

Unequal Experiences of Workplace Incivility: Marital Status and Job Designation
among Agricultural Researchers

Muhammad Shahzad

m.shahzad@uog.edu.pk

Lecturer, Department of Sociology, University of Gujrat, Pakistan

Muhammad Nadeem Akhtar

Head, Main Library & IT Department, Ayub Agricultural Research Institute, Faisalabad, Pakistan

Anila Iram

PhD Sociology, Department of Sociology, University of Gujrat, Pakistan

Sidra Batool

Technical Librarian, Ayub Agricultural Research Institute, Faisalabad, Pakistan

Muhammad Waqas

Research Scholar, Department of Public Administration, Government College University, Faisalabad, Pakistan

Corresponding Author: Muhammad Shahzad m.shahzad@uog.edu.pk

Received: 12-12-2024

Revised: 02-01-2025

Accepted: 22-01-2025

Published: 30-01-2025

ABSTRACT

Workplace incivility represents a subtle but consequential form of interpersonal mistreatment that can shape employees' experiences within organizations. This study examined differences in workplace incivility among researchers working in an agricultural research institution in Punjab, Pakistan. Data were collected from 329 researchers through stratified sampling. Workplace incivility was assessed using a seven-item measure capturing experiences of disrespectful, dismissive, derogatory, exclusionary, and unprofessional behavior from superiors or coworkers. The measurement assessment indicated satisfactory item performance and strong internal consistency. Descriptive statistics were used to examine workplace-incivility scores across marital-status and job-designation groups. Welch's ANOVA was employed to test group differences, followed by Games–Howell post hoc comparisons to identify specific between-group differences. The findings showed significant differences in workplace incivility across both marital-status and job-designation groups. Single researchers reported lower levels of incivility than married and divorced researchers, while married and divorced researchers did not differ significantly. Scientific Officers reported lower levels of incivility than both Senior Scientists and Principal Scientists, whereas Principal and Senior Scientists did not differ significantly. The findings highlight the importance of considering social and organizational positions when examining workplace incivility and contribute to understanding interpersonal workplace experiences within agricultural research institutions.

Keywords: Workplace incivility, marital status, job designation, researchers, Welch ANOVA.

INTRODUCTION

Workplace relationships constitute an important part of employees' everyday organizational experiences (Abolfazl Vagharseyyedin, 2015; Cortina et al., 2001). Although organizations establish formal rules and professional standards to regulate interpersonal conduct, interactions between employees do not always conform to expectations of respect, dignity, and consideration (Akella & Lewis, 2019; Alias et al., 2022; Andersson & Pearson, 1999). One important form of negative interpersonal treatment is workplace incivility, which refers to low-intensity deviant behavior characterized by ambiguous intent to harm and a violation of workplace norms of mutual respect (Abolfazl Vagharseyyedin, 2015). Incivility can take relatively subtle forms, including dismissive communication, derogatory remarks, social exclusion, disrespectful treatment, or disregard for another

person's views (Arab et al., 2013; Chaudhary et al., 2022; Cortina et al., 2001). Its apparently mild nature distinguishes it from more severe forms of workplace aggression, bullying, or harassment, but research indicates that repeated exposure to such behavior can have meaningful consequences for employees and organizations (Cortina et al., 2022; Estes & Wang, 2008; Geldart et al., 2018).

The study of workplace incivility has expanded considerably since the concept was formally introduced into organizational research, prior studies of public-sector employees demonstrated that workplace incivility was relatively widespread and could be experienced from different sources within the workplace (Ghosh, 2017; Gustiawan et al., 2023; Han et al., 2022; Handoyo et al., 2018). Past research has associated incivility with adverse employee outcomes, including psychological strain, reduced job satisfaction, lower work engagement, poorer performance, and withdrawal-related responses (Harold & Holtz, 2015; Holm et al., 2015; Hutton, 2006). More recent research similarly indicates that workplace incivility can undermine employee functioning and organizational effectiveness (Gustiawan et al., 2023; Konuk & Koçak, 2025; Mappatoba et al., 2025). Thus, understanding who experiences incivility and whether it varies across different categories of employees remains an important organizational research question.

Workplace incivility should also be understood within the social and structural context of organizations (Holm et al., 2015; Itzkovich, 2016). Employees occupy different positions within organizational hierarchies and differ in their formal authority, responsibilities, professional status, and patterns of interaction with colleagues and supervisors (Lim & Lee, 2011; Mappatoba et al., 2025; Milam et al., 2009; Nawaz et al., 2022). These differences can influence exposure to interpersonal mistreatment (Pearson et al., 2001; Pearson & Porath, 2005; Reio Jr & Ghosh, 2009). For example, research on supervisor incivility demonstrates that disrespectful treatment from individuals occupying positions of authority can influence employees' work engagement and performance. Similarly, research suggests that the organizational source of incivility matters because employees may experience and respond to incivility differently depending on whether it originates from a supervisor, coworker, or another organizational actor (Samosh, 2019; Smith et al., 2021).

