

Workplace Incivility: A review of the literature and itinerary for future research

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ABSTRACT

This research contributes to the existing literature on workplace incivility, by covering the greatest number of antecedents and outcomes in research, while discussing the most inclusive mediators and moderators. This study aims to provide a much-needed review of the literature on workplace incivility that could inspire additional study and offer guidance to future practitioners. This research covered the primary empirical studies on mediators and moderators in associations between antecedents–workplace incivility and workplace incivility–outcomes of last 15 years’ journals that were issued from 2008 to 2022. Data was collected from different well-known popular databases (Emerald Insight, Google Scholar, Scopus, Research Gate, and Science Direct) and forty-one papers were selected out of 105 published papers. This research observed the most highlighted variables that were used as mediators and moderators in the relationship between antecedents and workplace incivility is examined and find out the negative impact on job satisfaction, employees’ performance, turnover ratio, stress and work-family conflict. This review article will inspire scholars to conduct additional research on workplace incivility as well as assist and urge practitioners to develop policies and measures to reduce the likelihood and impact of various forms of workplace incivility. It is necessary to develop a coherent theoretical framework that incorporates workplace rudeness that has been personally experienced, observed, and encouraged. Overall, this endeavor helped to elucidate the troubling issue of workplace civility and its effects. The solid data obtained from this literature study (i.e., 15 years) enabled the elicitation of substantial discoveries.

Keywords: Job Satisfaction, Work-family Conflict, Turnover Ratio, and Employees’ Performance

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INTRODUCTION

In organizational behavior literature over the past fifteen years, workplace incivility has been a major topic. Numerous studies have looked at how different types of inappropriate workplace conduct affect results at the organizational, group, and individual levels (Grover, 2022). The business climate is constantly changing, due to the significant participation of firms in the global market. There is a unanimous consensus in which

workplace incivility is perceived as a significant issue, as well as that it is noticed everywhere (Vasconcelos, 2020).

Workplace Incivility is linked to a number of impolite or disrespectful behaviors (such as low-intensity deviant conduct and uncertain intent), and a lack of consideration for others (Andersson and Pearson, 1999; Pearson et al., 2005). These workplace deviant behaviors have been studied under a variety of academic headings, including workplace incivility and deviant workplace behaviors (Raaj & Anju, 2019). Instigating Workplace Incivility is an increasing subject that has negative organizational effects on unruly behaviors that go above and beyond what management expects (Koon & Pun, 2018).

Workplace incivility is described as low-intensity aberrant behavior with unclear motives to do harm to the subject. As a low-intensity deviant behavior that violates the workplace norm of respect for one another, incivility is regarded as rude and disrespectful actions that show a lack of consideration for others by being uncivil (Vasconcelos, 2020). The low-intensity hostility, violence, and bullying are more severe and ambiguous rather than assertive or clearly identifiable intentions to hurt. These are the significant definitional characteristics that help to distinguish workplace incivility from other negative interpersonal workplace behavioral categories (Holm et al., 2021). Because the actions of hostility, bullying, and abusive supervision are more pervasive, their recipients are more likely to perceive them as deliberate intentions.

According to Itzkovich and Heilbrunn (2016), these negative behaviors cause employees' emotions to deteriorate, which has a negative impact on their performance at work and increases their likelihood of quitting (Lim et al., 2008), as well as have negative effect on organizational effectiveness (Estes and Wang, 2008).

Researchers and practitioners have become more interested in workplace incivility in recent years, as some studies on the causes and repercussions of workplace incivility have been done (Tricahyadinata et al., 2020). Workplace incivility is deviant behavior in the workplace, such as a condescending glance, harsh remarks, impatience, or disrespect for others, that leads to a decline in employee engagement and, as a result, an increase in counterproductive work behaviors (Murtaza et al., 2020). Workplace incivility is also linked to violations of workplace regulations and mutual respect standards (Namin et al., 2022).

Counterproductive workplace practices frequently have negative effects on both firms and individuals, according to social science and management literature (Kisinyo, 2022). Such negative workplace behaviors have piqued the interest of management and organizational behavior researchers (Vraimaki et al., 2019). Coworker and supervisor displays of uncivil behavior have harmful implications at the individual and organizational levels (Alola, 2020; Jawahar and Scheurs, 2018).

Employees, workgroups, and organizations suffer disproportionately negative effects when they encounter or witness incivility (Cortina 2008; Miner and Eischeid 2012; Cortina et al. 2017). These power bases inside organizations generally might be based on one's place in the hierarchical configuration or on factors such as gender, color, and ethnicity (Cortina et al. 2001). Members of the dominating or majority group, in particular, may interact violently with members of the minority group in order to maintain power imbalances

(Cortina et al. 2001; Cortina 2008). These social interactions may push these groups farther into the background while preserving the status quo for the majority group.

