

RELATIONSHIP BETWEEN WORKPLACE INCIVILITY, EMPLOYEE PERFORMANCE AND EMPLOYEE ENGAGEMENT IN HEALTHCARE INSTITUTIONS

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ABSTRACT

Workplace incivility is a well-known problem that affects every firm and its environment. Employee engagement may result in physical and mental suffering, impacting how well people perform.

The study aims to ascertain the relationship between employee engagement, employee performance, and workplace incivility. For this, scales of the investigated variables were used to build a well-structured questionnaire. The survey questionnaire was sent out to workers and employees of Health Care Institutions. There were 212 valid responses in total. SEM, or structural equation modelling, was utilized to establish relationships. The study's findings rejected hypotheses H1 and H2 showing workplace incivility (WPI) has a detrimental effect on employee engagement (EENG) (at $\beta = -0.34, P > .05$) and employee performance (EP) (at $\beta = -0.27, P > .05$). While the hypothesis that employee engagement positively affects employee performance (H3) shows that employee engagement had a favourable impact on the performance of employees. (at $\beta = 0.36, P < 0.05$).

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KEYWORDS

employee engagement, employee performance and workplace incivility

INTRODUCTION

In recent years, the burden of healthcare personnel has grown dramatically, particularly since COVID-19, leading to rudeness, exhaustion, violence, and a poor attitude toward work. This is referred to as - workplace incivility (WPI).

Employee incivility impacts an employee's degree of engagement and performance in the organization. [1]

According to the definition of WPI, "Workplace incivility is low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect.

Uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard for others." [2 p.457]. In the workplace, incivility is defined as rude, disrespectful, degrading, and insulting behaviour. It is common in hospital settings and can spread over a whole workplace. It may have a detrimental effect on the long-term expansion of medical and healthcare organizations. [3] Unfortunately, workplace rudeness significantly impacts workers' emotional and mental health, frequently resulting in exhaustion, diseases, physical complaints, anxiety, and despair among workers. Incivility at work is widespread worldwide and has been shown to affect individuals' and organizations' growth negatively. Individual workplace rudeness can lower employee engagement and negatively impact job performance. [4]

Employee engagement entails our employees feeling pleased and committed to our firm, praising it to clients and customers. Employee engagement, as opposed to employee contentment, directly affects how well employees perform. Genuinely engaged workers significantly influence their businesses in the healthcare sector. Increased patient safety, higher patient happiness, and better treatment result from actively engaged healthcare staff. [5]

Workplace incivility is a sophisticated kind of workplace bullying that harms worker morale and productivity (such as mental health, burnout, turnover rates, and job discontent). [6] Mistreatment at work is common for

employees who need more skills and abilities, raising their susceptibility to rudeness. There are many anecdotal accounts of the negative impacts of rudeness in healthcare settings. However, no empirical study has examined this issue among Indian healthcare employees.

Study goals: The present study intends to achieve the following goals:

- (i) To determine the influence of workplace incivility on employee engagement and performance.
- (ii) To build a link between employee engagement and performance.

LITERATURE REVIEW

According to the literature, workplace rudeness, engagement of employees, and employee performance at the workplace are the three crucial constructs that every firm must comprehend to succeed. Each element must undergo careful evaluation by the healthcare institution. This section also includes all pertinent data published in reputable magazines and journals to establish the link between these constructs.

Research publications, journals, and reports were evaluated (for the last 10 years) to comprehend hospital personnel's perspectives on these studied variables and the elements contributing to work rudeness. A complete summary of the research papers' findings is shown in Table 1.