This issue is particularly relevant in professional research organizations. Agricultural research institutions contain formal occupational hierarchies in which researchers occupy different job designations and levels of professional responsibility (Batool et al., 2023; Shahzad et al., 2023). Researchers may interact with senior scientists, principal scientists, scientific officers, supervisors, and coworkers as part of research, administrative, and collaborative activities. Such hierarchical arrangements may create different opportunities for interpersonal interaction and consequently may be associated with differences in employees' experiences of workplace incivility (Arab et al., 2013; Young et al., 2021). Recent research involving government-employed agricultural researchers further indicates that workplace incivility is a relevant dimension of the organizational experiences of this occupational group (Hoang Nguyen Tran, 2023; Yaqoob et al., 2025).

Employees' social characteristics may also be relevant when examining workplace experiences (Chaudhary et al., 2022; Ghosh, 2017). Marital status, for example, represents an important demographic characteristic that may distinguish employees in terms of family responsibilities, social roles, interpersonal networks, and patterns of interaction inside and outside the workplace (Han et al., 2022; Handoyo et al., 2018). However, marital status should not automatically be assumed to cause workplace incivility. Rather, it provides an empirically testable basis for examining whether employees belonging to different marital-status categories report different levels of exposure to uncivil behavior.

Against this background, the present study examines workplace incivility among researchers working in an agricultural research institution in Punjab, Pakistan. Specifically, it investigates whether employees' reported experiences of workplace incivility differ according to marital status and job designation. By examining these two characteristics separately, the study seeks to identify whether workplace incivility is experienced uniformly across the research workforce or whether differences emerge across employees occupying different social and organizational positions.

LITERATURE REVIEW

Workplace Incivility

Workplace incivility is generally understood as interpersonal behavior in the workplace that violates norms of mutual respect while involving relatively low intensity and ambiguous intent to harm (Abolfazl Vagharseyyedin, 2015; Akella & Lewis, 2019; Alias et al., 2022). Unlike workplace aggression or bullying, incivility may involve behaviors that appear relatively minor when considered individually (Tamunomiebi & Ukwuije, 2021; Vasconcelos, 2020). Nevertheless, repeated exposure can become an important source of workplace stress and may contribute to negative employee and organizational outcomes. Cortina et al. (2001) provided early empirical evidence regarding the incidence and impact of workplace incivility, demonstrating that employees can experience disrespect, condescension, degradation, and related forms of interpersonal mistreatment during their working lives.

The concept is particularly useful because it captures everyday interpersonal experiences that may not meet the threshold of more severe workplace mistreatment (Geldart et al., 2018). Examples include ignoring another person's contribution, using demeaning language, excluding someone from professional interaction, questioning another employee's judgement, or communicating in an unprofessional manner. The present study therefore treats workplace incivility as an experiential construct rather than limiting it to explicit interpersonal aggression.

Much research has focused on the consequences of incivility (Han et al., 2022; Handoyo et al., 2018; Harold & Holtz, 2015; Hoang Nguyen Tran, 2023; Holm et al., 2015, 2023; Hutton, 2006; Itzkovich, 2016). Literature suggests links between incivility and employee well-being, attitudes, motivation, and behaviors (Lim & Lee, 2011; Mappatoba et al., 2025; Milam et al., 2009; Nawaz et al., 2022). Other, more recent studies have also found links between incivility at work and employee performance, and trust in supervisors is one potential pathway of how this can work (Mappatoba et al., 2025; Smith et al., 2021; Young et al., 2021). Another study that looks at supervisor incivility has found that this type of incivility can impact job performance in psychological and motivational ways (Pearson et al., 2001). While these findings highlight the need for workplace incivility to be studied, another question arises: Do experiences of workplace incivility occur equally across employees?

Job Designation and Workplace Incivility

Position in the organization is a vital element to explore when looking at workplace incivility (Chaudhary et al., 2022; Hoang Nguyen Tran, 2023). Staff at different levels of the hierarchy can have varying levels of authority, decision making power, access to organizational resources, and supervision from and of subordinates (Itzkovich, 2016). Their opportunities to be mistreated by others may also vary. Supervisory relationships are especially important because supervisors have formal authority over employees, and those in lower-level positions might be more reliant on the supervisor for evaluations, resources, assignments, and career decisions (Torkelson et al., 2016; Tricahyadinata et al., 2020; Vasconcelos, 2020; Yaqoob et al., 2025).