At the level of the individual employee, impolite behavior can lead to strained working relationships, a decline in organizational commitment, a rise in employee turnover, anxiety, melancholy, and stress, as well as reduced job satisfaction and self-esteem (Cortina 2008; Estes and Wang 2008). The greater incivility an employee encounters, the less they enjoy their work, the more stressed they get, and the more likely it is that they will stop caring about their jobs (Cortina et al. 2017). Employees who suffer incivility may be more likely to lower work efforts, stop engaging in extracurricular activities, refuse to cooperate with one another, or quit their jobs altogether, which can have a detrimental impact on an organization's success (Cortina 2008; Estes and Wang 2008).

Furthermore, it has been found that a person's perceptions of and responses to rudeness are influenced by their national culture's power distance characteristics, which refers to how much people accept hierarchical differences and unequal power distribution (Hofstede, 1980; Markus and Kitayama, 1991). People in high power distance societies tend to be more receptive of workplace abuses and react less harshly to it than people in low power distance cultures, especially when it comes from those in positions of power (Loh et al., 2021).

Incivility and discrimination have been linked by some academics (e.g. Cortina 2008; Cortina et al. 2013). Covertly held preconceptions may contribute to what Cortina (2008) terms "selective incivility," in which persons of color and women are more likely than others to encounter unprofessional behavior at work. Implicit prejudice and a desire to identify with people who are similar to oneself can result in disrespect for women and people of color even among coworkers who formally oppose sexism and racism (Cortina 2008). When this happens, being impolite could be "a subliminal manifestation of gender and racial bias and can be considered a subtle kind of discrimination," according to one study (Cortina et al. 2013, 1581). However, it's possible that other factors, such as overt prejudice and preconceptions, contribute to the disrespect shown to women and people of color.

Additionally, it has been demonstrated that workplace incivility has negative behavioral effects on both victims and witnesses in the form of an augmented propensity to behave impolitely toward others (Meier and Gross, 2015; Torkelson et al., 2016; Rosen et al., 2016). This implies that if uncivil behavior is not addressed, it may spread inside the workplace (Foulk et al., 2016). Because workplace disrespect has detrimental impacts, it is crucial to comprehend how it affects these results in order to start developing remedies to counteract it.

The effects of workplace incivility on witnesses have recently been the subject of research, but so far these studies have mainly examined the detrimental effects on bystanders, such as how uncivil behavior spreads to witnesses (Holm et al., 2019, 2021; Holm, 2021), or on more precise instances of maltreatment, such as how bystanders react against alleged gender discrimination (Sinclair, 2021). Future research, according to Holm (2021), should examine if situational elements important to the concept of workplace incivility, such as the professed severity of the occurrence, are linked to various assessments and coping mechanisms for either targets or bystanders.

Therefore, more study is required to determine if situational factors affect bystanders' prosocial intentions in reaction to workplace disrespect. We acknowledge the existence of insightful narrative reviews (Schilpzand et al., 2016; Cortina et al., 2017) and recent meta-analytic reviews that were primarily concerned with defining the causes of incivility (Dhanani et al., 2020; Yao et al., 2021; Han et al., 2022). This research contributes to the existing literature on workplace incivility, by covering the greatest number of antecedents and outcomes in research, while discussing the most inclusive mediators and moderators. This study aims to provide a much-needed review of the literature on workplace incivility that could inspire additional study and offer guidance to future practitioners.

Literature Review:

The antecedent of workplace incivility:

Hodgins et al. (2014) described that workplace incivility is "low-intensity, deviant behavior to hurt others and violate the norms, and values for mutual respect. Workplace incivility leads to aggression and Incivility is regarded as a form of workplace incivility that has adverse effects on organizations.

Moon & Morais (2022b) described that at the organizational level lower employees' engagement, working performance and organizational citizenship behavior can be the cause of workplace incivility which will be greatly affected by the high turnover intention. Incivility reduced working performance, employees' working satisfaction, and job stress.

Workplace incivility has been linked to bullying, victimization, incivility, work abuse, mistreatment, workplace trauma, and employee abuse which highly create adverse an effect on employees' working (A. El-Guindy et al., 2022).

Organizations' outcomes is negatively impacted by workplace incivility, which is a significant source of stress for them. Interpersonal conflict in the workplace has frequently been explained using the COR theory (Lan et al., 2020). Previous research has proved that skilled coworker undermining has an adverse effect on workplace incivility, which can harm employees' physical and mental health, exhaust personal-psychological abilities, and induce negative feelings at work (Gui et al., 2022).

Moon & Morais (2022a) researched that employees who will be engage in deviant behaviors tend to put less effort at work and create incivility. With the increasing of employees' truancy and tardiness, workplace incivility will be increased (Ko et al., 2021).

According to Clark et al. (2016), work family conflict cause of work family issues and stress that have negative impact on social security which may cause of workplace incivility (Taheri et al., 2021). Workaholics frequently regard their coworkers as competitors, which can lead to unfavorable interactions, particularly with the competition. (Clark et al., 2016).