TABLE1: DESCRIPTION OF THE FINDINGS FROM THE LITERATURE

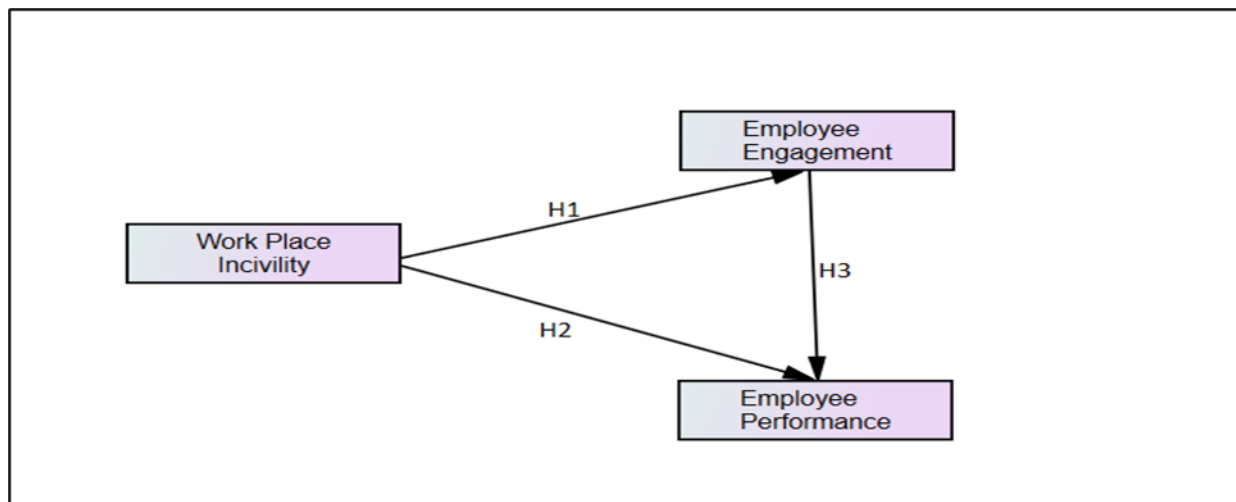
Authors	Description of the findings
[7]	Being rude and unprofessional at work increases the risk of experiencing workplace stress, distraction, dissatisfaction, absenteeism, and low productivity. Additionally, they are less likely to exhibit innovation, job satisfaction, performance, organizational citizenship, and teamwork. These employees are most likely to disengage and tend to leave the firm. Employees who only observe incivility (such as co-workers being maltreated) demonstrate high turnover intention, show less commitment to job roles and have high job burnout
[8]	The author's performed an essential study among Australian health officers. Their findings revealed that their stress levels rise when health officers face incivility, but strong support from seniors mitigates this impact. Incivility negatively affects job engagement, but only in those with poor self-esteem.
[9]	The author discovered that women are more likely than males to see workplace rudeness negatively impacting performance and behaviour.

[10]	Studies show that since workplace disrespect is a significant source of stress for people, it may lead to employees quitting their jobs. Researchers found that exposure to rudeness at work results in physical or psychological disengagement from the workplace. This withdrawal might be seen as actions of complete quitting during the worst times of agony or as absence during minor annoyances.
[11]	The authors thoroughly assessed 214 studies that looked into the definition, causes, and effects of engagement by analyzing 42 research outcomes. Also, Psychological states and organizational variables were considered to be the drivers for the performance of an individual in the organization.
[12]	Allegations of workplace incivility may grow in the modern workplace as traditional norms erode and the concept of appropriate behaviour becomes vague. As companies become more relaxed, altering psychological contracts may result in lower retention and loyalty and increased unprofessional behaviour at work.
[13]	The author analyzed that employee engagement in the organization affects employee performance. Superior customer service, innovation, productivity, minimal staff turnover, a devoted workforce, a solid dedication to their job, a willingness to put in more time, and pride in their work are all correlated with employee engagement.
[14]	The authors discovered that employees must exhibit dedication, professionalism, and initiative to achieve exceptional performance.
[15]	Increased engagement also results in lower turnover, higher quality, fewer mistakes, and cheaper unit costs. They also found that employee involvement has an impact on performance and retention.
[16]	According to a study done by the Chartered Institute of Professional Development, there are differences between businesses and organizations in the elements that influence employee engagement. They also found that companies may utilize no particular motivational factors to stimulate employees' interest and engagement. Because of this, there is no "one-size-fits-all" job, and different companies have different employee engagement elements.
[17]	A study by the authors on employee engagement discovered that effective workplace communication motivates and keeps workers engaged. Employee engagement is influenced by an organization's culture, particularly when that culture encourages creativity and innovation, integration, and strong internal communication.
[18]	According to experts, an organization's management and leadership may indirectly affect employee engagement habits by enabling leaders to foster a sense of trust among their workforce.
[19] [20]	Employee commitment, as well as a sense of self-efficacy, are two benefits of employee engagement. According to studies on the impacts of employee engagement, it can result in better health and attitudes about their jobs and the company. According to the authors' findings, happy workers are healthier and more comfortable overall. Engagement may lead to the development of intrinsic drive, creativity, honesty, non-defensive communication, and ethical behaviour. Employee engagement is an employee's emotional dedication to the company and its goals. Emotionally involved workers are concerned about their jobs and the companies they work for.