Research has provided evidence that the source and position of the perpetrator can influence the consequences of incivility. Jawahar and Schreurs (2018), for example, examined supervisor-initiated incivility and found that it was associated with employee work engagement and performance. Shin et al. (2020) similarly demonstrated that supervisor incivility could influence employee performance through job insecurity and amotivation. These findings suggest that hierarchical relationships are important when examining interpersonal mistreatment in organizations.

However, job designation should not be viewed simply as an indicator of seniority. Different professional positions may involve different responsibilities, degrees of organizational visibility, interpersonal demands, and relationships with colleagues (Tricahyadinata et al., 2020; Vasconcelos, 2020; Yaqoob et al., 2025). In an agricultural research institution, researchers at different designations may therefore encounter different interpersonal environments. Senior researchers may interact more

frequently with administrators and junior researchers, whereas junior researchers may have greater exposure to supervisory decisions and professional evaluation (Batool et al., 2023; Shahzad et al., 2023; Shahzad et al., 2024). These differences provide a rationale for empirically comparing workplace-incivility scores across job-designation groups rather than assuming that all researchers experience their organizational environment in the same way. Accordingly, the present study proposes:

H1: There are significant differences in workplace incivility among researchers across different job designation groups.

Marital Status and Workplace Incivility

In addition to organizational position, employees' demographic and social characteristics may provide useful bases for examining differences in workplace experiences (Chaudhary et al., 2022; Hoang Nguyen Tran, 2023). Marital status is one such characteristic. Employees who are single, married, or divorced may differ in their family responsibilities, social networks, time commitments, and patterns of interaction with coworkers (Estes & Wang, 2008; Tamunomiebi & Ukwuije, 2021; Yaqoob et al., 2025). These differences may potentially shape how employees participate in workplace relationships and how they experience interpersonal treatment (Pearson et al., 2001; Pearson & Porath, 2005; Reio Jr & Ghosh, 2009).

Nevertheless, there is limited theoretical and empirical justification for assuming a particular direction of association between marital status and workplace incivility (Tamunomiebi & Ukwuije, 2021; Vasconcelos, 2020; Yaqoob et al., 2025). Rather than presuming that one marital-status group is more exposed to incivility, it is more appropriate to treat marital status as a categorical characteristic and empirically examine whether group differences exist. This approach is consistent with the broader workplace-incivility literature, which recognizes that employee characteristics and workplace context can shape exposure to and responses toward interpersonal mistreatment (Estes & Wang, 2008; Vasconcelos, 2020).

The issue is especially pertinent in the case of agricultural research institutions in Punjab. Scientific research takes place in the context of relationships between professionals, of supervision and subordination, scientific obligations, of hierarchy (Batool et al., 2023; Shahzad et al., 2023). These organizational relationships can interact with their social circumstances in ways that are not reflected by using demographic data as a control variable. Comparing the marital status-specific gender distribution of workplace incivility can thus provide a more detailed understanding of the distribution of workplace incivility within this occupation group. Thus, the second hypothesis is formulated as:

H2: There are significant differences in workplace incivility among researchers across different marital status groups.

METHODOLOGY

Research Design and Sample

The study employed a cross-sectional quantitative research design to examine workplace incivility among researchers working in an agricultural research institution in Punjab, Pakistan. Data were collected from 329 respondents using stratified sampling. The sampling strategy was used to obtain representation from relevant segments of the research workforce and to facilitate comparison across different categories of researchers. Marital status and job designation were treated as categorical grouping variables.

Measurement of Workplace Incivility

Workplace incivility was measured using seven items assessing respondents' experiences of uncivil behavior from superiors or coworkers. The measure was based on the established conceptualization of

workplace incivility as low-intensity interpersonal behavior that violates norms of mutual respect (Cortina et al., 2001). Respondents were asked: “During your service at this institute, have you been in a situation where any of your superiors or coworkers...”

The items assessed whether respondents had experienced behaviors including being put down or treated scornfully; having little attention paid to their statements or opinions; receiving demeaning or derogatory remarks; being addressed in unprofessional terms; being ignored or excluded from professional camaraderie or groups; having their judgement questioned concerning matters for which they had responsibility; and experiencing unwanted attempts to involve them in discussions of personal matters.

Responses were recorded on a five-point frequency scale, ranging from 1 = Never to 5 = Most of the time, with intermediate categories of 2 = Rarely, 3 = Occasionally, and 4 = Often. The scores were aggregated to represent respondents' overall experience of workplace incivility, with higher scores indicating more frequent exposure to uncivil workplace behavior. The use of behavioral-frequency items is consistent with the established measurement approach to workplace incivility (Cortina et al., 2001).