Those employees who have experienced more stress as a result of their nature of work, targets, and workload pain at work as a result of improper seating, repetitive keying, and sitting in the same posture for long periods of time (Prabhu, 2021). Previous Researchers observed that instigated uncivil behaviors performed by female leaders are recognized to a higher extent than those of male leaders (Carmona-Cobo et al., 2021).

Vasconcelos (2020) described that disrespectful behavior and job stress that undermines employees' self-respect and also causing workplace incivility. According to

Conversational Resource Theory, when employees feel mistreatment and disrespect at the workplace then they have to cope up with the situation.

Incivility victims are more likely to reduce their organizational commitment, time spent at work, job effort (Rawat et al., 2020).. All of these have an impact on organizational performance (Hershcovis, 2011; Pearson et al., 2000; Schilpzand et al., 2016; Cortina, 2008; Lee and Jensen, 2014). Incivility in the workplace, women's feelings of being different from their coworkers will combine to negatively affect their psychological wellbeing and positively affect their intention to leave their jobs. Having a different demographic from the workgroup could lead to a lower level of social integration (Oyet et al., 2020).

Itzkovich et al. (2020) studied that individual experiences of incivility are likely to lead to a sense of unethical climates in the context of incivility, as both concepts of incivility and unethical climates are organized on the foundation of immorality. Employee absenteeism and deviant behavior increase massively of incivility.

Prior studies have observed that stress support structure, job demand, and personality factors as occupational and non-occupational indicators of mental trauma among many senior health workers (Kunie et al., 2017; Van der Heijden et al., 2017).

Phillips et al. (2018) studied that incivility begins with impolite behavior and progresses to negative aggressions such as bullying, workplace violence and sexual harassment. Workplace bullying was linked to low self-esteem via perceived stress, and it was revealed that people with higher spirituality were cushioned against the effects of spirituality in the face of adversity at workplace.

Mediator and Moderator “Outcome Relationship” in workplace incivility

Gui et al. (2022) researched that the emotional exhaustion as moderates the role of widespread create the job stress environment that distinct learning resource from work negates the detrimental influence of emotional resource loss on work results and meaningful work by providing referencing ways through which employees can control stress behaviors and improve active participation. Employees' emotional resources are depleted, leading to a lack of feelings, trust, and passion, as well as exhaustion, irritation, and sadness (Lim et al., 2008; Pearson et al., 2000, 2001).

It is stated that Political expertise can help to enhance workplace incivility's acceptability and minimize emotional fatigue, organizational citizenship behavior, and turnover intentions (Ferris et al., 2005; Kim et al., 2019) and perception of incivility basically the cause of workplace incivility (Namin et al., 2022)

Self-esteem negatively mediates the relationship between workplace incivility and covert narcissism, which is negatively related to the workplace experience Both work–life enrichment and work–life enrichment may have a negative impact on their working environment (Taheri et al., 2021).

Rawat et al. (2020) explored that Civil Behavior at Workplace create the positive link between the employees and the organization and also reduce the impact of incivility at the working place. Workplace incivility is greatly influenced by the demographic features. Gender and age both factors are very much important for the organization environment (Oyet et al., 2020).

Nurses' well-being, job satisfaction, dedication, and turnover are all influenced by their evaluation of the organization's ethical environment, which also has an impact on patient-related outcomes (Goldman and Tabak, 2010; Pauly et al., 2009). So far, the link between perceived ethical climate and quality of work-life among nurses has been disregarded (Itzkovich et al., 2020).

Al-Zyoud & Mert (2019) examined in healthcare organizations, psychological capital reduces the influence of coworker incivility on psychological suffering. Psychological capital can act as a moderator and avoid unfavorable employee outcomes.

Effects of workplace incivility on various outcomes:

The behavior of employees who want to leave their job because of workplace incivility has a negative impact on the company because turnover intention behavior causes employees to lose concentration on their work and not use all of their skills to accomplish good work results (Khairunisa & Muafi, 2022), it can lower employee performance, and commitment as well as increase the number of work accidents (Suyono et al., 2020).

Khairunisa & Muafi (2022) explored that Workplace Incivility under both stressor-strain models and social exchange theory has a negative impact on behavioral outcomes such as job performance and citizenship and increases the probability that people will disengage from task through pullout, turnover, and other demotivating responses by their leaders. (e.g., Penney & Spector, 2005; van Jaarsveld et al., 2010; Wu et al., 2014).

Zia-ud-Din et al. (2017) observed that job satisfaction is connected with work performance and well-being is the path that define the relationship of job satisfaction with the workplace incivility in the existing research. Basically low intensity behavior create the fear in the mind of the employees related to their jobs and they start to feel insecure which cause of work-family conflict and burnout that reduce the working performance. Racial Prejudices And Sectarianism will highly be effective on the organization working in a negative way which reduces the performance of the employees (Eid, 2021).

The impact of workplace incivility has an adverse reaction on the employees' act which enhance the knowledge hiding behaviors at the organizational level. Through burnout, organizational citizenship will negatively be influenced by indirect relationship of incivility (Khan et al., 2021).