[21] [22]	Authors discovered co-workers' rudeness in healthcare facilities in US hospitals. Similarly, other researchers found that incivility negatively impacts nurses' performance, harming patient safety and mental and physical health, causing burnout and creating unsettling relationships between doctors and nurses. The researcher) looked at the incidence of rudeness among nurses at work and found a link between disrespect and surroundings.
[23]	Researchers have occasionally observed that, despite its modest intensity, workplace incivility nonetheless contributes to violence and other growing disputes inside companies. They also emphasized that workplace disrespect can sometimes have a negative impact on not only its immediate targets but also other team members. Therefore, it is no longer possible to ignore workplace incivility in the organization as it affects both employees and the organization.
[24][25][26]	Workplace disrespect can have a variety of effects on existing workers' capacity to fulfil their duties. First, employees subjected to rigour at work might be unable to do all the job-related activities within a minimal range of cognitive alternatives. Employees may have subjective emotional reactions to rude conduct and experience mental deterioration. For instance, negative emotional responses restrict employees' capacity to learn and comprehend several daily duties at once. Their capacity for information retention and execution will also be impacted. As a result, employees who experience rudeness at work are less likely to complete their tasks in the organizer and less likely to achieve resources that are diverted by impolite behaviour. Various types of selective prosecution are available for victims.

Source: Authors Compilation

FIGURE1: CONCEPTUAL FRAMEWORK OF THE STUDY



Source: Authors

Additionally, it is clear from the literature study we completed that no specialized research had been conducted in the past by researchers, indicating a gap in the body of existing knowledge. As a result, a conceptual framework is created to test the study's objectives, as shown in Figure1.

HYPOTHESES: The present research study is carried out to test the following objectives-

H1: Workplace incivility has a positive - effect on employee engagement.

H2: Workplace incivility has a positive effect on employee performance.

H3: Employee engagement (EENG) positively affects employee performance.

RESEARCH METHODOLOGY

The ethics clearance for this research has been waived (on 13-01-2023) by Graphic Era Deemed to be University, India.

A systematic questionnaire was created using the scale developed by [15] [20] and was given to staff working in hospitals, clinics, and pharmacy stores from June 2022 to September 2022. Data from the sample were collected using a practical sampling technique. To determine if the questions were thorough and transparent, a questionnaire pilot study was conducted utilizing the replies of 25 respondents. A structured survey was created using a Likert scale of 1 to 5, where one represents strongly disagree, and five indicates strongly agree. Out of 250 respondents, 212 valid replies were recorded. To comprehend the makeup of the sample population, the participant's demographic information was gathered through descriptive analysis.

Table 2 shows the socio-demographic profile of the sampling unit. The descriptive analysis feature of SPSS 25.0

was used to analyze the socio-demographic data that had been gathered.

