

**PERCEIVED WORKPLACE INCIVILITY
AND INTERPERSONAL CONFLICT AMONG
WORKING ADULTS: ROLE OF COGNITIVE
EMOTION REGULATION**

BY

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By

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1 THESIS AND DEFENSE APPROVAL FORM

The undersigned certify that they have read the following thesis, examined the defense, are satisfied with the overall exam performance, and recommend the thesis to the Faculty of Social Sciences for acceptance.

Thesis Title: Perceived Workplace Incivility and Interpersonal Conflict among Working Adults: Role of Cognitive Emotion Regulation

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Candidate of **Master of Philosophy** at the National University of Modern Languages do hereby declare that the thesis "**Perceived Workplace Incivility and Interpersonal Conflict among Working Adults: Role of Cognitive Emotion Regulation**" submitted by me in partial fulfillment of MPhil degree, is my original work, and has not been submitted or published earlier. I also solemnly declare that it shall not, in future, be submitted by me for obtaining any other degree from this or any other university or institution.

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ABSTRACT

Title: Perceived Workplace Incivility and Interpersonal Conflict among Working Adults: Role of Cognitive Emotion Regulation

Workplace incivility is manifested by actions that show contempt for coworkers and are considered rude or discourteous. Workplace rudeness is pervasive. Lack of job autonomy, job insecurity due to downsizing, increased stress, overworked employees, and increased diversity that causes interpersonal misunderstandings have all been found as causes of workplace incivility. The main objective of the present study was to explore the associations between perceived workplace incivility and interpersonal conflict among working adults and to investigate the mediating role of cognitive emotion regulation which links between perceived workplace incivility and interpersonal conflict. The sample comprised 400 working adults with age range from 25-50 years. The data was collected from various public and private sector organizations of Sahiwal, Rawalpindi, and Islamabad cities of Pakistan. For the study variables, existing scales were used. To measure perceived workplace incivility of working adults, Workplace Incivility Scale was used developed by Cortina et al., (2001). To measure interpersonal conflict of working adults, Interpersonal Conflict in Organization Scale was used developed by Bruk-Lee (2006). To measure cognitive emotion regulation of working adults, Cognitive Emotion Regulation Questionnaire was used developed by Abdi et al., (2012). The results of the study show significant association between study variables. The sub scales of cognitive emotion regulation i.e., self-blame, acceptance, rumination, positive refocusing, refocus on planning, positive reappraisal, putting into perspective, catastrophizing and blaming others emerge as significant mediating factors among unemployment stress and suicidal ideation in adults. Results support the previous studies and future implications and limitations are discussed in the end.

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DEDICATION

This thesis is dedicated to my parents for their love, endless support and also dedicated to my supervisor for her guidance, support and encouragement.

Chapter 1

1. INTRODUCTION

Our post-modern culture is experiencing an increase in uncivil behavior. Because of globalization, swift economic change, and technological improvements, employees may find the job market in the twenty-first century to be uneasy (Blustein et al., 2018), while managing persistent change is frequently highly challenging (Wanberg & Banas, 2000). It's interesting how the workplace has evolved into a difficult social setting with extremely complex human socialization for the advancement of a socioeconomic enterprise. The workplace and working conditions have become more volatile, interactive, and competitive over time due to the evolution of work and the working environment as characterized by hyper-technological advancement, particularly with fascinating human differences in the socialization process. Accounting for individual differences in how people react to workplace rudeness regularly (Beattie & Griffin, 2014).

The multiplicity, complexity, and fragmentation of working connections in this new work environment might lead to a rise in incivility (Pearson et al., 2000) Therefore, a rise in incivility at work has a detrimental impact on employees' well-being, attitudes, and productivity (Brown & Sumner, 2006). Additionally, a job and knowledge overload might heighten the feeling of time pressure, which makes people behave less politely in interpersonal conduct (Pearson et al., 2000; Pearson & Porath, 2005) According to researchers, acts of incivility in the workplace are becoming more frequent and are not the result of a single incident but rather are a long-term trend (Andersson et al., 2005; Buhler, 2003; Namie, 2003; Pearson et al., 2001; Pearson et al., 2005). Twenty to twenty-five percent of employees said they saw incivility at work every day, and

between twenty and fifty percent said they had been the straight targets of it (Griffin & Kelly, 2004; Pearson & Porath, 2005).

The phrase "incivility at work" alone has lately been introduced in the enormous body of literature regarding immoral behavior (Hanrahan & Leiter, 2014). The broad definition of this phrase is low-intensity disruptive actions with unclear motives to hurt the intended recipient (Andersson & Pearson, 1999). These Uncivil actions frequently involve insulting statements and actions like "not listening to others," are generally harsh and uncourteous, and show a lack of consideration for other people (Andersson & Pearson, 1999; Porath & Pearson, 2009).

According to Vickers (2006), although incivility is characterized as low-intensity conduct, this does not mean that it is a "small" issue. A spiraling effect of incivility was also discovered (Fox & Stallworth, 2003; Blau & Andersson, 2005; Buhler, 2003) and escalation in severity. Both purposeful and unintended incivility acts are possible (Pearson et al., 2000), and several behaviors were discovered to be among them. from refusing to smile back to deliberately offending someone (Johnson & Indvik, 2001). Incivility at work has a detrimental impact on both organizational and individual results, including worker productivity, health, attitudes about their jobs, and interpersonal connections at work.

Additionally, rather than being a singular occurrence, Incivility at work can be viewed as an element of the workplace climate or culture (Leiter, 2013), and because of its subtle nature, it can be more challenging to identify (Lim & Lee, 2011). Pearson et al. (2005) provide numerous illustrations of the manifestations of workplace disrespect. It can show up as claiming responsibility for other people's work, spreading rumors about coworkers, leaving the office messy, failing to correct errors, sending scathing emails to coworkers, or failing to recognize subordinates.

Discourteous behavior is sometimes perceived as harmless and unproblematic, but many researchers believe that because it is so prevalent in today's workplaces, workplace incivility has serious negative effects and high costs (Pearson & Porath, 2009). Evidence suggests that workers who perceive rudeness are more likely to experience mental health issues (Cortina et al., 2001; Lim & Lee, 2011; Torkelson, 2011). Incivility has furthermore been linked to a reduced level of job satisfaction, reduced interest in staying within the organization, reduced efficiency, and productivity, decreased dedication to work, lack of commitment to the company (Pearson et al., 2005), decreasing contentment with coworkers and management, a feeling of unfairness and disagreements among coworkers (Laschinger et al., 2009). (Lim & Lee, 2011). Additionally, bad behavior may become the norm and spread throughout the entire organization. Thus, a culture of disrespectful conduct may emerge, with potentially serious long-term repercussions (Pearson et al., 2005).

Conflicts can be caused or triggered by workplace incivility, as well as by the actions that follow a conflict. By the idea that incivility is both a cause of and a result of conflict, Conflict is defined as a process that starts when one party believes the other has adversely impacted and is threatening to adversely affect, something they care about (Thomas, 1992, p. 653). The conflict between colleagues or between company employees and their company is attributed by (Rahim, 2002) to different attitudes and values, skill levels, and conduct. Organizations and their members suffer negative effects when workplace conflict is not effectively managed.

Lower levels of interpersonal conflict are comparable to lower levels of workplace incivility; both have the potential to worsen over time. Recent research has shown that interpersonal conflict is linked to unproductive actions at work (Kisamore et al., 2010).

Incivility in the workplace has previously been linked to aggressive and violent conduct (Pearson et al., 2000). Workplace incivility is a relatively minor kind of aberrant conduct compared to more deliberate, serious forms, such as physically violent behavior and bullying, because there is a less evident and organized intention to damage. A "tit-for-tit" cycle in which one's views of encountering disrespectful conduct motivate an uncivil response from the target is possible with seemingly straightforward, distinct uncivil behaviors. It can then intensify into a series of coercive measures until it reaches a breaking point at which more severe types of aberrant conduct emerge. The consequences of engaging in unruly behavior can be negative whether one is the target or the initiator. Organizations are very concerned about workplace incivility because it is not only expensive in that it lowers productivity and increases turnover, but also because it has been linked to several progressively violent behaviors, such as physical assault and bullying (Andersson & Pearson, 1999; Pearson et al., 2000).

According to Porath and Pearson (2013) shockingly, 98% of those surveyed, said that incivility at work has happened to them. Additionally, 78% of those workers acknowledged that the encounters made them less committed to their businesses. The frequency of conflicts between coworkers and one particular person, as well as the frequency with which that person is subjected to hostility, are referred to as interpersonal conflicts (Spector et al., 1998). Employees who experience workplace incivility report feeling less satisfied with their managers and coworkers, according to Bunk and Magley (2013).

Inadequate job autonomy, employment insecurity due to downsizing, increased stress, overworked employees, and increased diversity that causes interpersonal miscommunication have all been suggested as causes of workplace incivility (Jex et al., 2010), (Blau & Andersson, 2005). Employee relationships, attitudes, productivity, and

health are all impacted by workplace rudeness. At the organizational level, incivility in the workplace has an impact on several categories of variables, including finance, environment, structure, and administration.

1.1 Rationale

A theory-based study done in 1999 by Anderson and Pearson suggested the uncivil behavior at work as an innovation towards the research on workplace damaging behavior, where the uncivil behavior can take the shape of impoliteness and rudeness or the acts showing opposition towards employees. Such behavior prevails, as 98% of workers are involved in it and 50% of this percentage has such conduct once a week (Porath & Pearson, 2013).

Behavior damaging the communication at work negatively affects efficiency in organizational behavior (Pearson & Porath, 2005). Cortina and colleagues (2022) found that inter-interpersonal conflict and other consequences might be created from the uncivil behavior at work, which lessen the work output and disturbs the mental health of employees. Inter-interpersonal conflict and uncivil behavior is positively proportional to each other which is causing instability to whole organizational environment.

For decades, social science researchers have been concerned about workplace issues such as bullying, violence, and harassment, and workplace violence has been documented in several studies (Jafree, 2017; Shahzad & Malik, 2014; Usman & Asif, 2022). Many previous studies have looked into workplace harassment (Ali & Kramar, 2015; Aman et al., 2016; Khan et al., 2017; Zia et al., 2016), workplace violence (Mahmood & Ahmad, 2011; Sadruddin, 2013), and workplace bullying (Lin et al., 2018). Even though the impact is significant and the prevalence is growing, study on incivility in Pakistan still needs scholarly attention as many of the factors associated

with workplace incivility need to be explored in order to better plan for prevention and intervention strategies.

