How does Workplace Incivility in the Public Higher Learning Institution in Saudi Influence the Job Satisfaction of the Faculty Employees?

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Abstract

Scholars like Vickers have made an interesting observation that while the public administration scholars have put a keen interest in management rhetoric, they have ignored an equally significant area that also has weighty impacts on the public administration practitioners as well as the people they serve; workplace incivility. For this end, this paper examines the prevalence of workplace incivility in the Saudi Arabian public universities' faculty as well as how does workplace incivility in the Saudi Arabian public universities' faculties influence the job satisfaction of the faculty employees. The findings revealed that job satisfaction has a positive correlation with workplace incivility. The findings supported the hypothesis which postulated that workplace incivility among the Saudi faculty members could result in reduced job satisfaction. These findings have important policy implications. First, the management of public universities in Saudi Arabia should endeavor to create a healthy workplace climate by cultivating an organizational culture that is intolerant of uncivil practices, and where such practices are actively discouraged by all employees. Second, organizations can mitigate workplace incivility by enforcing a clear policy that defines workplace incivility. A zero-tolerance to incivility policy should be enacted, and efforts should be made to nurture a civil workplace culture through training, counseling, and punishment where necessary.

Keywords: workplace incivility, public higher learning institution, Saudi Arabic, job satisfaction

1. Introduction

Vickers (2006), made an interesting observation that while the public administration scholars have put a keen interest in management rhetoric, they have ignored an equally significant area that also has weighty impacts on the public administration practitioners as well as the people they serve; workplace incivility. He defines workplace incivility as the overall mistreatment in the organization, which is characterized by practices such as "bullying, aggression, physical and verbal abuse, emotional, physical or psychological violence, or tyrannical, deviant and antisocial behavior" (p. 74). Alternatively, Danish (2019) defines workplace incivility as unproductive or counterproductive employee behavior that yields detrimental impacts on the organizational goals and wellbeing.

Workplace incivility has been identified as a major concern in a wide range of sectors around the world. As a result, the subject of workplace incivility has attracted a lot of attention from scholars of various disciplines (Danish, 2019). Nonetheless, most of the studies conducted on the subject have been based on the healthcare sector. For instance, one study aimed at understanding how workplace incivility influenced the quality of nursing care in two Saudi Arabian government hospitals (Alshehry, 2019). The findings of this study revealed that the practice had negative effects on the behavior of the nurses, their thought process as well as their perspective of the nursing profession. This in turn culminated to reduced quality of nursing care. While workplace incivility studies mostly focus on the healthcare sector, Vickers (2006) identified that although it is mostly ignored, workplace incivility is a major problem in diverse public administration sectors. In line with this, the current study aims to contribute to the bridging of this gap by investigating workplace incivility in Saudi Arabian public universities' faculties, and how it influences the job satisfaction of the faculty employees.

1.1 Aim of the Research

The proposed research aims to investigate the prevalence of workplace incivility in Saudi Arabian public universities' facilities and how it influences job satisfaction among faculty employees. According to Holm et al.

(2015), workplace incivility is associated with "negative outcomes in the form of well-being, job satisfaction, turnover intentions, and sleeping problems" (p. 2). The current study will therefore be conducted under the hypothesis that workplace incivility in Saudi Arabian public universities' faculties will negatively influence the job satisfaction of the faculty members. The study will be guided by the following research questions;

1) What is the prevalence of workplace incivility in the Saudi Arabian public universities' faculty?

2) How does workplace incivility in the Saudi Arabian public universities' faculties influence the job satisfaction of the faculty employees?

1.2 Significance of the Study

Workplace incivility has been identified as a major concern in diverse sectors around the world. Nonetheless, while the problem has been highlighted in the public administration domain, most of the focus has been on the healthcare sector. This is despite the fact that the practice has been recognized as a factor that derails the achievement of organization goals while posing detrimental impacts on the productivity, job satisfaction, and wellbeing of the workers. Not only this, but workplace incivility also has negative effects on the delivery of service (Vickers, 2006). Scholars of this subject have ignored the educational setting where instructors, administrators, and employees interact both at a professional and personal level (Lester, 2013). Thus, the current study wishes to extend the knowledge on this subject by investigating the prevalence of workplace incivility in the educational setting and how it affects job satisfaction.

2. Literature Review

2.1 Facets of workplace incivility in Public Organizations

In a recent study, Alshehry et al. (2019) investigated the effects of workplace incivility in two Saudi Arabian government hospitals on the quality of care. The study was directed by the research question: How does workplace incivility influence the quality of nursing care in Saudi Arabia? The rationale of the study question was shaped by the acknowledgment of workplace incivility as a serious problem in the healthcare setting around the world. Besides, the practice has been found to influence the nurses' conduct, thought process as well as the perspective of the nursing profession.

Thus, the researchers wanted to understand how this global problem affected the quality of nursing care in Saudi Arabian government hospitals. The researchers thus conducted a quantitative and cross-sectional study of 378 nurses in the government hospitals. The findings of the study revealed that incivility in the workplace had detrimental effects on the quality of nursing care and its various domains.

In a related study, Danish (2019) investigated how workplace incivility in public organizations influenced customer satisfaction. The study was conducted under the following research questions: 1. How does customer-related incivility in public organizations influence customer satisfaction? 2. How does work-related incivility in public organizations influence customer satisfaction? The authors hypothesized that both practices would have negative effects on customer satisfaction.