DATA ANALYSIS AND INTERPRETATION

With SPSS AMOS 23.0, and SEM, data were analyzed using Likert scale data. Measurement and structural models are the two types of models used in SEM. Three constructs — workplace civility, employee engagement, and employee performance—made up the proposed paradigm. Employee engagement and performance are dependent factors, but workplace incivility is viewed as an independent construct. Confirmatory factor analysis (CFA), as recommended by Byrne [27] in Table 3, assesses the latent constructs

TABLE 2: SOCIO-DEMOGRAPHIC CHARACTERISTICS OF THE POPULATION

Socio-Demographic Characteristics		Frequency	Percentage
Age	<30	83	39.15
	30-45	76	35.85
	46-60	53	25.00
Gender	Male	149	70.28
	Female	63	29.72
Education	Graduate (Technical / Non-Technical)	111	52.36
	Postgraduate (Technical / Non-Technical)	56	26.42
	Others	45	21.23
Position	Technical Staff	58	27.36
	Front Desk Executive	47	22.17
	Back End Executive	55	25.94
	Patient Caring Staff	52	24.53

Source: Authors

TABLE 3: RELIABILITY AND VALIDITY ANALYSIS

Construct	Eigenvalue	%of variance	KMO	Bartlett Test
Workplace Incivility	3.21	72.33	0.86	***
Employee Engagement	2.89	74.18	0.81	***
Employee Performance	2.57	73.15	0.82	***

Source: Authors Compilation

CFA was used to assess if the measurement model had a good fit for the data and whether all of the observed variables (also known as indicator variables) accurately reflected the underlying constructs (latent variables). Twenty-One questions, excluding the respondents' demographic information, were utilized to evaluate these three components. The model was re-estimated after three indicators were eliminated due to less factor loading.

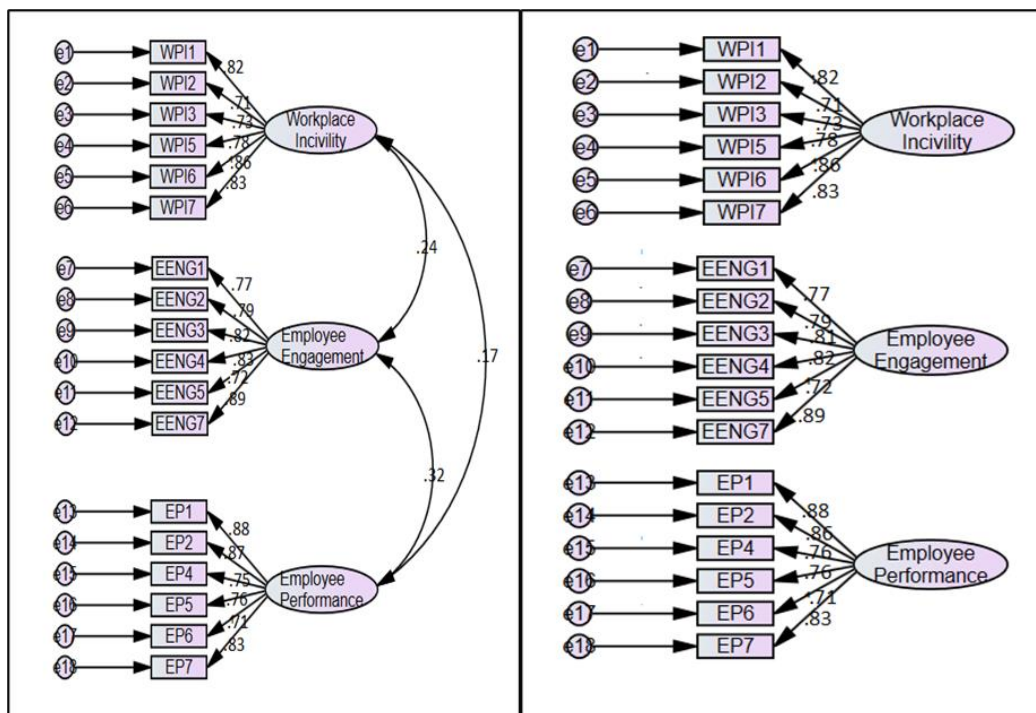
The internal correctness of survey items was evaluated using Cronbach's alpha coefficient. The measurement model was assessed to ensure it had built-in validity and reliability and an acceptable level of model fitness. Following that, the hypothesized causal link between the latent components was examined using path analysis. [27]