Previous studies have highlighted the role of organizational culture (Iqbal et al., 2021), organizational structure (Saqib et al., 2017), work environment (Anjum & Ming, 2018), job resources and demands (Ellahi et al., 2021) in order to understand incivility, conflicts and other consequences at work place. However, despite being a very pertinent and core individual factor, cognitive emotion regulation has largely been ignored in the indigenous context of Pakistan. In the light of previously reported studies, all the organization factors have strong association with workplace incivility and interpersonal conflicts but the way an employee appraise situations is even more important. Along with the environmental stressors, individual's own cognitive and emotional barriers may also play a significant role in generating workplace conflicts and other negative consequences for the employees. Keeping in view the above argument and in the light of gaps in previous literature, the current study was aimed at fulfilling the requirement to give insight into cognitive- emotional process which may mediate the uncivil behavior and conflict due to quality of communication among individuals. Cognitive-emotional regulating refers to thought process once unfavorable situation has been witnessed by an individual (Gross, 2015).

Adjustable and maladjusted approaches of regulating emotions are calculated distinctly. This study subsidizes by correlating these variables having uncivil behavior as an independent variable. The current study will enhance the understanding about uncivil behavior at work setting and how it affects the inter-interpersonal conflict, while association between two variables will be examined. Former researches have worked on counterproductivity, which takes place with the intention to destruct work place

environment, while uncivil behavior is negligible type of harmful act or communication (Cortina et al., 2001; Cortina et al., 2007).

1.2 Statement of the Problem

An organization's foundation is built on workplace camaraderie and interpersonal connections that promote cooperation and communication. Relationships within an organization have a significant impact on how well it runs, how well it completes its main tasks, and how it responds to its environment (Duffy et al., 2002). Previous studies have demonstrated that workplace incivility is extremely common, and several writers (Estes & Wang, 2008; Pearson et al., 2005) have confirmed that it is a phenomenon that has become more prevalent in modern working life. (Cortina et al., 2001; Lim et al., 2008; Pearson et al., 2000). Employee relationships, attitudes, productivity, and health are all impacted by workplace incivility

In a similar vein, Meier and Semmer (2013) emphasize the importance of these investigations to comprehend and study the root causes of incivility as a basis for developing solutions for the problem. Importantly, disrespect is more pervasive and subtle (Cortina et al., 2001). According to (Duarte et al., 2015). cognitive emotion regulation plays a significant play part in both healthy and unhealthy processes and is effective in avoiding negative stimuli, painful emotional experiences and through the conscious use of five adaptive and four maladaptive mental strategies by people. by using adaptive cognitive emotion regulation strategies people will cope with the negative workplace happenings.

1.3 Research Objectives

The following aims are what the current study seeks to achieve:

- To study the relationship between perceived workplace incivility, cognitive emotion regulation and interpersonal conflicts among working adults.
- To study the impact of workplace incivility on interpersonal conflict among working adults.
- To investigate the mediating role of cognitive emotion regulation in relationship between perceived workplace incivility and interpersonal conflicts among working adults.
- To study the role of demographics in study variables among working adults.

1.4 Research Questions

Q1: How does workplace incivility effects interpersonal conflict among working adults?

Q2: How does workplace incivility effects cognition emotion regulation among working adults?

Q3: How does workplace incivility and cognitive emotion regulation predicts interpersonal conflicts among working adults?

Q4: What role does cognitive emotion regulation plays between workplace incivility and interpersonal conflict among working adults?

1.5 Null Hypotheses

H1: The incivility workplace and interpersonal conflicts has no relationship between each other among working adults

H2: The incivility workplace and adaptive cognitive emotion regulation has zero relationship among working adults

H3: The workplace incivility and maladaptive cognitive emotion regulation has no relationship among working adults

H4: The interpersonal conflict and maladaptive cognitive emotion regulation has zero relationship among working adults

H5: The adaptive cognitive emotion regulation and interpersonal conflicts has zero relation among working adults

H6: The workplace incivility has no buffering effect on interpersonal conflicts among working adults

H7: The Maladaptive cognitive emotion regulation doesn't boost the interpersonal conflict among working adults.

H8: The strategy of Adaptive cognitive emotion regulation buffers the interpersonal conflicts among working adults.

H9: Cognitive emotion regulation has no association between workplace incivility and interpersonal conflict among working adults.

1.6 Conceptual Model of the Study

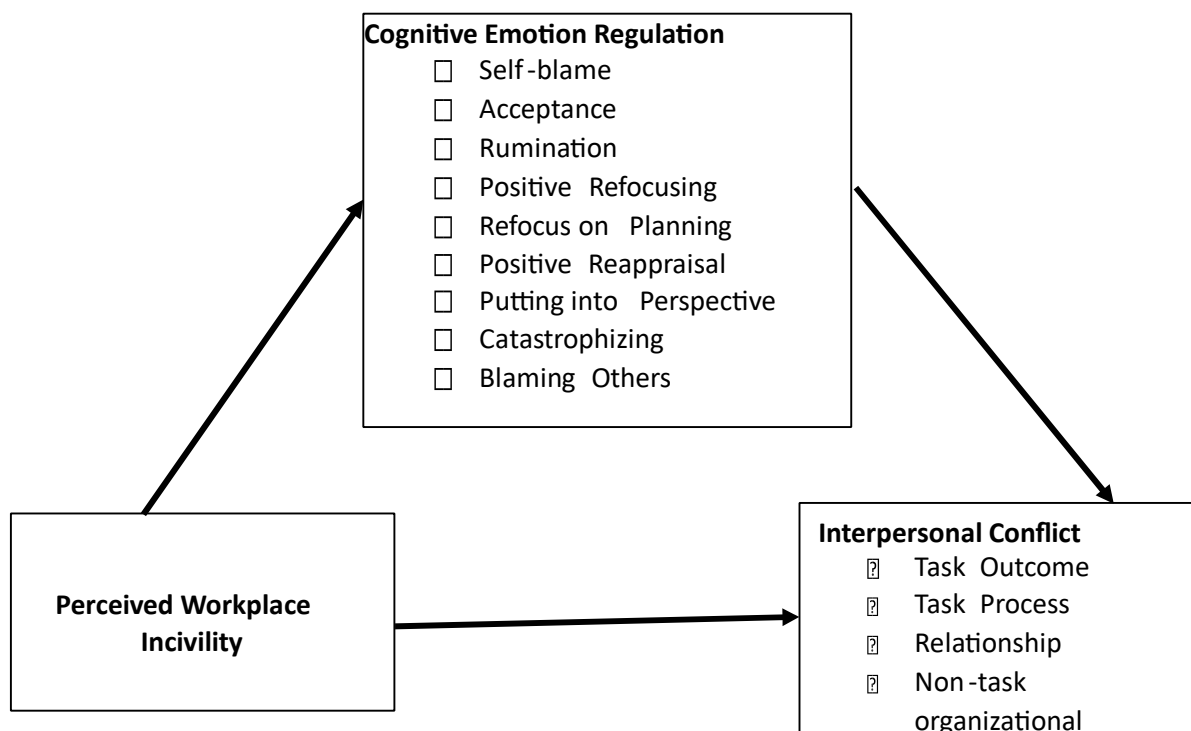


Figure 1. This model showing the relationship of perceived workplace incivility and interpersonal conflict among working adults along with the role of cognitive emotion regulation.

1.7 Significance of current Study

U.S. based research indicated 54 percent of study sample initiating the impoliteness with others at work a year ago, while 14 percent has recurrently committed it, yet 3 percent did it daily (Reio & Ghosh, 2009). Another study indicated 25 percent employees who has observed impoliteness daily at work and 50 percent had been the target once weekly, a year ago (Pearson et al., 2005). Study that includes nine countries, suggests 29 percent employees cope with regular conflict, 85 percent employees cope with limited amount of conflict (CPP, Global Human Capital Report, 2008). Managing

population has claimed 40 percent of their time being spent resolving the conflict (Curtin & Belak, 2013).

Additionally, U.S. based news report directs that 89 percent research sample have sensed harassment and uncivil behavior in the work settings as severe, while 78 percent experienced its severity over the past decade (Marks, 1996). Michigan University studied that 71 percent participants have faced uncivil behavior at work in previous five years; the study was collectively done by researchers from this university and from other colleges (Cortina et al, 2001). Thus, job related problems need to be considered seriously.

In Pakistan, mistreatment such as discrimination, abuse and harassment at the workplaces is a prevalent and unreported dilemma. Generally, such mistreatments and uncivil behaviors at workplaces are underreported (Manzoor et al., 2020). In a survey, approximately 35% of females in the workplace were asked to keep quiet regarding mistreatment and harassment (Sethna et al., 2018). In the same report, it was revealed that 52% of the women approached an internal committee to address these uncivil behaviors, and 48% didn't. Undoubtedly, in recent years, the higher education sector in Pakistan has witnessed this workplace mistreatment, ostracism and uncivil behavior etc. (Fatima et al., 2020). Females and male faculty members also observe the dilemma of these uncivil behaviors (e.g., Bilal et al., 2020).

1.8 Methodology

There are different methods utilized to include this study. A thorough review of the literature on workplace incivility was done in order to compile statistics. Reviews of various papers that have been published were done. The data collection for the current study was done through sampling technique i.e., convenient sampling technique. The study was conducted in 2 main phases, The first phase of study was the pilot study.

The second phase was the main study that includes the main statistical analysis part. AT the end of study, few limitations and suggestions has been given for further studies.

1.9 Delimitations

- One of delimitation about the current study is limited sample size.
- The study used self-report questionnaires to study workplace incivility and interpersonal conflicts which may give a partial understanding of the problems at workplace.
- The study did not incorporate a comparative sample (i.e., doctors, academicians, Bankers and others) for analysis because of the incomparable groups (sample size of each group).

1.10 Operational definitions

1.10.1. Perceived Workplace Incivility. It is defined as deviant behavior with low intensity and that is with an unclear intent to give harm to the target. This harm happens while doing violation of workplace norm i.e., mutual respect (Andersson & Pearson,1999).” However, as a construct, the current study operationalizes perceived workplace incivility as the individuals scoring high on the Workplace Incivility Scale, will be considered as having high level of perceived workplace incivility while those scoring low on this scale will be treated as having lower level of perceived workplace incivility.

1.10.2. Interpersonal Conflict. Conceptually, interpersonal conflict in organization can be defined as impediment created by a colleague or a group of coworkers in another worker’s effort to accomplish his/ her organizational tasks successfully (Barki & Hartwick, 2001). In the current study, interpersonal conflict has been operationalized with reference to Interpersonal Conflict in Organization Scale where individuals with higher scores were considered as having more experience of

interpersonal conflict at their workplace while those with lower scores were defined as having less experience of interpersonal conflict at work.

