

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY



COLLEGE OF ARTS AND SOCIAL SCIENCES

SCHOOL OF BUSINESS

**“Workplace Incivility and its Effect on Performance: A Study of the Kumasi
Metropolitan Assembly”**

By

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**A thesis submitted to the Department of Managerial Sciences, Kwame Nkrumah
University of Science and Technology in partial fulfilment of the requirements for the
degree of Master of Business Administration (Human Resource Management option)**

August 2013

DECLARATION

I, IRENE AKOMEAH GYAMFI hereby declare that this thesis has been composed entirely by myself and has not been previously submitted for any degree or qualification of the university or elsewhere. All sources of information have duly been acknowledged.

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Date

DEDICATION

This thesis is dedicated to my parents, Mr. and Mrs. Akomeah Gyamfi and my siblings:

Prince, Akomeah, Adutwumwaa, Gyamfi and Yvonne.

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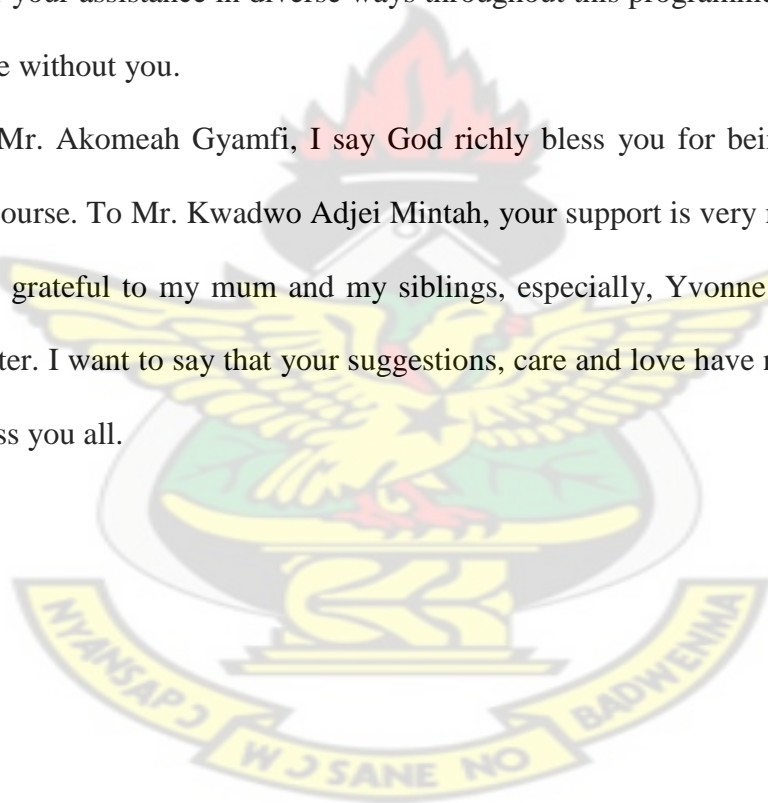
ACKNOWLEDGEMENTS

I would like to thank the Almighty God for his grace, guidance and protection throughout my course.

This study would not have been successful without the selfless supervision of Miss Hannah Vivian Osei; may the good Lord richly bless you. To my friend Mr. John Mochia, I would not have come this far without your contributions; I wish you God's abundant blessings.

To my course mates, Mr. Owusu Acheampong and Miss Linda Aning-Bonsu, I say a big thank you for your assistance in diverse ways throughout this programme. It would not have been the same without you.

To my dad, Mr. Akomeah Gyamfi, I say God richly bless you for being there for me all through my course. To Mr. Kwadwo Adjei Mintah, your support is very much appreciated. I am also very grateful to my mum and my siblings, especially, Yvonne Akomeah Gyamfi, my junior sister. I want to say that your suggestions, care and love have not gone unnoticed; may God bless you all.



ABSTRACT

The study examined how Workplace Incivility affects Performance in the Kumasi Metropolitan Assembly (KMA). Workplace Incivility can be defined as low-intensity deviant behaviour with unclear intent to harm the target, which violates workplace norms for mutual respect. The objectives of this research were: to identify the main types of incivility that occur at KMA; to assess the relationship between social status (e.g. sex, level in organization) and the occurrence of incivility in KMA; and to examine the relationship between incivility and staff performance in KMA. Based on reviewed literature, the researcher classified uncivilised behaviour as Supervisory bullying, co-worker infighting, worker-customer conflict and sexual harassment. Responses indicated that these incivilities in KMA are on the low level. On incivility and various demographics, there were significant relationship between some incivilities and demographics like age, education, employment status and tenure. On staff performance, previous studies reported decreased productivity among other factors such as declining commitment. The researcher confirmed these assumptions in the studies by recording negative and significant relationship between all four incivilities and productivity. Based on the findings, it was realized that most of the respondents reported low levels of incivility but the general perception is that there is high incivility in KMA. It therefore bestows on the workers to change this perception of people about KMA. Nevertheless, these incivilities were recorded as having negative correlations with productivity at work. In view of this, the researcher recommends that workers of the Assembly should make conscious effort to do away with such incivilities so that productivity would not be greatly affected.

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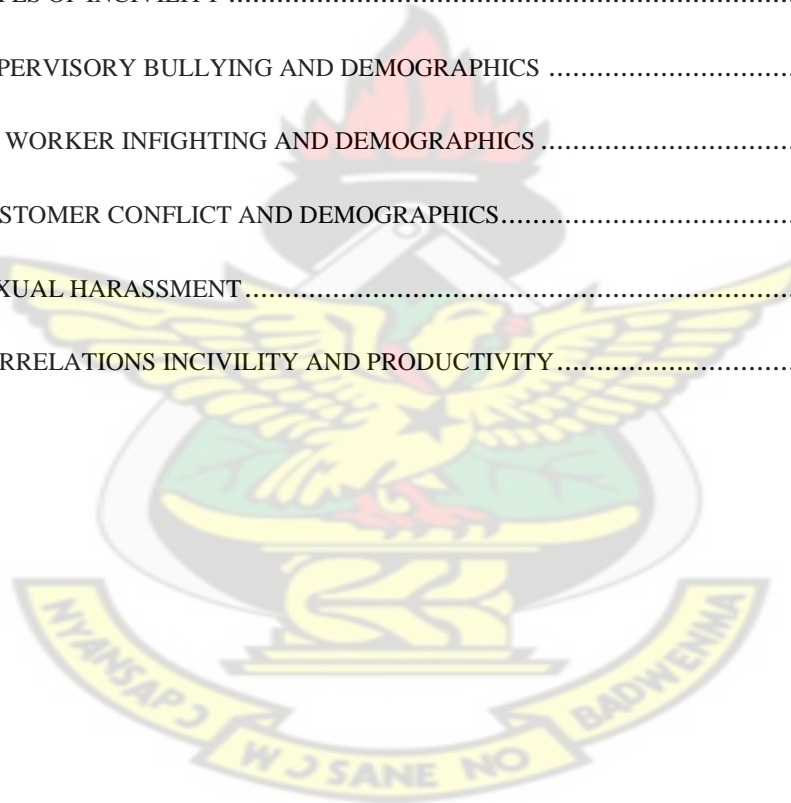
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LIST OF ABBREVIATION

CBD	Central Business District
KMA	Kumasi Metropolitan Assembly
US	United States of America

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CHAPTER ONE

INTRODUCTION

1.0 Background of the study

Incivility is an organizational issue that has been in existence for many years. It has existed in both small and big organizations ranging from private companies to public organizations and the Civil Service. The menace exists in service industries and in professional businesses as well. It is usually experienced when dealing with subordinates, peers or superiors. Workplace incivility is experienced by workers globally. In a research on more than 1000 US civil service workers, Cortina, Magley, Williams, and Langhout (2001) found that more than 70% of the sample respondents had experienced workplace incivility in the past five years.

Workplace incivility refers to the negative relational dimensions of employment with consequences for worker integrity and dignity. Such relational dimensions include demeaning, abusive, derogatory, threatening, and violent interactions at the workplace. There are a range of behaviours such as bullying, abuse, customer conflicts, sexual harassment, etc that are exhibited by the people in a workplace, which can also be called workplace incivility.

It is defined to include intentionally ignoring to say 'hello' or 'accusing verbally' with the intention to hurt other employees emotionally. Zauderer (2002) defines workplace incivility as, "disrespectful behaviour that undermines the dignity and self-esteem of employees and creates unnecessary suffering, indicating a lack of concern for the well-being of others and

contrary to how individuals expect to be treated". The emotional suffering of the victims is highlighted in Zauderer's definition.

In today's world, incivility is as minor as not opening a door to help an associate, or not making another pot of coffee after pouring the last cup. Generally, most people view incivility as a big misbehaviour. Verbal abuse, harassment, and rudeness are usually considered to be significant acts of incivility. Incivility is something that can become a problem with the introduction of a new employee into the work area or workforce. It can also be something that starts with an outside change, such as a change in ownership or the integration of different work groups.

Workplace incivility, or employees' lack of regard for one another, is costly to organizations in subtle and pervasive ways. Many organisations have failed to identify and recognize most forms of incivility although they are very common in these organizations. A small part of these organizations really understand these forms of incivility coupled with lack of expertise on the part of managers or business executives to effectively deal with these problems. In a workplace, with people who are self-serving and have impolite manners, the problem of incivility is high. Such people work with manipulative motives that can cause severe irritation to their co-workers.

Beside the fact that incivility is a bad thing, it is a significant expense to the operation of an organization. Victims of incivility can suffer from increased stress, anxiety, exhaustion, sleeplessness, depression, anger and embarrassment. Loss of work time, sickness and

workmen's compensation claims can be the result of incivility in the workplace. Many times, employees would rather quit their jobs and move on to another job than report an incident.

Further, workplace incivility may lead to disrupted work patterns with serious consequences on the way employees engage in their social interactions that may increase aggressive behaviours at the workplace (Neuman & Baron 2005, Pearson *et al.*, 2000; Porath & Erez, 2007). Penney and Spector (2005) found that workplace incivility is positively related to non productive workplace behaviours and negatively related to job satisfaction. Non productive behaviours are having greater financial implications on organization in that they involve both interpersonal and organizational deviance.

Cortina et al. (2001) identified that Job satisfaction, career salience, and turnover intentions are negatively associated with incivility. Employees who are the recipient's of incivility experience lower levels of satisfaction with co-workers and supervisors psychological well-being and health (Martin & Hine, 2005). Further, recipients of incivility at the workplace are prone to withdrawing from work. Withdrawal behaviours and distress are potential reactions to incivility (Cortina et al, 2001). It stands to reason that incivility leads to employees' alienation and detachment from the workplace, and lowers morale (Hornstein, 1996; Pearson, Andersson, &Wegner, 2001).