The importance of the research questions was based on the author's identification of the negative impacts of workplace incivility on the employees, the organization, and the people being served. The researchers also highlighted the high prevalence of workplace incivility in public organizations, as well as dysfunctional infrastructure in many government offices in Pakistan; which was the setting of their study. Data was collected from the customers of public organizations in Lahore city, Pakistan using questionnaires.

A deductive research approach was used to test the hypothesis. The findings revealed that as the researchers had hypothesized, customer-incivility and workplace-incivility negatively influenced customer satisfaction. This study is important in reinforcing the suggestion that workplace incivility in public organizations affects not only the victims but also the people who are being served in the public offices.

Alternatively, Young et al. (2019) approached the issue of workplace incivility from a different perspective. While the above two reviewed studies approach workplace incivility in general, Young et al. focused on specific domains of workplace incivility including gender and ethical leadership. Their study was guided by the following research questions. 1. How does gender influence workplace incivility. 2. How does ethical leadership influence workplace incivility? 3. How does personal control influence workplace incivility?

This study is different from the two reviewed because workplace incivility is the dependent variable whereas in the previous studies it was the independent variable. The rationale of the research questions was based on the researchers' observation that while workplace incivility is a rampant problem in the public sector, there was a paucity of public management studies focusing on the prevalence of the practice, as well as interventions for

uncivil conduct against women and other minority groups in the workplace.

The data for this study were collected from employees in government and non-profit organizations in Pakistan. The research method employed in this study was a survey. Data analysis revealed that as compared to their male counterparts, women were more likely to experience workplace incivility. This notwithstanding, the ethical leadership of the direct supervisor moderated this effect. Also, ethical leadership and personal control were negatively associated with workplace incivility for public employees of both genders.

2.2 How Workplace Incivility Influence Job Satisfaction

In their study Holm, Torkelson, and Bäckström (2015) explore workplace incivility as a social process. They also investigate the negative consequences of workplace incivility. Their study is guided by the following research questions:

1) How does workplace incivility influence instigate incivility?

2) How does workplace incivility influence negative employment outcomes including the employees' wellbeing, job satisfaction, turnover intentions, and sleeping problems?

3) How do organizational factors mediate the relationship between workplace incivility and negative outcomes?

4) How do organizational factors moderate the relationship between workplace incivility and negative outcomes?

These research questions are important in that they elicit a wide perspective of workplace incivility in a single study. They provide a comprehensive model that studies the direct association between workplace incivility and its outcomes, and the mediating and moderating factors of the organizational factors. The study was carried out through a survey of Swedish employees conducted through an online questionnaire. Data analysis was conducted through structural equation modeling.

The findings indicated that witnessing workplace incivility contributed to instigated incivility. Secondly, experienced workplace incivility resulted in the outlined negative outcomes. Organizational support from coworkers and supervisors moderated and mediated the relationship between workplace incivility and the negative outcomes. This study is important in not only highlighting the negative outcomes of workplace incivility but also the importance of organizational support in curbing the practice.

In a different study, Morrow, McElroy, and Scheibe (2011) investigated the effects of experienced and witnessed workplace incivility on employees' job satisfaction and overall quality management. Their approach is similar to that of Holm et al. reviewed above based on their differentiation of effects on either experienced or witnessed workplace incivility. Their study was guided by the research question: How does workplace incivility influence employee job satisfaction and the implementation of total quality management practices.

The study setting was in a large state transportation organization. The researchers found their research question important, based on the role of job satisfaction as a predictor of job performance, absenteeism, and turnover. The focus on the total quality management practices was influenced by the widespread adoption of the concept in the US, and especially its applicability in the transportation sector.

The findings of Morrow and colleagues were interesting. Unlike Holm et al. who found that negative effects of workplace incivility were only as a result of experiencing the vice, Morrow, and colleagues found that workplace incivility yielded negative outcomes in job satisfaction and total quality programs whether it was experienced or witnessed. The effect still manifested even after controlling for race, gender, and past harassment experience.

In a different study, Geldart et al. (2018) studied the effects of workplace incivility on the psychological wellbeing of employees, and the moderating effect of coworker support. The study was conducted on a large public organization: Canada Post Corporation. The research questions were:

1) What is the prevalence of workplace incivility among the Canadian Post employees? 2

2) How does incivility influence the employees' wellbeing?

3) What is the role of support from co-workers?

The study questions were important because the researchers were aware of the reports about the Canadian postal workers' complaints about the increasing lack of respect in the workplace. Just like the previously reviewed studies in this paper, Geldart et al. conducted a cross-sectional survey to answer their study question.

However, instead of an online survey, the researchers mailed the questionnaires to the 2000 CPC employees. 82% of the respondents reported incivility in the workplace. The negative effects of incivility that were reported in this study include employee burnout, anxiety, depression, and aggression. In turn, these negative effects predicted job

satisfaction, organizational commitment, as well as turnover intentions among the employees. However, parallel to Holm et al.'s findings, support from co-workers had a moderating effect on the relationship between incivility and the studied wellbeing indicators, as well as job outcomes (job satisfaction, commitment to the organization, and turnover effects).