1.10.3. Cognitive Emotion Regulation. Cognitive emotion regulation, conceptually, may be defined as the strategies or mechanisms one uses in order to deal with the situations carrying emotionally loaded or heightened information (Garnefski & Kraaij, 2006). In the current study, it has been operationally defined with the help of Cognitive Emotion Regulation Questionnaire where individuals scoring higher on adaptive regulation strategies (i.e., acceptance, positive refocusing, refocus on planning, positive reappraisal, and putting into perspective) were defined as having adaptive cognitive emotion regulation while those scoring higher on maladaptive regulation strategies (i.e., self-blame, rumination, catastrophizing, and blaming others) were defined as having maladaptive cognitive emotion regulation.

CHAPTER 2

1. LITERATURE REVIEW

Workplace incivility is described as "low-intensity aberrant behavior with uncertain intent to injure the target, in breach of workplace standards for mutual respect" (Andersson & Pearson, 1999). Pearson et al. (2005) provide numerous illustrations of how workplace disrespect can manifest. It can show up as taking credit for other people's work, spreading rumors about coworkers, leaving the office messy, failing to correct errors, sending scathing emails to coworkers, or failing to recognize subordinates.

2.1. Perceived Workplace Incivility

In a significant theoretical article published in the *Academy of Management Review* in 1999, Andersson and Pearson added workplace incivility as a new area of study in the field of research on harmful workplace behaviors. According to Andersson and Pearson (1999), workplace incivility is manifested by actions that show contempt for coworkers and are considered rude or discourteous. Workplace rudeness is pervasive. According to estimates, 98 percent of employees engage in impolite behavior, with half of them doing so at least once per week (Porath & Pearson, 2013). Rudeness, discourtesy, and a disregard for others are all examples of workplace incivility, which is defined as "low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect" (Andersson & Pearson, 1999.) Incivility "can potentially spiral into increasingly intense behaviors with a starting point and tipping points," according to the spiraling effect. In this sense, some results may serve as precursors to the perpetuation of the rudeness cycle. For instance, stress can make someone uncivil; the repercussions of being uncivil can cause more stress, which can then lead to more uncivil behaviors.

According to researchers, workplace incivility is generally regarded as a subtle type of behavior and includes insulting and demeaning verbal and nonverbal behavior (Barker et al., 2007; Cortina et al., 2001). As a result, business executives may simply ignore rude behavior at work (Lewis & Malecha, 2011). Incivility at work, despite its seemingly insignificant appearance, can have serious negative effects. According to researchers, rudeness at work is comparable to low-intensity stresses like the regular annoyances of daily life (Lim & Lee, 2011). The well-being of employees and organizational outcomes may be negatively impacted by these persistent stresses.

According to Vickers (2006), incivility represents low intensity counterproductive work behavior (CWB), which is said to be toward the bottom of the abuse continuum. Vickers (2006) also stated that "low intensity" should not be mistaken for being a "minor" problem. However, preliminary studies have shown that minor incivility affects workers. Martin & Hine (2005) noted that less research attention has been given to minor incivility behavior. Mild forms of rudeness were investigated by Pearson, Andersson, and Porath (2000). However, workplace incivility has also been found to be a precursor that can lead to more aggressive violent behaviors (Ambrose et al., 2005; Brown & Sumner, 2006; Indvik, 2001). Incivility has been found to include a wide range of behaviors, from as simple as not returning a smile to purposefully hurting one's feelings (Buhler, 2003; Glendinning, 2001; Pearson et al., 2000; Pearson et al., 2001; Tiberius & Flak, 1999).

Numerous studies on the various forms of workplace violence and its detrimental effects on both individuals and organizations have been conducted in recent years (Hershcovis et al., 2007). These studies have focused on various aspects of aggressive behavior, including milder forms like psychological aggression as well as

more extreme forms like physical violence and harassment, all of which can be seen as unproductive work behavior (Pearson, Andersson, & Porath, 2005).

Additionally, rather than being a singular occurrence, workplace incivility can be viewed as a component of the workplace climate or culture (Leiter, 2013), and because of its subtle nature, it can be more challenging to identify (Lim & Lee, 2011). Pearson et al. (2005) provide numerous illustrations of how workplace disrespect can manifest. It can show up as taking credit for other people's work, spreading rumors about coworkers, leaving the office messy, failing to correct errors, sending scathing emails to coworkers, or failing to recognize subordinates.

Discourteous behavior is sometimes perceived as harmless and unproblematic, but many researchers believe that because it is so prevalent in today's workplaces, workplace incivility has serious negative effects and high costs (Pearson & Porath, 2009). Evidence suggests that employees who perceive rudeness are more likely to experience mental health issues (Cortina et al., 2001; Lim & Lee, 2011; Torkelson, 2011). Incivility has also been linked to decreased job satisfaction, decreased willingness to stay in the organization, impaired performance, lower productivity, lost commitment to work, lack of loyalty to the organization (Pearson et al., 2005), decreased satisfaction with managers and colleagues, a sense of injustice, and conflict between coworkers (Laschinger, Leiter, Day, & Gilin, 2009). (Lim & Lee, 2011). Additionally, bad behavior may become the norm and spread throughout the entire organization. Thus, a culture of disrespectful conduct may emerge, with potentially serious long-term repercussions (Pearson et al., 2005).

According to a review of the literature on workplace mistreatment, terms like "Workplace incivility," "bullying," "horizontal and vertical abuse," "violence," and "psychological aggression" are often used interchangeably in more recent works

(Campana et al., 2014; Khadjehturian, 2012). However, if characteristics of the offending behavior like frequency, intensity, and invisibility, as well as aspects of the relationship between the offender and their victim, were taken into consideration, each of these concepts would separate into distinct categories (Hershcovis, 2011). There is no universal understanding of workplace incivility among researchers, as evidenced by the inaccurate application of various terms in the field of workplace mistreatment.

Research has shown that workplace incivility is extremely common, and several authors (Estes & Wang, 2008; Pearson et al., 2005) have reported that it is a phenomenon that has increased in working life in recent years (Cortina et al., 2001; Lim et al., 2008; Pearson et al., 2000). In a study conducted in the United States, 54% of participants said they had instigated rude behavior toward others in the workplace in the previous year, 14% had done so repeatedly, and 3% had done so every day (Reio & Ghosh, 2009). In a different American study, Pearson et al. (2005) discovered that 25% of workers saw workplace rudeness every day and 50% had been the victim at least once a week in the previous year.

The causes and triggers of workplace incivility have received relatively little attention, according to some authors (Jex et al., 2010; Liu et al., 2009; Meier & Semmer, 2013). This is despite the fact that numerous studies have been conducted focusing on the victims and the effects of incivility. According to Jex et al., understanding workplace incivility from an instigator perspective may be the key to minimizing and preventing incivility at work (2010). In a similar vein, Meier and Semmer (2013) emphasize the significance of such studies in order to comprehend and learn about the causes of impoliteness as a basis for developing solutions for the problem. Importantly, disrespect is more pervasive and subtle (Cortina et al., 2001).

Negative occupational well-being is linked to rudeness, particularly when it persists for weeks, months, or longer (Cortina et al., 2001; Zurbrügg & Miner, 2016). Additionally, rudeness is positively correlated with turnover and negatively correlated with job satisfaction (Cortina et al., 2001). Female gender, minority race, and being younger (Lim & Lee, 2011) or older (Einarsen & Raknes, 1997) than average is among the demographic factors linked to experiencing acts of incivility (Cortina, 2008; Cortina et al., 2013; Richman et al., 1999).

According to Pearson & Porath (2005) and Andersson (1996), workplace incivility, which is defined as employees' lack of consideration for one another, can be a detrimental source of work-related stress. Such rudeness is viewed as a low-intensity stress similar to the daily frustrations people go through (Lim & Lee, 2011). It's interesting how the workplace has evolved into a difficult social setting with extremely complex human socialization for the advancement of socioeconomic enterprise. The workplace and working conditions have become more volatile, interactive, and competitive over time due to the evolution of work and the working environment as characterized by hyper technological advancement, particularly with fascinating human differences in the socialization process. Accounting for individual differences in how people react to workplace rudeness on a regular basis. Beattie L, Griffin B. 2014; 87: 625–644 in *Journal of Occupational Organizational Psychology*.

In general, people want to be treated with respect; in any kind of relationship, basic decency and respect are expected. Employees would prefer to work in a respectful and professional environment, especially at their place of employment (Tarraf, 2012). A distinct line of research concentrating specifically on less severe forms of interpersonal mistreatment in organizations is emerging as interest in aberrant workplace behavior has increased (Blau & Andersson, 2005).

Lack of job autonomy, job insecurity due to downsizing, increased stress, overworked employees, and increased diversity that causes interpersonal misunderstandings have all been suggested as causes of workplace incivility (Jex et al., 2010). (Blau & Andersson, 2005)

Employee relationships, attitudes, productivity, and health are all impacted by workplace rudeness. At the organizational level, incivility in the workplace has an impact on several categories of variables, including finance, environment, structure, and administration.

Gender differences in the experiences and commission of various forms of workplace mistreatment by men and women (e.g., aggression, sexual harassment, incivility), According to research, men are more likely than women to abuse others at work (Pearson et al., 2000; Cortina et al., 2001; Einarsen & Skogstad, 1996), and women are typically the targets, with some conflicting findings in the workplace bullying literature (Magley et al., 2010). The gender of the perpetrators and targets has received a lot of attention, but the gendered context and nature of workplace abuse have received much less attention (Cortina, 2008; Magley et al., 2010).

2.2. Interpersonal Conflict

It is basically a disagreement either between two or more than two members of an organization. The persons can be working in same hierarchical unit and can be of different hierarchical units (Rahim, 2002, 216). Due to the concept of conflict's use in so many different disciplines, it has many different meanings. It can be used to express personal conflicts or violent skirmishes in war. The two most common ways to conceptualize conflict in the workplace are as antagonistic interactions or as antagonistic psychological relationships (Ohiwerei & Omo-Ojugo, 2008).

Any organization will inevitably experience interpersonal conflict. Organizations that experience little to no conflict typically become stagnant, and excessive conflict can be harmful to the organization (Rahim, 2011). Organizations frequently experience interpersonal conflict, according to research (Ongori, 2009). According to a survey conducted in 9 countries, 29% of workers deal with conflict most frequently, and nearly 85% of workers deal with conflict to some extent (CPP, Global Human Capital Report, 2008). Conflict resolution takes up 40% of managers' time, according to studies (see e.g., Curtin & Belak). According to research, some conflicts produce more negative than positive outcomes, which may be related to the nature, size, and management style of the conflict.

