

Workplace Incivility, Organizational Dissent, And Interactional Justice Among Safety Personnel: An Intervening Analysis

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Abstract

The current research aim is to analyse the impact of workplace incivility on organizational dissent with Interactional Justice among safety personnel. However, for the purpose of this primary quantitative research method was used, and information was derived from 360 health professionals having 4 years of job experience. For data analysis demographic, descriptive and correlation analysis were used through using SPSS software. Further, Confirmatory factor analysis and SEM model has been used via using Smart PLS. Hence, findings revealed that workplace incivility has a positive and significant influence on the interactional justice. Additionally, workplace incivility has also a significant and negative influence on organisation dissent. Whereas interactional justice has insignificant influence on organisation

dissent. Thus, it is essential for organisations to place a high priority on developing a culture of kindness, compassion, and fairness in order to foster workplace incivility interactional justice and organisation dissent.

Keywords: Workplace Incivility, Organizational Dissent, Interactional justice, safety personnel, SEM, Smart PLS.

INTRODUCTION

BACKGROUND OF THE STUDY

Human behaviour in any working environment utters the stories of the practices and inputs or treatment people are having. Incivility or uncivil behaviour in the workplace has become a big concern for organizations. Positive behaviour among the people in work settings narrates fair treatment and congenial work conditions, similarly the negative work behavior, like less contentment, lower commitment, and higher intention to quit or switch the job. Workplace incivility is one such input that nurtures counterwork behaviour like lower professional efficacy, increasing workplace exhaustion, retailing behaviour, and lower commitment to organizational productivity. Andersson and Pearson, (1999), explained incivility as “low-intensity deviant behaviour with ambiguous intent to harm the target, in violation of workplace norms constituting mutual respect”. In the last two decades, workplace incivility has received much attention from organization leaders, researchers, and practitioners. Past empirical studies have identified and explained the causes and effects of workplace incivility for organizations and individuals. These past empirical studies were conducted in developed countries like Europe and America (Kajihara et al., 2001; Pearson & Porath 2010; Carter & Loh, 2017) findings of these studies show that incivility in the workplace has become a growing issue in knowledge-based organizations. The Healthcare sector is one of the important domains where incivility is a growing serious issue, which may be particularly vulnerable to it due to the complexities of the patient, stress conditions, heavy workload, and diverse roles. Uncivil behaviour consists of disrespectful behaviour, rudeness, sabotaging, making derogatory comments, backstabbing, expressing criticism publicly, hiding information, unnecessary ignoring, taking

other works credit, hostility, gossiping, exclusionary behaviour, spreading rumours, and uncooperative attitude. Workplace incivility adversely affects healthcare sector professionals, resulting in increased emotional exhaustion, burnout, job dissatisfaction, turnover intention, and absenteeism. Similarly, the increasing trend of workplace incivility in the healthcare setting it to impact negatively on professional duties such as increased medication errors, and quality of care decreased. Psychological impacts include depression, sleep disturbances, and physical illnesses (Bulloch et al., 2017; Samad et al., 2020; Carter & Loh, 2017). Past study indicates that 70% of health professionals working in healthcare sector have been exposed to disruptive and uncivil behaviour have become so pervasive that health professionals organizations have created tolerance policy and recommended preventive measure to curb incivility at workplace (Andersson & Pearson, 1999; Porath & Pearson, 2012; Carter & Loh, 2017). Regardless of these measures, workplace in the healthcare sector has remained tenacious problem (Shanna and Haynes, 2021).

From a managerial perspective Incivility in the workplace is remain a great concern due to an adverse effect on a company's performance (Pearson et al., 2001). The increasing trend of incivility in the workplace has become a global problem that needs immediate attention from organization professionals, researchers, and human resource managers (Ghosh et al., 2013). Since the majority of the research work on workplace incivility has been concluded in developed countries like the USA, Europe, Australia, and Canada (Smith et al., 2010, Warrner & Sommers, 2016, Birks et al., 2017), however, some large-scale studies were also conducted in Asian countries like China, North Korea, India, Philippine, and Malaysia (Zhou et al., 2015; Son & Jang, 2017, Sharma & Singh, 2016; Bulloch et al., 2017; Arshad & Ismail, 2018). These studies have revealed different forms of incivility in the workplace because of differences in values or norms of politeness in different countries and regions. Research on workplace incivility involves almost all types of work which indicates that uncivil and injustice behavior continues to increase significantly. Similarly, past research studies in the field of organizational and management behavior have been explored the negative impact of workplace incivility on the behavior of employees like fear at work, absenteeism, anger, higher level of sadness (Porath &

Pearson, 2012, 2013) withdrawal (Lim et al., 2008) production deviation, abuse, theft, sabotage (Bibi & Karim, 2013), dissatisfaction at work and fatigue (Kim et al., 2013), reduce creativity and a higher level of stress (Porath & Erez, 2009). Employees' performance, productivity, work engagement, and turnover intention are the factors which are directly related to workplace incivility. The increasing trend of incivility occurrence in the workplace has continued to receive increasing attention from practitioners and researchers (Wilson & Holmvall, 2013). Impolite, rude violating workplace norms and discourteous behavior emerged as an important construct in the literature of management sciences. Deviant behavior such as demeaning language, ignoring workers' requests, gossiping, making yield threats, and disrespecting others can be observed in every organization (Holm, Torkelson, & Backström 2015). Past research studies focused on examining the significance and different dimensions of workplace incivility such as dissatisfaction, increasing employee turnover rate, low productivity, job-related distractions, etc. Hence, workplace incivility cannot be ignored any longer. Researchers have indicated that incivility in the workplace has become a common problem in organizations. Negative behavior always invites negative reactions among workers within the organization (Andersson & Pearson, 1999). Workplace incivility stimulates the act of counter-incivility beyond a definite tipping point and hence a spiraling chain of uncivil and injustice reactions is set off among the coworkers working within the organization. Workplace incivility is a widespread phenomenon within the organization (Blau & Andersson, 2005). In past research studies it has been endorsed that incivility in the workplace has become a fundamental part in all industrial and non-industrial sector such as manufacturing (Wu et al., 2014) retailing (Kern & Grandey, 2009), universities (Cortina & Magley, 2009), healthcare (Leiter et al., 2011), financial services (Lim & Teo, 2009) and all other professional service-oriented organization (Schilpzand, Pater, & Erez, 2014). Moreover, these research studies have focused on investigating the significance of workplace incivility concerning different dimensions such as employee turnover rate, low productivity, and job-related disturbances, etc (Samad et al., 2020). By analyzing the private health care sector of Pakistan, this study has investigated the prevailing uncivil practices in the private health care sector in Karachi. Employees in health care sector are considered the key to service quality and

customer satisfaction. The agonies of workplace incivility are often experienced by the health givers, which may originate the negative behaviors like, organizational dissent, lower level of job performance, emotional exhaustion. The present study is an empirical endeavor to add the value to the existing body of knowledge. Besides, the present study is intended to recommend how Interactional Justice can mitigate the negativity of workplace incivility.