TABLE 4: FACTOR LOADING FOR WPI, EE & EP

Indicators	Items used in the study	Factor Loading	P-Value	CR	AVE	References
WPI1	Poor Leadership	0.82	***	0.908	0.62	[10][12]
WPI2	Managers take credit for others' work	0.71	***			
WPI3	Managers talk with rudeness	0.73	***			
WPI5	Managers ignore opinion	0.78	***			
WPI6	Managers avoid consultation	0.86	***			
WPI7	Supervisor insults in an inappropriate tone	0.83	***			
EENG1	The environment is pleasant to work	0.77	***			
EENG2	The learning environment is sound	0.79	***			
EENG3	Adequate resources provided by management to remain engaged	0.82	***			
EENG4	Timely guidance and direction	0.83	***			
EENG5	Opportunity for growth and development	0.72	***			
EENG7	Flexibility in the workplace to share the workload	0.89	***			
EP1	360-degree feedback is used to assess the performance	0.88	***	0.915	0.63	[6][11][14]
EP2	Quantity/ quality assessed	0.87	***			
EP4	Revenue per employee	0.75	***			
EP5	Timelines of work	0.76	***			
EP6	The target of work achieved.	0.71	***			
EP7	Absenteeism rate	0.83	***			

Source: Author's analysis

FIGURE 2: MEASUREMENT MODEL: WORKPLACE INCIVILITY, EMPLOYEE ENGAGEMENT AND EMPLOYEE PERFORMANCE.



Source: Author's analysis

As shown in Table 5, the initial confirmatory analysis (CFA) suggested that one item needed to be eliminated from each study component to achieve model fit. This was based on modified and normalized residual covariance indices.

Additionally, the items seem not multicollinear based on the Confirmatory factor analysis of the first-order factor measurement model. We looked at composite reliability and average variance. The moderate conflict for the three latent components was 0.62 (WPI), 0.64 (EENG), and 0.63 (EP), which is more than 0.5. Composite reliability for all three

constructs were above 0.7 supporting convergent validity, [29]

Discriminant validity refers to how much one measure varies from another and is unrelated to another idea [28]. And was confirmed by checking the diagonal values higher than the correlation. [29] Table 6 makes it clear that discriminant validity is established. Hence, construct reliability (CR), convergent validity (CV), and discriminant validity (dv) is higher since the average variance extracted (AVE) value is greater than the threshold requirement. As a consequence, the model fit is acceptable. [28] Table 7 displays the outcome of the measuring model.

TABLE 5: MEASURED MODEL

Item/Construct	CMIN/DF	CFI	GFI	RMSEA
Workplace Incivility	2.87	0.919	0.911	0.041
Employee Engagement	2.86	0.902	0.913	0.040
Employee Performance	2.86	0.903	0.912	0.042

Source: Authors Compilation

TABLE 6: DISCRIMINANT VALIDITY

Item/Construct	WPI	EMP. Engagement	Emp. Performance
Workplace Incivility	0.78		
Employee Engagement	0.26	0.8	
Employee Performance	0.34	0.45	0.79