This study is different from that of Morrow et al. and Holm et al. in that while they studied job satisfaction as directly related to workplace incivility; Geldart et al. studied this variable as an outcome of the studied negative effects (employee wellbeing) of workplace incivility. This means that job satisfaction is directly and indirectly predicted by workplace incivility.

Next, in their study, Sharma and Singh (2016) investigated how workplace incivility influenced job satisfaction and turnover intentions in the Indian context. The study was directed by the research question: What is the effect of workplace incivility on job satisfaction and employee turnover intentions in India?

The data for this study was collected from the restaurant industry, and thus does not focus on workplace incivility in the public sector. Nonetheless, the research question and the setting of the study are important in informing the current research. Sharma and Singh conducted this study having the role of culture in mind. Notably, regional and cultural differences have been found to predict the perception of, and reactions towards workplace incivility (Rousseau et al., 2008). Nonetheless, Shama and Singh noted that most of the research on workplace incivility has the setting in western countries. Thus, the study questions in this research contribute to the establishment of the worldwide relevance of the subject, while putting cultural/regional aspects into consideration.

The study revealed that the Indian hospitality industry is plagued with workplace incivility. In line with the findings of the other articles reviewed herein, Sharma and Singh conducted a survey and found that workplace incivility reduced the job satisfaction of employees while increasing their intention to quit the job. Following these findings, the authors articulated that workplace incivility yielded similar negative effects on job outcomes irrespective of where it is practiced (culture). Indeed, the articles reviewed so far have revealed that workplace incivility is associated with negative job outcomes, among them reduced job satisfaction, employee turnover, and detrimental effects to the wellbeing of the employees.

In a different study, Alias et al. (2020) investigated the effects of workplace incivility in the public service department of Malaysia. The study was guided by the following research question: What is the implication of workplace incivility on employees in the public service department in Putrajaya? The research question is important because it leads to the exploration of the negative outcomes of workplace incivility on job satisfaction and employee well-being in general.

A cross-sectional survey was employed in this study. The findings indicated that workplace incivility had negative impacts on job satisfaction, work engagement, as well as the psychological wellbeing of the employees. Indeed, the findings of this study are aligned with the findings of the other studies reviewed in this paper.

2.3 Workplace Incivility in the Higher Education Setting

Most of the literature on workplace incivility in the higher education setting is focused on classroom incivility. Lester (2013) however noted that while classroom incivility in the high learning institutions is rampant, faculty incivility should not be ignored. In one study, incivility, Knepp (2012) conducted a literature review to investigate classroom incivility and its causes. The study was directed by the study question: Which are the factors influencing students and faculty incivility in higher learning institutions?

The study question was important in helping understand how incivility in higher learning institutions manifests, and which factors contribute to this practice. The study revealed that classroom incivility occurs in many forms. The perception of the instructor regarding the conduct of the students also determines whether the behavior is regarded as incivility. Of course, the disruptiveness of the behavior to the learning setting is also put into consideration when determining conducts that can be considered as classroom incivility.

Interestingly, Knepp found that both students and instructors contribute to incivility in the classroom. Classroom incivility was likely to be more rampant in classes where the instructors have demonstrated incivility against the students. Further, instructors who do not fit into the conventional professoriate stereotype (those who are young, female, and non-whites) face more incivility from their students than their counterparts who fit into this stereotype. This notwithstanding the technological advancement has influenced the rise in classroom incivility among the students.

In a different study, Erkutlu and Chafra (2014) investigate the association between ethical leadership and workplace bullying in the university workplace setting. The authors also examined how psychological safety and psychological contract fulfillment mediate this relationship. The study was guided by the following study questions:

1) How does ethical leadership influence workplace bullying in the university context?

2) How do psychological safety and psychological contract fulfillment mediate the relationship between ethical leadership and workplace bullying in the university setting?

The study questions are important in that they bring out the role of ethical leadership in endorsing an ethical and healthy climate in the workplace. Alternatively, the study questions will help determine how ethical leadership in the workplace influence employee attitudes and conduct. Data for the study was collected from 591 faculty members and deans from nine higher learning institutions in Turkey. Just like most of the studies reviewed herein, a survey was conducted to answer the study questions.

The findings of the study revealed a significant negative correlation between ethical leadership and bullying. These findings are aligned to those of Young et al. (2019), who also reported the moderating role of ethical leadership in workplace incivility. In the same manner, psychological safety and psychological contract fulfillment were found to have mediating roles in the relationship between ethical leadership and bullying. The authors thus concluded that ethical leadership was an important way of reducing bullying in the workplace context of higher learning institutions. The authors were also able to successfully integrate the social exchange theory and psychological climate theory to explain the relationship between ethical leadership and bullying behaviors in the workplace.

Lastly, Taylor (2012), investigated workplace bullying in the higher learning context. The study focused on how the tenure status of the faculty members influenced bullying at the workplace. Also, the study investigated the role of tenure status in the faculty members' reactions to job dissatisfaction related to workplace bullying. The study was guided by the following research question; "How are tenure status and the experience of having been bullied related with university members' responses to workplace dissatisfaction?" (p. 5).

An online survey of 972 faculty members at the University of Minnesota, Twin Cities was conducted. The findings indicated that tenured and non-tenured faculty members experienced significantly higher incidents of bullying compared to the tenure-track faculty members. Also, tenure track and non-tenured faculty members exhibited a significantly higher likelihood of leaving the institution following bullying experiences compared to their tenured counterparts.