Hence, the objective of this study is to investigate the impact of workplace incivility on organizational dissent and also to understand the mediating or intervening effect of Interactional Justice among safety personnel. In any work setting, the civilized behavior of employees has a very significant role to play, particularly in knowledge-based organizations, the health care sector is no exceptional. Where health professionals are required to be very optimistic and stress-resilient personnel. It is witnessed that health personnel are very much prone or exposed to very vulnerable situations both on the part of management, patient, and attendants, which often cause them to be emotionally and socially drain out. In order to cope with the situation, they are required to be emotionally stable so that negative treatment to them may not haunt their services to the patients.

Studies on workplace incivility have focused on the point to which uncivil behavior in the workplace influences job-related outcomes of the employees. However, very little empirical evidence regarding the association between workplace incivility and organizational dissent and the intervening effect of Interactional Justice using the Conservation of resources has been documented particularly in the Pakistani context. The present study is, therefore, will be an empirical endeavour to add value to the existing body of knowledge. The respondents are doctors and paramedics professionals engaged in various privately owned hospitals in Karachi.

Past research has also acknowledged that individuals' levels of social and emotional intelligence can be developed through education and training (Lolaty, Ghahari, Tirgari, & Fard, 2012; Schutte, Malouff, & Thorsteinsson, 2013; Zautra, Gallardo, & Velasco, 2015). The finding of this study will contribute to social change by identifying the impact of workplace incivility in the current business climate. Treating

every employee with dignity and respect is the moral responsibility of the upper level of management in organizations. Eventually, the leaders of the business organization need to manage or mitigate, incivility in the workplace so that all workers/subordinates, regardless of gender, age, position, qualification, race, or any level within the organization, are assured to have a working environment and culture that supports positive regard and mutual respect for all employees. Similarly, Employees have also an obligation to the organization and its workforces to treat one another with respect and dignity and to conduct themselves in a civilized manner.

Theoretical background and development of hypotheses

The proposed model of this study shows the relationship between workplace incivility Organizational dissent and interactional justice. Further, It has also been proposed that intervention effect interactional justice. The presence of workplace incivility cause Individuals' dissatisfaction with organizations' practices and policies.

Previous research has mainly focused that how workplace incivility results in negative effects, distress and turnover intention, revenge, lower motivation, work engagement, energy, (Williams and Loughlin, 2015; Park et al., 2018; Heischman et al., 2019) organizational commitment, and job satisfaction (Lim and Teo, 2009; Tripathi and Lim, 2014; Park et al., 2018). Similarly, Scisco et al., (2019) explored that Workplace incivility has a stronger impact on job performance. Further, Previous research shows that workplace incivility is the main cause of depletion of emotional resources which ultimately invites dissent within the organization. The relationship between workplace incivility and organizational dissent and the role of organizational justice has drawn the keen interest from research scholars for many years. The findings of these researches have shown that employees' expression of organizational dissent is positively related to workplace incivility (Garner, 2007; Croucher, Parrott, Zeng, & Gomez, 2014). Uncivil behavior has been studied in association with other constructs such as employee's emotional exhaustion, burnout, argumentativeness, and job satisfaction (Avtgis, Thomas-Maddox, Taylor, & Patterson, 2007; Kassing & Avtgis, 1999).

Given this reasoning, proposed the conservation of resources theory to provide a framework for understanding how workplace incivility leads to subsequent changes in

employees' organizational dissent. The conservation of resources (COR) theory suggests that employees experience stress effects when resources are lost or threatened. Moreover, this theory suggests that the more incivility in the workplace experienced by employees, the more likely employee will diminish their intrinsic motivation to carry out assigned work and also to protect the further reduction of workers' emotional resources. There are several reasons to predict a positive association between workplace incivility and organizational dissent. Andersson and Pearson (1999), mentioned in their finding that any kind of workplace incivility occurrence is likely to result in losses to respect, dignity, and relationship quality and thereby likely to subsidize upward changes in emotional exhaustion. Similarly, employees experiencing workplace incivility change may incur subsequent changes in organizational dissent when other co-workers, for instance making derogatory remarks about their performance. Subsequently, Maslach and Jackson (1981) suggested that adverse workplace conditions play a major role in the prevalence of dissent within the organization. Collectively, these concerns suggest that employees subjected to workplace incivility on a frequent and daily basis will respond by psychologically disengaging from their work to isolate mentally and emotionally from their workplace incivility (Cole, Bruch, & Vogel, 2006; Maslach & Leiter, 2008). On the contrary, when employees experience a downward change in the frequency of workplace incivility, there is an opportunity to recover lost resources. Since replenishment of resources is accompanied by a sense of psychological well-being (Hobfoll & Shirom, 1993). In this context, conservation of resource theory suggests that an individual experiencing workplace incivility will suffer from psychological integrity threats that will cause psychological distress. Resultingly, decline or loss of more resources. It follows that the individuals or employees may increasingly anticipate leaving an organization to conserve and protect what remains of their valued resources. Hence, managers expect that a change in organizational dissent will encourage incivility targets to anticipate alternatives to their current situation. When the psychological well-being of individuals is improved ultimately, it minimizes the adverse effects of workplace incivility. Moreover, the conservation of resources theory perspective, indicates that employees are needed psychosocial resources to cope with workplace stressors (Porath & Pearson, 2010). Similarly, individuals can recapture resources as a result of a decline in the effects of

uncivil behavior or incivility in the workplace such as a decline in dissent, job performance, emotional exhaustion, and turnover intention. Therefore, the idea of conservation of resources theory has been extended by suggesting that incivility in the workplace leads to the decline of resources. Consequently, adopting COR or conservation of resources theory (Hobfoll, 1989), this research study offers a theoretical explanation of how workplace incivility causes organizational dissent, which ultimately undermines the employee's intrinsic motivation. In order to cope up the effects of workplace incivility past research studies have suggested that organization where employees experience sense of equity, ownership, respect, and dignity are less likely to face the consequences of workplace incivility (Henle, 2005; Raza et al., 2020). In absence of organizational justice induces employees to show uncivil behavior which ultimately leads negative work behavior such as burnout, job turnover intention, organizational dissent (Blau & Andersson, 2005; Raza et al., 2020).