Data Analysis

Data analysis consisted of psychometric assessment, descriptive statistics and group-difference testing. Reliability and validity indicators of the psychometric properties of the workplace-incivility scale were measured. Workplace-incivility scores were summarized using descriptive statistics. Since it is possible that the workplace-incivility means for categorical groups may differ, and that the assumptions of equal group sizes and equal variances may also hold differently across groups, Welch's one-way ANOVA was used to test the differences between groups overall. Pairwise comparisons were performed with the Games–Howell test for the omnibus difference found by the Welch test. Games–Howell is the most suitable choice when groups are significantly different in size and the assumption of homogeneity of variance is questionable. The analysis was thus able to not only identify whether there were any overall differences but also whether there were any identifiable differences between groups if there were any.

RESULTS AND DISCUSSION

Measurement Properties of Workplace Incivility

The measurement properties of the workplace incivility (WI) scale are presented in Table 1. All seven items demonstrated strong factor loadings, ranging from .844 to .899, exceeding the commonly recommended threshold of .70. The corresponding communalities ranged from .713 to .808, indicating that a substantial proportion of the variance in each item was explained by the underlying workplace-incivility construct. The highest loading was observed for WI2 ($\lambda = .897$), followed by WI7 ($\lambda = .899$), whereas WI6 showed the lowest, although still strong, loading ($\lambda = .844$). Overall, these results indicate that all items made substantial contributions to the measurement of workplace incivility.

Table 1 Items, Loadings, Reliability and Collinearity of Workplace Incivility Scale

Items	λ	Communality	Alpha	CV	VIF
WI			.950	.948	
WI1	.856	.732			2.963

WI2	.897	.805			4.176
WI3	.885	.784			3.446
WI4	.883	.781			3.682
WI5	.872	.761			3.328
WI6	.844	.713			2.772
WI7	.899	.808			4.003

Note: CR = composite reliability, VIF = variance inflation factors, λ = loadings

The scale also demonstrated high internal consistency, with Cronbach's $\alpha = .950$ and composite reliability (CR) = .948. These values substantially exceed the conventional .70 criterion and indicate excellent reliability. The variance in inflation factor values ranged from 2.772 to 4.176, suggesting that although the items were strongly related, there was no indication of problematic collinearity at the item level. Taken together, the factor loadings, communalities, reliability coefficients, and VIF values provide evidence that the workplace-incivility scale demonstrated satisfactory measurement quality for subsequent analyses.

Descriptive Statistics

Table 2 presents the descriptive statistics for workplace incivility across marital-status and job-designation groups. Regarding marital status, single researchers ($n = 60$) reported the lowest mean level of workplace incivility ($M = 12.17$, $SD = 2.84$, 95% CI [11.43, 12.90]), whereas married researchers ($n = 240$) reported the highest mean ($M = 21.43$, $SD = 7.13$, 95% CI [20.52, 22.33]). Divorced researchers ($n = 29$) had a mean workplace-incivility score of 20.10 ($SD = 6.03$, 95% CI [17.81, 22.40]). Descriptively, therefore, workplace-incivility scores appeared substantially lower among single researchers than among married and divorced researchers. The relatively wide variation among married and divorced researchers, compared with single researchers, also indicates greater dispersion of reported experiences in these groups.

Table 2 Descriptives of Workplace Incivility Across Various Job Designations And Marital Status

	N	Mean	S. D	Std. Error	95% CI for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		

Marital Status								
Single	60	12.17	2.835	.366	11.43	12.90	8	21
Married	240	21.43	7.126	.460	20.52	22.33	8	35
Divorced	29	20.10	6.026	1.119	17.81	22.40	12	32
Job Designation								
Principal Scientist	14	26.50	2.710	.724	24.94	28.06	23	32
Senior Scientist	154	24.53	6.143	.495	23.55	25.51	13	35
Scientific Officer	161	14.32	4.318	.340	13.65	15.00	8	30

For job designation, Scientific Officers ($n = 161$) reported the lowest mean workplace-incivility score ($M = 14.32$, $SD = 4.32$, 95% CI [13.65, 15.00]). Senior Scientists ($n = 154$) reported a considerably higher mean ($M = 24.53$, $SD = 6.14$, 95% CI [23.55, 25.51]), while Principal Scientists ($n = 14$) had the highest mean ($M = 26.50$, $SD = 2.71$, 95% CI [24.94, 28.06]). These descriptive differences suggest that workplace-incivility scores varied considerably across professional designations, with higher mean scores among Principal and Senior Scientists than among Scientific Officers. However, these descriptive differences were subjected to formal statistical testing using Welch's ANOVA.