Mediator and Moderator “Antecedents Relationship” in workplace incivility

The degree to which a job is embedded can be used to forecast the likelihood of turnover. (Mitchell et al., 2001; Coetzer et al., 2017) Because job embeddedness plays such an important role in controlling turnover intention, various research have looked into the impact of job embeddedness in moderating (lessening) turnover intention behavior as a result of dissatisfaction issues that can lower employee welfare. In order to avoid turnover intention behavior, job embeddedness is a crucial component to evaluate, maintain, and enhance (Khairunisa & Muafi, 2022).

Taheri et al. (2021) described Work–Family Enrichment and Family-Work Enrichment mediates the relationship which reduce the impact of workplace incivility (Taheri et al., 2021). Forgiveness climate overcome the uncivil environment from the workplace (Khan et al., 2021). Emotional exhaustion negatively mediates the relationship which reduce the working performance of the employees and cause of uncivility Huang and Lin 2019).

Workplace incivility will be reduced by perceived quality of work-life because it creates a positive working climate (Itzkovich et al., 2020). Employee susceptibility relates to the indirect link between worker incivility and diminished working performance of the employees, as a result of a sense of organizational isolation and the susceptibility will be high (Haq et al., 2022).

Methodology:

This study covered the primary empirical studies on mediators and moderators in links between antecedents–workplace incivility and workplace incivility–outcomes that were issued in journals over the 15 year period from 2008 to 2022. Popular databases were used to conduct a search for information (e.g., Emerald Insight, Google Scholar, Scopus, Research Gate, and Science Direct). Collectively covering the literature in management and organization studies. Combination of the keywords were used for finding the workplace incivility, mediator, moderator and process. The data was searched for this paper by different database sources:

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TITLE ( "Workplace Incivility" ) AND ( LIMIT-TO ( PUBSTAGE , "final" ) ) AND ( LIMIT-TO ( DOCTYPE , "ar" ) ) AND ( LIMIT-TO ( SUBJAREA , "BUSI" ) OR LIMIT-TO ( SUBJAREA , "PSYC" ) OR LIMIT-TO ( SUBJAREA , "SOCI" ) ) AND ( LIMIT-TO ( LANGUAGE , "English" ) )
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3.1 Inclusion criteria:

The following four topics were chosen as the inclusion criteria for empirical works that had survived peer review:

- Outcome as Workplace Incivility Relationship effects with different Antecedent.
- Antecedent as “workplace incivility” Relationship effects with different Outcome.
- Mediators and Moderators in antecedents–workplace incivility relationships
- Mediators and Moderators in outcomes–workplace incivility relationships

Furthermore, we have carefully concentrated on research that have been executed from the aspects of the target. We emphasized Studies that have been written in English because the language was a crucial point. The "snowballing" technique was used to find more papers that fulfilled the inclusion criteria by scanning the reference lists of the articles identified in the well-known databases. Figure 1 shows a flow chart covering the entire way of selecting papers. Out of 105 searched papers, 61 papers were selected for inclusion criteria. Forty-four papers were excluded which were not published in scholarly reviewed journals. Following this approach, total of 10 additional articles were found that fulfilled the criterion for inclusion, resulting in a total of 71 articles for the review.

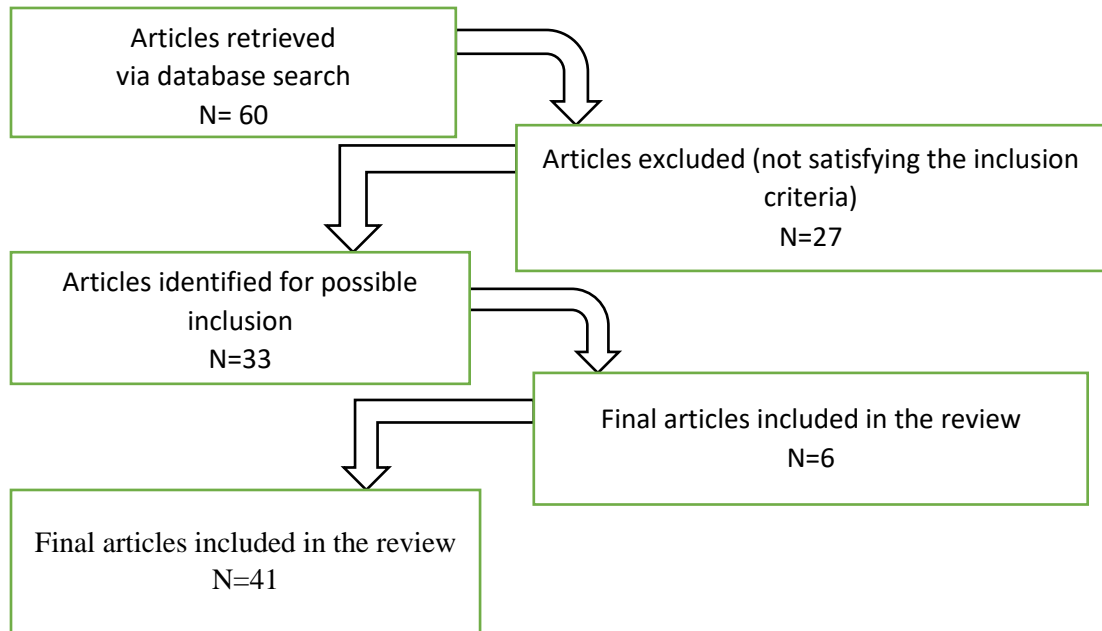
Findings:

Antecedents–Workplace Incivility Relationships “Mediators and Moderators”

Incivility at workplace is refer to low-intensity deviant behavior that breach the workplace rules and regulations. The concept "workplace incivility" is split into two words:

"workplace," which is defined to a place where people go to do their work, and "incivility," which is referred as acting disrespectfully or aggressively toward others, threatening them and lowering their spirits, etc. (Guru & Singh, 2022). The antecedents of workplace incivility can be mainly categorized as specific-level of antecedents.

4.1.1 Flow Chart:



Note: Selection Process:

Source for Flow Diagram is adapted from PRISMA, 2009 Moher et al. (2009)

The empirical research observes these most highlighted variables which were used as mediator and moderator in the connections between antecedents and workplace incivility is examined in this section and were used as an antecedents and outcome with workplace incivility relationship have been described below:

Turnover intention:

Turnover intention is the most extensively researched at the individual level antecedents of workplace incivility (ISMAIL, 2014). When important and valuable people quit a job, it not only affects performance and productivity, but it also causes direct and indirect consequences, such as the cost of recruiting a worker, training of new employees, and putting a lot of pressure on the remaining staff (Dess and Shaw, 2001). Additionally, knowledge hiding (KH) can lead to higher cost for a business to replace an employee because it takes longer for new hires to learn the same curriculum (Sheidaee & Akhavan, 2022).

Job Satisfaction:

Koon & Pun (2018) researched that incivility at work causes low job satisfaction, low organizational commitment, and a high probability of job turnover which cause of workplace incivility (Lim & Teo, 2009). To better understand the causes of induced

workplace incivility, this study looked at the mediating effects of emotional exhaustion and job satisfaction on the link between job demands and instigated workplace incivility.

Emotional Exhaustion:

According to Bunk and Magley (2013), job satisfaction is strongly correlated with emotional exhaustion and led to workplace incivility and emotional exhaustion lead to uncivil workplace behavior. Studied how workplace rudeness can lead to uncivil workplace behavior (Koon & Pun, 2018).

Organizational commitment:

Liu et al. (2019) suggested that workplace incivility may have a negative impact on employees' Organizational commitment because they may think their social exchange relationship with the organization has been destroyed. Incivility experience was found to be negatively correlated with organizational commitment and employees' Organizational commitment.

Work Family Conflict:

Mohammed Abubakar (2017) focused that Work Family Conflict and Family Work Conflict have the negative effects on worker's job security (e.g., burnout, job and life satisfaction). It has been tested that psychological distress is an antecedent of workplace incivility.

Forgiveness Climate:

Research also indicates that a climate of forgiving may lessen the negative effects of incivility on the workplace. An abstraction of the environment that focuses on the daily interactions of employees is the forgiveness climate (Khan et al., 2021).

Job Embeddedness:

An employee's attachment to their employer might take the form of job embeddedness and while low levels of job embedding can lead to turnover, high levels of job embedding can control employee unhappiness. Research has indicated a link between workplace incivility and job embeddedness (Khairunisa & Muafi, 2022).

Psychological Entitlement:

According to psychological entitlement, a person may receive more appreciation from others, more money, and better treatment than their coworkers because of their accomplishments and efforts. The relationship between workplace incivility and knowledge-hiding behavior is influenced by psychological entitlement (Zitek et al., 2010).

Some variables were used as mediator and moderator (Organizational Commitment, Deviant behaviors, forgiveness climate, Psychological entitlement, emotional exhaustion, Perceived Quality of Work-Life, Psychological Capital, family-to-work conflict, Burnout, Job satisfaction and Work engagement) were highly effective because of workplace incivility as an antecedes and outcomes.

Table 1: Mediator and Moderator in Antecedents' Workplace Incivility Relationship

Sr	Study and Sample	Antecedent	Mediator	Moderator	Outcomes
1.	(Khairunisa & Muafi, 2022). 140 Civil Servant	Workplace incivility	-----	Job embeddedness	Turnover Intention.
2.	(Han et al., 2022)		-----	Cross-sectional vs. time- lagged	Emotional Exhaustion, and reduce Organizational commitment
3.	(Guo & Qiu, 2019) Employees 229		Affective Organizational Commitment	-----	Employee engagement Crisis
4.	(Faheem et al., 2022) 318 Nurses		-----	-----	Coworker deviant behavior
5.	(Khan et al., 2021) 672 nurses		Subjective well-being	Forgiveness climate	Reduce the Job Satisfaction
6.	(Zaheer et al., 2022) 465 Academics Participated		-----	Psychological Entitlement	Knowledge Hiding behavior.
7.	(Irum et al., 2020)		-----	-----	Work-Family Conflict,
8.	(Alshehry et al., 2019) 378 Nurses		-----	-----	Burn Out
9.	(Al-Zyoud & Mert, 2019) Jordanian health workers		-----	Psychological Capital	Psychological Distress.
10.	(Cheng et al., 2019) 335 employees in China		family-to-work conflict	Work-Family Centrality	Family-To-Work Conflict