It has been assumed in light of previous literature that more workplace incivility will decline more intrinsic motivation of employees which further causes depletion of emotional resources. Therefore, considering conservation of resource theory in the association between workplace incivility and organizational dissent in healthcare sector employees as possible variables. It is also stated that interactional justice will mediate association between workplace incivility and organizational dissent.

Workplace Incivility and Organizational Dissent

Individuals' dissatisfaction with organizations' overall practices and policies of an organization is the main cause of organizational dissent. Kassing (1997, 1998), evaluated in his findings that organizational dissent is the expression of disagreement opinions or contradictory opinions about organizations' practices and policies. It has also been revealed through past research that organizational dissent may serve as an indicator of workers'/employees job engagement, job satisfaction, and job performance (Kassing, 1997; Garner et al., 2012). On the other hand, organizational dissent is hardly communicated because organizational dissent is often met with interpersonal relationships, retaliation at work, and ignorance. Hence, contradictory opinions remain mainly not expressed in less democratic organizations (Garner et al., 2012; Kassing, 2000; Zeng & Chen, 2020). In past research on employees' dissent, Kassing,

(1998, 1997) has defined three types of organizational dissent based on dissent recipients: articulated dissent, latent dissent, and displaced dissent. Articulated dissent is communicated or expressed openly and directly to the upper-level management latent dissent is expressed to the members who are internally unproductive and displaced dissent is expressed to external people who are insignificant or not associated with an organization like family and friends. Organizational dissent is impacted negatively by various factors at the organizational and individual levels. Articulated dissent is expressed by the employees to management when employees show a higher level of loyalty, sincerity, and commitment towards organizations (Kassing, 2000), interact and coordinate with their supervisors and seniors (Kassing, 2000) recognize freedom of speech within the organization (Croucher et al., 2014; Garner, 2009). Consequently, at an individual level, past studies have linked communication patterns of families (Buckner et al., 2013, 2018), argumentativeness (Kassing & Avtgis, 1999), and locus of control (Kassing & Avtgis, 2001) to the expressions of dissent. Garner et al. (2012) suggested a model of organizational dissent. This process consisted of stages of dissent conversations such as the initial or first stage focusing on the sense of dissent cause options for expressing dissent. Internal communication in the organization helps to construct the dissenters' view of the situation. The second or next stage of the dissent describes that the dissenter expresses dissent during the initial conversation. In this stage, the dissent audiences are important, as their response establishes the tone for the next stage. The third or final stage consists of all communication about the dissent after the initial conversation. The dissent audience plays a major role in establishing dissent as either a negative or positive experience. Another study on organizational dissent conducted by Kassing (2009) examined how employees remind an issue about which they dissented to a supervisor. The study revealed how events might be associated, and it was limited to dissent about an issue expressed only to supervisors. Kassing (1998) examined the correlation between dissent and employee commitment. Similarly, Kassing and DiCioccio (2004) found that dissent serves as a safe passage for younger trainees or non-management employees. Employees' senses of preferences and powerlessness for avoiding conflict impact their willingness to dissent (Sprague & Ruud, 1998). Additionally, Kassing, Piemonte, Goman, and Mitchell (2012) explored how latent

dissent correlates positively with intending to leave and negatively with work engagement. Likewise, position and work experience within the organization, employees who have less work experience wish to make displaced dissent (Kassing & DiCioccio, 2004). Some other findings like Garman et al., (2002 and Avtgis et al., (2007) found that employees who experience emotional exhaustion be likely to avoid both articulated and latent dissent. The current study focuses on how workplace incivility influences or expands dissent among employees within the private healthcare sector organization. Hence, our hypothesis is;

H₁: Workplace incivility significantly and positively influences organizational dissent among employees of the private health care sector

Workplace incivility, Interactional justice, and Organizational dissent

Incivility in the workplace is considered costly to the organization in many ways including less productivity, motivation, performance, helping behavior, and creativity (Pearson & Porath, 2005). Workplace incivility also triggers behaviours such as psychological stress, job stress, emotional exhaustion, organizational dissent, and decreased job satisfaction (Lim & Lee, 2011; Sakurai & Jex, 2012; Bibi & Karim, 2013; Beattie & Griffin, 2014; Zhou et al., 2015). Similarly, employees who experience incivility are less concerned about their responsibility towards job and quality of work, less engaged, work fewer hours, exert less effort, and involve in less organizational citizenship behaviours. For example, helping co-workers or taking on additional responsibilities to meet targets (Sakurai & Jex, 2012; Pearson & Porath 2013; Chen, Kwan, Yan & Zhou 2013). Workplace incivility behaviours not only negatively impact individual and organizational outcomes but also contribute to consuming resources like emotional, social, intellectual, and unfriendly working environments that could be better positioned for productive activity (Ricciotti, 2016), ultimately incivility negatively impacts organizational and individual performance. Past research findings have also indicated that workplace incivility is linked to the intention to switch off current jobs or departments (Welbourne et al., 2015; Cortina & Magley, 2009; Porath & Pearson 2013). Uncivil behavior becomes very common if the organization fails to address incivility in their workplaces. Past research shows that the level of workplace incivility can be mitigated through

providing fairness, respect, and dignity to employees within the organization. As suggested by Greenberg (1986) that an employee's observation of their superiors' action, behaviors, and decision and how these things impacts at the workplace. employee's perception of the organization basically gives and take process if the employee's treated fairly they become more loyal to the organization similarly unfairness or injustice in organizational practices will lead to negative output for the employees (Raza et al 2020) this negative influence can be mitigate by providing organizational justice withing the organizational. As suggested by Colquit et al (2013) that there are three dimensions of organizational justice Procedural justice, Distributive justice, and interactional justice. This study has investigated interactional justice with the lens of workplace incivility. The literature on organizational justice shows that an employee always expects respect, honesty and dignity, and equal treatment (Brandt et al 2003). Similarly, Bies and Moag (1986) described interactional justice as the employee's perception of how employees are being treated when decisions and policies are being implemented in the organization. Moreover, interactional justice is interpersonal and relates to the behavior of the superiors, managers, and other higher authorities in taking decisions. It is nurtured when higher authorities treat their employees with respect and dignity and also take them in confidence in organizational decisions. Interactional justice encompasses when policymakers and decision makers treat the employee with respect and kindness and illuminate the rationale for actions thoroughly. Interactional justice also involves perceptions of impartiality of the communication and conversation pattern involved in workplace practices. When employees perceive they have been treated with in respectful sensitive manners and also communicated with dignity and politeness by those carrying out workplace procedures, employees are more likely to judge communication as fair (Cohen & Spector 2001). From the social exchange perspective, individuals expect honest, fair, polite, and truthful treatment from the authorities. Based on a social exchange perspective, employees who experience fair treatment by management are more likely to display positive behavior through organizational commitment and by demonstrating organizational citizenship behaviors, job satisfaction, job performance, and reduced job turnover behavior (Cohen & Spector 2001, Colquit et al 2013). Researchers have also pointed out that unchecked incivility in the workplace can