When a number of background situational (such as zero-sum reward structures, scarce resources, etc.) and personal (such as prior history of conflicts, interpersonal diversity, etc.) conditions exist, interpersonal conflict is more likely to occur. This conflicts usually occurs between the groups who are independent in an organization (Fink, 1968; Pondy, 1967; Thomas, 1992a; Wall and Callister, 1995).

One of the most difficult aspects of life is dealing with interpersonal conflicts. Even though most people would rather avoid them, these encounters are unavoidable. However, interpersonal conflicts do not just happen at random. Instead, they have objectives and fulfil a variety of purposes (Cosser, 1956). Being aware of these objectives increases the likelihood of finding integrative solutions to issues, which may enable all parties to achieve their objectives (Fisher et al., 1991; Rahim, 2001).

Any organization will inevitably experience interpersonal conflict. Organizations that experience little to no conflict typically become stagnant, and excessive conflict can be harmful to the organisation (Rahim, 2011). Regardless of their

size, nature, location, or other characteristics, interpersonal conflicts are a universal part of the workplace.

Management must be aware of and capable of quickly and skillfully resolving interpersonal and other conflicts. However, it depends on how accurately the parties involved in a conflict are understood as part of the psycho-intellectual process in that situation. There are various ways to approach the problem, one of which sees interpersonal conflict as both the "Result" and "Cause" of mistreatment and discrimination.

2.2.1. Mistreatment

When one person intentionally or unintentionally causes harm to another, this is known as mistreatment (Barsky, 2002). Mistreatment includes a range of actions like rudeness, violence, and aggression (Pearson & Porath, 2005). Because such behaviors are less extreme and less forceful, workplace disrespect is viewed as having a lower intensity along the continuum of mistreatment. Compared to other forms of abuse, they are thought to cause less negative reaction. Compared to other forms of organizational mistreatment, such as violence and aggression, these actions or behaviors are seen as less "harmful" or "serious" (Vickers, 2006).

2.2.2. Discrimination

When decisions are made that directly affect an individual's employment status or treatment in relation to their terms and conditions of employment, it is considered to be a form of workplace discrimination (Redman & Snape, 2005). When an employee experiences unfair or unfavorable treatment, and he or she believes that this treatment is due not to his or her performance on the job, qualifications, or personality, but rather to their belonging to a particular race, religion, nationality, disability, or other

characteristic in general, the phenomenon is referred to as discrimination (Allbusiness, 2007).

2.2.3. Types of Interpersonal Conflict

Interpersonal conflict can take six different forms, according to information.

- *Pseudo conflict*, which includes badgering, light teasing, taunting, and mocking behavior, is a conflict caused by a perceptual difference between partners and is amenable to resolution.
- *Fact conflict*, conflict arising from disagreements regarding the veracity or accuracy of a piece of information.
- *Value conflict*, Conflict resulting from divergent moral convictions.
- *Policy conflict*, conflict brought on by a disagreement over a strategy or course of action.
- *Ego conflict*, conflict that results from both sides of a dispute wanting to emerge as the "winner" of the debate.
- *Meta conflict*, disagreements during an argument about how to communicate itself that result in conflict.

2.2.4. Causes of Interpersonal Conflict.

Studies on aggression and violence as a result of workplace conflicts are being conducted by researchers (Luthans, 2005). The researchers have identified a number of conflict-related causes, factors, or sources. For instance, personality differences, a lack of knowledge, an incompatibility with one's role, and environmental stress (Whetten & Cameron, 1991; Fred Luthans, 2005: 391). Another researcher has investigated the various causes of interpersonal conflicts, including organizational change, value differences, status threats, a lack of trust, personality conflicts, and rudeness (Newstrom, 2007). Similar to how many academics contend that workplace discrimination is a

significant contributor to conflict and violence, a 2008 CPP survey found that 10% of workers cited perceived discrimination as a source of conflict in the workplace.

However, it is argued that these are the catalysts for employee, mistreatment and discrimination. Conflict in the real world and in the practical realm results from mistreatment and discrimination. Interpersonal conflict, according to some authors, is a dependent variable and a result of rude and discriminatory behavior (Greenberg & Baron, 1997; Schwartz, 1997; Vickers, 2006; Cortina et al 2001; Johnson & Indvik, 2001; Ramsey, 2005; Jones, 2010; Grace, 2010). Once a conflict has gained the upper hand, all of the parties will begin to treat one another more unfairly and discriminatorily. Some authors treat it as an independent variable and contend that interpersonal conflict contributes to workplace discrimination and disrespect (Pearson & Porath, 2005; Johnson & Indvik, 2001, Comeau, 2010). Therefore, conflict (such as interpersonal conflict) can result in mistreatment and discrimination as well as be the root of it.

2.3. Cognitive Emotion Regulation

Cognitive emotion regulation is understood as "an individual's thoughts after having experienced a negative event" (Gross, 2015). Cognitive emotion regulation is different from related constructs like coping, which refer to processes happening over longer periods of time. According to Garnefski et al. (2002), The management of emotions can be summed up as cognitive emotion regulation (Garnefski & Kraaij, 2007; Thompson, 1991). It is taken into account as a component of the more comprehensive idea of emotion regulation, which is defined as "all the extrinsic and intrinsic processes responsible for monitoring, evaluating, and modifying emotional reactions, especially their intensive and temporal features" (Gross, 1999; Thompson, 1994).

According to (Duarte et al.,2015). cognitive emotion regulation plays a significant role in both normal and abnormal processes and is effective in preventing

negative stimuli and unpleasant emotional experiences. Cognitive-emotional regulation is defined as the conscious use of five adaptive and four maladaptive mental strategies by people to cope with the consumption of emotionally developing information. Self-blame (Attributing the responsibility for the event triggering the negative emotions to oneself), rumination (Continuously bringing the event back to memory), other-blame (Attributing the responsibility for the event triggering the negative emotions to others). Another thing includes the assumptions which are irrational and negative like something worse will happen and such irrational assumptions are far away from reality. Such irrational assumptions lead to danger for self and for others too. On contrary to this, the strategy of focusing in a positive way, acceptance that includes acceptance of events and planning i.e., to focus on understanding of problem and its solution and the last one is putting in to prospective that is to look the incidences at broader term and to analyze them well. These five strategies are very helpful to improve the mental health and the well-being (Extremera, & Rey, 2014; Extremera et al., 2019).

2.4 Theoretical Framework

Lazarus cognitive-mediational theory is the foundation of the current study.

4.1 Cognitive-mediational theory

The cognitive mediational theory was proposed by American psychologist Richard Lazarus (1922-2002). The central idea of his theory was the function of what he called "appraisal."

Many employees feel they are regularly the victim of incivility at work. According to Andersson and Pearson (1999), incivility is described as "low intensity aberrant behavior with uncertain intent to harm the target, in breach of workplace standards for mutual respect." takes many forms. Unpolished workers could use disrespectful language or actions, degrade the reputations of others, or

reject requests from others. When they feel as the targets of rude behavior, employees must determine how to react. According to appraisal theory, when individuals come across a possible stressor, a cognitive emotional process takes place to assess the stressor. People evaluate the circumstance to ascertain the extent of any possible injury, threat, or challenge to themselves (Lazarus, 1999), which then directs their behavior.

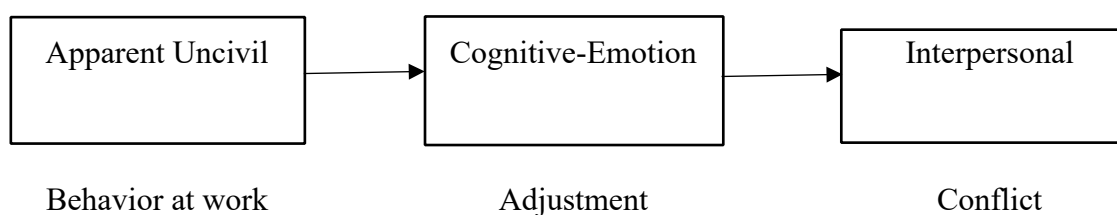


Figure 2. Association between emotional and behavioral reactions to uncivil behavior at work

According to theory, incivility appraisal results in an emotional response that directs targets' behavioral reactions. According to appraisal theory, in order to comprehend how a stressor impacts workers on a personal or professional level, we need to understand how they perceive it (Cortina & Magley, 2009). As a result, the appraisal theory is increasingly applied to comprehend rudeness, hostility, and antisocial conduct at work. The initial assessment of whether an experience is relevant to well-being in positive or negative terms is at the foundation of cognitive appraisal theory (Weiss&Cropanzano,1996). An important appraisal that affects the strength of the emotional response is also included in the first examination. Following an initial evaluation, more detailed evaluations that emphasize the outcomes, blame, and coping mechanisms (Lazarus, 1999). Using Figure 1, we concentrate on comprehending the psychological effects of an unpleasant interaction. Organizational research is

increasingly focusing on the issue of workplace incivility, and its ideas and findings are starting to influence organizational procedures (Pearson & Porath, 2009).

Chapter 3

3. RESEARCH METHODOLOGY

3.1 Research Design

This research followed a survey research method with correlational and cross-sectional design in nature. The study was conducted into following two phases:

3.1.1 Phase I: Pilot Study

First phase of the current research was comprising pilot study which was aimed at exploring the psychometric strengths of the study scale so that their appropriateness for the main study may be estimated.

3.1.2 Phase II: Main Study

Main study was aimed at testing the hypotheses of the study applying inferential statistics to draw findings and conclusion of the study.

3.2 Instruments

Following instrument were used in order to meet the set objective of the pilot study:

3.2.1 Demographic Sheet

Along with the informed consent contract, a demographic sheet was attached with the questionnaire in order to get information regarding personal attributes of the sample. Demographic information included gender, age, family system, work experience, and nature of organization i.e., public or private etc.

3.2.2 The Workplace Incivility Scale (WIS)

The workplace incivility scale was used in the current research in order to measure perceived workplace incivility among working adults. This scale was developed by Cortina, Magley, Williams, and Langhout in 2001. WIS is a 10 item Likert type scale with a 5-point scoring format ranging from 1= Once or Twice a Year to 5 =

Every day. WIS is a single factor scale with no sub-scales and no reverse coded items. Alpha reliability of WIS has been reported .89 in the original study (Cortina et al., 2001).