On the other hand, the experience of incivility from supervisors has a negative impact on employees. Tepper (2000) found that employees who are recipients of abusive supervisors experience negative consequences such as anxiety, emotional exhaustion, and depression. Lim et al., (2008) posits that perceptions of uncivil supervisors had a greater impact on work

and health outcomes than perceptions of uncivil co-workers. Thus; the detrimental impact of incivility on workplace relationships with co-workers and supervisors may have implications for organizational performance; especially given the increasing reliance on team structures and teamwork in organizations

1.1 Problem statement

There are widespread and wild allegations that workplace incivility seems to be prevalent in Ghanaian Organizational setups, but its impact on individuals and organizations still remain unrecognized. The Kumasi Metropolitan Assembly (KMA), the chosen area for this study is no exception. Employees ignorantly relate to co-workers without regard for dignity and integrity; and in most cases, such indignity is extended to customers. Porath & Erez (2007) stated that it is probable that in some organisational cultures, it is a norm to behave rude to each other or even to customers.

It is perceived that most employees of KMA today experience uncivil acts such as supervisory bullying, discrimination, verbal abuse, rudeness from superiors, co-workers and customer conflicts; “and has to sweep them under the carpet” because there are no formal mechanisms through which such employees can report such acts of aggression or violence. People have then accepted such workplace incivilities as the “KMA norm” and new employees are easily corrupted into the practice.

It has therefore become necessary for organizations in Ghana, especially the public sector, to sit up and make a concerted effort to curb this situation. Incivility in the workplace is a

problem that will not go away unless a concerted effort is made to control and eliminate it, starting at the home, the playground, at school, and in all parts of our daily lives. Yager (1999), in prescribing a solution to incivility proposed that organisations can only eliminate incivility by emphasising on civility in the daily routines of their employees, supervisors and managers.

1.2 Objectives of the study

The objective of the study was structured into general and specific objectives

1.2.1 General objective

The general objective of the study was to investigate into workplace incivility and its effect on performance in the Kumasi Metropolitan Assembly (KMA).

1.2.2 Specific objectives

- i. To identify the main types of workplace incivility in KMA
- ii. To assess the relationship between social status (e.g. sex, level in organization) and the occurrence of incivility at KMA
- iii. To examine the relationship between incivility and staff performance at KMA
- iv. To recommend possible solutions to the problem

1.3 Research Questions

- i. What are the main types of incivility at KMA?
- ii. What is the relationship between social status and the occurrence of incivility at KMA?
- iii. How does incivility affect staff performance?
- iv. What recommendations can be made with respect to the findings?

1.4 Significance of the study

The purpose of this study was to test the relations among situational constraints, emotional reactions, behavioural responses, and resulting outcomes at the Kumasi Metropolitan Assembly. In fact, research has indicated that the primary factors of stress are not major life events, but the experience of daily “wear and tear” (Baker, 2006; Jacobs et al.2006). Balancing work with personal life in Ghana is becoming more and more stressful and is therefore required of Ghanaian organizations to promote civil and professional workplaces for employee.

Researchers have also asserted (Cortina et al., 2001 & Lim et al., 2008) that workplace incivility is comparable with menacing low level stressors such as daily hassles, which become fixed and ongoing in everyday settings, including work settings (DeLongis, Folkman, & Lazarus,1988; Lazarus & Folkman, 1984).

Such chronic stressors if highly experienced at KMA may impair mental and psychological health of workers as they occur in a fixed and persistent manner in everyday life. Indeed, Lazarus and (Folkman 1984) have argued that researchers could expand their knowledge

into the major factors of life's stresses by focusing less on major events and more on daily hassles and uplifts.

(Lim, Cortina, and Magley 2008) suggested that workplace incivility not only affects direct targets but may also penetrate the work environment as an “ambient” stimulus (Hackman, 1992), and adversely affect workgroup members. Workplace incivility is thus not only significant for the well-being of individuals; it is also consequential for the legitimacy of work organizations in Ghana.

1.5 Methodology

Data for this study would be collected from a survey of full-time employees of the Kumasi Metropolitan Assembly and its sub-metros. Information would be gathered through the distribution of questionnaires in these offices.

The analyses would address the social, relational, and interactional foundations of incivility by first examining, through statistical analyses, how organizational context and behaviour affect four kinds of incivility: supervisory bullying, co-worker infighting, worker-customer conflict, and sexual harassment.

1.6 Scope of the study

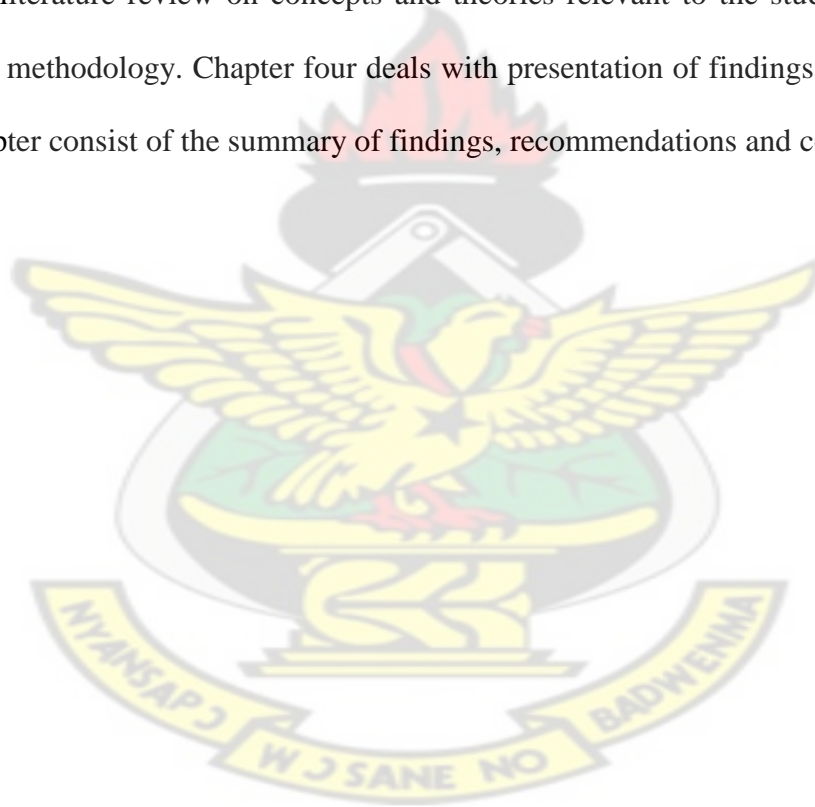
The study focuses on the Kumasi Metropolitan Assembly, and its sub-metros including, Asokwa, Manhyia, Nhyiayeso, Kwadaso, Oforikrom, and Bantama.

1.7 Limitations of the study

Time constraints have set some limits to the depth of the study.

1.8 Organization of the study

The study consists of five chapters. The first chapter captures the background of the study, statement of the problem, objective of the study, brief methodology and justification of the study, scope of the study, limitations and lastly, the organization of the study. Chapter two focuses on literature review on concepts and theories relevant to the study. Chapter three looks at the methodology. Chapter four deals with presentation of findings and analysis and the last chapter consist of the summary of findings, recommendations and conclusions.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter extends the literature on interpersonal mistreatment in the workplace in three aspects: workplace incivility, the relationship between social status and incivility, and the link between incivility and performance. First, different definitions by various authors, common types, and causes of workplace incivility would be reviewed. Secondly, the study would examine the relationship between social status and incivility. Then finally, the impact of workplace incivility on employee attitude and performance would be reviewed.

2.1 Workplace Incivility

Workplace incivility is a newly introduced concept of antisocial behaviour in disciplines such as management, education and nursing. For most people incivility is a negative issue. Whether it is a rude comment, a look, or maybe a lack of courtesy, incivility has many faces. Incivility has a variety of fine distinctions ranging from breaches of simple etiquettes to professional misconduct which spans from general civil unrest to a total moral decay (Carter, 1998; Gladwell, 1996; Johnson, 1988; Martin, 1996; Roberts, 1985). Dictionary definition of incivility by the Random House Dictionary defines incivility as "the quality or condition of being uncivil, uncivil behaviour or treatment" and uncivil as "without good manners, unmannerly, rude, impolite, discourteous". Abate, (1996) referencing from the Oxford Dictionary and Thesaurus defines incivility as "a rude or discourteous act".

Incivility which (antonym of civility), implies rudeness and disregard for others, in violation of norms for respect in interpersonal relations (Morris, 1996; Brown & Levinson, 1987).

Authors have defined incivilities as "low-level breaches of community standards that signal an erosion of conventionally accepted norms and values" (LaGrange, Ferraro, & Supancic, 1992: 311-312). Some authors (Brown & Levinson, 1987; Sapir, 1927) pointed out uncivil behaviours do not go unnoticed although civil behaviours are hardly appreciated.

Andersson & Pearson (1999) defined Workplace Incivility as low-intensity deviant behaviour with unclear objective to harm the target, in contravention of workplace norms for common respect. Uncivil behaviours are typically rude and discourteous, exhibiting a lack of regard for others. According to this definition, Incivility consists of three characteristics: violation of workplace norms and respect; ambiguous intent; and low intensity.

The most common characteristic of incivility is that it violates the workplace norms. Every organisation has different modes of operations, in this same way every organization has its own norms and expectations. They also have considered acceptable interactional conduct among employees. This shared understanding allows for cooperation within the organization. Acts of incivility dent the understanding and interrupt the interests of the organization and its employees (Anderson & Pearson, 1999; Lim, Cortina, & Magley, 2008). The ambiguity of the intention of the incivility serves as the second characteristic of incivility. A clear sense of intention on the part of the doer is not known. Uncivil behaviours may be intentional but there are instances where they are due to ignorance, oversight, or the personality of the instigator (Andersson & Pearson 1999). The ambiguous nature of incivility might serve as grounds for stress to the victim as he or she may not know how to make logic out of the whole situation. This consequently affects how to respond to the behaviour.

The third characteristic of incivility is referred to as low intensity. Compared to other aggressive acts, incivility is of lesser severity. Even if incivility is of lower intensity, it has the potential to bring about aggression and escalating conflicts (Lim et al., 2008). The occurrence of incivility can lead to a spiral. Such perceptions of incivility may cause an individual to retaliate with another uncivil behaviour, which may ultimately lead to more aggressive and extreme forms of ill-treatment (Pearson et al., 2000). Incivility therefore, can lead to adverse effects for both the victim and the organization.

In the case of unambiguous intentions and expectations to harm the target or organization, then the definitions of incivility have common characteristics with psychological aggression (Baron, 2004; Neuman, 2004). Nevertheless, incivility is at variance from psychological aggression when behaviours lack clear, mindful intentionality. Although incivility may sporadically have apparently detrimental objectives, it can over and over again be ascribed to other factors, such as the instigator's unawareness, failure to notice, or persona; intent, whether present or not, is vague to one or more of the parties involved (Andersson & Pearson, 1999; Pearson, Andersson, & Wegner, 2001). However, workplace incivility, by definition, is absolutely discrete from physical aggression and violence (VandenBos & Bulatao, 1996).