Sr	Study and Sample	Antecedent	Mediator	Moderator	Outcomes
11.	(Liu et al., 2019)		Burnout	Affective Commitment	Reduce Organizational commitment through Burnout

	168 employees North America				
12.	(Aljawarneh et al. 2018) five-star hotels		Employee cynicism	-----	Knowledge Hiding Behavior
13.	(Abubakar, et al. 2018) 331 Hotel's employees		-----	Employees Cynicism	Reduce Employees' Commitment And Satisfaction
14.	(Jungert & Holm, 2022) 160 participants		Perceived Severity	-----	Motivation to intervene
15.	(Chaudhary et al., 2022) 1133 Employees		-----	-----	Deviant Behavior
16.	(Guo et al., 2022) University Employees 465		Perceived insider status, Affective Organizational Commitment	-----	Employee Engagement Crisis
17.	(Haq et al., 2022) Employees & Supervisor		Perceived organizational isolation	Susceptibility to Self-Pity	Diminished Creativity
18.	(Ko et al., 2021) Employees 251				Working performance reduce
19.	(Ko et al., 2021) 180 Employees		-----	-----	Reduce Psychological Contract, Job Satisfaction, Work Stress And Work Engagement
20.	(Bartlett E, 2008)				Workers, Working environment and Organization

Table 2:

Mediator and Moderator in Outcomes' Workplace Incivility Relationship

Sr	Study and Sample	Antecedents /Predictors	Mediator	Moderator	Outcomes
1.	(Gui et al., 2022)	Coworker Undermines	Emotional Exhaustion	Meaningful work	Workplace Incivility
2.	(Moon & Morais, 2022b) 703 Employees	Lower OCB and Higher turnover intention	Acceptability and Emotional exhaustion	Political skill	
3.	(A. El-Guindy et al., 2022) 100 staff nurses	Bullying	-----	-----	
4.	(Moon & Morais, 2022a)	Deviant behaviors	Self-esteem and Norm of Respect	-----	
5.	(Taheri et al., 2021) 414 Employees	Work–Family Issues And Stress	Work–Family Enrichment And Family Work Enrichment	-----	
6.	(Al-Zyoud & Mert, 2019)	Strains, Stress	-----	Psychological Capital	
7.	(Arasli et al., 2018) North Cyprus from 262 employees	Organizational Stressors	-----	Customer Incivility, Supervisor Incivility , and Coworker Incivility	
8.	(Koon & Pun, 2018) 102 employees	Emotional Exhaustion	-----	-----	
9.	(Zhang et al., 2018) 696 Nurses	violation of workplace	Perceived low social support	Perceived High Control And High Social Support.	

Sr	Study and Sample	Antecedents /Predictors	Mediator	Moderator	Outcomes
10.	(Sheidaee et al., 2022)	Organizational embeddedness	-----	Knowledge Hiding Behaviors	Workplace Incivility

	276 workers Islamic Republic				
11.	(Namin et al., 2022) 291 service Employee s	-----	-----	Perception of incivility	
12.	(Ko et al., 2021) Employees 304	Increase Employees' Truancy or Tardiness	-----	-----	
13.	(Prabhu, 2021) IT SERVICES Employees 18	Higher Work Stress And Odd Working Hours	-----	-----	
14.	(Ko et al., 2021) 228 Female Employees	Experienced incivility	Civil Behavior At Workplace	-----	
15.	(Ko et al., 2021) Nurses 12 and doctors =14	Unethical Climate	Perceived Quality Of Work-Life And Incivility		
16.	(Samosh, 2019) 206 MTurk American Mechanical Participant	Mistreatment	-----	-----	
17.	(Vahle-Hinz et al., 2019) Employees 348	Incivility Spiral	Revenge behavior intent	-----	

Sr	Study and Sample	Antecedents /Predictors	Mediator	Moderator	Outcomes
18.	(Shi et al., 2018)	Job Burnout	Anxiety	-----	Workplace Incivility

	696 Nurses				
19.	(Mohammed Abubakar, 2017) Health workers 447	Emotional Exhaustion and Job Dissatisfaction	-----	-----	
20.	(Mahfooz et al., 2017) 70 Hospitals	Negative Social Interaction	Burnout and Job Stress	Psychological Capital	
21.	(Authors, 2016) Bank employees 320	Negative Dispositional Attitude And Intention to Sabotage	Negative Emotions	Generation	

Discussion:

Andersson and Pearson (1999) drew organizational researchers' attention to the issue of workplace incivility, twenty years ago. Since then, this subject has been the subject of an astonishing amount of research. The objectives of this research paper were to synthesize findings from the incivility domain research in order to offer an integrative systematic literature review to comprehend why incivility occurs and what effect it has, to present a thorough review of the relationship between workplace incivility and its antecedents, outcomes, and key mediators/ moderators to look at the relative standing of incivility as compared to other types of mistreatment behaviors, and finally to come up with a comprehensive review.