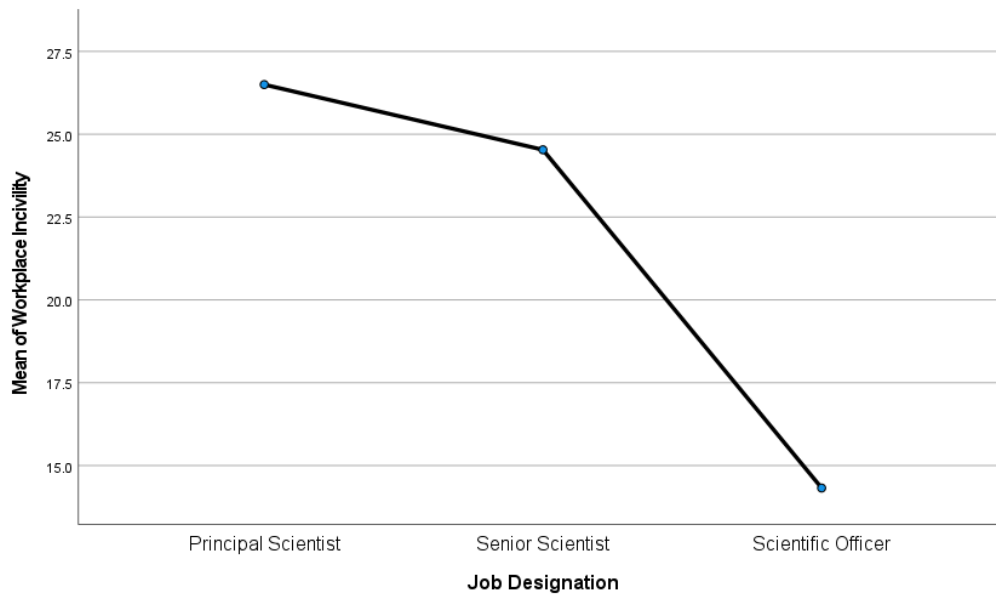


Figure 1: Visual Analysis of Workplace Incivility Across Various Categories of Job Designations

Differences in Workplace Incivility by Marital Status and Job Designation

Because the study involved comparisons across groups with unequal sample sizes and potentially unequal variances, Welch's one-way ANOVA was employed to examine whether workplace-incivility scores differed significantly across marital-status and job-designation groups. As shown in Table 3, the analysis revealed a statistically significant difference in workplace incivility across marital-status groups, $F(2, 73.63) = 129.92, p < .001$. Thus, the null hypothesis of equal group means was rejected, indicating that workplace incivility was not experienced at the same level across all marital-status categories. This finding provides support for H1, which proposed significant differences in workplace incivility among researchers across different job designation groups.

Table 3 Welch's ANOVA for Workplace Incivility by Marital Status and Job Designation

Independent variable	Welch's F	df1	df2	P
Marital status	129.92	2	73.63	< .001
Job designation	206.83	2	42.58	< .001

A statistically significant difference was also observed across job designation groups, $F(2, 42.58) = 206.83, p < .001$. This result indicates that workplace-incivility scores differed significantly among Principal Scientists, Senior Scientists, and Scientific Officers. Therefore, the null hypothesis of equal means across job-designation groups was rejected, providing support for H2.

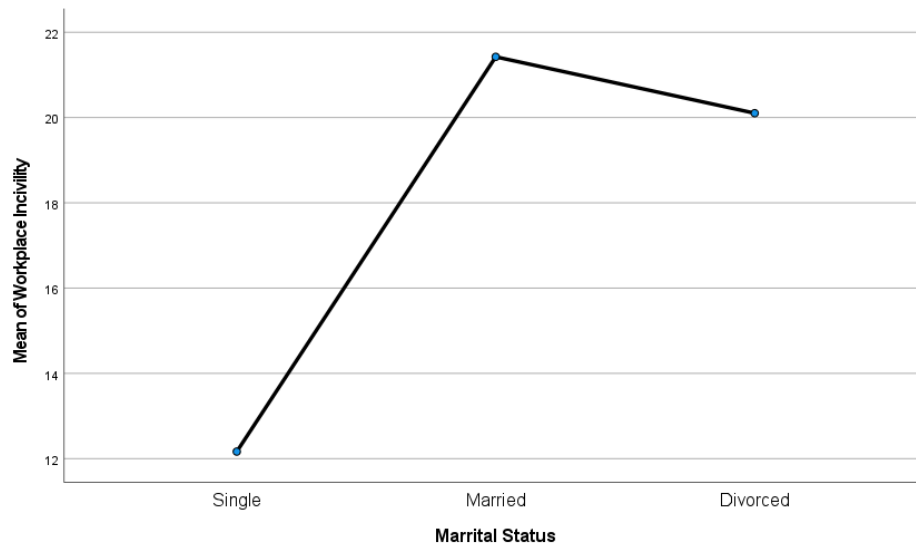


Figure 2: Visual analysis of workplace incivility across various categories of marital status