Anderson and Pearson (1999) further posited that incivility can symbolize the beginning of an upward spiral of negative organizational actions, sooner or later escalating to coercive and aggressive employee behaviour. Anderson and Pearson (1999) suggested that the accumulation of a series of low-level, irritating encounters lead to a "tipping point" where the last minor injustice triggers intense, retaliatory aggression. Folger and Skarlicki(1998),

have anticipated a comparable “popcorn” model of perceived injustices which brings about building “interpersonal heat”, eventually resulting in explosions of violence. This means that relatively minor forms of interpersonal mistreatment can, over time, precipitate major organizational conflicts.

While workplace incivilities signify low intensity behaviour, it should not be measured as undamaging or trivial. No matter how low the intensity, workplace incivility can take on a wide range of nuanced behaviours and can probably lead to discomfort and anxiety for those targeted (Vickers, 2006). Incivility disturb the work environment, creating stress among employees who are directly involved for both the instigator and target as well as employees who are indirectly affected thus the bystanders.

2.1.1 Forms of Incivility

Workplace incivility, the focus of this literature review, is a broad category of misbehaviour in the workplace setting.

According to Trudel (2011), uncivil behaviours include making disdainful comments, writing undignified notes or emails, disturbing meetings, chastising someone publicly, talking behind someone’s back, giving someone the silent treatment, not giving credit where credit is due, sexually harassing employees, rolling your eyes, and yelling at others. Being uncivil also includes excluding someone from a meeting, neglecting to greet someone, cutting people off while they are speaking, leaving a jammed photocopier or printer for another to fix, leaving a mess in the kitchen, listening in on another’s phone call, ignoring a colleague’s request, using disparaging language or voice tone and making inflammatory remarks.

Brehm and Brehm (1981) generally grouped workplace incivility into two general categories, thus co-worker and supervisor's incivility. Supervisors and co-workers form the two categories of perpetrators of incivility. Co-worker incivilities refer to uncivil behaviours that are brought about by individual co-workers, such as hurtful remarks, "snippy" emails, gossip, and shunning. Supervisor incivility on the other hand includes many of the same kinds of uncivil behaviours, except that they are from the supervisor. Being treated uncivilly by supervisors may be especially awkward because the authority they hold from the organisation to manage desirable behaviour in the organization may lead to supervisee perceptions of autonomy and identity loss, and injustice. These major sources of incivility have the potential of damaging impacts on worker frustration, anger, and anxiety, and their associated behavioural responses (Fox & Spector, 1999; Hershcovis & Barling, 2010).

Incivility is not only centred on verbal abuse; indeed, it can also be nonverbal. Disrespectful nonverbal attitudes include glaring, ignoring, or excluding colleagues (Lim, Cortina, & Magley, 2008). Not turning off mobile phones during meetings, leaving a jammed printer, gossiping, and snapping at co-workers are suggested as examples of uncivil behaviours in organizations (Johnson & Indvik, 2001). Due to the low intensity, it is hard to discern and easy to ignore; however, paying no attention to these tendencies allow incivility in the workplace to aggravate into more severe types of workplace mistreatment.

Martin (1996) citing examples of incivility in the workplace mentioned: answering the phone with a "yeah," neglecting to say thank you or please, using voice mail to screen calls, leaving a half cup of coffee behind to avoid having to brew the next pot, standing uninvited but impatiently over the desk of someone engaged in a telephone conversation, dropping

trash on the floor and leaving it for the maintenance crew to clean up, and talking loudly on the phone about personal matters. As the convolution of workplace interaction has a potential of increasing, discourteous behaviour has more nuances. Many ways abound for individuals to show disregard for fellow workers (Carter, 1998; Marks, 1996; Neuman & Baron, 1997).

Neuman & Baron (1997) reported that little research has been conducted on lesser forms of mistreatment, such as rude comments, thoughtless acts, or negative gestures. However, a survey of 178 employees revealed that a majority of the aggression occurring in work settings is of a less intense form which is usually verbal rather than physical, passive rather than active, indirect rather than direct, and subtle rather than overt (Baron & Neuman, 1996). Several studies like Bjorkqvist, Osterman, and Hjelt-Back (1994) have also reported similar findings. In a survey of 338 university employees in Finland, found that 32 percent of the respondents had observed others being exposed to verbally harassing behaviour at work.

Though workplace incivility differs from organizational mistreatment, it still overlaps with some form of these mistreatments. Maltreatment in organizations has been described, modelled, and analyzed in various conceptual forms as aggressive (Baron & Neuman, 1996; O'Leary-Kelly et al., 1996), violent (Kinney, 1995; VandenBos & Bulatao, 1996), harassing (Bjorkqvist et al., 1994), physically abusive (Perlow & Latham, 1993), tyrannical (Ashforth, 1994), deviant (Robinson & Bennett, 1995, 1997), and antisocial (Giacalone & Greenberg, 1997) workplace behaviours. Some of these concepts capture more intense forms of mistreatment. Those with obvious intention to harm, yet it includes recognition of the less

intense forms of mistreatment, in which intent to harm is less obvious. Some represent violation of workplace norms, whereas others do not necessarily involve norm violation. What must be addressed at this point is how the concept of workplace incivility differs from and overlaps with these other conceptualizations of mistreatment in organizations.

Aggressive behaviour and violence have received consideration in the academic and practitioner management literature (Baron & Neuman, 1996; Folger et al., 1998; Kinney, 1995; Neuman & Baron, 1997; O'Leary-Kelly et al., 1996; Robinson & O'Leary-Kelly, 1996; VandenBos & Bulatao, 1996; Weisinger, 1995). Although there has been some divergence among social scientists in the various fields such as criminology, psychology, and sociology as to the definitions of and distinctions between aggression and violence (Tedeschi & Felson, 1994), researchers investigating in aggression and violence in organizations seem to be in accord that aggression is attempted injurious or destructive behaviour, in violation of social norms, and that violence is a high-intensity, physical form of aggression (Baron & Neuman, 1996; VandenBos & Bulatao, 1996).

Neuman & Baron (1997) have cited many remarkable range and variety of acts comprise workplace aggression, from vandalism and sabotage to harassment, physical abuse, and homicide. The regular aspect of all of these acts of aggression is the obvious intent to harm or injure someone physically or psychologically (Baron & Richardson, 1994; Berkowitz, 1993; Neuman & Baron, 1997; Tedeschi & Felson, 1994). A distinguishing characteristic of incivility, however, is that the intent to harm, as perceived through the eyes of the instigator, the target, and/or the observer is ambiguous. One may behave uncivilly as a reflection of

intent to harm the target, or one may behave uncivilly without intent (ignorance or oversight). Moreover, the actor may intend to cause harm to the target, for which the target may not even be conscious of such intent. Instigators of incivility can easily deny or bury any intent, if present, in ignorance of the effect, in false impression by the target ('I didn't mean to be rude; I was just in a hurry'), or in hypersensitivity of the target "don't take it so personally" (Bies, Tripp, & Kramer, 1997; Kramer, 1994; Morrill, 1992). With incivility, the intent is not transparent and is subject to varying explanation.

Incivility is similar in intensity to a number of dimensions of petty tyranny (Ashforth, 1994). Both constructs include behaviours signifying a lack of thoughtfulness toward others, in which the intent to harm is ambiguous. Petty tyranny, however, is a profile that is usually attributed to leaders, referring also to a host of more intense negative behaviours associated with the instigator's abuse of position of authority.

Other conceptualizations of workplace mistreatment receiving recent attention are those that have common characteristics constructs of deviant and antisocial employee behaviours. (Robinson and Bennett, 1995) have defined employee deviance as deliberate behaviour that infringes significant organizational norms which has significant influence on the well-being of an organization, its members, or both. This definition involves a broad range of abuse, both of people and of property in organizations, with and without intent to harm and includes workplace aggression and incivility. Even more broadly surrounding than employee deviance, and also inclusive of workplace aggression and incivility, is antisocial employee

behaviour, which Giacalone and Greenberg (1997) have defined as any actions that brings harm, or has a potential to bring harm, to an organization, its employees, or stakeholders.

Uncivil manners occur in negative exchanges where the destructive objective is not obvious to at least one of the parties involved thus the mastermind, target, or bystander (Lim et al., 2008). Master minders of uncivil behaviours may endeavour to refute responsibility for their actions by arguing that the recipient is reacting over-sensitively or misconstruing the behaviour (Pearson et al., 2000). Common justifications for these less aggressive occurrences of psychological mistreatment include instigator failure to notice or lack of knowledge, and personality conflicts (Cortina et al., 2001). Notwithstanding these rationalizations, studies have pointed out that workplace incivility harms employees and overall health of an organization (Andersson & Pearson, 1999; Cortina et al, 2001; Lim et al., 2008; MacIntosh, 2005).

2.1.2 Causes of Incivility

The direct and indirect costs of incivility to a society or a culture can be substantial. In workplaces, as in a society in general, incivility is a growing challenge because it occurs all too frequently. For example, in a large Asian study conducted by Yeung and Griffin (2008) demonstrated that 77% of respondents assert that they were targets of uncivil behaviour in the last year.

Other researchers (Baron and Neuman 1996) and (Johnson and Indvik 2001) stress that organizational change has caused workplace incivility. (Baron and Neuman 1996) suggest that recent organizational changes, such as downsizing or increased workplace diversity, have increased speed of the spread of incivility. (Johnson and Indvik, 2001) conducted very

painstaking research to find out the grounds for incivility in the workplace and reported various causes such as anger, stress and lack of communication; increased workloads; job insecurity; organizational changes; and poor work organization were suggested in their study.

These were also found in the work of (Pearson, Andersson and Porath 2000). The respondents of their study testified that improved technologies, such as voice mail, e-mail, and teleconferencing, facilitated the complexity and disintegration of workplace relationships. Participants added that due to overwhelming workloads, there was no time to be nice to co-workers, colleagues, and subordinates. Re-engineering, downsizing, budget cuts, and pressure for productivity all forced employees to work extra with less money and fewer resources. Additionally, increased part-time and temporary employees are viewed as a potential cause for the increase in uncivil workplace behaviours.

In their study, participants reported that the increased use of part-time and temporary workers creates weaker connections to the organization and facilitates workplace rudeness and incivility. Also, changes in organizational structure were mentioned in the study. Flattened organizational structures, aiming at faster decision making and efficient communication, have led organizations to become excessively informal. As a result, what represents proper business behaviour has disappeared, and the overly casual atmosphere encourages disrespect and discourtesy among employees. Since these organizational changes are happening in firms very commonly, it is expected that more and more organizations will notice various degrees of incivility.

Trudel (2011) identified the following as conditions that may lead to expressions of incivility: when an organization experiences pressures to change such as budget cuts, management changes, workforce reduction, and increased monitoring of employees. The plentiful use of email and voicemail appear to make possible uncivil behaviours as well. Informal organizations with less clearly defined behavioural boundaries may propagate uncivil behaviours. These workplaces are characterized by informal attire, free expression of emotions and lack of regulation in interpersonal relationships.