3.2.3 Interpersonal Conflict in Organization Scale (ICOS)

Interpersonal Conflict in Organizations Scale was used in the present study to measure interpersonal conflicts among working adults in different organizations. ICOS was developed by Bruk-Lee in 2006. ICOS is a 63 items 5-point rating scale ranging from 1 = Never to 5 Every day. ICOS has four sub-scales including Task Outcome (Items 1-16; this domain includes items of conflict related to various goals, objectives and completion of various organizational tasks assigned), Task Process (items 17-32; this domain comprises of items of conflict about the way tasks should be assigned to different employees, who and how will be responsible for task, the process of how a task should be performed and completed), Relationship (items 33-47; this domain contains items related to conflicts among employees because of personality clash, emotional issues/conflicts, personal disliking, rumors, and grouping and these issues are not related to work/ organizational tasks) and Non-task organizational (items 48-63; this domain has items related to conflicts which do not occur because of any particular task but other organizational issues). Alpha reliability of the sub-scales has been reported between .91 to .93 in the original study (BrukLee, 2006). There is no reverse coded item in the scale.

3.2.4 Cognitive Emotion Regulation Questionnaire (CERQ)

Cognitive Emotion Regulation Questionnaire was used in the current study to assess cognitive emotion regulation strategies of working adults. CERQ was developed by Garnefski, Kraaij, and Spinhoven (2001). CERQ is a 36 items five-point rating scale ranging from 1 = Almost Never to 5 = Almost Always. It has nine sub-scales including

Self-blame (items 1 – 4), Acceptance (items 5 – 8), Rumination (items 9 – 12), Positive Refocusing (items 13 – 16), Refocus on Planning (items 17 – 20), Positive Reappraisal (Items 21 – 24), Putting into Perspective (items 25 – 28), Catastrophizing (items 29 – 32), Blaming Others (items 33 – 36). There is no item with reverse coding while alpha for the sub-scales have been reported between .64 to .82 in the previous research (Abdi et al., 2012).

3.3 Population

Following a convenient sampling technique, data for the main study was collected from 400 working adults as (Males = 209, Females = 191) and the range of age was between 24 to 50 years ($M = 31.81$, $SD = 6.75$). Initially a sample of 431 working adults was amassed from various organizations (i.e., academia, banks, hospitals) of Sahiwal, Rawalpindi, and Islamabad cities of Pakistan. However, data of 31 subjects was discarded because of incomplete information and pattern responses. Thus, a final sample of 400 working adults (with almost 7% attrition rate) was used for the analyses of main study.

3.4 Sampling Technique

For the purpose of data collection, convenient sampling technique was used.

3.5 Data Collection

Aiming at the investigating perceived workplace incivility and interpersonal conflict among working adults, the author primarily sought permission of data collection from the concerned authorities of targeted organizations. Afterwards, working adults were themselves contacted for informed consent. After taking their consent, the objectives of the current study were intimated to them and nature of the current study along with assuring them about their ethical rights in research. They were ensured that their provided information will be kept confidential with their protected

right of privacy and that their information will not be disclose to anyone or used for any other purpose except this research. They were also provided of the right to quit during the research at any point if the felt so. Questionnaires were administered individually and each individual took almost 40 to 45 minutes to complete the booklet of questionnaires.

3.6 Data Analysis

SPSS 20 was used for analysis of data. In first step, the data was entered in to SPSS sheet, The second step followed was removal of outliers, missing values and to allocate other error. The missing values were being replaced by the mean values of the data. Fortunately, no outliers were found in the entered date. Then as per need, the statistical analysis has been done. The main analysis of the study includes reliability analysis, total inter-item and Total corrected item correlation, regression analysis, ANOVA and mediation analysis. After analysis, discussion was done to discuss the results.

3.6 Research Ethics

At first, a formal institutional approval was taken from target organizations i.e., universities, hospitals, and banks to collect data from their employees. Afterwards, an informed consent was also taken and signed by working adults themselves that if they were voluntarily willing to give data and only those participants were included in the study who showed voluntary consent. Participants were briefed about nature and aims of the study along with warranting them all of their ethical and research rights including confidentiality, privacy, anonymity, and withdrawing from research at any point without any obligation. Subjects were given questionnaire booklets individually and each individual took almost 40 to 45 minutes to fill the complete booklet. Initially 431 participants were approached but after discarding data of 31 subjects (owing to non-

serious and pattern responses or missing and incomplete information), final analyses were computed on a sample of 400 working adults.

3.7 Delimitation of the research study

- One of delimitation about the current study is limited sample size.
- The study used self-report questionnaires to study workplace incivility and interpersonal conflicts which may give a partial understanding of the problems at workplace.
- The study did not incorporate a comparative sample (i.e., doctors, academicians, Bankers and others) for analysis because of the incomparable groups (sample size of each group).

Chapter 4

Analysis and Interpretation of the Data

- **Research Design**

The current study followed survey research method with correlational and cross-sectional design in nature. The study was conducted into following two phases:

- **Phase I: Pilot Study**

First phase of the current research was comprising pilot study which was aimed at exploring the psychometric strengths of the study scale so that their appropriateness for the main study may be estimated.

- **Phase II: Main Study**

Main study was aimed at testing the hypotheses of the study applying inferential statistics to draw findings and conclusion of the study.

4.1 Phase I: Pilot Study

The following objective was formulated for the pilot study phase:

- **Objectives**
 - To establish the psychometric characteristics of the study scales
- **Sample**

Initially a sample of 125 working adults was taken but the researcher had to discard data of 15 working adults (with an attrition rate of 12%) because of incomplete data as well as non-serious and pattern responses. Thus, the final sample of the pilot study comprised 110 working adults from various job sectors including doctors, bank employees, university teachers and administrative staff. Age of the sample ranged from 25 to 50 years ($M = 28.77$, $SD = 6.39$) including 68% male ($n = 64$) and 42% females ($n = 46$). Following a convenient sampling technique, the data was collected from the working adults of various public and private sector organizations of Sahiwal, Rawalpindi, and Islamabad cities of Pakistan.

- **Operational Definitions**
- **Perceived Workplace Incivility**

As a concept, perceived workplace incivility can be defined as “low-intensity deviant (rude, discourteous) behavior with ambiguous intent to harm the target in violation of workplace norms for mutual respect (Andersson & Pearson, 1999).” However, as a construct, the current study operationalizes perceived workplace incivility as the individuals scoring high on the Workplace Incivility Scale, will be considered as having high level of perceived workplace incivility while those scoring low on this scale will be treated as having lower level of perceived workplace incivility.

- **Interpersonal Conflict**

Conceptually, interpersonal conflict in organization can be defined as impediment created by a colleague or a group of coworkers in another worker's effort to accomplish his/ her organizational tasks successfully (Barki & Hartwick, 2001). In the current study, interpersonal conflict has been operationalized with reference to Interpersonal Conflict in Organization Scale where individuals with higher scores were considered as having more experience of interpersonal conflict at their workplace while those with lower scores were defined as having less experience of interpersonal conflict at work.

- **Cognitive Emotion Regulation**

Cognitive emotion regulation, conceptually, may be defined as the strategies or mechanisms one uses in order to deal with the situations carrying emotionally loaded or heightened information (Garnefski & Kraaij, 2006). In the current study, it has been operationally defined with the help of Cognitive Emotion Regulation Questionnaire where individuals scoring higher on adaptive regulation strategies (i.e., acceptance, positive refocusing, refocus on planning, positive reappraisal, and putting into perspective) were defined as having adaptive cognitive emotion regulation while those scoring higher on maladaptive regulation strategies (i.e., self-blame, rumination, catastrophizing, and blaming others) were defined as having maladaptive cognitive emotion regulation.

- **Instruments**

Following instrument were used in order to meet the set objective of the pilot study:

- **Demographic Sheet**

Along with the informed consent contract, a demographic sheet was attached with the questionnaire in order to get information regarding personal attributes of the sample.

Demographic information included gender, age, family system, work experience, and nature of organization i.e., public or private etc.

- **The Workplace Incivility Scale (WIS)**

The workplace incivility scale was used in the current research in order to measure perceived workplace incivility among working adults. This scale was developed by Cortina, Magley, Williams, and Langhout in 2001. WIS is a 10 item Likert type scale with a 5-point scoring format ranging from 1= Once or Twice a Year to 5 = Every day. WIS is a single factor scale with no sub-scales and no reverse coded items. Alpha reliability of WIS has been reported .89 in the original study (Cortina et al., 2001).

- **Interpersonal Conflict in Organization Scale (ICOS)**

Interpersonal Conflict in Organizations Scale was use in the present study to measure interpersonal conflicts among working adults in different organizations. ICOS was developed by Bruk-Lee in 2006. ICOS is a 63 items 5-point rating scale ranging from 1 = Never to 5 Every day. ICOS has four sub-scales including Task Outcome (Items 1-16; this domain include items of conflict related to various goals, objectives and completion of various organizational tasks assigned), Task Process (items 17-32; this domain comprises of items of conflict about the way tasks should be assigned to different employees, who and how will be responsible for task, the process of how a task should be performed and completed), Relationship (items 33-47; this domain contains items related to conflicts among employees because of personality clash, emotional issues/conflicts, personal disliking, rumors, and grouping and these issues are not related to work/ organizational tasks) and Non-task organizational (items 48-63; this domain has items related to conflicts which do not occur because of any particular task but other organizational issues). Alpha

reliability of the sub-scales has been reported between .91 to .93 in the original study (Bruk-Lee, 2006). There is no reverse coded item in the scale.

- **Cognitive Emotion Regulation Questionnaire (CERQ)**

Cognitive Emotion Regulation Questionnaire was used in the current study to assess cognitive emotion regulation strategies of working adults. CERQ was developed by Garnefski et al. (2001). CERQ is a 36 items five-point rating scale ranging from 1 = Almost Never to 5 = Almost Always. It has nine sub-scales including Self-blame (items 1 – 4), Acceptance (items 5 – 8), Rumination (items 9 – 12), Positive Refocusing (items 13 – 16), Refocus on Planning (items 17 – 20), Positive Reappraisal (items 21 – 24), Putting into Perspective (items 25 – 28), Catastrophizing (items 29 – 32), Blaming Others (items 33 – 36). There is no item with reverse coding while alpha for the sub-scales have been reported between .64 to .82 in the previous research (Abdi et al., 2012).