intensify and strengthen more severe forms of interpersonal exploitation (Andersson & Pearson, 1999; Pearson et al., 2001; Bibi & Karim, 2013). Past studies on incivility have more importantly focused on the consequences of incivility on individuals and organizations (Zhou et al., 2015). However, few research studies have been conducted to examine the strategies to prevent or mitigate the negative effects of workplace incivility, in this regard, Zhou et al. (2015) explored mitigation strategies to address workplace incivility. But still, there is a paucity of research to find out the ways to address the consequences of workplace incivility. Laschinger et al. (2012) investigated the mitigation strategies such as optimizing respectful, courteous, and considerate behavior to reduce incivility and developed CREW intervention to develop mutual respect among colleagues and coworkers and to mitigate the prevalence of workplace incivility. Some other researchers have evaluated the moderating influence of organizational support, supervisory, and emotional intelligence on the incidence of workplace incivility. Sakurai and Jex (2012) explored that supervisory support moderated the relationship between work effort and negative emotions. Similarly, Miner, Hyatt, Settles, and Brady (2012) evaluated how workplace incivility, organizational support, and emotions were linked with less decline in psychological well-being, job satisfaction, and psychological health. Consequently, Lim and Lee, (2011) assessed the significance of family support in supporting the target to handle the uncivil behavior. Fewer studies have been conducted to explore the mitigation techniques and rare literature was found that establishes a link between interactional injustice and instigation of uncivil behavior or incivility in the workplace. Therefore, the objective of this research study is to inspect the relationships among workplace incivility, interactional justice, and organizational dissent. Therefore we have formulated the following hypotheses;

H₂: Workplace incivility significantly and negatively influences interactional justice levels among employees of the private health care sector

H₃: interactional justice significantly and negatively influences organizational dissent among employees of the private health care sector

Mediating Effect of Interactional Justice between Workplace incivility and Organizational dissent.

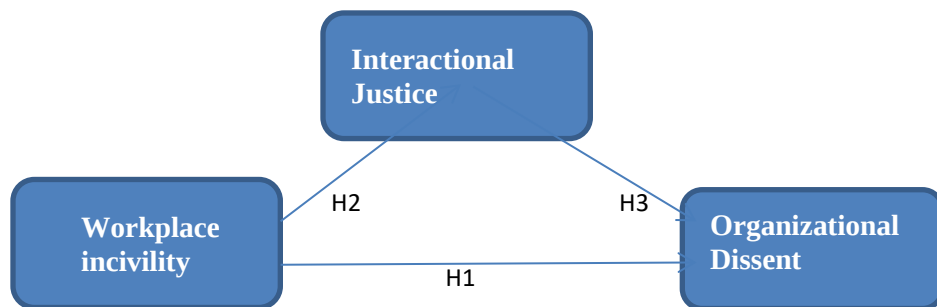
Interactional justice is defined as the fairness of organizational procedures and communication. (Bies & Moag, 1986; Gelens, Dries, Hofmans, & Pepermans, 2013) and also defined by (Byrnie, 2005) that interactional justice is a kind of practice within the organization which induces managers to treat their employees with respect and dignity. Interactional justice being an important dimension of organizational justice play very important role in interpersonal and communication elements during implementation of procedures (Bies & Moag, 1986; Byrne, 2005). Unfair treatment will lead to negative work behavior (Crow et al., 2012) whereas fair treatment produce trust between supervisors and workers (Elanain, 2010). The mediating role of interactional justice has been studied by (Elanain, 2010) in the relationship between personality and organizational citizenship behavior. Finding shows that interactional justice mediate the relationship and promotes positive work behavior. In developing trust among the employee and maintaining overall positive and productive organizational environment the role of interactional justice is positive it facilitates the perception of justice. Similarly, in the absence of interactional justice negative work behavior prevails which can result negative work related outcomes (Tomlinson, 2012). Interpersonal justice is perception of respect and dignity in the mind of employees (Wu et al., 2012). The trust and respect element eventually promotes positive workplace behavior which ultimately mitigate the influence of workplace incivility in an organization. Based on previous literature it has been confirmed that interactional justice has a strong tendency to establish trust among the employees within the organization. These studies indicate that interactional justice may be particularly useful as a mediator against workplace incivility and the outcomes of uncivil behaviors. Therefore, the present study stated that emotional intelligence would mediate the relationship

between workplace incivility outcomes such as employee exhaustion and organization dissent. Thus, our hypotheses are;

H4: Interactional Justice significantly mediates the positive relationship between workplace incivility and Organization dissent among employees of the private health care sector.

THEORETICAL FRAMEWORK MODEL OF RESEARCH

Figure 1



METHODOLOGY

The present study intends to seek an understanding of the causal relationship between variable interests; hence the study is causal in design and type. The data has been analyzed quantitatively therefore the study is quantitative. Since the present study is quantitative in nature, therefore positivism research philosophy has been used in the study. The objective of the study has been supported by Conservation of Resource Theory (COR) (Hobfoll, 1989) therefore deductive approach has been employed to substantiate the objective. The employees working in the healthcare sector constitute the population of this study. Furthermore, Health professionals having 4 years of job experience have been requested to become the respondent of the study. Moreover, the private hospital having 100 or more than a 100-bed facility with tertiary care have been targeted. Targeted hospitals have been requested to provide a population frame after ensuring confidentiality and all ethical norms. It is quite important in a survey-based research study to calculate sample size accurately to draw a genuine and realistic conclusion from the research finding as

mentioned by (Bartlett, Kotrlik, and Higgins, 2001). There are many rules and techniques to calculate the appropriate sample size. Krejcie and Morgan (1970) table for determining sample size is widely used in the latest survey research (Awan et al., 2021; Bryant et al., 2021). Therefore, in this research Krejcie and Morgan (1970) table has been employed to determine the sample size, with a study having a study population of more than 5000, should be 360. Since the study population for the current study is classified into distinct classes namely consultants/doctors/physicians and paramedics, therefore stratified random sampling has been applied to target the respondents for the study.