Games–Howell Post Hoc Comparisons

Following the significant Welch's ANOVA results, Games–Howell post hoc comparisons were conducted to determine which specific groups differed from one another. As shown in Table 4, workplace incivility differed significantly between single and married researchers, with single researchers reporting significantly lower scores than married researchers, mean difference = -9.26 , $SE = .59$, 95% CI $[-10.64, -7.87]$, $p < .001$. A significant difference was also found between single and divorced researchers, with single researchers again reporting lower workplace-incivility scores, mean difference = -7.94 , $SE = 1.18$, 95% CI $[-10.82, -5.05]$, $p < .001$. In contrast, the difference between married and divorced researchers was not statistically significant, mean difference = 1.32 , $SE = 1.21$, 95% CI $[-1.63, 4.27]$, $p = .525$. Thus, the significant overall marital-status effect was primarily attributable to the lower workplace-incivility scores reported by single researchers compared with both married and divorced researchers, while married and divorced researchers did not differ significantly from one another.

The Games–Howell comparisons for job designation showed a somewhat different pattern. The difference between Principal Scientists and Senior Scientists was not statistically significant, mean difference = 1.97 , $SE = .88$, 95% CI $[-.21, 4.14]$, $p = .082$. However, Principal Scientists reported significantly higher workplace-incivility scores than Scientific Officers, mean difference = 12.18 , $SE = .80$, 95% CI $[10.15, 14.21]$, $p < .001$. Similarly, Senior Scientists reported significantly higher scores than Scientific Officers, mean difference = 10.21 , $SE = .60$, 95% CI $[8.79, 11.63]$, $p < .001$. These findings indicate that the significant overall job-designation effect was attributable primarily to differences between Scientific Officers and the two higher designations, whereas Principal Scientists and Senior Scientists did not differ significantly from each other.

Table 4 Games–Howell Post Hoc Comparisons of Workplace Incivility by Marital Status and Job Designation

Comparison	Mean Difference	SE	95% CI	<i>P</i>
Single vs. Married	-9.26	.59	[-10.64, -7.87]	< .001
Single vs. Divorced	-7.94	1.18	[-10.82, -5.05]	< .001
Married vs. Divorced	1.32	1.21	[-1.63, 4.27]	.525

Marital Status				
Single – Married	–9.26	.59	[–10.64, –7.87]	< .001
Single – Divorced	–7.94	1.18	[–10.82, –5.05]	< .001
Married – Divorced	1.32	1.21	[–1.63, 4.27]	.525
Job Designation				
Principal Scientist – Senior Scientist	1.97	.88	[–.21, 4.14]	.082
Principal Scientist – Scientific Officer	12.18	.80	[10.15, 14.21]	< .001
Senior Scientist – Scientific Officer	10.21	.60	[8.79, 11.63]	< .001

In a nutshell, the results demonstrate that workplace incivility varied significantly according to both marital status and job designation. The post hoc findings further clarify that, for marital status, single researchers differed significantly from both married and divorced researchers, whereas married and divorced researchers were statistically similar. For job designation, Scientific Officers differed significantly from both Principal and Senior Scientists, while the latter two groups did not differ significantly. Thus, both H1 and H2 were supported.

The findings demonstrate that workplace incivility is not experienced uniformly among researchers in the agricultural research institution. Significant differences were observed across both marital-status and job-designation groups. Single researchers reported substantially lower levels of incivility than married and divorced researchers, while married and divorced researchers did not differ significantly. Similarly, Scientific Officers reported lower levels of incivility than both Senior Scientists and Principal Scientists, whereas the latter two groups did not differ significantly. These findings suggest that workplace incivility may be patterned by employees' social and organizational positions. The differences across job designations are particularly noteworthy because researchers occupying different professional positions may have distinct patterns of interaction, authority, responsibility, and exposure to organizational relationships. The findings extend the workplace-incivility literature by demonstrating that demographic and organizational characteristics can be useful for identifying variations in employees' reported experiences, particularly within the relatively under-researched context of agricultural research.

CONCLUSION

The study concludes that incivility in the workplace is not evenly distributed among agricultural researchers but rather is a differentiated workplace experience. There were significant differences between both marital status groups and between job designation groups, especially between the single group and the other marital-status groups and between Scientific Officers and higher job designations. The results suggest that attention to social and organizational roles of employees is important in the examination of incivility in the workplace. It is important that agricultural research institutions have

clear guidelines on interpersonal conduct, professional relationships and respectful relationships at all levels of the institution.

