hold a negative aspects within Pakistani organizations.

5.2 Implications for Managers

There are several practical and valuable managerial implications of this research. Managers should be wary of the harmful implications of interpersonal conflict and workplace incivility. The study indicated that mistreatment at workplace in form of interpersonal conflict finally escalates into workplace incivility and result in negative outcomes. This research could help managers to realize certain aspects of workplace mistreatment (interpersonal conflict and workplace incivility), its antecedents and consequences. When managers are capable to identify this situation they would be in

better position to handle it. Further this research model conflict–incivility aftermath also highlights continuous worsening in productivity. In order to avoid such consequences, organizations should introduce effective tracking systems that trace conflict and incivility and help identifying, reporting and discouraging such events before the escalate into severe outcomes (Pearson & Porath, 2005). Managers could establish and implement interventions such as training programs for conflict management at all management levels. Such intervention plans could be deemed as preventive policy as they would help management to tackle uncivil behaviors or conflicts before they intensify. This study also provides grounds for explaining retaliatory nature of negative behavior such as interpersonal conflict, it is substantial for organizational managers to be wary in forming and launching anticipated behavioral standards.It is advocated that managers embrace proactive actions to manage instead of reacting to the phenomena of interpersonal conflict.

5.3 Implications for Research

The study entails a number of theoretical implications as well. Firstly, it is the leading study to link interpersonal conflict and workplace incivility research. Both these constructs have been extensively researched before; however fewer studies have related the two variables in the same study(Trudel and Reio, 2011). Literature on interpersonal conflict and incivility at work has remained separate. This study aimed to fulfill this gap and highlighted the necessity for a multidisciplinary methodology to build theory that bridges the gap between research and practice.

Another important contribution of this research is the relationship between conflict-incivility and their negative outcomes. Even though, this research studyhas its basis incertain previous studies which scrutinize the outcomes of negative events at work

(Haq, 2011; Volmer *et al.*, 2012; Nicholson & Griffin, 2015; Dion, 2006; Miner *et al.*, 2012) which examined a direct relationship between interpersonal conflict and negative work outcomes but is different as they didn't investigate the mediating effect of workplace incivility in relation to all such negative outcomes.

This study also examined an absent connection within literature of conflict and revealed appealing result that persuades for future work. The inadequate research on relationship between interpersonal conflict, workplace incivility and outcomes especially job stress, intention to quit, and psychological detachment, should encourage empirical researcher and theory developer. Although, it's not probable to entirely eradicate the occurrence of interpersonal conflict and uncivil encountersat workplace, howevercurrent research will be helpful for employees to manage the penalties of such events in a better way.

5.4 Limitations&Future Recommendations

While interpreting the findings, potential limitations of the study should be kept in mind. One possible limitation of this study may be the use of cross-sectional data. I believe that longitudinal study would be better explaining these relationships. Second, all findings were based on self-reported data so we expects that there is a possibility of common method error.As the data has been collected from fewer industries, which could lead to question the generalizability of current findings in other industries.

Particular to the fact that the subject of this research study has an international scope and the issues associated to interpersonal conflict and job outcomes through workplace incivility occur everywhere in the world, probing this topic in different portions of the world is imperative. As an end result, the current study can function or deemed as a guide for the scholars in several other countries which can make usage of

the current research findings in related studies. Moreover future research should develop longitudinal databases that could follow-up research participants over prolonged periods. Current study analysed the negative appraisals generated by employees when they encounter negative events at work whereas other studies could provide the coping mechanisms that will help to counter with such adverse conditions at workplace. Finally, mediating role of incivility is largely absent from literature. More studies should focus to divulge the intervening role of workplace incivility.

5.5 Conclusion

Workplace incivility is relatively newer construct under workplace mistreatment and there is vast need to divulge further mechanisms through which it could affect workplace adversely. Current study investigated intervening mechanism of workplace incivility by determining escalating nature of interpersonal conflict and taping out its deleterious outcomes. This study further examined the buffering role of perception of organizational politics which is considered to hold negative impact on organizational level. The result supported and highlighted that presence of interpersonal conflict at work could leads to initiation of uncivil encounters among employees which further stems negative outcomes for individual employees. This study highlighted the importance of managing conflicts before they escalate into severe negative outcomes and provides a fruitful avenue for others to continue research on such adverse effects.