DATA COLLECTION INSTRUMENT

For executing the survey an adapted questionnaire instrument was used adopting from different studies. A positivist research paradigm was adopted in this research study, therefore, firstly hypotheses have been developed and then inspect accordingly. Before inspection of the hypotheses, data has been collected through an adapted survey instrument. As mentioned by Saunders et al., (2019) data collection instrument is an approach by which a researcher can easily examine the attitudes of employees regarding various workplace characteristics. The items in the scale measured employees' level of incivility at the workplace and its impact on Organizational Dissent. The mediating influence of Interactional Justice has also been measured through five points Liker Scale. The source of the items is given as under;

Variables	Items	Source
Workplace incivility	12	(Martin & Hine, 2005)
Organizational Dissent	13	(Kassing, 1998)
Interactional Justice	10	(Niehoff and Moorman 1993)

Data analysis and results

SPSS software were used to screen the data and hypotheses were tested using the Multivariate Statistical Analysis technique named Structural Equation Modeling using Amos. Structural equation modeling is a well-appropriate technique for examining complex relationships particularly when the impact and relationship of multiple variables are being examined. The Amos is CB-SEM supporting software. The covariance-based structural equation modeling (CB-SEM) is the most robust technique for data analysis because it is an assumption compliance technique. All the steps of CB-SEM from model Specification to model re-specification have been followed.

Demographic Analysis

Demographic analysis has been used to analyse the key characteristics and background of the participants involved in the current research, as shown in a table below:

Table 1 - Gender of Participants

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	204	56.7	56.7	56.7
	Female	156	43.3	43.3	100.0
	Total	360	100.0	100.0	

The above table, shows gender of the participants in the current research. It can be seen that majority (i.e. 56.7%) participants are male. On the other hand 156 out of 360 are female participants which is approximately 43.3%. Further, it can also be illustrated with the help of pie chart, as shown in a figure below:

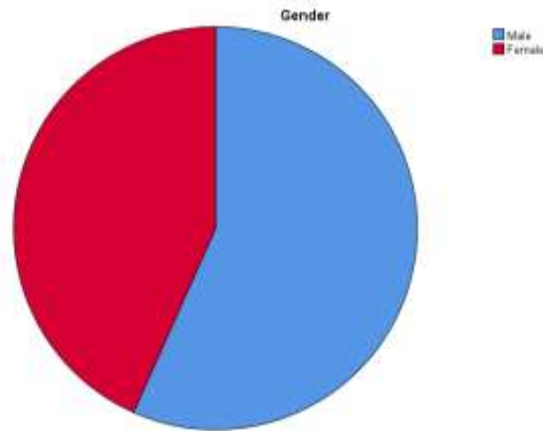


Figure 1 - Gender of Participants

The distribution of the gender suggests that sample consists opinions of the participants equally and this indicates that sample is well drawn and unbiased since findings can be generalised based on the gender.

Table 2 - Age of Participants

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-35	143	39.7	39.7	39.7
	36-45	118	32.8	32.8	72.5
	46-55	71	19.7	19.7	92.2
	56 and Above	28	7.8	7.8	100.0
	Total	360	100.0	100.0	

The above table refers toward age of the participants involved in the current research. It can be seen that 143 (or 39.7%) participants fall in the age of 25-35. Additionally, 118 participants also fall in the age of 36 to 45, while 19.7% are in the age of 46 to 55, and only 7.8% participants are found to be in the age of 56 and above. Thus, it indicated that majority of the participants in the current research are in the age of 25 to 45. Further, age of the participants can also be illustrated with the help of pie chart, as shown in a figure below:

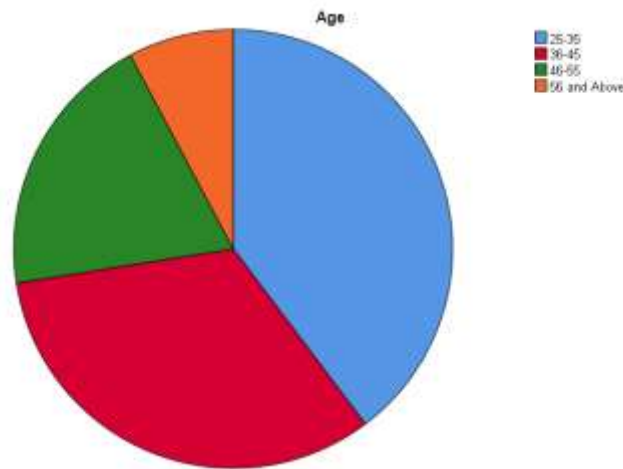


Figure 2 - Age of Participants

Based on the distribution of participants on the basis of age, it can be claimed that results of the study could be generalised based on the age of the participants. Hence, the sample can be said as unbiased.

Table 3 - Job Title of Participants

Job Title					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Doctor	160	44.4	44.4	44.4
	Para-Medic	200	55.6	55.6	100.0
	Total	360	100.0	100.0	

The above table represents job title of the participants in the current research. Notably, 160 out of 360 participants are doctor, while 200 out of 360 participants are para-medic. Thus, it indicated that both Doctor and Para-medic have been participated in the current research. Further, it can also be illustrated with the help of figure, as shown below:

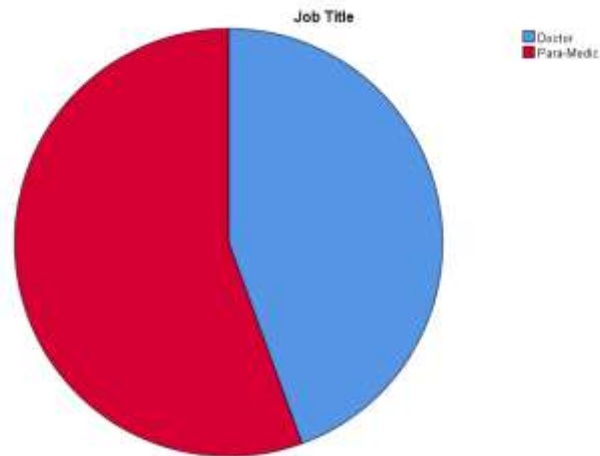


Figure 3 - Job Title of Participants

The study consists opinions of the participants who have different jobs within different organisations and this makes sample of the study more diversified and generalised based on which findings could be interpreted and generalised over a larger population due unbiasedness of the sample and generalizability attributes of the findings.