REFERENCES

- Abolfazl Vagharseyyedin, S. (2015). Workplace incivility: a concept analysis. *Contemporary nurse*, 50(1), 115-125.
- Akella, D., & Lewis, V. J. (2019). The modern face of workplace incivility. *Organization Management Journal*, 16(2), 55-60.
- Alias, M., Ojo, A. O., & Ameruddin, N. F. L. (2022). Workplace incivility: the impact on the Malaysian public service department. *European Journal of Training and Development*, 46(3-4), 356-372.
- Andersson, L. M., & Pearson, C. M. (1999). Tit for tat? The spiraling effect of incivility in the workplace. *Academy of management review*, 24(3), 452-471.
- Arab, N., Sheykhshabani, E. H., & Beshlideh, K. (2013). Antecedents of workplace incivility: investigating some personal and organizational variables. *Journal of psychology*, 17(3), 294-309.
- Batool, S., Shahzad, M., Akhtar, C. M. N., Owais, M., & Ghafoor, I. (2023). Evaluating the Differences in Personal Knowledge and Information Management Behaviour Between Agriculture Practitioners and Teachers. *Journal of Agricultural Research (JAR)*. 61(4), 321-328.
- Chaudhary, R., Lata, M., & Firoz, M. (2022). Workplace incivility and its socio-demographic determinants in India. *International Journal of Conflict Management*, 33(3), 357-384.
- Cortina, L. M., Magley, V. J., Williams, J. H., & Langhout, R. D. (2001). Incivility in the workplace: incidence and impact. *Journal of occupational health psychology*, 6(1), 64.
- Cortina, L. M., Sandy Hershcovis, M., & Clancy, K. B. (2022). The embodiment of insult: A theory of biobehavioral response to workplace incivility. *Journal of Management*, 48(3), 738-763.
- Estes, B., & Wang, J. (2008). Integrative literature review: Workplace incivility: Impacts on individual and organizational performance. *Human Resource Development Review*, 7(2), 218-240.
- Geldart, S., Langlois, L., Shannon, H. S., Cortina, L. M., Griffith, L., & Haines, T. (2018). Workplace incivility, psychological distress, and the protective effect of co-worker support. *International Journal of Workplace Health Management*, 11(2), 96-110.
- Ghosh, R. (2017). Workplace incivility in Asia-how do we take a socio-cultural perspective? In (Vol. 20, pp. 263-267): Taylor & Francis.
- Gustiawan, D., Noermijati, Aisjah, S., & Indrawati, N. K. (2023). Workplace incivility to predict employee silence: Mediating and moderating roles of job embeddedness and power distance. *Cogent Business & Management*, 10(1), 2188982. <https://doi.org/10.1080/23311975.2023.2188982>
- Han, S., Harold, C. M., Oh, I. S., Kim, J. K., & Agolli, A. (2022). A meta-analysis integrating 20 years of workplace incivility research: Antecedents, consequences, and boundary conditions. *Journal of Organizational Behavior*, 43(3), 497-523.