Uncivil behaviours may be considered a grounds, trigger or outcome of a conflict episode. Responses to uncivil behaviour do, in large part, determine if such behaviours shoot up in subsequent exchanges. The propagation and intensification of workplace incivility are in part, determined by individual responses to perceived negative actions. Trudel and Reio (2011) found that individuals who use a more combined style of conflict management are less likely to engage in uncivil behaviours and also less likely to be the targets of incivility. Those who have a more forceful or aggressive conflict management style are inclined to be more likely to be uncivil and be targets of uncivil behaviours.

2.2 The Relationship between Social Status and Incivility

Maiese, 2004 defined social status as the degree of honour or prestige attached to one's position in society. Status is one's relative social position within a group. The way in which people get their statuses can vary significantly in detail from culture to culture. In all societies, however, they are either achieved or ascribed. Achieved statuses are ones that are

obtained by doing something. In contrast, ascribed statuses are the results of being born into a particular family or being born male or female (O'Neil, 2006).

An employee's status in the organization is connected to whether the person experiences incivility or not. Prior research has advanced the understanding of incivility's definition, impact, and relationship to other types of "generic" workplace mistreatment. Questions remain about how incivility relates to "group-specific" expressions of hostility, such as harassment based on position, gender and race. Incivility, gender harassment, and racial/ethnic harassment have a lot in common. Such behaviour is hostile, degrades, offends, or intimidates and violates standards of interpersonal respect. In addition, Cortina (2008) argued that these behaviours intermingle together at times. This may seem unreasonable, given that incivility is neutral on its surface. That is, by and large uncivil words and actions make no explicit reference to gender or race (or any other social dimension). Nevertheless, incivility may sometimes represent a concealed appearance of gender and racial bias, when women and people of colour are selectively beleaguered.

Initial evidence of working women being selectively targeted with incivility resulted from research on attorneys (Cortina et al., 2002), university faculty (Richman et al., 1999), and court employees (Cortina et al., 2001). In each of these groups, women described higher rates of uncivil treatment than their male colleagues. Less is known about race differences in uncivil work experiences, but the related literature on racial and ethnic harassment suggests that minority compared to white employees are at greater risk for workplace mistreatment (Berdahl & Moore, 2006; Bergman, Palmieri, Drasgow, & Ormerod, 2001).

Cortina (2008) offered justification for why, in certain conditions, women and people of colour were targeted with more incivility than men and whites. She noted that the vagueness intrinsic in uncivil conduct (using a disdainful tone, paying no attention to or cutting short a colleague, disparagement of a co-worker's contribution) made it possible to rationalize such behaviours as unprejudiced, (ascribed to factors such as instigator carelessness or persona) that has nothing to do with race or gender. This made incivility a means by which individuals can degrade women and people of colour, while maintaining an uncensored image. This profile of findings is highly consistent with the social-psychological notion of "modern discrimination".

Cortina's (2008) hypothetical arguments about discriminating incivility focused primarily on gender and race. Cortina further recognized that workplace mistreatment can be based on other societal proportions as well, such as sexual orientation, age, disability, status, among others. Similar arguments could be developed for other characteristics that divide and stigmatize individuals.

Ageism, similar to racism and sexism, has been institutionalized in so far, as Americans receive countless messages that growing old had been bad (Nelson, 2009; 2011). Research on age bias in the workplace suggests that multiple factors, including stereotypes, relational demography, career timetables, and prototype matching which refers to comparing a job applicant's age to the age of the average employee usually influenced whether employees were discriminated against because of their age (Shore & Goldberg, 2004). Within the workplace, beliefs about older adults tend to be uniformly negative (Wiener & Keller,

2011). Additionally, experimental studies have shown that older adults receive more negative evaluations than younger or middle-aged counterparts (Kulik, Perry, & Bourhis, 2000; Levin, 1988). Overt discrimination against older adults is prohibited by the Age Discrimination in Employment Act, but negative attitudes towards older workers could manifest in covert ways, such as selective incivility.

Differences in organizational status and perceived power influence how individuals interact with each other. Caza and Cortina (2007) measured incivility from higher-status individuals (top-down incivility) and incivility from peers (lateral incivility). To date, empirical research has not distinguished between incivilities instigated by higher-status versus same-status individuals. Speculative and empirical evidence from related sphere of influence suggests that the experience of unfriendly interpersonal behaviour may be dramatically different depending on who instigates it. Aquino et al (2001 & 2006) found that status of the victim and perpetrator had an influence if the victim chose to respond to mistreatment with revenge, forgiveness, or reconciliation.

Social power theories by Carli, (1999), Raven & French (1958) and Johnson (1976) argued that low-power individuals may be more at risk for abuses of power. Other theories suggested that the incidence of harassment from high-status individuals may not necessarily be greater than harassment from same-status individuals, but the severity of the incident may be worse if the instigator is in a position of power (Fitzgerald, Swan, & Magley, 1997).

Pearson et al., (2000, 2001) have argued that organizational justice, judgments are based on assessment of treatment by authority figures or decision-makers; the behaviour of peers does

not factor into the discourse. This suggests that only top-down incivility can trigger perceptions of interactional injustice. In summary, organizational theory supports the notion that incivility instigated from a higher status individual, would likely result in a perception of interactional injustice.

Another study examined the demarcation of workplace incivility by examining predictors of specific types of targets. Inness, LeBlanc, and Barling (2008) investigated personal predictors which included trait anger and trait aggression and situational predictors perceived interpersonal mistreatment, perceived organizational sanctions against aggression of an employee's aggression toward supervisors, co-workers, subordinates, and customer's aggression toward service providers.

The researchers found different patterns emerged for each type of target. Supervisor-targeted aggression was predicted by less organizational sanctions and higher trait aggression. Co-worker besieged aggression was positively related to perceived interpersonal mistreatment. Subordinate targeted aggression was predicted by high trait anger and a reduced amount of organizational sanctions. Respondents who reported a conflict with a service provider was predicted by trait aggression.

Most notable in these findings, perceived interpersonal mistreatment predicted aggression against co-workers, but did not predict supervisor, subordinate, or service provider targets. Inness, LeBlanc, and Barling (2008) suggested that employees have closer relationships with their peers and therefore higher potential of interpersonal synchronization between peers.

That is ensuring differences in organizational status and perceived power controls how individuals interact with each other.

2.3 The Relationship between Incivility and Organizational Performance

The proliferation of incivility in the workplace has very real, very negative consequences for employees, workgroups, and organizations. The consequences of uncivil behaviour can be costly. Over time, the accumulated minor stresses of incivility may lead employees who are targets to miss work, reduce their loyalty to their organizations, lower their level of job satisfaction and consider leaving their organizations. Workplace incivility can affect the organization in these areas as discussed below;

2.3.1 Attitude

A workplace attitude like organisational commitment may be predisposed to employee perceptions of maltreatment. In general, affective commitment is indicative of an employee's positive emotional attachment to an organization. As such, it may be expected to lessen as targets of uncivil behaviour experience negative feelings at their perceived mistreatment. To the degree that targets experience that their employing organization is to a certain extent responsible for consenting to or, possibly, even encouraging, if not overlooking uncivil behaviour, it is reasonable to anticipate an association between workplace incivility and affective commitment.

A link between workplace incivility and affective commitment is additionally recommended by social exchange theory. This theory holds that employees' perceptions of interpersonal

mistreatment inform their judgments concerning the quality of their exchange relationships with their employing organizations. These judgments may sometimes induce employees to respond in ways that additional damage felonious exchange relationships (Masterson, Lewis, Goldman, & Taylor, 2000). Individuals may reciprocate acts of incivility by reducing their positive emotional attachment (affective commitment) to their employing organization. Findings from Shore et al. (2006) are also in line with these findings; as they pointed out the quality of employee-employer social exchanges have a propensity to be positively correlated with affective commitment. Other experimental evidence describing that various types of employee deviance further advocate a possible negative relation between workplace incivility and affective commitment (McCormack, Casimir, Djurkovic, & Yang, 2000, Duffy et al., 2002 and Barling & Phillips, 1993).

As recommended by Weiss and Cropanzano (1996), the most common response of adverse work experiences should be emotional or attitudinal in nature, that is to say, social interactions and interpersonal relationships have the capacity to bring out strong negative feelings from the recipients. As a form of mistreatment, it follows that workplace incivility may equally impact employee attitudes. Thus; employees are likely to respond to uncivil treatment by varying their affective responses so as to perceptually rebalance social-exchange relationships (Colquitt, Greenberg, & Zapata-Phelan, 2005; Blau, 1964). Research supports this reasoning, as it has shown that various types of mistreatment affect employee attitudes (Mathisen, Einarsen, & Mykletun, 2008; Duffy et al., 2006; Tepper, 2000). For the reason that it has possibility to promote negative affective responses, one might likewise anticipate workplace incivility to manipulate employee attitudes. Indeed, workplace

incivility has been found to be connected to satisfaction and turnover intentions (V. Lim, Teo, & Chin, 2008; Lim et al., 2008).

Even employees who only experience incivility second-hand (e.g., witnessing the mistreatment of colleagues) show lower job satisfaction and commitment and greater job burnout and turnover intentions (Lim et al., 2008; Miner-Rubino & Cortina, 2004, 2007). Cortina (2008) notes that these adverse consequences of incivility “have financial implications for employers, who must absorb the costs of employee distraction and discontentment, job accidents, substance abuse, sick leave, work team conflict, productivity decline, and turnover”.

Uncivil behaviours expand to various parts of the organisation, leading to uncivil climate or culture. Scott et al. (2008) posited a model of probability for workplace belligerence, where the trigger event, alongside various workplace environments (offensive supervision or inflexible policies) and individual personality (aggressive attribution style, neuroticism) can escalate an aggression into series of violence. Incivility may heighten into aggression in similar manners. Porath and Pearson (2010) revealed that when managers and employees reports of being the targets of uncivil behaviour, 48% deliberately decreased work effort, 38% purposely decreased work quality, and 78% maintained their organizational commitment declined.

2.3.2 Trust

Johnson & Indvik, (2001) claimed that existing incivility first devastate meaningful interactions amongst employees, which can degenerate organizational disasters. Co-workers slowly, but indisputably do not feel the necessity for cooperation or cohesiveness.

Disrespect, distrust and dissatisfaction prevail in the organizational culture, and workers become accustomed to very unfriendly and unforgiving organizational cultures. Excellent employees who cannot fine-tune to the aggressive culture abscond (have turnover intentions) the organization, and those remaining become discontented and unsatisfied. For businesses, this culture or condition is harmful and destructive (Hallowell, 1999). Thus, while workplace incivility tends to be characterized as a less intense form of harm, the outcomes for organizations and individuals can be very serious.