Table 4 - Job experience of Participants

Job Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4-10 years	134	37.2	37.2	37.2
	10-15 years	141	39.2	39.2	76.4
	15 years and above	85	23.6	23.6	100.0
	Total	360	100.0	100.0	

Participants have also been inquired regarding their experience, as shown in above table. It can be seen that 134 (or 37.2%) participants are having experience of 4-10 years. Moreover, 141 (or 39.2%) also reported 10-15 years' experience. Lastly, 23.6% participants have reported an experience of 15 years and above. Thus, it indicated that all experienced doctors and Para-Medic have been considered in the current research. Further, it can also be illustrated with the help of figure, as shown below:

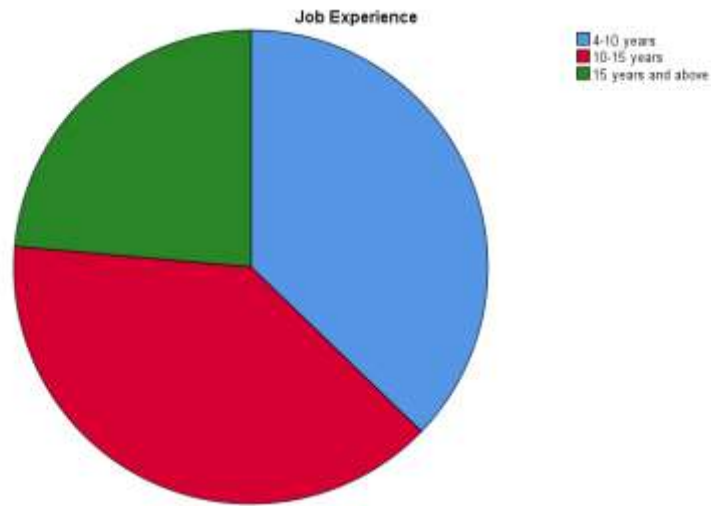


Figure 4 - Job experience of Participant

The study consists opinions of the participants who have different level of experience at different jobs within different sectors and this makes sample of the study diversified and generalised based on which findings could be interpreted and generalised over a larger population due unbiasedness of the sample and generalizability attributes of the findings.

Descriptive Statistics Analysis

Descriptive analysis is one of the statistical approaches that assist in determining, presenting and summarizing the point of data in an effective manner so that trends and patterns can be established which justify every state of the data (Benvenuto et al., 2020). However, following table represents descriptive statistics of the variables involved in the current research.

Table 5 - Descriptive Statistics Analysis

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Workplace Incivility	360	1.00	4.58	2.1361	.49926
International Justice	360	1.30	4.60	2.5308	.68795
Organisation Dissent	360	1.00	5.00	2.3788	.71673
Valid N (listwise)	360				

From the above table 5, it can be seen that mean value of workplace incivility is found to be 2.13 which indicated that average response of participants is inclined toward disagree as the questionnaire was designed on five point Likert scale

from 1 indicating strongly disagree and 5 indicating strongly agree. However, the standard deviation of the workplace incivility is 0.499 suggesting that mean value could increase or decrease by SD. Moreover, the mean value of international justice is found to be 2.53 with SD 0.687 which indicated that participant's response is found to be near to neutral, where it may increase or decrease by SD value. Similarly, participants' respond in the context of organisation dissent is also found to be neutral, as mean value is closer to 2.37 with SD of 0.71.

Correlation Analysis

Correlation analysis is also one of the statistical approaches that are generally concerned with accessing whether there is any association that exists among the research variables and then defining the action and magnitude of that association (Senthilnathan, 2019). Moreover, the positive coefficient value shows direct association, while negative value shows indirect association between variables. However, following table represent association between workplace incivility, international justice, and organizational dissent.

Table 6 - Correlation Analysis

Correlations		Workplace Incivility	International Justice	Organisation Dissent
Workplace Incivility	Pearson Correlation	1	.409**	.351**
	Sig. (2-tailed)		.000	.000
	N	360	360	360
International Justice	Pearson Correlation	.409**	1	.252**
	Sig. (2-tailed)	.000		.000
	N	360	360	360
Organisational Dissent	Pearson Correlation	.351**	.252**	1
	Sig. (2-tailed)	.000	.000	
	N	360	360	360

** . Correlation is significant at the 0.01 level (2-tailed).

From the above table, it can be seen that organisational dissent has a positive and significant association with workplace incivility, as coefficient value is 0.351 and sig value is $0.000 < 0.05$. Thus, it indicated that increase in workplace incivility lead to increase in the organisational dissent. Similarly, organisational dissent has also positive and significant association with international justices, as coefficient value is 0.252 and sig value is $0.000 < 0.05$. Thus, it also revealed that increase in international justice lead to

increase in the organisational dissent. Further, above table also shows positive and significant association between workplace activity and international justice, as coefficient is 0.409 and sig value is 0.000. Thus, it revealed that all variables are positive and significantly associated in the current research.

Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis (CFA) denotes the statistical method employed in the analysis of data and studies to evaluate and validate the fundamental foundation and assessment validity of a set of variables that were observed (Alavi et al., 2020). However, considering this aspect convergent validity, reliability testing, and discriminant validity has been used, as shown in a table below:

Reliability and Convergent Validity Analysis

Table 7 - Reliability and Convergent Validity Analysis

Latent Constructs	Estimate	Standardized Regression Weights	CR	AVE
Workplace Incivility	WI12	0.561	0.86	0.407
	WI11	0.851		
	WI10	0.86		
	WI9	0.543		
	WI8	0.739		
	WI7	0.733		
	WI6	0.674		
	WI5	0.28		
	WI3	0.28		
	WI2	0.31		
Organisation Dissent	OD1	0.582	0.88	0.405
	OD2	0.587		
	OD3	0.585		
	OD4	0.541		
	OD5	0.585		
	OD6	0.713		
	OD7	0.631		
	OD8	0.664		
	OD9	0.632		
	OD11	0.751		
	OD12	0.595		

Special Issue on Business and Management

International Justice	IJ2	0.353	0.872	0.479
	IJ4	0.403		
	IJ5	0.406		
	IJ6	0.689		
	IJ7	0.73		
	IJ8	0.844		
	IJ9	0.866		
	IJ10	0.842		

Referring to the reliability of the construct, its composite reliability has been used. Likely, as per the Brown (2015) composite reliability should be greater than threshold of 0.7 for the reliability of each construct. However, it can be seen that CR for each construct is greater than 0.7 which indicated that all constructs in this specified research are found to be reliable. Further, Average variance extracted has also been used to analyse the validity of the construct, as it should surpass the threshold of 0.4 (Aggarwal, Jaiswal and Sorensen, 2018). Again referring to the above table, it can be seen that AVE for all construct is greater than threshold which implies that all variables are found to be valid for analysis.