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APPENDIX

Employee Survey Questionnaire

This research project is conducted as part of researcher's MS degree program. The aim of the research is to determine outcomes of mistreatment among employees. The questionnaire is voluntary and the data collected is strictly confidential. Response of all the participants will be anonymous and participants will NOT be identified. You have the option not to answer a particular question. The data collected will be analyzed and used to identify any educational needs which can then be implemented as appropriate. Please note if you don't know the answer or don't want to answer a particular question then leave it blank.

Descriptive Information:

1. Gender:

i). Male ii). Female

2. Age:

i). 20 to 25 ii). 26 to 30 iii). 31 to 40 iv). 41 to 50 v). Above 50

3. Type of organization you are attached to:

i) Private ii) Government iii).Semi government

4. Department: _____

5. Designation: _____

6. Tenure with the current organization:

i) less than 1 year ii)1 to 3 years iii) 4 to 6 years iv) 7 or more years.

7. Total work experience: _____

[CAWS; Spector & Jex (1998)

How do you rate negative events at work?

Interpersonal Conflict	Never	Rarely	Sometimes	Very Often	Always
1. How often other people yell at you at work?	1	2	3	4	5
2. How often do you get into arguments with others at work?	1	2	3	4	5
3. How often are people rude to you at	1	2	3	4	5

work?					
4. How often do people do nasty things with you at work?	1	2	3	4	5

Sonnentag & Fritz (2007)

After being free from work,

Psychological Detachment	Never	Rarely	Sometimes	Very Often	Always
12. I forget about work.	1	2	3	4	5
13. I don't think about work at all.	1	2	3	4	5
14. I distance myself from my work.	1	2	3	4	5
15. I get a break from the demands of work.	1	2	3	4	5

Camman *et al.* (1979)

How much do you agree with these statements?

Turnover Intentions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I often think about quitting/I often think about leaving the organization.	1	2	3	4	5
2. It is highly likely that I will look for a new job in the next year.	1	2	3	4	5
3. If I may choose again, I will choose to work for the current organization.	1	2	3	4	5

Jamal & Baba (1992)

How much do you agree with these statements?

Job Stress	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I have too much work and too little time to do it in.	1	2	3	4	5
2. I sometimes dread the telephone ringing at home because the call might be job related.	1	2	3	4	5
3. I feel like I never have a day off.	1	2	3	4	5
4. Too many people at my level in the company get burned out by job demands.	1	2	3	4	5
5. I have felt fidgety or nervous as a result of my job.	1	2	3	4	5
6. My job gets to me more than it should.	1	2	3	4	5

7. There are lots of time when my job drives me right up the wall.	1	2	3	4	5
8. Sometimes when I think about my job I get a tight feeling in my chest.	1	2	3	4	5
9. I feel guilty when I take time off from job.	1	2	3	4	5

Cortina *et al.* (2001)

During five last years, have you been in any situation when your co-worker or supervisor,

Workplace Incivility	Never	Rarely	Sometimes	Very Often	Always
1. Put you down or were condescending to you?	1	2	3	4	5
2. Paid little attention to your statement or showed little interest in your opinion?	1	2	3	4	5
3. Made demeaning or derogatory remarks about you?	1	2	3	4	5
4. Addressed you in unprofessional terms, either publicly or privately?	1	2	3	4	5
5. Ignored or excluded you from professional camaraderie?	1	2	3	4	5
6. Doubted your judgment on a matter over which you have responsibility?	1	2	3	4	5
7. Made unwanted attempts to draw you into a discussion of personal matters?	1	2	3	4	5

Kacmar and Ferris (1991)

Please answer the following items keeping in mind the general work environment at your organization:

Perception of politics	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. One group always gets their way	1	2	3	4	5
2. No one crosses the influential group	1	2	3	4	5
3. Policy changes help only a few	1	2	3	4	5
4. People build themselves up by tearing others down	1	2	3	4	5
5. Favoritism not merit gets people ahead	1	2	3	4	5