2.3.3 Job satisfaction

As one of the most widely studied phenomena in workplace research according to Kinicki, McKee-Ryan, Schriesheim, & Carson, 2002 is job satisfaction which describes an 'evaluative' judgment made about one's job (Bedeian, 2007). Job satisfaction has been scrutinized from several viewpoints. Taking a stress-based approach, research has established that experience to job stressors is negatively related to job satisfaction (Penney & Spector, 2005; Spector, Dwyer, & Jex, 1988). Relational characteristics such as interpersonal conflict are associated with lower levels of job satisfaction because appraisals of social interactions and other environmental features often involve judgments about one's level of satisfaction (Lazarus & Folkman, 1984; Weiss & Cropanzano, 1996). Current trend of research has shown that unceasing stressors or daily hassles can reduce job satisfaction as the summation of their effects can erode employee morale over time (Fuller et al., 2003). Cortina et al. (2001) suggest these effects take place because employees cognitively evaluate unrelenting stressors as threatening. Lim (2008) among others have associated workplace incivility with chronic stressors and daily hassles, in that, many instances of workplace

incivility do not have a distinct onset in time (they are subtle) and are ongoing rather than sporadic.

Research has likewise established a link between interpersonal treatment and job satisfaction in general (Lim & Cortina, 2005; Donovan, Drasgow, & Munson, 1998). Because employee mistreatment is generally viewed as negative (Judge, Scott, & Ilies, 2006), individuals are expected to have the occurrence of lower levels of job satisfaction as a result of feeling that they have been mistreated. Empirical evidence supports the notion that job dissatisfaction is associated with various forms of workplace mistreatment, including abusive supervision (Tepper 2000), hostile interpersonal behaviour (Keashly, Trott, & MacLean, 1994), and bullying at work (Einarsen & Mikkelsen, 2003).

The majority of research on organizational incivility has been in work organizations, and has been linked to a number of occupational health outcomes (Cortina et al, 2001; Pearson & Porath, 2005). For instance, (Pearson and Porath 2005) surveyed a national sample of over 700 employees in different occupational settings and found that as employees' incidence of incivility increased, their levels of job satisfaction decreased. (Cortina et al 2001) found an identical relationship between incivility and job satisfaction in a sample of close to 1,200 employees.

Even employees who only experience incivility second-hand (witnessing the mistreatment of colleagues) show lower job satisfaction and commitment and greater job burnout and turnover intentions (Lim et al., 2008; Miner-Rubino & Cortina, 2004, 2007). Cortina (2008) notes that these adverse consequences of incivility “have financial implications for employers, who must absorb the costs of employee distraction and discontentment, job

accidents, substance abuse, sick leave, work team conflict, productivity decline, and turnover.”

2.3.4 Well being

Workplace incivility also affects mental health and well-being of employees. Even those who are spectators can be negatively affected as well. Targets of incivility deal with it by using different strategies, which include conflict evasion in different forms: working around the person who is uncivil, reactive aggressive behaviours, and changing work habits or paths. Employees also lose work time due to worry and stress. These strategies can impact both on the individual and the organization, in terms of productivity, career progression, and employee retention (Trudel, 2011). Porath and Erez (2007) found that college students were less helpful and performed more poorly on cognitive tasks when they were treated rudely. Even though taking a broad view of these findings to full-time employees has yet to be established, it goes a long way to suggest a link between workplace incivility and performance.

It was established that as employees’ levels of incivility increased, so did their frequency of reported physical illness and stress at work. Additional research has found that 78% of the targets of incivility suffer a decrease in productivity as a result of the uncivil behaviour, and 12% of these victims eventually leave their jobs as a result (Johnson & Indvik, 2001).

For most organizations, incivility can pollute organizational culture by creating an inhospitable, offensive, obsessed, cliquish and stressful work climate (Vickers, 2006). In Pearson (1999) study, 53 percent of the participants report that they had lost work time

worrying about particular incident and prospective interactions, 12 percent actually changed jobs to avoid instigators, and 37 percent of employees reported deteriorating organizational commitment, Increased absenteeism, and decreased productivity have also been found as results of incivility (Pearson, Anderrson, & Porath, 2000).

For individuals, the cost of incivility varies from the psychological to the physical. Vickers (2006) recommended that incivility can emphasize feelings of isolation and alienation while reducing cooperation and mutual understanding. (Cortina 2001) found a correlation between incivility and poor health in the workplace. Victims of incivility experience feelings of hurt, anxiety, depression, nervousness, sadness, moodiness, and worrying; also, increased cold and flu were reported. Cortina's results are very important because she demonstrates the effect of personal wellbeing on performance and profit. This shows that the effect of incivility does not remain on the individual level, but diminishes the effectiveness of the entire organization.

Although workplace incivility does not focus on individual level outcomes, (Barling 1996) theorized how workplace incivility can affect individual, targeted employees. His model posits that violent workplace behaviour leads to negative mood, cognitive distraction and fear in targets. These affective and cognitive mechanisms in turn adversely affect three categories of outcomes in targets: organizational, psychological, and somatic functioning.

2.3.5 Turnover Intentions

Employee turnover has costly implications to organizations. The loss of trained staff puts a strain on existing workers to fill the gap while new staff is recruited, trained, and acclimatizing to the organization. Many studies have found that the intention to quit a job is the best predictor of actual turnover (Hayes, O'Brien-Pallas, Duffield, Shamian, Buchan, Hughes et al., 2006).

Turnover intentions reflect an individual's yearning attitude to cease employment. According to belief of social-exchange theory, employees exposed to workplace incivility may react to their perceived mistreatment by physically or psychologically withdrawing from their work environment (Cortina et al., 2001). Because individuals likely regard favourable treatment and positive social interactions as meaningful work outcomes, employees may consider decreasing their work inputs as a result of perceived mistreatment. This may involve being absent or quitting in an attempt to retaliate and restore equity or balance to a relationship following a provocation (Adams, 1965; Donovan et al., 1998; Shore, Tetrick, Lynch, & Barksdale, 2006).

CHAPTER THREE

METHODOLOGY AND ORGANIZATIONAL PROFILE

3.0 Introduction

In this chapter the researcher provides information pertaining to the research methodology. This covers the research design, population of the study, as the sampling techniques used for the study, the method for calculating the sample size from the population, the data collection instruments as well as data analysis techniques. The researcher further discusses issues pertaining to data collection instruments as well as data analysis techniques used.

3.1 Research Design

A research design is the overall plan for relating the conceptual research problem to relevant and practicable empirical research. In other words, it provides a logical work plan that ensures that the evidence obtained in a study enables us to answer the initial question. In this work, a case study approach was adopted as the research design.

Moreover, adopting a case study approach allows for versatility and flexibility allowing the researcher to adopt different approaches in the course of the study to attain desired results. A quantitative method was used by the researcher in executing the project. This was necessitated to enable the researcher obtain the kinds of information required for the successful completion of the thesis. Quantitative research method is based on numerical data or measurement of quantity or amount. Thus it is applicable to phenomena that can be expressed in terms of quantity. Quantitatively the researcher used survey instruments to gather data from the research participants.

3.2 Population of the Study

In research, the term population is the total number of all units of the phenomenon to be investigated that exists in the area of investigation, i.e. all the possible observation of the same kind. It refers to the targeted group which would provide information for analyzes in the research. The population of the study consists of all employees of the Kumasi Metropolitan Assembly. This number was given as in excess of 1000. However the specific value of this number was not known.

3.3 Sample Technique and Sample Size

Sampling is the process of selecting respondents from a population to participate in a research study. The researcher used probability sampling in determining the members of the target population that would be involved in the study. Probability sampling is a sampling technique in which the entire population of the study is known by the researcher, and each individual within the population has an equal chance or probability of being selected for the study. The researcher selected participants for the study based on a simple random selection process which as the name implies occurs in a random manner without any form of bias. All together, samples of 122 respondents were selected for the study.

Table 3.1 Sample size

Category	Sample
Department Heads	10
Employees	80
Contract Workers	32
Total	122

3.3.1 Ethical Issues

In ensuring that ethical issues were taken into consideration during the project, the researcher ensured that participants were not inconvenienced. The researcher explained to the participants of the study that, they had a right to opt out of the study. Again the researcher assured the participants that all responses that were being received were treated with utmost confidentiality and so they should not be afraid to give accurate responses that reflect the reality of situations within their environment.

3.4 Method of Data Collection

After ensuring that ethical issues were taken into consideration, all was set for primary data to be gathered. The primary data for this study was thus collected only after all ethical issues had been dealt with. The primary data was obtained using structured questionnaires that were conducted among the participants.

3.4.1 Data Collection Instruments

A questionnaire consists of formalized and pre-specified set of questions designed to obtain responses from potential respondents. Question in a questionnaire reflect the research objectives under investigation. The researcher ensured that the questions set on the structured questionnaire were easily comprehensible by the participants in the survey. This ensured that all responses obtained from participants were accurate and easily analyzable.

3.6 Testing Reliability

Reliability is concerned with the consistency of questions found in a questionnaire. An instrument that produces different scores every time it is used to measure an unchanging value has low reliability and as such it cannot be depended upon to produce an accurate measurement. On the other hand, an instrument that always gives the same score when used to measure an unchanging value can be trusted to give an accurate measurement and is said to have a high reliability. DeVellis (2003) indicated that for cronbach alpha to be highly acceptable it should be above .7.

Table 3.2 Testing for Reliability

	Cronbach's Alpha	N of Items
Supervisor bullying reliability	.885	7
Co-worker infighting reliability	.887	7
customer conflict reliability	.890	7
sexual harassment reliability	.806	3
productivity reliability	.896	8

Source: Researcher's Field Work 2013

3.7 Methods of Data Analysis

The collected data was coded and analysed using Statistical Package for Social Science (SPSS). SPSS was used for coding the answered questions and generating frequency distributions.

3.8 Overview of Kumasi Metropolitan Assembly

The Kumasi Metropolis is centrally located in the Ashanti Region of Ghana. Its unique central position makes it accessible from all corners of the country. It is the second largest city in the country and the administrative capital of Ashanti. It is a fast growing Metropolis with an estimated population of more than two million people and an annual growth rate of about **5.4%**. The Metropolis is about 254 kilometres; its physical structure is basically circular with a centrally located commercial area (Kumasi Metropolitan Assembly, 2013).

There are concentrations of economic activities in the city. The first and most important location is the Central Business District (CBD), which embraces the Kejetia Lorry Park, the Central Market and the Adum Shopping Centre. The other economics nodes include the Suame Magazine (Vehicle repair centre) the Kaase/Asokwa Industrial Area and the Anloga Wood Market. Most industries which deal in Timber processing, logging, Food processing and Soap making are concentrated at the Kaase/Asokwa Industrial Area. There is also number of satellite markets in the metropolis. These include Asafo Market, Bantama Market, Oforikrom Market and Atonsu Markets. (Kumasi Metropolitan Assembly, 2013)

3.8.1 Mission

The Kumasi Metropolitan Assembly is committed to improving the quality of life of the people in the metropolis through the provision of essential service and creation of an enabling environment to ensure the total and sustainable development of the city (Kumasi Metropolitan Assembly, 2013).