Discriminant Validity Analysis

Table 8 - Discriminant Validity Analysis

	WI	OD
OD	0.442	
IJ	0.43	0.24

Discriminant validity has also been used to analyse the validity of the latent variables using HTMT ratio. Likely, research conducted by Akgül (2018) stressed that the acceptable criterion of HTMT ratio is less than 0.85. Referring to the above table 8, it can be seen that all constructs are valid, as none of the variable is violating the threshold set for HTMT ratio. Hence, further analysis can be conducted on the dataset.

Structural Equation Model

Structural equation modelling (SEM) refers to the multivariate technique of statistical analysis which is utilized to examine the structural associations (Rashid, 2020). This

analysis is the amalgamation of path analysis and model fitness, as shown in a table below:

Model Fitness

Table 9 - Model Fitness

Model Fitness Metrics	Values
CMIN/DF	2.446
TLI	0.901
CFI	0.912
PCLOSE	0.000
RMSEA	0.063
Chi-square	0.000

For model fitness CMIN/DF has been used, as Westland (2016) in their research explained that CMIN/DF should be below the threshold of 3. However, it can be seen that CMIN/DF is found to be below the threshold level which indicated that model is fit for analysis. In addition, TLI and CFI should be above 0.9 for the acceptability of the model (Bryne, 2016). It can be seen that both values are above the threshold. Moreover, P-close is also found to be $0.000 < 0.05$ which indicated that model is deemed to be fit. Further, RMSEA and Chi-square has also been considered to analyse the fitness of the model. Likely, as per the Kenny, Kaniskan and McCoach (2015) threshold for RMSEA should be below 0.1, while threshold for Chi-square is 0.05 (Westland, 2016). It can be seen that both values are found to be below the threshold set. Thus, based on the findings in the above table 9, it can be said that model is found to be fit for analysis.

Path Analysis

Table 10 - Path Analysis

			Estimate	S.E.	C.R.	P	Label
International Justice	<-	Workplace Incivility	0.204	0.052	3.95	***	par_40
Organisation Dissent	<-	International Justice	0.093	0.116	0.804	0.421	par_41
Organisation Dissent	<-	Workplace Incivility	0.614	0.104	5.919	***	par_42

From the above table of path analysis, it can be seen that coefficient value of workplace incivility with international justice is 0.204 and P-value is also below the threshold of

0.05 which indicated that workplace incivility has a positive and significant influence on the interactional justice. Similarly, workplace incivility has also a positive and significant influence on the organisation dissent, as $B = 0.614$ and P value is less than threshold of 0.05. On contrary, interactional justice has a positive but insignificant influence on the organisation dissent, as $B = 0.093$ and P value is $0.421 > 0.05$. Further, it can also be explained with the help of figure, as shown below.

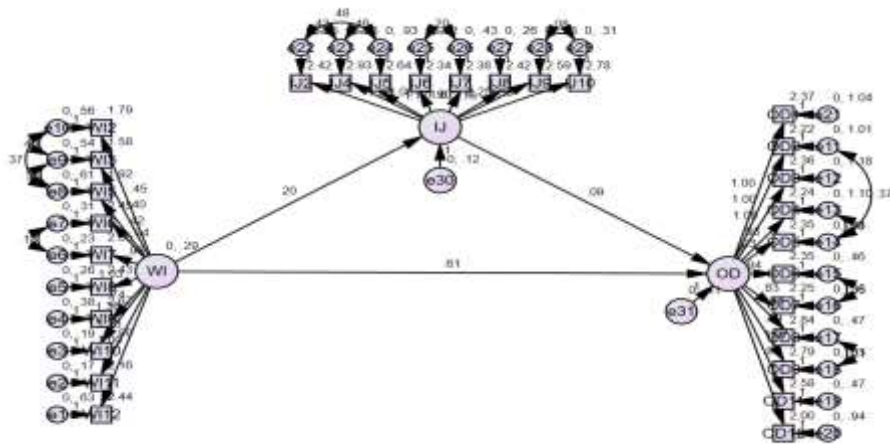


Figure 5 - Path Analysis

Discussion of Objectives

The following study examines the association between organizational dissent, workplace incivility and interactional justice. The study also evaluates the intervention effect of interactional justice on organizational dissent and workplace incivility. With respect to the findings of the current study, findings revealed that workplace incivility has a positive and significant influence on the organisational dissent. Similarly, the findings of the research study conducted by Raza et al., (2020) stated that dimensions of organizational justice create a significant influence on instigated workplace incivility. The author further added that in workplace incivility, resources like mental, social, and emotional energy in hostile work situations that may be utilised more effectively for productive activities. In addition to that, Renele et al. (2020) elucidated that psychological well-being, or the ability to speak forward without fear of repercussions, is critical for encouraging organisational dissent. Working conditions that are unfriendly and poisonous are detrimental to psychological safety.

Employees who encounter rudeness may be unwilling to voice differing viewpoints because they worry about their reputation, interpersonal connections, or future employment. On contrary, finding in the existing literature, the study conducted by Ricciotti, (2016) found that workplace incivility creates a negative impact on organizational as well as individual performance. The study further states that Workplace incivility not only has a detrimental effect on individual and organisational outcomes. Thus, based on the findings in the current research and it linked with most of the studies H1 is found to be true, and H2 has been rejected.

Further, concerning the influence of interactional justice and workplace incivility, the study conducted by Paulin and Griffin, (2017) workplace incivility has a negative association and correlation with interactional justice. Uncivil actions, such as impolite speech, bullying, or discriminatory practices, foster a hostile workplace culture that undermines confidence in staff, respect, and collaboration. The sense of fair treatment is diminished by this lack of civility in interactions with others because people feel disrespectful, undervalued, or marginalised. Moreover, He et al. (2017) further highlighted that Employees get dissatisfied with their jobs, co-workers, and the company in general when interactional fairness is undermined. They feel less satisfied with their jobs, have poorer morale, and be less motivated to put up the most effort possible. Furthermore, a lack of interactional justice results in more conflict, less collaboration, and lower levels of involvement among workers. However, findings in the current research revealed that interactional justice has a positive but insignificant influence on the organisational dissent. Thus, based on the analysis H2 has been rejected.