- **Procedure**

Aiming at the investigating perceived workplace incivility and interpersonal conflict among working adults, the author primarily sought permission of data collection from the concerned authorities of targeted organizations. Afterwards, working adults were themselves contacted for informed consent. After taking their consent, they were briefed about the objectives and nature of the current study along with assuring them about their ethical rights in research. They were ensured that their provided information will be kept confidential with their protected right of privacy and that their information will not be disclose to anyone or used for any other purpose except this research. They were also provided of the right to quit during the research at any point if they felt so. Questionnaires

were administered individually and each individual took almost 40 to 45 minutes to complete the booklet of questionnaires.

4.2 Results

This section holds analyses regarding the objective of the pilot study i.e., establishing psychometric properties of the study scales. Descriptive analyses, alpha reliability, and item-total correlations were computed in order to meet these objectives. Results are displayed in the tables below.

Table 1

Descriptive Statistics and Alpha Reliability Coefficient of Perceived Work Place Incivility, Interpersonal Conflict and Cognitive Emotion Regulation of Pilot Study (N=110)

Scales	No. of Items	α	M	SD	Range		Skewness	Kurtosis
					Actual	Potential		
PWPI	10	.89	19.40	8.000	10-39	10-50	0.72	-0.56
TO	16	.92	38.96	12.73	16-74	16-80	0.33	-0.40
TP	16	.87	36.79	14.95	16-80	16-80	0.83	0.54
RS	15	.91	35.13	14.16	15-75	15-75	0.50	-0.15
NTO	16	.93	37.86	15.71	16-80	16-80	0.61	-0.11
SB	4	.66	9.62	3.19	4-19	4-20	0.15	-0.37
ACP	4	.79	11.36	3.99	4-20	4-20	0.06	-0.72
RUM	4	.77	10.90	3.49	4-20	4-20	0.19	-0.27
PR	4	.72	12.08	3.38	4-20	4-20	-0.02	-0.19
FOP	4	.82	12.78	4.12	4-20	4-20	-0.11	-0.80
PRP	4	.88	13.46	4.23	4-20	4-20	-0.22	-0.74
PIP	4	.81	11.56	3.63	4-20	4-20	-0.05	-0.29
CATA	4	.72	10.85	3.49	4-20	4-20	0.04	0.09
BO	4	.75	10.20	3.60	4-20	4-20	0.42	-0.05

Note: PWPI=Perceived Workplace Incivility; TO=Task Outcome related Conflicts; TP=Task Process related Conflicts; RS=Relationships related Conflicts; NTO=Non-task Organizational Conflicts; SB=Self-blame, ACP=Acceptance; RUM=Rumination; PR=Positive Refocusing; FOP=Focus on Planning; PRP=Positive Reappraisal; PIP=Putting into Perspective; CATA=Catastrophizing; BO=Blaming Others

Results in Table 1 shows values of descriptive statistics (i.e., means, standard deviations, range, skewness, and kurtosis) for all the study variables. Findings reveal that

values lie in the acceptable ranges for skewness (± 2) and kurtosis (± 10) indicating the normal distribution of data (Gravetter & Wallnow, 2012). Moreover, alpha coefficients for all the scales lie between .66 to .93 indicating satisfactory to good reliability indices. Therefore, it was concluded that the scales were appropriate for use with the indigenous Pakistani sample.

Table 2

Item Total Correlation and Corrected Item Total Correlation of Perceived work place incivility scale (N=110)

Item	Item-Total-Correlation	Corrected Item-Total-Correlation
1	.52**	.41
2	.60**	.48
3	.82**	.77
4	.72**	.65
5	.78**	.72
6	.65**	.56
7	.80**	.73
8	.76**	.70
9	.69**	.61
10	.76**	.69

**p<.001

Table 2 shows values of item-total correlation and corrected item-total correlation for work place incivility scale. Second column of the table indicate that all the items have significant positive correlations ($p<.001$) with the total of the scale justifying that the scale

is internally consistent and reliable. The internal consistency is further endorsed by corrected item-total correlation where all the items are again positively correlated with the total scale when each item itself is deleted from the total of the scale. Overall table evidences a good reliability and internal consistency for the scale and supports the appropriateness to use it in the main study.

Table 3

Item Total Correlation and Corrected Item Total Correlation of Interpersonal Conflict in Organization Scale (N=110)

Item	Item-Total- Correlation	Corrected Item- Total- Correlation	Item	Item-Total- Correlation	Corrected Item- Total- Correlation
Task Outcome			Task Process		
1	.35**	.25	1	.57**	.28
2	.51**	.42	2	.61**	.42
3	.68**	.61	3	.66**	.61
4	.68**	.61	4	.65**	.61
5	.48**	.38	5	.65**	.38
6	.69**	.61	6	.66**	.62
7	.54**	.45	7	.65**	.45
8	.51**	.43	8	.63**	.43
9	.69**	.61	9	.67**	.62
10	.66**	.60	10	.72**	.59
11	.62**	.56	11	.74**	.56
12	.68**	.62	12	.71**	.62
13	.54**	.45	13	.75**	.45
14	.63**	.55	14	.79**	.55
15	.57**	.45	15	.68**	.49
16	.53**	.44	16	.75**	.44

	Relationship		Non-task Organization		
1	.70**	.63	1	.46**	.60
2	.75**	.70	2	.66**	.66
3	.73**	.68	3	.72**	.64
4	.66**	.59	4	.69**	.66
5	.68**	.62	5	.71**	.68
6	.61**	.53	6	.72**	.64
7	.67**	.61	7	.70**	.63
8	.60**	.53	8	.69**	.69
9	.66**	.60	9	.74**	.75
10	.70**	.64	10	.79**	.62
11	.72**	.67	11	.67**	.68
12	.68**	.61	12	.73**	.61
13	.68**	.62	13	.67**	.59
14	.66**	.59	14	.65**	.64
15	.59**	.52	15	.70**	.57
			16	.62**	.55

**p<.001, .01

Table 3 displays values of item-total and corrected item correlations for four subscales (i.e., task outcome, task process, relationship, and non-task organizational) of interpersonal conflict in organization scale. All the values of each of the sub-scale illustrate a significant positive correlation ($p < .001, .01$) with the total of the respective sub-scale providing evidence for good reliability and internal consistency of the scale. Internal consistency of each sub-scale is also endorsed by corrected item-total correlation which shows a positive correlation of each item with the total of the scale when the score of that particular item is deleted from the total. Overall results in the table support the suitability of the scale for to assess target population for the main study.

Table 4

Item Total Correlation and Corrected Item Total Correlation of Cognitive Emotion Regulation Questionnaire (N=110)

Item	Item-Total-Correlation	Corrected Item-Total-Correlation
Self-blame		
1.	.63**	.37
2.	.73**	.45
3.	.75**	.51
4.	.70**	.41
Acceptance		
5.	.73**	.53
6.	.86**	.71
7.	.74**	.53
8.	.78**	.59
Rumination		
9.	.70**	.45
10.	.84**	.69
11.	.85**	.69
12.	.66**	.42
Positive Refocusing		
13.	.79**	.56
14.	.69**	.44
15.	.77**	.56
16.	.70**	.47
Refocusing on Planning		
17.	.74**	.55
18.	.79**	.62
19.	.84**	.70
20.	.86**	.72

Positive Reappraisal		
21.	.82**	.67
22.	.88**	.77
23.	.86**	.74
24.	.86**	.74
Putting into Perspective		
25.	.81**	.65
26.	.79**	.61
27.	.83**	.67
28.	.76**	.55
Catastrophizing		
29.	.72**	.47
30.	.75**	.53
31.	.73**	.51
32.	.76**	.54
Blaming Others		
33.	.78**	.56
34.	.76**	.54
35.	.73**	.52
36.	.75**	.54

**p<.001

Table 4 illustrates the results of item-total and corrected item-total correlations for nine sub-scales (i.e., self-blame, acceptance, rumination, positive refocusing, refocus on planning, positive reappraisal, putting into perspective, catastrophizing, and blaming others) of cognitive emotion regulation questionnaire. Values indicate a significant positive correlation ($p<.001$) between all the items and total scores of the respective subscales evidencing a high internal consistency and good reliability for each of the sub-scale. Values

of corrected item-total correlations further supported the reliability evidence and suitability of the scale to use in the main study on target population.

4.3 Discussion

This section holds the discussion of the results of Phase-I which was aimed to examine the psychometric strength i.e., reliability and internal consistency of the study scales in order to build their appropriateness to use in the main study phase (i.e., hypotheses testing). To achieve the objective of the study phase, descriptive statistics, alpha reliabilities, as well as item-total correlations were computed for the variables/scales of the study.

First scale that was used in the study was the workplace incivility scale (Cortina et al., 2001). Workplace incivility has been studied in the field of industrial and organizational psychology at wide and has been found a key factor linked with organizational structure, organizational cultural, job commitment, job performance and productivity of the employees (as cited in Schad et al., 2014). Being such an important factor, the construct must be assessed and investigated in each organization with great care in order to precisely understand the magnitude and intensity of the problem so that appropriate preventive and intervention measures may be initiated to deal with the detrimental consequences to the organizations. However, this precise understanding of workplace incivility at organizations is hard to get without precise, valid and reliable tools of assessment. Therefore, the current study aimed to first evaluate the reliability strength of workplace incivility scale before using it to test the study speculations with a larger sample. Table 1 shows a high reliability index ($\alpha = .89$) for workplace incivility scale suggesting that the scale is reliable enough and appropriate to use in the main study to assess perceived workplace incivility among working adults. These findings are very close to previous researches (Cortina et al., 2001;

Schad et al., 2014; Smidt et al., 2016) exploring the psychometric characteristics of the scale. These previous studies also reported reliability coefficients ranging from .70 to .88 indicating that the scale is having high reliability strength. These reliability statistics have been further endorsed by high and significant positive item-total correlations (Table 3) between each of the items and total score of workplace incivility scale. These results support the internal consistency of the scale adding to reliability strength and also an indicator of precision of the scale.

The second major variable in the current study was ‘interpersonal conflicts’ among working adults which was assessed by interpersonal conflicts in organization scale (ICOS; Bruk-Lee, 2006). Researches have reported interpersonal conflicts at workplace a consequence as well as a source of various stressors linked with the organization including job environment, workplace bullying, and incivility in the organizations (as cited in De Dreu & Weingart, 2003). Since it has further consequences not only for the organizations (difficulty in achieving organizational goals, low productivity etc.) but also for the employees themselves (i.e., psychological outbursts, behavioral issues, and physical strains), thus the problem is important to assess and resolve at primitive level. Failure to this may lead to severity of the problem leaving the organizations handicapped. However, before going to resolve the issue, an accurate assessment of the problem is inevitable which requires appropriate and reliable tools. The current study, therefore, aimed to test the reliability and internal consistency of the scale first. The study revealed high reliability index for each of the subscales of ICOS ranging from .87 to .93 (Table 1). Further support was found by significant positive item-total correlations (Table 3) suggesting that the scale is internally consistent and reliable. Findings of the present study are in line with the

previous researches (Bruk-Lee et al., 2013; De Dreu & Weingart, 2003) illustrating the similar psychometric properties of ICOS ($\alpha = .87$ to $.92$).