Overall, this endeavor helped to elucidate the troubling issue of workplace civility and its effects. The solid data obtained from this literature study (i.e., 15 years) enabled for the elicitation of substantial discoveries. First off, it is undeniable that the Workplace Incivility theory has received more attention from researchers. As a result, it is currently considered to be one of the most important issues in OB studies. Second, the vast number of publications regarding WI that have been appearing confirm such a perception. Given the expressed interest of very different disciplines, it is a subject that has solidified interdisciplinary standing in this way. Thirdly, although various methods have been applied, cross-sectional research have dominated in terms of technique predilections. Given that it is possible that there are further elements of this phenomena still to be discovered, it is significant that there aren't enough qualitative and meta-analytic research.

There are also several opportunities to investigate additional mechanisms that might be able to lessen the harmful consequences of Workplace Incivility. For instance, researchers may look into coping techniques including prayer, faith, religion, spirituality, and positive thinking, emotions, toughness, endurance, psychic resources, and so forth. According to Pearson (1999), it's crucial "to evaluate the situation in comprehending how the development of the parties' exchange process.

In a similar line, Pearson et al. (2005) highlighted the influence organizational pressures have on the way Workplace Incivility is framed. Despite the fact that disturbances in relationships with coworkers, supervisors, and customers have been linked to incivility (van Jaarsveld et al., 2010; Jawahar and Schreurs, 2018), it would be challenging to ignore the way organizations treat their clients, partners, community, and society at large. Thus, this situation has a theoretical gap that needs to be properly looked at.

Regarding the effects of workplace incivility, our findings show that it had a wide range of negative effects on the victim's affective and health outcomes, performance, and other work-related behaviors (such as withdrawal), as well as how they interacted with their organization and its members. The empirical evidences that we have covered in our study regarding the most commonly used mediators and moderators include the following. 1. Turnover intention: which measures whether employees of a company or organization intend to quit their current jobs (Ngamkroekjoti, et al, 2012). 2. Job satisfaction: measures a person's level of contentment with his job. This area of organizational behavior is the one that is most researched (Anwar, 2017). 3. Emotional Exhaustion: it is the result of a person's inability to consistently meet the emotional demands of his/her job (Maslach, 1976). 4. Organizational Commitment: according to Steers (1977), an individual's involvement with and identification with an organization are two factors that influence organizational commitment. 5. Work Family Conflict: is regarded as the absence of a distinct physical barrier may make it easier for thoughts and feelings from the work environment to migrate into the home environment, creating conflict between work and family (Clark 2000). 6. Forgiveness Climate: includes avoidance from accusation, anger and hatred toward the person who makes a mistake by adopting a tolerant approach about mistakes in general (Aquino et al., 2006; Cox, 2008). 7. Job Embeddedness: according to Jex and Britt (2014), job embeddedness exists when users feel highly compatible with their work, organization, and community. 8. Psychological Entitlement: that refers to inflated and pervasive sense of deservingness, self-importance, and exaggerated expectations to receive special products and treatment without reciprocating (Fisk, 2010; Grubbs & Exline, 2016).

Additionally, the effect of incivility on some outcomes differed between jobs but not for others. Finally, relative weights analyses and meta-analytic regression findings show that experienced incivility explained unique variance in the majority of outcomes (such as mental and physical health, job satisfaction, job performance, turnover intention, organizational commitment), signifying that incivility is associated to but discrete from workplace bullying, abusive supervision, and sexual harassment. The consequences of our findings and areas that require more study in future incivility scholarship are explained in the sections that follow.

Future Directions:

Although this paper has clearly accumulated a significant body of literature on civility over the past 15 years, there are still a lot of challenges that are recommended for scholars to take into account going forward. First, studies that primarily address the impacts of rudeness between subjects are prevalent in cross-sectional studies, which dominate the literature.

The nature of workplace incivility's effects may differ depending on whether victims have been exposed to it once or repeatedly, whether there are serious tipping points in revelation at which workplace incivility's outcomes manifest, and other pertinent questions. Longitudinal investigations will also help establish causality between many of the recurrent outcomes of incivility in the workplace.

Second, given the negative effects of incivility, learning how to prevent it should be an apparent and crucial objective for all businesses. Additionally, when incivility does unavoidably happen, more research is required into solutions that could lessen the negative effects it has on the victims or prevent tit-for-tat cycles from developing. In light of this, Locklear et al. (2020) suggested that appreciation would be effective in lowering workplace incivility (and other types of maltreatment). In a similar manner, then, such journaling treatments may also function to aid victims in coping with actual uncivil behaviors and abstain from using workplace incivility as payback.