In conclusion, the literature reviewed in this paper reveals that incivility behavior in the workplace has detrimental effects on the victims, which directly or indirectly result in reduced job satisfaction. All of the reviewed studies have employed either online or email surveys for data collection. Cross-sectional data has been utilized for all the studies.

3. Research Design and Methods

3.1 Theoretical Framework

The theoretical framework will be applied in this study to provide the underpinning for the research, by providing an understanding of the relationship between workplace incivility and job satisfaction. It will thus guide the formulation of the research questions and the hypotheses (Stewart & Klein, 2016). Notably, Anderson and Pearson (1999) provided a theoretical overview of workplace incivility construct. They defined workplace incivility as "low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect. Uncivil behaviors are characteristically rude and discourteous, displaying lack of regard for others" (p. 457)

Among the major characteristics of workplace incivility is its ambiguity in its intention to cause harm; which sets it apart from other workplace mistreatments. The second characteristic is that it is dysfunctional in that it is harmful to its victims resulting in stress, and negative emotions. This characteristic is based on the inherent desire in human beings to be treated with dignity and respect (Miner, Diaz, & Smittick, 2017). Also, incivility is deemed to be deviant in that it goes against the organizational norms for respect and cooperation (Anderson & Pearson, 1999).

The next theory that will be employed to explain the relationship between workplace incivility and job satisfaction is the psychological climate theory. According to Baltes et al. (2009), "Psychological climate is defined as individual employee perceptions of their work environment" (p. 669). In line with this, the psychological climate theory entails the individual employee's general perception of their workplace climate, as well as their perception of their experiences within this environment. Thus, the psychological climate is framed from an individual level, and it is predicted by the organizational practices and processes and how they influence the employee's productivity, satisfaction, and motivation. According to Kickul and Liao-Troth (2003), an individual formulation of psychological climate is influenced by such factors as social relations, cues, and messages. Baltes et al. (2009) further noted that most studies have found the psychological climate to influence work outcomes including job satisfaction, job attitudes, and employee wellbeing. Further, leadership and workgroup warmth, which are central

constructs in the psychological climate theory, have been found to predict job satisfaction (Parker et al., 2003). Baltes et al. (2009) found that an employee's perception of the overall workplace environment and the perception of his/her experiences within this environment predict job satisfaction.

The next theory that will be applied in this study is Herzberg's Motivation- Hygiene Theory (1959). This theory explores the workplace environment factors that motivate and demotivate employees and their role in job satisfaction. The hygiene factors considered in this theory include organizational policies, supervision, and leadership, compensation, interpersonal relationships as well as working conditions. This research explores incivility among faculty employees from their colleagues and supervisors. Thus, the hygiene factors of company policies, supervision, and interpersonal relations are aligned to the interests of the study. Hygiene factors are expected to shape the workplace climate; which further predicts job outcomes including job satisfaction and job attitude, and the intention to quit. (Syptak et al., 1999). Kazi and Zadeh (2011) also found that job satisfaction and positive job attitudes are associated with organizational loyalty and commitment, while dissatisfaction increases the intention for withdrawal.

3.2 Research Questions, Objectives, and Hypotheses

The proposed research aims to investigate the prevalence of workplace incivility in Saudi

Arabian public universities' facilities and how it influences job satisfaction among faculty

employees. According to Holm et al. (2015), workplace incivility is associated with "negative

outcomes in the form of well-being, job satisfaction, turnover intentions, and sleeping problems"

(p. 2).

Following the underpinning from the literature review and the theoretical framework, it is evident that incivility causes harm to the recipient and it goes against the inherent desire of human beings to be treated with respect and dignity. Besides, the practice is associated with stress and negative emotions. Also, incivility shapes the workplace climate, and thus the perception of the employee towards the workplace environment and their personal experiences within this experience. The study foundation provided by a review of these theories and constructs lead to the following hypothesis:

H_1. Workplace incivility among the Saudi Arabian faculty members will result in reduced job satisfaction

H_2. Workplace incivility among the Saudi Arabian faculty members will be positively related to quit

3.3 Research Questions

1) What is the prevalence of workplace incivility in the Saudi Arabian public universities' faculty?

2) How does workplace incivility in the Saudi Arabian public universities' faculties influence the job satisfaction of the faculty employees?

3) How does workplace incivility influence the faculty employees' intention to quit

3.4 Variables, Variables' Definitions, Operationalization, and Indicators

3.4.1 Conceptual Framework

The following conceptual framework illustrates the relationship between the variables in this study.