Third important variable which served as mediator in the current study was cognitive emotion regulation which was studied using cognitive emotion regulation questionnaire (CERQ; Garnefski et al., 2001). Cognitive emotion regulation is an underlying mechanism which is usually studied (Demir et al., 2020; Kshtriya et al., 2022) as a mediating factor thus it is even more important to assess this factor with accuracy so that the root cause of interpersonal conflicts at work place may be rightly understood. Keeping in view the significance of the variable, the pilot study aimed to examine the reliability of the scale first. The current study revealed (Table 1) high alpha coefficients ($.72$ to $.88$) for each of the sub-scale of CERQ suggesting that CERQ is a reliable measure to assess cognitive emotion regulation strategies among working adults. This psychometric strength was further supported by significant positive item-total correlations computed for each of the subscales showing that all the domains of CERQ are internally consistent and precise and the scale may be used with a larger sample to test hypotheses on the main study. These findings are consistent with the previous researches (i.e., Demir et al., 2020; Feliu et al., 2017; Garnefski et al., 2001; Kshtriya et al., 2022) which also reported high alpha reliabilities ($\alpha = .89$ to $.96$).

4.4Phase-II: Main Study

- **Objectives**

Main study was carried out to meet the following objectives:

- To study the relationship between perceived workplace incivility, cognitive emotion regulation and interpersonal conflicts among working adults.

- To study the impact of workplace incivility on interpersonal conflict among working adults.
- To investigate the mediating role of cognitive emotion regulation in relationship between perceived workplace incivility and interpersonal conflicts among working adults.
- To study the role of demographics in study variables among working adults.
- **Hypotheses**
- Perceived workplace incivility has a positive relationship with interpersonal conflicts among working adults
- Adaptive cognitive emotion regulation strategies (i.e., acceptance, positive refocusing, refocus on planning, positive reappraisal, and putting into perspective) has negative relationship with workplace incivility and interpersonal conflict among working adults
- Maladaptive cognitive emotion regulation strategies (i.e., self-blame, rumination, catastrophizing, and blaming others) has positive relationship with workplace incivility and interpersonal conflict among working adults
- Perceived workplace incivility leads to interpersonal conflict among working adults
- Adaptive cognitive emotion regulation strategies (i.e., acceptance, positive refocusing, refocus on planning, positive reappraisal, and putting into perspective) negatively mediate the effect of workplace incivility on interpersonal conflict among working adults

- Maladaptive cognitive emotion regulation strategies (i.e., self-blame, rumination, catastrophizing, and blaming others) positively mediate the effect of workplace incivility on interpersonal conflict among working adults

- **Sample**

Following a convenient sampling technique, data for the main study was collected from 400 working adults (Males = 209, Females = 191) with an age ranged from 24 to 50 years ($M = 31.81$, $SD = 6.75$). Initially a sample of 431 working adults was amassed from various organizations (i.e., academia, banks, hospitals) of Sahiwal, Rawalpindi, and Islamabad cities of Pakistan. However, data of 31 subjects was discarded because of incomplete information and pattern responses. Thus, a final sample of 400 working adults (with almost 7% attrition rate) was used for the analyses of main study. Following are the details of demographics of the sample:

Table 5

Demographic specifications of the sample (N + 400)

<i>Demographics</i>	<i>F</i>	<i>%</i>
Gender		
Males	209	52
Females	191	48
Age		
Young Adults	242	60
Established Adults	158	40
Family System		
Joint	150	38
Nuclear	250	62
Work Experience		
Less Experienced	214	53
More Experienced	186	47
Nature of Organization		
Public	242	60
Private	158	40

- **Measures**

Following instruments were used in the main study as were used in pilot study:

- Demographic Sheet
- The Workplace Incivility Scale (WIS; Cortina, Magley, et al., 2001)
- Interpersonal Conflict in Organization Scale (ICOS; Bruk-Lee, 2006)
- Cognitive Emotion Regulation Questionnaire (CERQ; Garnefski, et al., 2001)

- **Procedure**

At first, a formal institutional approval was taken from target organizations i.e., universities, hospitals, and banks to collect data from their employees. Afterwards, an informed consent was also taken and signed by working adults themselves that if they were voluntarily willing to give data and only those participants were included in the study who showed voluntary consent. Participants were briefed about nature and aims of the study along with warranting them all of their ethical and research rights including confidentiality, privacy, anonymity, and withdrawing from research at any point without any obligation. Subjects were given questionnaire booklets individually and each individual took almost 40 to 45 minutes to fill the complete booklet. Initially 431 participants were approached but after discarding data of 31 subjects (owing to non-serious and pattern responses or missing and incomplete information), final analyses were computed on a sample of 400 working adults.

4.5 Results

This section holds statistical analyses i.e., Pearson correlation, linear regression, multiple regression, mediation analyses and independent sample t-test analyses were computed to meet the objectives and to test the hypotheses of the main study.

Table 6

Descriptive Statistics and Alpha Reliability Coefficient of Perceived Work Place Incivility, Interpersonal Conflict and Cognitive Emotion Regulation scales (N=400)

Scales	No. of Items	α	M	SD	Range		Skewness	Kurtosis
					Actual	Potential		
PWPI	10	.82	26.44	6.19	10-39	10-50	-1.28	.88
TO	16	.86	49.90	9.81	16-74	16-80	-1.45	1.83
TP	16	.89	49.09	10.97	16-80	16-80	-1.29	1.77
RS	15	.85	43.59	9.21	15-75	15-75	-1.32	2.65
NTO	16	.81	38.14	8.40	16-80	16-80	.96	5.80
SB	4	.72	11.47	2.46	4-19	4-20	.72	.80
ACP	4	.68	10.92	2.53	4-20	4-20	1.23	2.44
RUM	4	.71	13.61	2.71	4-20	4-20	1.20	1.69
PR	4	.76	10.45	2.29	4-20	4-20	1.00	2.16
FOP	4	.66	9.86	2.59	4-20	4-20	1.01	2.17
PRP	4	.72	10.00	2.50	4-20	4-20	.69	2.27
PIP	4	.67	10.70	2.49	4-20	4-20	1.11	2.18
CATA	4	.69	13.28	2.69	4-20	4-20	-.97	1.91
BO	4	.76	13.69	3.11	4-20	4-20	-1.10	1.03

Note: PWPI=Perceived Workplace Incivility; TO=Task Outcome related Conflicts; TP=Task Process related Conflicts; RS=Relationships related Conflicts; NTO=Non-task Organizational Conflicts; SB=Self-blame, ACP=Acceptance; RUM=Rumination; PR=Positive Refocusing; FOP=Focus on Planning; PRP=Positive Reappraisal; PIP=Putting into Perspective; CATA=Catastrophizing; BO=Blaming Others

Table 6 shows means, standard deviations, actual and potential range as well as skewness and kurtosis of the study variable on the main study data. It also displays alpha coefficients of all the study scales and their sub domains. Alpha values reveal that all the study scales along with their sub domains have satisfactory to good reliabilities showing the reliability strength of the scales. Moreover, values of kurtosis and skewness are lying within acceptable range indicating that the data was normally distributed.

Table 7

Inter-scale correlation between the study variables (N=400)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1.PWPI	-	.62**	.61**	.58**	.20**	.28**	-.33**	.43**	-.33**	-.18**	-.09	-.44**	.47**	.60**
2.TO	-	-	.83**	.71**	.48**	.31**	-.30**	.45**	-.26**	-.17**	-.03	-.34**	.44**	.55**
3.TP	-	-	-	.80**	.52**	.29**	-.30**	.42**	-.27**	-.22**	-.10*	-.37**	.50**	.60**
4.RS	-	-	-	-	.57**	.28**	-.29**	.45**	-.33**	-.17**	-.10*	-.36**	.46**	.56**
5.NTO	-	-	-	-	-	.22**	.09	.03	-.04	.07	.10*	-.10*	.21**	.18**
6.SB	-	-	-	-	-	-	-.15**	.26**	-.19*	.01	.06	-.10*	.27**	.23**
7.ACP	-	-	-	-	-	-	-	-.61**	.52**	.49**	.38**	.35**	-.26**	-.34**
8.RUM	-	-	-	-	-	-	-	-	-.58**	-.43**	-.29**	-.31**	.37**	.49**
9.PR	-	-	-	-	-	-	-	-	-	.44**	.38**	.24**	-.29**	-.28**
10.FOP	-	-	-	-	-	-	-	-	-	-	.51**	.34**	-.26**	-.30**
11.PRP	-	-	-	-	-	-	-	-	-	-	-	.28**	-.19**	-.26**
12.PIP	-	-	-	-	-	-	-	-	-	-	-	-	-.50**	-.50**
13.CATA	-	-	-	-	-	-	-	-	-	-	-	-	-	.61**
14.BO	-	-	-	-	-	-	-	-	-	-	-	-	-	-

P<.001, *p*<.01, *p*<.05

Note: PWPI=Perceived Workplace Incivility; TO=Task Outcome related Conflicts; TP=Task Process related Conflicts; RS=Relationships related Conflicts; NTO=Non-task Organizational Conflicts; SB=Self-blame, ACP=Acceptance; RUM=Rumination; PR=Positive Refocusing; FOP=Focus on Planning; PRP=Positive Reappraisal; PIP=Putting into Perspective; CATA=Catastrophizing; BO=Blaming Others

Table 7 is a description of inter-scale correlations where Pearson product moment correlation was computed in order to examine the relationship between the study variables. Values in the table indicate a significant positive correlation ($p < .001$, $p < .01$, $p < .05$) between perceived workplace incivility and interpersonal conflict among working adults. These results express that as the perception of workplace incivility increases, interpersonal conflicts (i.e., conflicts related to task outcome, task processes, relationships, and non-task organizational conflicts) among employees also increase and vice versa. Table also depicts a significant positive correlation ($p < .001$, $p < .01$, $p < .05$) between perceived workplace incivility and maladaptive cognitive emotion regulation strategies (self-blame, rumination, catastrophizing, and blaming others) indicating that perceived incivility is positively associated with maladaptive cognitive emotion regulation. On the contrary high level of perceived workplace incivility has been observed as negatively linked with adaptive cognitive emotion regulation. This is also evident by the results as there has been found a significant negative correlation ($p < .001$, $p < .01$, $p < .05$) between perceived workplace incivility and adaptive cognitive emotion regulation strategies (i.e., acceptance, resilience, positive refocusing, and refocus on planning). Lastly, table illustrates values of correlation between interpersonal conflicts and cognitive emotion regulation among working adults. Results show that interpersonal conflicts in organization were significantly positively related ($p < .001$, $p < .01$, $p < .05$) with maladaptive cognitive emotion regulation strategies while significantly negatively correlated ($p < .001$, $p < .01$, $p < .05$) with adaptive cognitive emotion regulation strategies.