The mission of the Assembly is in tandem with the prime functions of District Assemblies as stated in the Local Government Act of 1993, Act 462, section 10, thus the District “Shall be

responsible for the overall development of the district and shall formulate and execute plans, programmes and strategies for the effective mobilization of the resources necessary for the overall development of the district”. (Kumasi Metropolitan Assembly, 2013)

3.8.2 Vision

To develop Kumasi into a safe and vibrant city by improving city management through good governance, local economic development, tourism promotion, improved sanitation, improved environmental and social services as well as spatial and infrastructure development. (Kumasi Metropolitan Assembly, 2013)

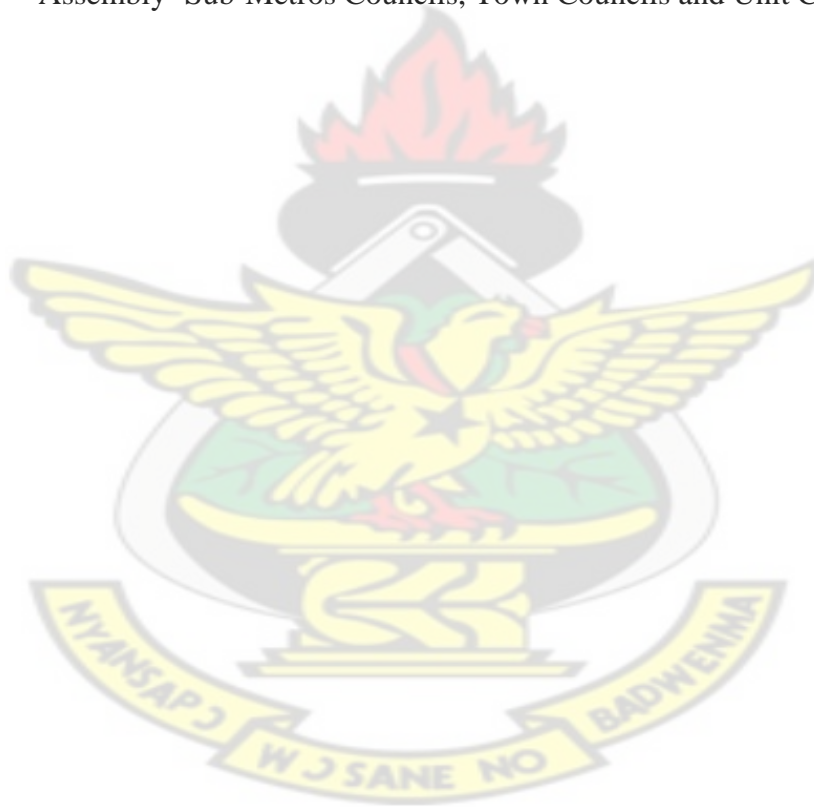
Function

The detailed function of this Assembly is set out in the LI 1614 of 1995. The execution of these laudable functions such as provision of socio-economic services requires efficient and effective mobilization and utilization of material, human and financial resources to improve the lives of the residents of the metropolis. (Kumasi Metropolitan Assembly, 2013)

The following objectives derived from strategies designed to fulfil the above-stated mission were pursued during the period.

1. Ensuring efficient service delivery, staff reorientation, co-ordination of departmental activities as well as client feedback information on the Assembly's performance.
2. Enhancing the planning, budgeting and project execution role of the Assembly.

3. Controlling haphazard land development and provision of basic social physical infrastructure - education and health facilities.
4. Improving environmental sanitation conditions through sound waste management practices;
5. Mobilizing revenue and ensuring that expenditure lagged behind revenue.
6. Promotion of civic participation and transparency in local governance and information sharing through the operations of the satellite structures of the Assembly- Sub-Metros Councils, Town Councils and Unit Committees.



CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSIONS

4.1 Introduction

In the previous chapter, the research design, the sample of the study, the data collection techniques, the method of data analysis and the statistical procedure of the research were discussed.

The focus of the research is to identify work place incivility and its effect on performance. This chapter presents the details of the data gathered by the researcher from the field.

4.2 Demographic data

This part looks at the various characteristics of the respondents. The demographic information gathered covered areas such as the respondents' age, educational background and years in business. A cross tabulation between these data was organized.

These demographics were to demonstrate that, though a random sampling technique was used almost all major areas in terms of respondents' characteristics were covered.

4.2.1 Education

In this part of the demographic is to measure the level of respondent's educational background. The responses, as shown in table 4.1, give a tabular arrangement of the qualification of the employees of KMA. It is important to note that the major educational background of the respondents was a First degree with 70 out of 120 valid responses which

represent 58.3% of the valid sample used for this study. Masters degree holders constitute 18.3% of the valid responses whilst other employees constitute HND and below.

The eminent qualification of the employees is shown in the responses given. These responses show that most of the employees at the KMA have the requisite skills and abilities to understand and answer the questionnaire adequately and effectively.

Table 4.1 Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Masters Degree	22	18.0	18.3	18.3
	First Degree	70	57.4	58.3	76.7
	HND	13	10.7	10.8	87.5
	Others	15	12.3	12.5	100.0
	Total	120	98.4	100.0	
Missing	System	2	1.6		
Total		122	100.0		

Source: Researcher's Field Work 2013

4.2.2 Employment status

The employment status of various respondents was analyzed to verify if KMA adopts various employments status for individual employees. From the valid responses received in table 4.2 below indicate that a high proportion of their employees are in full time employment at the Metropolitan Assembly. This represents 66.1% of the valid responses received. The use of part-time employment is the least form of employment. Thus only 5%

valid responses were found in this category of employment status. This postulates that this form of employment is highly uncommon at KMA.

Contract staff represents people under contract with KMA but not paid by the Controller and accountant general's department. KMA uses these people to perform specific tasks at the Assembly who were not directly employed by the Government.

Table 4.2 Employment Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full Time	80	65.6	66.1	66.1
	Part-Time	6	4.9	5.0	71.1
	Contract	35	28.7	28.9	100.0
	Total	121	99.2	100.0	
Missing	System	1	.8		
Total		122	100.0		

Source: Researcher's Field Work 2013

4.2.3 Tenure

On the area of tenure, which seeks to measure how long an employee has spent at the assembly, respondents indicated that 19.8% of responses had spent less than 1 year with the organization. However, the remaining respondents which accumulate to 80.2% of the respondents had had more than a year of experience with the assembly. This is an indication that most of the respondents had enough knowledge of the assembly hence may give an adequate description of our case study.

Table 4.3 Tenure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than a year	24	19.7	19.8	19.8
	1-5	49	40.2	40.5	60.3
	6-10	39	32.0	32.2	92.6
	11-15	3	2.5	2.5	95.0
	16-20	4	3.3	3.3	98.3
	21 and above	2	1.6	1.7	100.0
	Total	121	99.2	100.0	
Missing	System	1	.8		
Total		122	100.0		

Source: Researcher's field work 2013

From the responses received, the demographics on the respondents give a fair indication that the respondents cover a fair representation of employees at KMA. This will help the researcher to come up with valid conclusion on the types of responses received which will be representative enough to cover the entire assembly.

4.3 Types of workplace incivility

To measure the types of incivility, the researcher based on literature classified these uncivilized attitudes at work under four main headings namely Supervisory bullying, Co-worker Infighting, Worker-customer conflict and Sexual harassment. These behaviors were termed by Carter, 1998 as variety of nuances from breaches of etiquette to professional

misconduct, from general civil unrest to moral decay. Morris (1996) explained it as rudeness and disregard for others, in violation of norms for respect in interpersonal relations. Lim et al., (2008), classified incivility as bullying or harassment as incivility. Brehm and Brehm (1981), classified workplace incivility into two general groupings: co-worker and supervisor incivility.

In all these literature, LeBlanc and Barling (2008) investigated and presented supervisors, co-workers, subordinates, and customer's aggression as ways of determining uncivilized behaviors at work. It was against this background that the researcher came up with these measures of uncivilized behaviour shown in table 4.4.

Sub questions on the various incivilities are shown in the questionnaire in appendix 1. However SPSS was used to compute the total means of the various sub-headings under incivility. The scale from the questionnaire ranged from 1 to 5 likert scale measure with 1 as never to 5 as many times.

The table 4.4 responses indicate that supervisory bullying had a mean response 1.9co-workerer infighting 1.9 and worker-customer conflict 1.8. These responses indicate that the level of these incivilities at KMA is on the low level which is closer to sometimes. These responses have clear indication that there is a very low level of incivilities which happens sometimes at work. It is therefore important to note that this level is very appreciable at that length.

On sexual harassment at work, a mean of 1.3 was recorded; an indication that most employees have never experienced this form of harassment at work. This is not to say that sexual advances do not happen at KMA. From informal discussions it was realized that even

if there are sexual advances at work it is usually welcomed by the other party. This means that when they are welcomed it does not amount to harassment at work.

From the above analysis it is fair to say that the level of organizational incivility at KMA is on a very low level which makes conditions of work and work atmosphere serene to work. On worker-customer conflict it is important to note that most people who visit the assembly usually go there for one favour or the other hence a conflict with a worker may mar the favour needed so most of the clients mostly exhibit good behaviour even if they are very mad at the service received.

Table 4.4 Types of Incivility

	N	Minimum	Maximum	Mean	Std. Deviation
Supervisory bullying	110	1.00	4.29	1.9714	.80459
Co-worker Infighting	117	1.00	4.86	1.9170	.76684
Worker-customer conflict	120	1.00	4.57	1.8786	.73956
Sexual harassment	122	1.00	3.33	1.3934	.58292
Valid N (list wise)	86				

Source: Researcher's field work 2013

4.4 Relationship between status and Incivility

On this objective the researcher sought to test the various demographic (Gender, Age, Education, Employment Status, Tenure and position) as against the various forms of incivility (Coworker infighting, Supervisory bullying, worker-customer conflict and sexual harassment). A regression to measure these demographics as independent variable against

various dependent variables (incivilities measured as supervisory bullying, co-worker infighting, customer conflict and sexual harassment). Cortina (2008) argued that incivility may occur on neutral surfaces and may sometimes occur more to a particular gender especially females may be more affected by incivility.

4.4.1 Supervisory bullying and demographics

A regression on Supervisory bullying and demographics is depicted in table 4.5. The regression test was set at a significant level of $p < 0.05$. From the table,

Supervisory bullying showed positive and significant relationship with Employment Status ($r = .36$, $p = 0.001 < 0.05$), and Tenure ($r = .357$, $p = .002 < 0.05$). On the part of employment status, it means that individuals with employment status other than permanent positions are likely to experience higher levels of supervisory bullying than permanent staff. On tenure it depicts that individuals with longer service periods are likely to experience or perceive high levels of supervisory bullying than those who have spent lesser time at KMA. This confirms Caza and Cortina (2007) measured incivility from higher-status individuals (top-down incivility) and incivility from peers (lateral incivility). Also Carli, (1999) asserted that low-power individuals may be more at risk for abuses of power.

However educational level had a negative significant relationship with supervisory bullying. Thus $r = -.240$, $p = .010 < 0.05$, this indicates that employees with lower levels of academic background perceive a lot of supervisory bullying than those of higher academic background.

In all, supervisory bullying at KMA is seen as high by employees with employment status other than permanent status as well as people of long service at the assembly. However, a negative movement was seen between academic background and supervisory bullying.