Dependent Variables
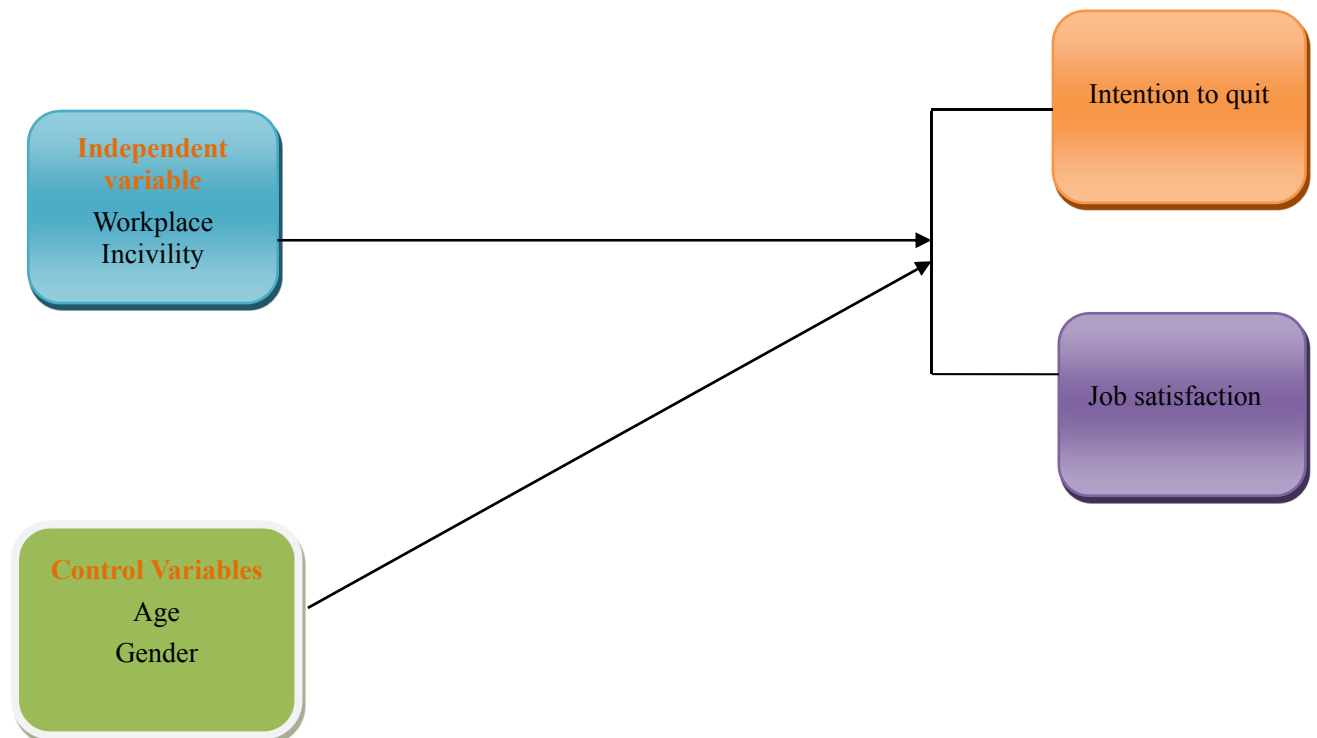
3.4.2 Variables and Measurement Instruments

This study will utilize the existing relevant standardized questionnaire to measure the corresponding variables. Further, construct validity will be conducted on the questionnaires to determine their validity within the study context.

Workplace incivility: This is the independent variable in this study. This variable will be measured using the Workplace Incivility Scale developed by Cortina et al. (2001). This is a seven-point Likert scale (1 representing "never" and 7 "always"). The scale contains seven items that record the frequency of various forms of incivility experienced by the participants from their colleagues.

Job satisfaction: This is one of the independent variables in the study. This variable will be measured using the Michigan Organizational Assessment Questionnaire (Camman et al., 1983). This is a three-item job satisfaction scale. It is a five-point Likert scale starting (1 representing "strongly disagree" and 5 representing "strongly agree").

Intention to quit: This is the second dependent variable in the study. This variable will be measured using the three-item Turnover Intention Scale (Hanisch & Hulin, 1991). This is a five-point Likert scale (1 representing "strongly disagree" and 5 representing "strongly agree")

Age and gender: In the literature review section, it was noted that the demographic of employees may shape their workplace incivility experiences. For instance, Young et al. (2019) found gender as one of the factors that shape workplace experiences. Alternatively, Taylor et al. (2012) found that the tenure status of the faculty members influenced their workplace incivility experiences, as well as their intention to quit. In view of this, age and gender are likely to shape the workplace incivility experiences of the participants, as well as the outcomes. Thus, both variables will be controlled in this study.

3.5 Quantitative Research Design

The research design that will be employed for this study is a cross-sectional survey. According to Setia (2016), cross-sectional research designs are employed for population-based studies. This research design is a relatively faster and less costly method compared to other study designs. A cross-sectional design helps the researcher to simultaneously measure exposure and outcomes among the participants. The researcher can also study the relationship between the exposure and the outcome, and estimate the prevalence of the outcome. This research design is thus suitable for this study because it wished to measure incivility (exposure) among the faculty employees in Saudi Arabian universities, as well as the effects of incivility on job satisfaction and intention to quit

(outcomes).

Alternatively, Vanderstoep and Johnston (2018) noted that "surveys are the best way to collect a large amount of data from a large number of people in a short amount of time" (p. 79). They are robust and applicable in a wide range of domains in social research. They help the researcher to understand the status quo in a given population at the time of the study. By using this method, the researcher can collect vast information and use it to understand the attitudes, behavior, and challenges of a given population.

3.6 Sample Population and Sampling Method

The sample for this study will be derived from the population of faculty members of King AbdulAziz University which is located in Jeddah, a port city located along the Saudi Arabian coast. Random sampling will be utilized for the current study. This will be useful in eliminating the sampling bias while ensuring the entire population is represented (Acharya et al, 2013).