Third, employees are quite likely to see incivility at some point in their working lives, thus we strongly urge future studies on witnessed incivility in general and in understanding how affects persons witnessed vs experienced incivility differentially. Additionally, because most workplace incivility research has focused on individuals, it is difficult for us to grasp how incivility circulates throughout a network of players (Cortina et al., 2017). Given that emotional states from experiencing it may be transmitted, future research that takes a team, organizational level, or social network perspective could be helpful in better understanding the contagion effects linked with rudeness (Barsade, 2002). It is very plausible that incivility may also be a procedure rather than a one-off occurrence (Meier and Gross, 2015). Thus, broader organisational dynamics and detrimental connections with society may be explained by organizational incivility.

Fourth, the results also revealed that randomized trials were only employed in a small number of papers (Porath et al., 2010; Reich and Hershcovis, 2015; Schilpzand et al., 2016; Hershcovis and Bhatnagar, 2017). Given that randomized experiments offer sufficient reliability and validity of statistical effects, this discovery is unexpected. Studies that adopt such a methodological strategy will therefore be appreciated.

Fifth, scholars may examine incivility from the perspectives of clients, communities, and society, particularly in their interactions with businesses. Those encounters are undoubtedly shaped by a number of severe disturbances that have to be examined via this lens.

Sixth, future researchers are encouraged to investigate the cultural (national/organizational/individual levels) influence on incivility through cross-cultural studies in order to gain deeper insights, as cultural differences in self-regulation and emotional expressions have been reported in the past (Bergeron and Schneider, 2005). Additionally, previous research has demonstrated that narcissism, corporate culture, and national culture can all influence how people react to incivility (e.g., Liu et al., 2020; Moon et al., 2021; Moon & Sánchez Rodríguez, 2021; Moon et al., 2018; Schilpzand et al., 2016; Tepper et al., 2017). Therefore, by taking into account the influence of culture at the individual, organizational, and national levels, future research might build on the current findings on covert narcissism and workplace disrespect.

Seventh, future researchers are advised to use moderators like employee personality traits (agreeableness, neuroticism, openness, extraversion, conscientiousness) and mediators (distributive/ procedural injustice/ emotional labor) which may influence workplace incivility outcomes. It's also intriguing to look at the other side of workplace uncivility and study if there are various groups of instigators with various demographic (ethnicity, age, gender, status) and behavioral characteristics such as self-esteem, responsiveness, integrity, emotional maturity, impulsiveness. Future researchers can work on different outcome variables such as prosocial behavior, contextual and task performance.

Additionally, if one feels that workplace incivility is widespread and that they have no power to stop being victimized, this may intensify psychological distress-based reactions and encourage leaving. A person may experience emotions of loneliness, exclusion, or a sensation that they don't belong if they believe that these activities are somewhat out of the ordinary for their job and that they are being singled out for attention. To that aim, recent studies have found that treating two or more persons uncivility as opposed to just one person does lessen the negative impacts on an individual level by lowering the tendency to blame oneself (Schilpzand et al., 2016). We generally advise future researchers to use attribution theory to examine the nuanced relationships between incivility and its impacts.

Conclusion:

It may be inferred from the survey of the literature on incivility that the field of incivility research is currently wide, diverse, and dispersed. This study of the literature on workplace uncivility shows that the uncivil experiences analyzed vary greatly. Incivility incidents differ depending on the type of incivility, such as experienced, seen, or instigated, as well as the source (boss, employee, or customer) (Schilpzand et al., 2016). To maximize employee productivity, job satisfaction, work-life balance, and company loyalty in the future, workplace behaviors must be scrutinized. Self-efficacy (Riadi et al., 2019; Moreira & Aparício, 2019) and income level (Taheri et al., 2020), family support (Lim & Lee, 2011), expressive writing intervention (Kirk et al., 2011), emotional and organizational support (Miner et al., 2012), supervisor's social support (Sakurai & Jex, 2012), affective commitment (Liu et al., 2019), satisfaction with work and supervisors (S. Lim et al., 2008), interactional justice (Griffin, 2010), organizational trust (Miner-Rubino & Reed, 2010). To maximize employee productivity and work satisfaction, organizations must also watch out for unruly behavior within their staff. Figure 1 provides a summary of workplace civility and demonstrates how it negatively affects job performance and favorably affects work stress, both of which increase the risk of turnover. The results of the study suggest that in order to improve supervisors' social skills—which are related to their capacity for clear and compelling speech—effective interventions are needed. This capability requires understanding what to say, when to say it, and how to say it. Social skills include things like creating and maintaining positive relationships, acting correctly in social situations, and resolving conflicts without demeaning other team members (Rahim, 2014).

This review article will inspire scholars to conduct additional research on workplace incivility as well as assist and urge practitioners to develop policies and measures to reduce the likelihood and impact of various forms of workplace incivility. It is necessary to develop a coherent theoretical framework that incorporates workplace rudeness that has been personally experienced, observed, and encouraged.

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