Table 4.5 Supervisory bullying and demographics

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.846	.711		2.594	.011
Gender	-.074	.141	-.046	-.527	.600
Age	-.158	.138	-.130	-1.142	.256
Education	-.218	.083	-.240	-2.645	.010
Employment Status	.331	.082	.361	4.042	.000
Tenure	.294	.093	.357	3.161	.002
Position	.143	.150	.086	.956	.341

a. Dependent Variable: Supervisory bullying **Source:**
Researcher's field work 2013

4.4.2 Co worker Infighting and demographics

Co-worker infighting is seen as squabbles and other unwelcomed behaviour by other employees at almost the same level in employment status. The table 4.6 depicts the relationship between co-worker problems and the demographics.

Co-worker infighting showed positive and significant relationship with Employment Status ($r=.348$, $p=0.001<0.05$), and Tenure ($r=.471$, $p=0.001<0.05$). On the part of employment

status, it means that individuals with employment status other than permanent positions are likely to experience higher levels of co-worker infighting than permanent staff. On tenure it depicts that individuals with longer service periods are likely to experience or perceive high levels of co-worker infighting which may be due to the fact that each would want to stamp his/her authority on the other than those who have spent lesser time at KMA.

On the other hand Ages of respondents had negative significant relationship with co-worker infighting ($r = -.356$, $p = .004 < 0.05$). It depicts that younger age mates are likely to have petty uncivilized behaviors towards each other at work. These behaviors may be attributable to youthful exuberance or other forms of activities like teasing and unwelcome jokes among others. Nelson (2009) stated that ageism which is age biases influenced discrimination and targeted negative attitudes at work.

Table 4.6 Co worker Infighting and demographics

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.873	.649		2.884	.005
Gender	-.152	.128	-.100	-1.184	.239
Age	-.368	.124	-.356	-2.968	.004
Education	-.012	.075	-.014	-.154	.878
Employment Status	.292	.074	.348	3.932	.000
Tenure	.342	.086	.471	3.989	.000
Position	.061	.136	.039	.447	.656

a. Dependent Variable: Co worker Infighting

Source: Researcher's field work 2013

4.4.3 Worker-customer conflict and Demographics

On the area of worker-customer conflict and the demographics, only education and employment status showed statically significant negative and positive relationships respectively.

From table 4.7, the relationship between worker-customer conflict and education was $r = -.170$, $p = .047 < 0.5$. This gives the assumption that employees with high level of education tend to perceive high levels of customer uncivilized behaviour. It is a perceived common phenomenon that employees of high academic background tend to occupy higher positions at assemblies. It is possible that clients usually have confrontations with these high positioned employees because of perceived delays in getting their issues solved by those in charge who are usually the employees with higher educational background.

On the other hand, employment status recorded $r = .466$, $p = 0.001 < 0.05$. The contract staffs of the assembly are those who usually provide services such as sanitation and city guards who usually encounter customers outside the offices of the assembly. It is therefore possible for customers or clients to exhibit these uncivilized behaviours towards these contract staff.

Table 4.7 Worker-Customer conflict and Demographics

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.616	.610		2.649	.009
Gender	-.039	.122	-.026	-.322	.748
Age	-.171	.118	-.167	-1.451	.150
Education	-.146	.073	-.170	-2.012	.047
Employment Status	.391	.071	.466	5.535	.000
Tenure	.155	.082	.215	1.898	.060
Position	.128	.129	.083	.997	.321

a. Dependent Variable: worker-customer conflict final

Source: Researcher's field work 2013

4.4.4 Sexual harassment and demographic data

The table 4.8 shows the results of the regression between sexual harassment and the demographic questions. It was however surprising that all the other demographics showed no significant relationship with sexual harassment except the employment status. It was however recorded as $r=.316$, $p=.001<0.05$. This indicates that most contract staffs are the ones who are likely to experience sexual harassment at the workplace.

It might be the fact that the lack of employment in Ghana pushes most people to even accept a lot of things even if it is sexual harassment. It is therefore important for the assembly to look into activities and things that affect contract staff at the assembly. Although researchers

(Cortina, 2008; Berdahl & Moore, 2006) have argued that sexual harassment are usually geared towards females but this was not identified in the research.

Table 4.8 sexual harassment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.065	.534		1.996	.048
Gender	-.088	.107	-.074	-.821	.413
Age	-.066	.104	-.082	-.636	.526
Education	.086	.063	.129	1.361	.176
Employment Status	.207	.062	.316	3.347	.001
Tenure	.034	.072	.060	.476	.635
Position	.095	.114	.079	.839	.403

a. Dependent Variable: sexual harassment

Researcher's field work 2013

4.5 Relationship between incivility and productivity

This objective was to investigate into the relationship between these incivilities and organizational performance. The results are shown in table 4.9 below.

Table 4.9 Correlations Incivility and Productivity

Control Variables			Supervisor bullying	Coworker Infighting	customer conflict	sexual harassmen t	productivity
Gender & Age & Education & Employmen t Status & Tenure	Supervisor bullying	Correlation	1.000	.401	.263	.193	-.328
		Significance (2-tailed)	.	.000	.013	.071	.002
		df	0	87	87	87	87
	Co-worker Infighting	Correlation	.401	1.000	.391	.321	-.139
		Significance (2-tailed)	.000	.	.000	.002	.192
		df	87	0	87	87	87
	customer conflict	Correlation	.263	.391	1.000	.217	-.412
		Significance (2-tailed)	.013	.000	.	.042	.000
		df	87	87	0	87	87
	sexual harassmen t	Correlation	.193	.321	.217	1.000	-.221
		Significance (2-tailed)	.071	.002	.042	.	.037
		df	87	87	87	0	87
	productivit y	Correlation	-.328	-.139	-.412	-.221	1.000
		Significance (2-tailed)	.002	.192	.000	.037	.
		df	87	87	87	87	0

Researcher's field work 2013

The table above gives responses between productivity and supervisory bullying ($r = -.328$, $p = .002 < 0.05$), co-worker infighting ($r = -.139$, $p = .192 > 0.05$), worker-customer conflict ($r = -.412$, $p = 0.001 < 0.05$) and sexual harassment ($r = -.221$, $p = .037 < 0.05$)

From the above, it can be found out that most of all the four main types of incivility measured in this research had negative correlations with productivity. However, only supervisory bullying and worker-customer conflict showed a statistically significant relationship with their p's less than the significant levels of 0.05. Trudel (2011) indicated that incivility ultimately leads to poor performance on tasks. Again Pearson (1999) reported decreased productivity among other factors such as declining commitment.

From the detailed analysis of the data above it can be confidently deduced that when supervisor tends to bully employees it is likely to be translated to low productivity. Although the other forms showed negative relation, it did not have any significant relationship to productivity.



CHAPTER 5

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter contains the summary of research findings, conclusion as well as recommendations on the research topic. The focus of the study is to investigate into workplace incivility and its effect on performance at the Kumasi Metropolitan Assembly (KMA). The objectives of this research work was arrived to identify the main types of incivility that occur at KMA, to assess the relationship between social status (e.g. sex, level in organization) and the occurrence of incivility at KMA and to examine the relationship between incivility and staff performance at KMA.

5.2 Summary of findings

Here the researcher provides a brief account on the outcome of their field work that is, what the research brought to their notice.

5.2.1 Types of workplace incivility

Various literatures, like Brehm and Brehm (1981), who classified workplace incivility into two general groupings: co-worker and supervisor incivility, Lim et al., (2008), who classified incivility as bullying or harassment and Carter (1998) who classified it as variety of nuances from breaches of etiquette to professional misconduct, from general civil unrest to moral decay.

Based on these literatures, the researcher classified uncivilised behaviour as Supervisory bullying, co-worker infighting, worker-customer conflict and sexual harassment. Responses

from respondents were then computed to identify if these incivilities may be recorded at KMA.

Responses indicated that supervisory bullying had a mean response 1.9, co-worker infighting 1.9 and worker-customer conflict 1.8. These responses indicate that the level of these incivilities at KMA is on the low level which is closer to sometimes. These responses have a clear indication that there is a very low level of incivilities which happens sometimes at work at KMA. On sexual harassment at work, a mean of 1.3 was recorded an indication that most employees have never experienced sexual harassment at work.

From the above analysis it is fair to say that the level of organizational incivility at KMA is on a very low level which makes conditions of work and work atmosphere serene to work. On customer conflict it is important to note that most people who visit the assembly usually go there for one favour or the other hence a conflict with a worker may mar the favour needed so most of the clients mostly exhibit good behaviour even if they are very mad at the service received. Sexual advances at work is usually welcomed or exhibited to those who show sexual feelings to other workers. This seeks to explain the low level of sexual harassment at KMA.

5.3 Relationship between status and Incivility

On this objective the researcher sought to test the various demographics (Gender, Age, Education, Employment Status, Tenure and position) as against the various forms of incivility (Co-worker infighting, Supervisory bullying, worker-customer conflict and sexual harassment). Cortina (2008) argued that incivility may occur on neutral surfaces and may

sometimes occur more to a particular gender especially females may be more affected by incivility.

With Cortina's findings the various incivilities were measured against the demographic data gathered on respondents.

5.3.1 Supervisory bullying and demographics

Supervisory bullying showed positive and significant relationship with Employment Status ($r=.36$, $p=0.001<0.05$), and Tenure ($r=.357$, $p=.002<0.05$). On the part of employment status, it means that individuals with employment status other than permanent positions are likely to experience higher levels of supervisory bullying than permanent staff. Individuals with longer service periods are likely to experience or perceive high levels of supervisory bullying than those who have spent lesser time at KMA. This confirms Caza and Cortina (2007) measured incivility from higher-status individuals (top-down incivility) and incivility from peers (lateral incivility). Also Carli, (1999) asserted that low-power individuals may be more at risk for abuses of power.

Educational level had a negative significant relationship with supervisory bullying. Thus $r=-.240$, $p=.010<0.05$, this indicates that employees with lower levels of academic background perceive a lot of supervisory bullying than those of higher academic background.

5.3.2 Co-worker Infighting and demographics

Co-worker infighting showed positive and significant relationship with Employment Status ($r=.348$, $p=0.001<0.05$), and Tenure ($r=.471$, $p=.001<0.05$). On the part of employment status, it means that individuals with employment status other than permanent positions are

likely to experience higher levels of co-worker infighting than permanent staff. On tenure it depicts that individuals with longer service periods are likely to experience or perceive high levels of co-worker infighting which may be due to the fact that each would want to stamp his/her authority on the other than those who have spent lesser time at KMA.

On the other hand Ages of respondents had negative significant relationship with co-worker infighting ($r=-.356$, $p=.004<0.05$). It depicts that younger age mates are likely to have petty uncivilised behaviours towards each other at work. This confirms Nelson (2009) assertion about ageism and the fact that younger employees are likely to exhibit incivilities at work.

5.3.3 Worker-customer conflict and Demographics

The relationship between worker-customer conflict and education was $r=-.170$, $p=.047<0.5$. This gives the assumption that employees with high level of education tend to perceive high levels of customer uncivilised behaviour. This is as a result of the fact that most highly educated employees hardly encounter clients on daily basis.