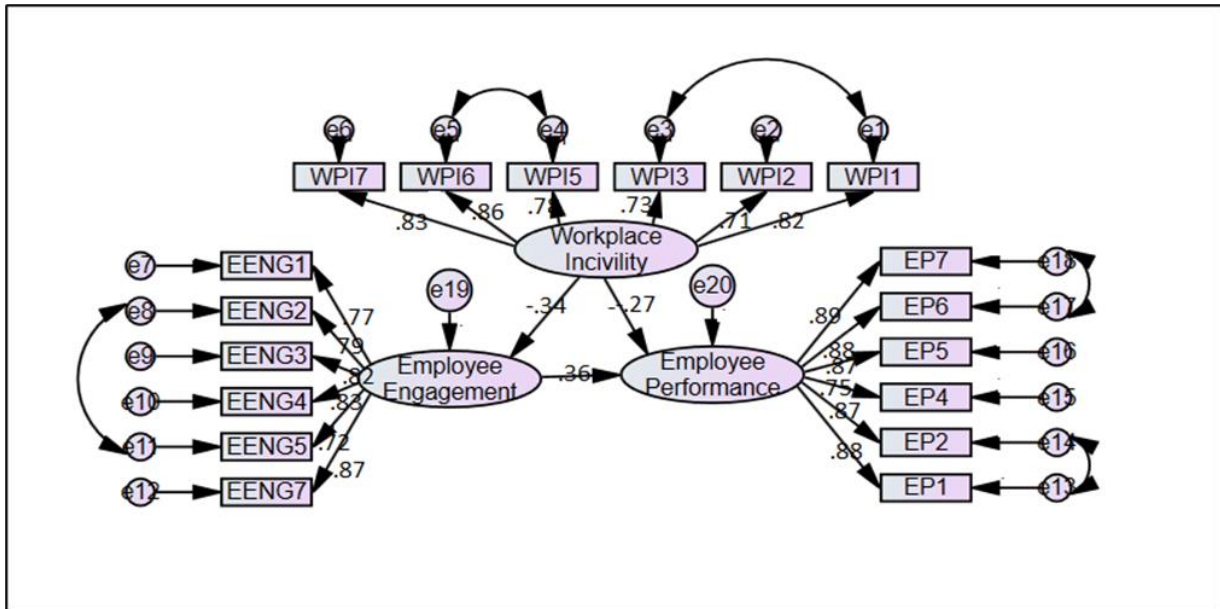
Source: Authors Analysis

TABLE 7: HYPOTHESIS RESULT

Hypothesis	Direct effect	Effect type	Path Coefficient	Result
H1	WPI→EMP ENGAGEMENT	Direct	-0.34NS	Rejected
H2	WPI→EMP PERFORMANCE	Direct	-0.27NS	Rejected
H3	EENG→EP	Direct	0.36 ***	Accepted

Source: Authors Analysis

FIGURE3: PATH ANALYSIS



CONCLUSION

The research objective for this study was to determine the link between WPI at work, employee engagement, and employee performance. Confirmatory factor analysis was conducted to establish convergent and divergent validity for this. Employee performance was also evaluated to determine the influence on employee engagement. Employee engagement is negatively impacted by workplace rudeness, according to the direct effect from path analysis ($\beta = -0.34$, $P > 0.05$). Hence, hypothesis H1 is rejected. Similar findings were made regarding the direct impact of workplace incivility on worker performance, which was shown to be unimportant at $\beta = -0.27$, $P > 0.05$. As a result, hypothesis H2 is likewise rejected. Therefore, it can be concluded that workplace rudeness in a health business must be seriously addressed to avoid harming employee engagement and productivity. Additionally, it was discovered that employee engagement positively impacts employee performance, supporting hypothesis H3 at ($\beta = 0.36$, $P > 0.05$).

IMPLICATIONS OF THE STUDY

This research suggests that managers should speak with employees and solicit their opinions on issues rather than only providing working conditions and pay to increase employee engagement and performance. Additionally, they must treat employees respectfully when they speak out to enhance working conditions and enable on-time performance.

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