3.7 Ethical considerations

3.7.1 Consent

All the participants will be required to sign and submit a consent form before they can take part in the study. The consent form will provide comprehensive information about the nature and the objectives of the study. The form will stress that the participants' consent is given freely. The participants will also be informed of what is required of them throughout the study, and particularly on their right to withdraw from the study at their wish.

3.7.2 Privacy and Dignity

The researcher will endeavor to preserve the anonymity of the participants. Confidentiality will be endorsed during data collection and thereafter. Data encryption will be conducted to promote confidentiality.

4. Data Collection and Analysis

4.1 Recruitment Process

The recruitment process was conducted through email. According to Vanderstoep and Johnston (2018), the use of email in the recruitment of study participants is inexpensive, time-saving, and appropriate for the researcher and the recruits. The recruitment process was conducted through the university faculties. An email was sent to the heads of faculty requesting approval to conduct the study of the university faculties. The study intended to draw samples from the population of faculty members from two Saudi Arabian public universities (King Saudi University and King AbdulAziz University). Nonetheless, after subsequent follow ups only one of the universities; King AbdulAziz responded to the email, and gave the approval to conduct the study. Based on time restrictions, the researchers decided to proceed with data collection from the university that gave approval. Two criteria for participation were specified for this study:

1) The participant must be a full-time employee at the University.

2) The participant must have worked continuously in the university and within the faculty for one year.

Also, while email recruitment and online survey were the intended means of recruitment and data collection, these methods proved unrealistic because of the limited time for carrying out the research. Thus the researchers decided to use a contact person from the university to help in data collection. The contact person, who was a faculty member in the institution, provided a list of employees who were eligible for participation from all the departments and their email addresses. He also personally notified the employees of the study.

Subsequently, the researcher sent an email to the potential participants, explaining to them the nature and the goals of the current research, and requesting their participation. In this email, the faculty members were notified that their participation was voluntary. They were also informed of their right to withdraw their participation at any given time without suffering any forfeit. A consent form was attached in this email.

After three days, most of the potential participants had signed and submitted the consent forms. The researcher called those who had not responded to find out if they needed any clarification. After another two days, only 2% of the potential participants had not responded. The contact person reminded them in person about the consent form and most of them signed and submitted the form. The researcher proceeded to the data collection from the participants who had already submitted their consent forms.

4.2 Data Collection

The instrument that was used for data collection was a survey questionnaire that had been developed by the researcher. The questionnaire was sent to the participants through their emails. Vanderstoep and Johnston (2018)

suggest that when used for recruitment and data collection, email is cost-effective, time-saving, and convenient for the researcher and the respondents. After three days, more than 50% of the participants had filled in and resubmitted the questionnaire. The researcher sent a reminder email to the respondents who had not yet resubmitted their questionnaires, and requested the contact person to mobilize on the ground. Two days later, only less than 1% of the respondents had not re-submitted their questionnaires. The researcher decided to proceed to the next step of data analysis.

4.3 Data Analysis

Out of the 69 questionnaires that were received from the participants, 5 were not fit for use for the study. As a result, the sample population for this study was N= 64 questionnaires were utilized in this study.

4.3.1 Validity

Construct validity of the survey questionnaire:

Although the study employs existing instruments whose validity has already been established, it was important to test the construct validity of the questionnaire to understand if they are appropriate to use in the context of this study (Saudi Arabia). Taherdoost (2016) proposes using the "principal component analysis with varimax rotation" to test the construct validity of the questionnaire (p. 31). In this test, items loaded 0.40 should be analyzed further, while those cross-loading above 0.40 should be eliminated.

For the current study Varimax rotation method was conducted using the SPSS using the analyze – dimension reduction – factor dialogue boxes. The variables were added on the factor analysis dialogue box and the standardized tests were added to the list of variables. The Kaiser-Meyer-Olkin test and Bartlett sphericity tests were chosen on the descriptive box and first administered on the survey data was used to determine if the sample was enough for factoring. Kaiser-Meyer-Olkin value was 0.92, falling within the satisfactory spectrum of 0.5 and 1.0 (Shrestha, 2021). The sphericity value (0.01) was also statistically significant. Thus, the data was sufficient for factoring. Therefore, the principle components were selected as the extraction method. The eigenvalues were between 5.107 and 1.876 and thus fell on the acceptable range of above 1.0 (Shrestha, 2021).

4.3.2 Reliability

Reliability is the ability of a measure to provide stable and consistent results. Reliability also entails repeatability. Thus, a reliable scale/test is reliable if repeat measurement when all factors remain constant produces the same results. To uphold the reliability of the measures used in this study, the Cronbach's Alpha coefficient was used to measure the reliability of the score. It is considered the most suitable measure of internal consistency when utilizing the Likert scales. A minimum internal consistency of .70 passes the scale as reliable, or higher or lower reliability may be approved depending on the nature of the study (Taherdoost, 2016). The reliability score for the current data was 0.672 which was considered acceptable for this study.

4.3.3 Analysis

Data analysis was conducted using hierarchical linear regression. According to Kim (2016), this method is applicable when the researcher wants to determine if the variable of interest portrays a level of variance from the dependent variable that is statistically significant. The analyst creates a regression model and builds it by integrating additional variables at each step. The subsequently added variables allow the researcher to identify any significant improvement on the variance in the dependent variable. The method thus helps to understand if the addition of variables has any significant enhancement to the ability of the model to predict the variable of interest.