Further while referring to the mediating effect of Interactional Justice in between workplace incivility and Organization dissent, it is stated by Nicotera and Jameson, (2021) that indifference at work produces a hostile, disrespectful culture that erodes psychological security, teamwork, and trust. This in turn limits employees' ability to voice divergent viewpoints or have productive discussions. However, employees' decisions to voice their disapproval while encountering disrespect might be greatly influenced by their notion of interpersonal fairness. In addition to that, Lonsdale, (2013) also mentioned that a greater degree of interactional fairness is perceived more favourably by

employees, which lessens the negative effects of disrespect and promotes dissenting speech. Interactional justice is treating others fairly and respectfully, which includes listening to them, acknowledging their concerns, and explaining and justifying judgements. Professionals are inclined to feel secure and encouraged in communicating their alternative ideas, especially in the context of workplace incivility, when they receive this degree of justice and respect in their conversations. However, findings in the current research revealed an insignificant effect of interactional justice among workplace incivility and Organization dissent. However, following hypothesis have been accepted or rejected, based on the findings in the current research:

	Hypothesis Statements	Accepted/Rejected
H1	Workplace incivility significantly and positively influences organizational dissent among employees of the private health care sector	Accepted
H2	Workplace incivility significantly and negatively influences interactional justice levels among employees of the private health care sector	Rejected
H3	Interactional justice significantly and negatively influences organizational dissent among employees of the private health care sector	Rejected
H4	Interactional Justice significantly mediates the positive relationship between workplace incivility and Organization dissent among employees of the private health care sector.	Rejected

Conclusion and Recommendations

Conclusion

The aim of this study was to investigate the impact of workplace incivility on organizational dissent and also to understand the mediating or intervening effect of Interactional Justice among safety personnel. The increasing trend of incivility incidence in the workplace has sustained to receive accumulative attention from practitioners and researchers, moreover, incivility in the workplace has become a common problem in organizations. By following specifically consider the public health sector of Pakistan. With respect to the methodology, quantitative research design was employed including positivist philosophy and a

deductive research approach. Moreover, the primary data collection method and data were collected through the survey instrument. The employees working in the healthcare sector constitute the population of this study, the collected data was then analysed through SPSS software to screen the data and hypotheses were tested using structural equation modelling using Amos.

Recommendation

Based on the findings of the study that are presented above, some of the recommendations are given below that the private healthcare sector is required to consider. The initial recommendation is that organisations should place a high priority on developing a culture of kindness, compassion, and fairness in order to foster interactional justice. To do this, it is necessary to create clear guidelines for proper conduct, offer training in effective communication and dispute resolution, and deal with rudeness when it arises. In addition to that, Organisations are also required to improve interactional justice and establish an atmosphere that fosters employee well-being and organisational success by promoting a respectful and just working atmosphere. Furthermore, it is also recommended to the private healthcare sector, to promote and support organisational dissent, organisations should place a high priority on interactional fairness. This may be accomplished by creating procedures and rules that encourage fair and courteous treatment, offering instruction in efficient interaction and dispute resolution, and encouraging an environment that is open and accepting of criticism. Healthcare sectors are also required to increase workers' comfort with airing divergent viewpoints by encouraging interactional justice, which will promote creativity, decision-making, and overall organisational success.

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Appendix: Survey Questionnaire

Dear Respondent,

The study is being conducted, to fulfill the Ph.D. requirement. You are requested to spare a few moments from your busy schedule to ink your response. Strict confidentiality is ensured.

Instruction. Please tick the box

Section A

➤ **Please specify your job title**

Doctor ☐

Para-Medic ☐

➤ **Gender**

Male ☐

Female ☐

➤ **Age:**

25-35 ☐

36-45

46-55 ☐

56-and above

☐

☐

		Strongly Disagree	Neutral	Agree	Strongly agree
WI-1	My Admin raises his/her voice while speaking to me				
WI-2	My Admin uses an inappropriate tone while speaking to me				
WI-3	My Admin often speaks to me aggressively				
WI-4	My Admin often gestures to me by rolling his/her eyes				
WI-5	My admin does not consult me about a decision I should have been involved in				
WI-6	My admin gives unreasonably short notice for canceling or scheduling events I was required to be part of				
WI-7	Management fails to inform me about a meeting I need to be informed				
WI-8	Management avoids consulting me about everyday affairs concerned				
WI-9	My admin publicly discusses my confidential information				
WI-10	My admin passes unpleasant remarks about me				
WI-11	My admin talks ill of me in my absence				
WI-12	My admin gossips behind me				
OD-1	I hesitate to raise questions				
OD-2	I refuse to do office work at home				
OD-3	I openly criticize inefficiency in this organization				
OD-4	I raise questions before management				
OD-5	I hesitate to discuss the workplace policies				
OD-6	I make complaints with the organization when/if needed				
OD-7	I express displeasure against workplace policies				
OD-8	I don't tell my supervisor when I disagree with workplace decisions				
OD-9	I discuss my concerns about workplace decisions with family and friends outside work				
OD-10	I rarely voice my frustration about my workplace issues in front of my spouse/partners or my social circle				
OD-11	I don't express my disagreement with the management				

		Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
OD-12	I hardly ever complain to my co-supervisor about workplace problems					
OD-13	I tell management when I believe employees are being treated unfairly					
IJ-1	When decisions are made about my job. My admin treats me with kindness and consideration.					
IJ-2	When decisions are made about my job. My admin treats me with respect and dignity.					
IJ-3	When decisions are made about my job, My admin is sensitive to my personal needs.					
IJ-4	When decisions are made about my job. My admin deals with me in a truthful manner.					
IJ-5	When decisions are made about my job, My admin shows concern for my rights as an employee.					
IJ-6	Concerning decisions made about my job. My admin discusses the implications of the decisions with me.					
IJ-7	My admin offers adequate justification for decisions made about my job.					
IJ-8	When making decisions about my job. my admin offers explanations that make sense to me					
IJ-9	My admin explains very clearly any decision made about my job.					
IJ-10	My supervisor is completely sincere and frank with me.					

➤ **Job Experience**

4-10 years ☐ 10-15 years ☐ 15 years and above ☐

SECTION B**SURVEY QUESTIONNAIRE**

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Any other
comments_____

Thank you for taking your precious time off to fill out the
questionnaire.