- Handoyo, S., Samian, Syarifah, D., & Suhariadi, F. (2018). The measurement of workplace incivility in Indonesia: evidence and construct validity. *Psychology Research and Behavior Management*, 11(null), 217-226. <https://doi.org/10.2147/PRBM.S163509>
- Harold, C. M., & Holtz, B. C. (2015). The effects of passive leadership on workplace incivility. *Journal of Organizational Behavior*, 36(1), 16-38.
- Hoang Nguyen Tran, Q. (2023). Workplace incivility and its demographic characteristics: A cross-cultural comparison between Chinese and Vietnamese working adults. *Sage Open*, 13(3), 21582440231184858.
- Holm, K., Torkelson, E., & Bäckström, M. (2015). Models of workplace incivility: The relationships to instigated incivility and negative outcomes. *BioMed research international*, 2015(1), 920239.
- Holm, K., Torkelson, E., & Bäckström, M. (2023). Coping with workplace incivility in the foodservice industry. *Journal of Human Resources in Hospitality & Tourism*, 22(3), 489-512. <https://doi.org/10.1080/15332845.2023.2180964>
- Hutton, S. A. (2006). Workplace incivility: State of the science. *JONA: The Journal of Nursing Administration*, 36(1), 22-27.
- Itzkovich, Y. (2016). The impact of employees' status on incivility, deviant behaviour and job insecurity. *EuroMed Journal of Business*, 11(2), 304-318.
- Jawahar, I., & Schreurs, B. (2018). Supervisor incivility and how it affects subordinates' performance: a matter of trust. *Personnel Review*, 47(3), 709-726.
- Konuk, T. G., & Koçak, M. Y. (2025). Determinants of professional commitment among nurses in Turkey: the role of workplace incivility. *Journal of Clinical Nursing*, 34(11), 4621-4629.
- Lim, S., & Lee, A. (2011). Work and nonwork outcomes of workplace incivility: Does family support help? *Journal of occupational health psychology*, 16(1), 95.
- Mappatoba, M., Wirawan, H., Salam, R., Hattab, S., & Daswati, D. (2025). When women speak up: investigating how gender influences the effect of workplace incivility on performance via voice behaviour. *Asia Pacific Journal of Public Administration*, 47(2), 165-185. <https://doi.org/10.1080/23276665.2025.2450635>
- Milam, A. C., Spitzmueller, C., & Penney, L. M. (2009). Investigating individual differences among targets of workplace incivility. *Journal of occupational health psychology*, 14(1), 58.
- Nawaz, M., Abid, G., & Quartey-Papafio, T. K. (2022). Relation of Workplace Incivility, Prosocial Motivation and Emotional Exhaustion to Thriving of Nurses. *Nursing: Research and Reviews*, 12(null), 207-222. <https://doi.org/10.2147/NRR.S373694>
- Pearson, C. M., Andersson, L. M., & Wegner, J. W. (2001). When workers flout convention: A study of workplace incivility. *Human Relations*, 54(11), 1387-1419.
- Pearson, C. M., & Porath, C. L. (2005). On the nature, consequences and remedies of workplace incivility: No time for "nice"? Think again. *Academy of Management Perspectives*, 19(1), 7-18.

- Reio Jr, T. G., & Ghosh, R. (2009). Antecedents and outcomes of workplace incivility: Implications for human resource development research and practice. *Human Resource Development Quarterly*, 20(3), 237-264.
- Samosh, J. (2019). What is Workplace Incivility? An Investigation of Employee Relational Schemas. *Organization Management Journal*, 16(2), 81-97.
<https://doi.org/10.1080/15416518.2019.1604197>
- Shahzad, M., Akhtar, M. N., & Batool, S. (2023). Assessing the Impact of Personal Knowledge and Information Management Behaviours on the Research Productivity of Agriculture Researchers. *Pakistan Social Sciences Review*, 7(3), 462-474.
- Shahzad, M., Batool, Z., Anjum, F., Mahmood, B., & Chauhdhry, A. (2024). Knowledge Work and Discontent: A Comparative Analysis of Work Alienation by Age and Experience. *Journal of Social Sciences Review*, 4(4), 77-86.
- Shin, Y., Hur, W.-M., Park, K., & Hwang, H. (2020). How managers' job crafting reduces turnover intention: The mediating roles of role ambiguity and emotional exhaustion. *International Journal of Environmental Research and Public Health*, 17(11), 3972.
- Smith, A. E., Hassan, S., Hatmaker, D. M., DeHart-Davis, L., & Humphrey, N. (2021). Gender, race, and experiences of workplace incivility in public organizations. *Review of Public Personnel Administration*, 41(4), 674-699.
- Tamunomiebi, M. D., & Ukwuije, O. A. (2021). Workplace incivility and counterproductive work behaviour: a review of literature. *European Journal of Human Resource*, 5(1), 20-31.
- Torkelson, E., Holm, K., Bäckström, M., & Schad, E. (2016). Factors contributing to the perpetration of workplace incivility: the importance of organizational aspects and experiencing incivility from others. *Work & Stress*, 30(2), 115-131.
- Tricahyadinata, I., Hendryadi, Suryani, Zainurossalamia Za, S., & Riadi, S. S. (2020). Workplace incivility, work engagement, and turnover intentions: Multi-group analysis. *Cogent Psychology*, 7(1), 1743627. <https://doi.org/10.1080/23311908.2020.1743627>
- Vasconcelos, A. F. (2020). Workplace incivility: a literature review. *International Journal of Workplace Health Management*, 13(5), 513-542.
- Yaqoob, S., Shahzad, K., Faisal, M., Kitchlew, N., & Abualigah, A. (2025). Why, how, and when incivility unfolds in the workplace: a 24-year systematic literature review: S. Yaqoob et al. *Management Review Quarterly*, 1-57.
- Young, K. A., Hassan, S., & Hatmaker, D. M. (2021). Towards understanding workplace incivility: gender, ethical leadership and personal control. *Public Management Review*, 23(1), 31-52.
<https://doi.org/10.1080/14719037.2019.1665701>