Thus, the hierarchical linear regression method was appropriate in assessing the effect of the independent variable on the dependent variables, while controlling for the control variables. The IBM SPSS Statistics 21 software was utilized for data analysis.

The basic steps of analysis entailed

1) Data input and computation for mean, standard deviation and correlations

2) Building the nested regression model

3) Running ANOVA and regression

4) Comparison of the sum of squares among the models

5) Computation of increased R^2 s

4.4 Descriptive Statistic

Gender Descriptive Statistics					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	21	32.8	32.8	32.8
	Male	43	67.2	67.2	100.0
	Total	64	100.0	100.0	

Descriptive Statistics					
		Age	Workplace incivility	Job satisfaction	Turnover intention
N	Valid	64	64	64	64
	Missing	0	0	0	0
Mean		39.41	3.103	3.677	3.167
Median		35.50	3.143	3.667	3.333
Std. Deviation		10.550	.4202	.7052	.6901
Range		39	2.1	3.0	3.0
Minimum		26	2.0	2.0	1.7
Maximum		65	4.1	5.0	4.7

Correlations Statistics					
		Age	Workplace incivility	Job satisfaction	Turnover intention
Age	Pearson Correlation	1	-.035	-.059	-.264[*]
	Sig. (2-tailed)		.783	.644	.035
	N	64	64	64	64
Workplace incivility	Pearson Correlation	-.035	1	.111	.096
	Sig. (2-tailed)	.783		.382	.448
	N	64	64	64	64
Job satisfaction	Pearson Correlation	-.059	.111	1	-.138
	Sig. (2-tailed)	.644	.382		.278
	N	64	64	64	64
Turnover intention	Pearson Correlation	-.264[*]	.096	-.138	1
	Sig. (2-tailed)	.035	.448	.278	
	N	64	64	64	64
*. Correlation is significant at the 0.05 level (2-tailed).					

The sample size N = 64, the number of males, n= 43 and the number of female participants n = 21. The average age of the sample was 39. 41 years. Based on the correlational descriptive statistics, age has a significant negative correlation with workplace incivility, (- 0.035, $p < 0.05$). Alternatively, job satisfaction has a positive yet statistically insignificant correlation with workplace incivility (0.111, $p < 0.05$). Next, turnover intention has a weak but positive correlation with workplace incivility (0.096, $p < 0.05$). Job satisfaction is negatively correlated with workplace incivility, although the correlation is statistically insignificant (- 0.138, $p = < 0.05$). The observations from the descriptive statistics were further tested using the hierarchical linear regression analysis.

Below are the tabulated results of the findings:

Regression Model 1

Coefficientsª						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.662	.461		7.948	.000
	Job satisfaction	-.135	.123	-.138	-1.095	.278
a. Dependent Variable: Turnover intention						

From this model, when all the other variables are held constant, job satisfaction is negatively correlated with the turnover intention (-0.138), although the correlation is not statistically significant.

Regression Model 2

Coefficientsª						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.425	.454		9.746	.000
	GenderAuto	-.361	.185	-.242	-1.954	.055
	Age	-.004	.008	-.055	-.441	.661
a. Dependent Variable: Job satisfaction						

These coefficients indicate that gender is strongly but not statistically correlated with job satisfaction (-0.242, p< 0.05). Alternatively, age is negatively correlated with job satisfaction although the correlation is not statistically significant (-0.55, p< 0.05

Regression Model 3

Coefficientsª						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.760	.868		3.181	.002
	GenderAuto	.239	.186	.164	1.286	.203
	Age	-.017	.008	-.262	-2.140	.036
	Workplace incivility	.220	.210	.034	1.049	.099
a. Dependent Variable: Turnover intention						

After controlling for work age and gender, workplace incivility is positively correlated with turnover intention, although this correlation is not statistically significant (0.034, p < 0.05).

Regression model 4

　　b. Predictors: (Constant), Workplace incivility, Age, GenderAuto

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.161	.905		4.597	.000
	Age	-.004	.008	-.053	-.427	.671
	GenderAuto	-.342	.194	-.230	-1.764	.083
	Workplace incivility	.074	.219	-.044	.337	.037

　Dependent Variable: Job satisfaction

After controlling for age and gender, workplace incivility is negatively correlated with job satisfaction. The correlation is also statistically significant (-0.044, $p < 0.05$).

4.5 Discussion

This study aimed at investigating the prevalence of workplace incivility in Saudi's public universities. The sample size N = 64, the number of males, n= 43 and the number of female participants n = 21. The average age of the sample was 39. 41 years. The findings indicated that 43% of the participants had experienced workplace incivility. Most of the majority incivility practice directed at the target was rude remarks (57.56%). 38.30% felt that their view on work related matters were frequently ignored. Also, 32.44% of the participants reported being condescended by their co-workers. Alternatively, 15.0% of the participants reported being coerced to discuss personal matters. These statistics reveal that workplace incivility is rampant and expressed in diverse ways in the Saudi public universities. These findings are consistent with those of previous study, which depicted that while research has mostly focused on classroom incivility faculty incivility in the higher learning institutions is rampant (Lester, 2013).