Employment status recorded $r=.466$, $p=0.001<0.05$. The contract staffs of the assembly are those who usually provide services such as sanitation and city guards who usually encounter customers outside the offices of the assembly. It is therefore possible for customers or clients to exhibit these uncivilised behaviours towards these contract staff.

5.3.4 Sexual harassment and demographic data

It was however surprising that all the other demographics showed no significant relationship with sexual harassment except the employment status. It was however recorded as $r=.316$, $p=.001<0.05$. This indicates that most contract staffs are the ones who are likely to

experience sexual harassment at the workplace. Although researchers (Cortina, 2008; Berdahl & Moore, 2006) have argued that sexual harassment are usually geared towards females but this was not identified in the research.

5.4 Relationship between incivility and productivity

This objective was to investigate the relationship between these incivilities and organisational performance.

Responses between productivity and supervisory bullying ($r=-.328$, $p=.002<0.05$), co-worker infighting ($r=-.139$, $p=.192>0.05$), worker-customer conflict ($r=-.412$, $p=0.001<0.05$) and sexual harassment ($r=-.221$, $p=.037<0.05$). From the above, it can be found out that most of all the four main types of incivility measured in this research had negative correlations with productivity. However, only supervisory bullying and customer conflict showed a statistically significant relationship with their p 's less than the significant levels of 0.05. Trudel (2011) indicated that incivility ultimately leads to poor performance on tasks. Again Pearson (1999) reported decreased productivity among other factors such as declining commitment.

5.5 Conclusion

In determining the level of incivility at KMA, the researcher identified that the level of organizational incivility at KMA is on a very low level which makes conditions of work and work atmosphere serene to work. On worker-customer conflict it is important to note that most people who visit the assembly usually go there for one favour or the other hence a conflict with a worker may mar the favour needed so most of the clients mostly exhibit good

behaviour even if they are very mad at the service received. Sexual advances at work are usually experienced by most contract staff; this seeks to explain the low level of sexual harassment in KMA.

On incivility and various demographics, there were significant relationship between some incivilities and demographics like age, education, employment status and tenure. The relationships measured between incivilities and demographics changed due to the exposures of these incivilities. However, gender which was quoted by most researchers like Cortina (2008) had argued that incivility is targeted at certain people of a particularly gender especially females.

Trudel (2011) indicated that incivility ultimately leads to poor performance on tasks. Again Pearson (1999) reported decreased productivity among other factors such as declining commitment. The researcher confirmed these assumptions in the studies by recording negative and significant relationship between incivilities and productivity.

5.6 Recommendations

Based on the findings, it was seen that most of the respondents reported low levels of incivility but the general perception about uncivilized behaviour at KMA is that there is high incivility. It therefore bestows on the workers to change this perception of people about KMA.

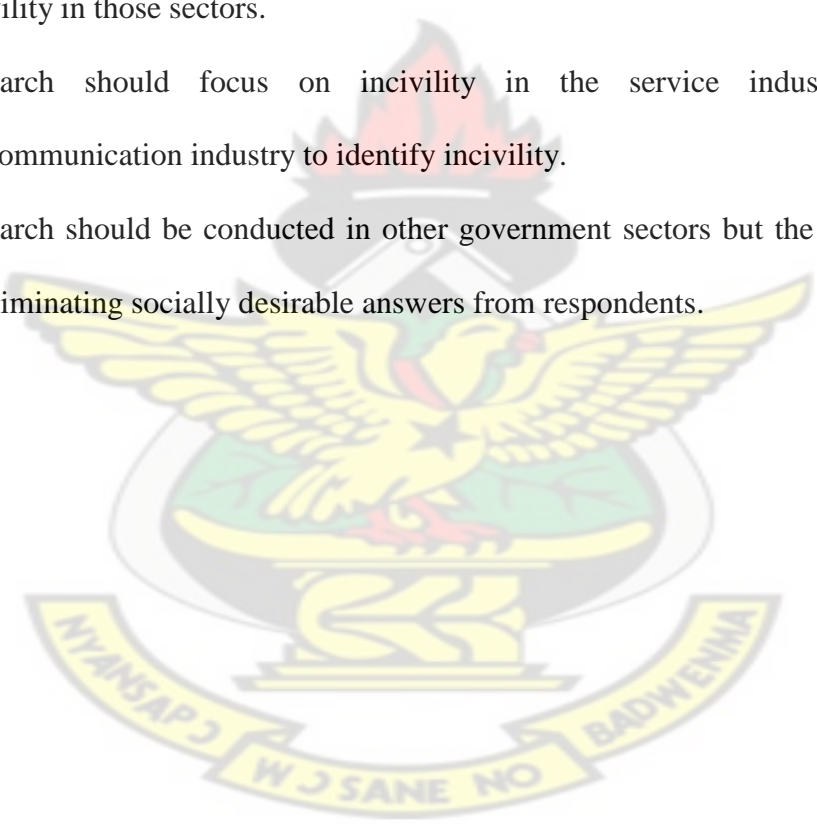
Most employees were not willing to come out to respond to the questionnaires distributed to them. It is recommended that respondents be encouraged to participate in other surveys to make these surveys a success.

Incivilities were recorded as having negative correlations with productivity at work; it is therefore important to ensure that these incivilities are at the barest minimum to ensure that workers' productivity are not greatly affected by these factors.

5.7 Directions for future research

The study recommends the following for future empirical studies:

1. Research survey should be conducted in a private firm to verify the existence of incivility in those sectors.
2. Research should focus on incivility in the service industry specifically telecommunication industry to identify incivility.
3. Research should be conducted in other government sectors but the focus should be on eliminating socially desirable answers from respondents.



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KNUST



APPENDIX I

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

KNUST SCHOOL OF BUSINESS

QUESTIONNAIRE

I am a researcher from KNUST undertaking a research on the topic: *Workplace Incivility and its Effect on Performance*. I would be most grateful if you could please spare some few minutes of your precious time to answer all the questions that follow. The information will be used for academic purposes only hence confidentiality is assured.

Demographics

1. Gender ☐ Male ☐ Female
2. Age (in years)
20 - 30 ☐ 31 – 40 ☐ 41 – 50 ☐ 51 – 60 ☐ 61 and above ☐
3. Highest level of education
PhD ☐ Master's Degree ☐ First Degree ☐ HND ☐
Other (specify)
4. Employment Status Full time ☐ Part time ☐ Contract ☐
5. How long have you been working in this organisation?
Less than 1 year ☐ 1-5 ☐ 6-10 ☐ 11-15 ☐ 16-20 ☐ 21 and above ☐
6. Current position of respondent: Management ☐ Non-management ☐

Instruction: Please indicate how frequent the situation occurred to you in the past year

1=Never 2=Once or twice 3=Sometimes 4=Often 5=Many times

	1	2	3	4	5
During the PAST YEAR, were you ever in a situation in which any of your Supervisors					
Paid little attention to your statements or showed little interest in your opinions					
Doubted your judgment on a matter over which you had responsibility.					
Addressed you in unprofessional terms, either publicly or privately					
Yelled, shouted, or swore at you					
Made insulting or disrespectful remarks about you					
Accused you of incompetence					
Made jokes at your expense					
During the PAST YEAR, were you ever in a situation in which any of your CO-workers					
Gave you hostile looks, stares, or sneers					
Addressed you in unprofessional terms, either publicly or privately					
Yelled, shouted, or swore at you					
Made insulting or disrespectful remarks about you					
Ignored you or failed to speak to you (e.g., gave you “the silent treatment”).					
Targeted you with anger outbursts or “temper tantrums”					
Made jokes at your expense					
During the PAST YEAR, were you ever in a situation in which any of your Customers/Clients					
Doubted your judgment on a matter over which you had responsibility.					
Gave you hostile looks, stares, or sneers					
Addressed you in unprofessional terms, either publicly or privately					
Yelled, shouted, or swore at you					
Made insulting or disrespectful remarks about you					
Accused you of incompetence					
Targeted you with anger outbursts					

SEXUAL HARASSMENT					
I do get unwanted sexual advances from colleagues					
I do get unwanted sexual advances from Supervisors					
I do get unwanted sexual advances from Clients or customers					
Some employees in my organisation have					
Taken property from work without permission					
Spent too much time fantasizing or daydreaming instead of working					
Falsified a receipt to get reimbursed for more money than you spent on business expenses					
Taken an additional or a longer break than is acceptable at your workplace					
Come in late to work without permission					
Littered / scattered your work environment					
Neglected to follow your boss's instructions					
Intentionally worked slower than you could have worked					
Discussed confidential company information with an unauthorized person					
Used an illegal drug or consumed alcohol on the job					

Instructions: Please respond to the following statements by putting “√” in the block that most accurately represents your opinion concerning your experience at work using the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

AFFECTIVE COMMITMENT	1	2	3	4	5
I would be very happy to spend the rest of my career with this organization					
I enjoy discussing my organization with people outside it					
I really feel as if this organization's problems are my own					
I think that I could easily become as attached to another organization as I					

am to this one					
I do not feel like 'part of the family' at my organization					
I do not feel 'emotionally attached' to this organization					
This organization has a great deal of personal meaning for me					
I do not feel a <i>strong</i> sense of belonging to <i>my</i> organization					
CONTINUANCE COMMITMENT					
I am not afraid of what might happen if I quit my job without having another one lined up					
Too much in my life would be disrupted if I decided I wanted to leave my organization now					
It wouldn't be too costly for me to leave my organization now					
Right now, staying with my organization is a matter of necessity as much as desire					
I feel that I have too few options to consider leaving this organization					
One of the few serious consequences of leaving this organization would be the scarcity of available alternatives					
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice — another organization may not match the overall benefits I have here					
It would be very hard for me to leave my organization right now, even if I wanted to					
NORMATIVE COMMITMENT					
I think that people these days move from company to company too often.					
I do not believe that a person must always be loyal to his or her organization					
Jumping from organization to organization does not seem at all unethical to me					
One of the major reasons I continue to work for this organization is that I					

believe that loyalty is important and therefore feel a sense of moral obligation to remain					
If got another offer for a better job elsewhere I would not feel it was right to leave my organization					
I was taught to believe in the value of remaining loyal to one organization					
Things were better in the days when people stayed with one organization for most of their careers					
I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore					
Productivity					
Most employees are able to meet their work schedules					
Members in my organisation are able to complete their daily tasks					
Employees are to meet their goals					
Employees are able to satisfy clients					
Employees have positive attitude towards work					
Employees enjoy the work they do					
Employees are able to meet client's expectation					
Employees complete their work on a timely manner					
Organisational citizenship behaviour					
I help colleagues who are absent at work					
I help colleagues who have heavy workload					
I try to avoid creating problems for others at work					
I consult other co-workers who might be affected by my actions or decisions					
I am always punctual at work					
I always complete my work on time					
I attend formal and informal organisation meeting					
I stay informed about the development in my company					

Thank you for participating!