

The Impact of Workplace Incivility on Organizational Citizenship Behavior in Namazi Hospital of Shiraz, Iran

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Abstract: There is a growing interest for studying voluntary behaviors specifically organizational citizenship behavior in the organizations. Voluntary behaviors are attached strictly to desired work related outcomes and improve efficiency within the organizations. The current study investigated the impact of workplace incivility on Organizational Citizenship Behavior in Namazi hospital of Shiraz, Iran. A sample of 115 employees selected. Data analyzed using SPSS software and showed that the impact of workplace incivility is significant on organizational citizenship behavior. Also dimensions of workplace incivility (experienced incivility and instigated incivility) exerted a significant impact on organizational citizenship behavior.

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Introduction:

The first origins of Organizational Citizenship Behavior (OCB) can be searched in Organ's study (Organ, 1988). After the introduction of the notion by Organ, the researchers started to investigate the OCB from different perspectives, approaches and methodologies (Near & Miceli, 1987, as cited in Organ et al., 2006). OCB is defined as a discretionary voluntarily work that is not recognized formally by the organizational reward system and promotes the general functioning of the system (Organ, 1988). By the definition provided by Organ, it can be concluded that OCB is a personal choice and is not directly reflected in the job description of employees.

Borman & Motowidlo (1993) discuss that by the progress of the job and the immense of the competition, it is necessary for the employees to go beyond of what reflected in their job description to remain more competitive.

Many studies have focused on the contextual and individual variables that enforce the extra-role behaviors such as OCB. Variables such as organizational commitment, job satisfaction, leadership, organizational justice (Organ & Ryan, 1995), consciousness, agreeableness, positive and negative affectivity (Podsakoff, MacKenzie, Paine, & Bachrach, 2000), and task characteristics (Todd & Kent, 2006) have been found to be the predictor of OCB.

Amongst the studies that have focused on the predictors and related variables of OCB, the organizational contextual variables are merely investigated. Specifically, the research in this area

generally investigated OCB in a positive and fair organizational climate. So, it will be very useful to investigate the negative predictors of OCB in the context of the organizations. So, the current study investigated the impact of workplace incivility (as a negative work related climate) on OCB. Workplace incivility has been defined as a deviant low intensity behavior characterized by the lack of respect to the others. Samples of workplace incivility include insulting comments, denigration of the target's work, spreading false rumors, social isolation, and bad manners (Blau and Andersson, 2005).

Research Hypotheses:

H0: Workplace incivility exerts a significant negative impact on organizational citizenship behavior

H1: Experienced Workplace incivility exerts a significant negative impact on organizational citizenship behavior

H2: Instigated Workplace incivility exerts a significant negative impact on organizational citizenship behavior

Methodology:

Sample:

The statistical population includes the staff of Namazi Hospital in Shiraz, Fars, Iran. Using Cochran formula a sample of 115 employees selected for the study randomly.

Measures:

For measuring workplace incivility the scale of Blau and Anderson (2005) and Cortina et al (2001) were employed. The scale of Blau and Andersson (2005) measures experience workplace incivility and the measure of Cortina and Colleagues (2001) measures imposed workplace incivility by the person. For measuring the Organizational Citizenship Behavior (OCB) Organ's (1988) Organizational Citizenship Behavior Questionnaire was chosen.

Procedure:

Initially, 30 questionnaires distributed and collected. The statistical tests showed low factor loadings for 3 items of experienced workplace incivility and two items of imposed workplace incivility and no items for OCB. So, these items deleted in the next stages of the assessments. Again 115 questionnaires distributed among 115 randomly selected staff and collected for further processing.

Reliability and Validity:

Validity confirmed by the two university faculty members by academic rank of assistant and associate professor. Reliability calculated using Cronbach's alpha and gained 0.86, 0.82, and 0.85 respectively for the experienced workplace incivility scale (Blau and Andersson, 2005), instigated workplace incivility scale (Cortina et al, 2001), and Organizational Citizenship Behavior Scale (Organ, 1988).

Analysis:

Pearson correlation coefficients calculated for the investigation of hypotheses.

Results:

Pearson correlation coefficients were calculated for analyzing the data. For investigating H0, the Pearson correlation analysis calculated and resulted in an R value of -0.58 with a p-value of 0.0001. Based on these results, H0 was supported. These results demonstrated that workplace incivility negatively and significantly influence Organizational Citizenship Behavior. Also, the strength of the relationship was measured by R^2 and gained 0.34. This indicates that Workplace Incivility exerts a moderate influence on Organizational Citizenship Behavior

For H1, the Pearson correlation analysis resulted in an R value of -0.65 with a p-value of 0.0001. Based on these results, H1 was supported. These results demonstrated that Workplace Incivility negatively and significantly influence the intention to knowledge sharing in the organization. Further, the strength of the relationship was 0.42 as measured by

R^2 . This indicates that experienced workplace incivility exerted a moderate to high influence on intention for organizational citizenship behavior.

H2, the Pearson correlation analysis resulted in an R value of -0.48 with a p-value of 0.0001. Based on these results, H2 was supported. These results demonstrated that Workplace Incivility negatively and significantly influence the Organizational Citizenship Behavior. Also, the strength of the relationship was 0.23 as measured by R^2 , indicating that instigated workplace incivility exerted a low influence on Organizational citizenship behavior.

Discussion and Conclusion:

There is a growing interest for researchers and scholars of human resource management for promoting voluntary behaviors within the organizations. Because these behaviors make a competitive advantage for the organization in today's turbulent business markets. The current study investigated the impact of organizational incivility (workplace incivility) on Organizational citizenship behaviors among the staff of Namazi hospital, Shiraz, Iran. Results indicated that there is a significant negative relationship between workplace incivility and organizational citizenship behavior. This means that with the raise of incivility we can expect the staff to behave less volunteer. So it is very important for the managers to create a positive climate for organization members toward citizenship behaviors and ultimately organizational efficiency. In this regard the authors recommend the managers for raising the welfare and mental and physical well-being of the employees.

As our study showed that the impact of workplace incivility is significant on organizational citizenship behavior, it is very important to conduct studies for exploring the causes of workplace incivility. Future studies also can focus on the impact of workplace incivility on dimensions of organizational citizenship behavior.

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