The findings also revealed that job satisfaction has a positive correlation with workplace incivility (0.111, $p < 0.05$). The findings supported the first hypothesis which postulated that workplace incivility among the Saudi faculty members could result in reduced job satisfaction. These findings are parallel to those of previous studies which found workplace incivility to have negative impacts on job satisfaction (Alias et al., 2020; Sharma & Singh, 2016; Morrow, McElroy, & Scheibe, 2011). The fact that the relationship was statistically insignificant can be explained by the moderating effects of support from coworkers and supervisors on the relationship between workplace incivility and job satisfaction (Geldart et al.2018; Holm et al., 2015).

In the same line, the findings indicated that turnover intention has a positive correlation with workplace incivility (0.096, $p < 0.05$). These findings support the second hypothesis that postulated that workplace incivility would be positively related with the intention to quit. The weak relationship between workplace incivility and the intention to quit can be explained by the moderating factor of support from coworkers on the relationship (Holm et al., 2015). These findings leads to the conclusion that the Saudi public universities faculties are infested with workplace incivility, which further aggravates the feelings of job dissatisfaction which subsequently raises the employees' desire to quit their job. This conclusion is further supported by the findings, which indicate a weak but negative relationship (-0.138, $p < 0.05$) between job satisfaction and turnover intention.

5. Recommendations

In light of these findings, the management of public universities in Saudi Arabia should endeavor to create a healthy workplace climate by cultivating an organizational culture that is intolerant of uncivil practices, and where such practices are actively discouraged by all employees. The issue of workplace incivility should be acknowledged in public university settings, and interventions strategies should be implemented consistently. Besides, factors such as ethical leadership which have been found discourage workplace incivility (Young et al., 2019) should be reinforced in Saudi's public universities. The staff should be trained on the numerous and critical effects of workplace incivility on the victims, and the workplace climate. By nurturing a culture of civility in the workplace, the Saudi University faculties will enhance both employee and organizational outcomes.

Alternatively, according to Brandis et al. (2017), organizations can mitigate workplace incivility by enforcing a clear policy that defines workplace incivility. Such a policy must also define the antecedents and the outcomes of incivility practices at the workplace. In this light, Saudi Arabian universities should establish and enact a policy that deals with workplace incivility. The policy must have a clear definition of workplace incivility, and all the associated practices and conduct. The outcomes of each uncivil practice and conduct must be well defined. The responsibilities of all employees in establishing and nurturing a culture of civility and healthy workplace climate should be included in this policy; based on professional and institutional code of conducts, as well as the organizational values of these institutions. A zero-tolerance to incivility policy should be enacted, and efforts should be made to nurture a civil workplace culture through training, counseling, and punishment where necessary. The policy should also create structure and support for the reporting of unethical and uncivil conduct by the target, and define organizational mandate to sustain vigilance to uphold social change.

6. Conclusion

In conclusion, this study was inspired by the paucity of research on workplace incivility on Saudi's public university faculties. Workplace incivility is a critical problem in Saudi's university faculties, and it has been found to have negative impacts on job satisfaction and to increase turnover intentions. Research on workplace incivility in higher learning institutions focuses on incivility experienced between the students and the instructors. Nonetheless, incivility among faculty employees is a major workplace problem in higher learning institutions. Workplace incivility manifests in the form of offensive and belittling comments, the use of uncivil language, failure to recognize the opinions of coworkers, just to name but a few. These effects translate to detrimental impacts on the targets, the teams, as well as the organization at large. For instance, workplace incivility is associated with reduced; job satisfaction, organizational commitment, and the well-being of the employees. These effects further derail the achievements of organizational goals.

What is more, workplace incivility has negative effects on the recipients of public service. For instance, the practice reduces customer satisfaction. Thus, workplace incivility is a practice that poses numerous detrimental impacts in the various facets of public service delivery. The current study thus investigates the prevalence of workplace incivility in Saudi Arabian public Universities, and how the practice influences job satisfaction among the faculty employees, and their turnover intentions.

A survey of the faculty employees of a Saudi Arabian public university; King AbdulAziz was conducted, followed by quantitative data analysis. The study has replicated the findings of other studies which investigated the effects of workplace incivility on job satisfaction and employee turnover; albeit in other sectors. Workplace incivility has been found to negatively affect job satisfaction and to increase turnover intentions. The findings also suggest that the effects of workplace incivility (reduced job satisfaction and increased turnover intentions) are moderated by ethical leadership and support from co-workers. In light of this, Saudi university faculties should endeavor to mitigate this practice in order to optimize employee and organizational effectiveness.

6.1 Limitations and Future Research Direction

One major limitation of the current study is that the study sample was drawn from a population of faculty members in a single university. However, the prevalence and nature of incivility may differ in other public university faculties in Saudi. Secondly, self-reporting questionnaire was used for data collection. This method has been deemed appropriate in eliciting the views of the participants in exploratory research (Rogelberg & Luong, 1998). Nonetheless, the method is prone to self-report bias and social desirability bias (Pearson & Porath, 2004) that cannot be eliminated completely. However, the study maintained the anonymity of the participants in the endeavor to mitigate these effects.

The third limitation is that the study controlled for only two demographic factors (age and gender). However, impacts of incivility may also be influenced by other factors including tenure, and job position. Therefore, such factors should be controlled in future studies. In the same line, future research should endeavor to study multiple public universities to achieve more generalizable findings. Future study may also explore other dependent variables that can be predicted by workplace incivility among them organizational behavior, and job burnout.

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