- **Regression Analyses**

After observing significant relationship between the study variables, linear regression analyses were carried out to study the impact of perceived workplace incivility on interpersonal

conflicts and cognitive emotion regulation strategies among working adults. Moreover, multiple regression analyses were also computed to study the impact of adaptive and maladaptive cognitive emotion regulation strategies on interpersonal conflicts among working adults. Results of linear and multiple regression are displayed in tables 8, 9, 10, and 11 below.

Table 8

Regression Analysis on Interpersonal Conflicts by Perceived Workplace Incivility (N=400)

Perceived Workplace Incivility	<i>B</i>	<i>SE B</i>	β	<u>95% CI</u>	
				<i>LL</i>	<i>UL</i>
Task Outcome					
	.99	.06	.62***	.86	1.11
<i>R</i> = .62, <i>R</i> ² = .39, $\Delta R^2 = .39$ (<i>F</i> = 250.47***)					
Task Process					
	1.08	.07	.61***	.94	1.22
<i>R</i> = .61, <i>R</i> ² = .37, $\Delta R^2 = .37$ (<i>F</i> = 233.82***)					
Relationships					
	.87	.06	.58***	.75	.98
<i>R</i> = .58, <i>R</i> ² = .34, $\Delta R^2 = .34$ (<i>F</i> = 203.08***)					
Non-Task Organization					
	.27	.07	.20***	.14	.40
<i>R</i> = .20, <i>R</i> ² = .04, $\Delta R^2 = .04$ (<i>F</i> = 15.96***)					

***p* < .001

Table 8 displays results of linear regression analysis by perceived workplace incivility on interpersonal conflicts (related to task outcome, task process, relationships,

and non-task organizational in nature) among working adults. Values in the table reveal that perceived workplace incivility significantly predicted ($p < .001$) each of the interpersonal conflicts among working adults. Individual analyses revealed that perceived workplace incivility explained 39% of variance in causing task outcome related conflicts, 37% variance in causing task process related conflicts, 34% variance in causing relationship conflicts, and 4% variance in causing non-task organizational conflicts among working employees. Overall findings explain that as the perception of workplace incivility increases among working adults so do increase their interpersonal conflicts of various kinds either task or non-task organizational in nature.

Table 9 on the next page shows results of linear regression analysis on cognitive emotion regulation strategies by perceived workplace incivility among working adults. Values in the table explain a causal link between perceived workplace incivility and various types of cognitive emotion regulation strategies either positively or negatively. Individual analyses point out that perceived workplace incivility accounted for 7% variance in explaining self-blame, 18% variance in explaining rumination, 22% variance in explaining catastrophizing and 36% variance in explaining blaming other strategies of cognitive emotion regulation among working adults.

Moreover, perceived workplace incivility accounted for 11% variance in explaining acceptance, 11% variance in explaining positive refocusing, 3% variance in explaining refocus on planning, 1% variance in explaining positive reappraisal and 19% variance in explaining putting into perspective strategies of cognitive emotion regulation among working adults. On psychological grounds, results reveal that as the perception of workplace incivility increases among working adults their maladaptive cognitive emotion regulation

strategies also increase whereas perceived workplace incivility has a negative causal link with adaptive cognitive emotion regulation strategies and decreases the probability of using adaptive styles.

Table 9

Regression Analysis on Cognitive Emotion Regulation by Perceived Workplace Incivility (N=400)

Perceived Workplace Incivility	<i>B</i>	<i>SE B</i>	β	95% CI	
				<i>LL</i>	<i>UL</i>
Self-Blame	.04	.007	.28***	.03	.05
<i>R</i> = .28, <i>R</i> ² = .08, ΔR^2 = .07 (<i>F</i> = 32.97***)					
Acceptance	-.14	.02	-.33***	-.14	-.10
<i>R</i> = .33, <i>R</i> ² = .11, ΔR^2 = .11 (<i>F</i> = 49.64***)					
Rumination	.19	.02	.43***	.15	.23
<i>R</i> = .43, <i>R</i> ² = .19, ΔR^2 = .18 (<i>F</i> = 91.18***)					
Positive Refocusing	-.12	.02	-.33***	-.16	-.09
<i>R</i> = .33, <i>R</i> ² = .11, ΔR^2 = .11 (<i>F</i> = 49.52***)					
Focus on Planning	-.08	.02	-.18***	-.12	-.04
<i>R</i> = .18, <i>R</i> ² = .03, ΔR^2 = .03 (<i>F</i> = 13.24***)					
Positive Reappraisal	-.04	.02	-.09	-.08	.01
<i>R</i> = .09, <i>R</i> ² = .01, ΔR^2 = .01 (<i>F</i> = 3.02)					
Putting into Perspective	-.18	.02	-.44***	-.21	-.14
<i>R</i> = .44, <i>R</i> ² = .19, ΔR^2 = .19 (<i>F</i> = 94.91***)					
Catastrophizing	.21	.02	.47***	.17	.24
<i>R</i> = .47, <i>R</i> ² = .23, ΔR^2 = .22 (<i>F</i> = 115.42***)					
Blaming Others	.30	.02	.60***	.26	.34
<i>R</i> = .60, <i>R</i> ² = .36, ΔR^2 = .36 (<i>F</i> = 221.49***)					

***p* < .00

Table 10

Multiple Regression Analysis on Interpersonal Conflicts by Maladaptive Cognitive Emotion Regulation Strategies among working adults (N=400)

	Task Outcome					Task Process				
	<i>B</i>	<i>SE B</i>	β	95% CI		<i>B</i>	<i>SE B</i>	β	95% CI	
				<i>LL</i>	<i>UL</i>				<i>LL</i>	<i>UL</i>
SB	1.62	.48	.14**	.67	2.56	1.45	.52	.11**	.42	2.48
RUM	.74	.17	.21***	.41	1.07	.53	.18	.13**	.17	.88
CAT	.43	.18	.12**	.07	.79	.75	.20	.18***	.36	1.15
BO	1.10	.17	.35***	.77	1.43	1.39	.18	.39***	1.03	1.75
$R = .62, R^2 = .38, \Delta R^2 = .38 (F = 29.53^{**})$					$R = .64, R^2 = .41, \Delta R^2 = .41 (F = 69.72^{***})$					
	Relationship					Non-task Organization				
	<i>B</i>	<i>SE B</i>	β	<i>LL</i>	<i>UL</i>	<i>B</i>	<i>SE B</i>	β	<i>LL</i>	<i>UL</i>
SB	1.14	.45	.11*	.25	2.02	1.84	.50	.19***	.86	2.83
RUM	.68	.16	.20***	.37	.98	-.40	.17	-.13*	-.75	-.06
CATA	.50	.17	.15**	.16	.84	.43	.19	.14*	.06	.81
BO	1.04	.16	.35***	.73	1.35	.33	.18	.12	-.02	.67
$R = .62, R^2 = .38, \Delta R^2 = .38 (F = 61.26^{***})$					$R = .30, R^2 = .09, \Delta R^2 = .08 (F = 9.66^{***})$					

** $p < .001$, * $p < .01$, * $p < .05$

Note: SB= Self-blame subscale, RUM= Rumination Subscale, CATA=Catastrophizing Subscale, BO= Blaming Other Subscale

Table 10 demonstrates results of multiple regression analyses computed to examine the impact of maladaptive cognitive emotion regulation strategies on interpersonal conflicts

among working adults. Values in the table describe a significant ($p < .001$, $p < .01$, $p < .05$) positive causal link between maladaptive cognitive emotion regulation strategies and different interpersonal conflicts in organizations among working adults. Individual models depict that all maladaptive cognitive emotion regulation strategies jointly accounted for 38% in explaining task outcome related interpersonal conflicts, 41% variance in explaining task process related interpersonal conflicts, 38% variance in explain relationship conflicts, and 8% variance in explaining non-task organization conflicts among working adults. Individually, blaming others was the strongest predictor of task outcome ($\beta = .35^{***}$), task process ($\beta = .39^{***}$), and relationship conflicts ($\beta = .35^{***}$) whereas it did not contribute significant ($\beta = .12$) variance in explaining non-task organizational conflicts. Self-blame, rumination and catastrophizing were also significant ($p < .001$, $p < .01$, $p < .05$) positive predictors for each of the interpersonal conflicts except for non-task organizational conflict which was negatively predicted by rumination. Overall findings indicate that with the utilization of more maladaptive cognitive emotion regulation strategies, the magnitude of interpersonal conflicts also increases among working adults.

Table 11

Multiple Regression Analysis on Interpersonal Conflicts by Adaptive Cognitive Emotion Regulation Strategies (N=400)

	Task Outcome					Task Process				
	<i>B</i>	<i>SE B</i>	β	95% CI		<i>B</i>	<i>SE B</i>	β	95% CI	
				<i>LL</i>	<i>UL</i>				<i>LL</i>	<i>UL</i>
ACP	-.72	.22	-.19**	-1.16	-.28	-.58	.25	-.13*	-1.07	-.09
PR	-.72	.24	-.17**	-1.19	-.25	-.74	.26	-.15**	-1.26	-.22
FOP	.01	.22	.01	-.41	.45	-.20	.25	-.05	-.68	.28
PIP	-1.12	.20	-.29***	-1.50	-.74	-1.36	.22	-.31***	-1.78	-.93
PRP	.69	.21	.18**	.27	1.11	.52	.24	.12*	.06	.99
<i>R</i> = .44, <i>R</i> ² = .19, ΔR^2 = .18 (<i>F</i> = 18.44***)					<i>R</i> = .44, <i>R</i> ² = .20, ΔR^2 = .19					
(<i>F</i> = 19.17***)										
	Relationship					Non-task Organization				
	<i>B</i>	<i>SE B</i>	β	<i>LL</i>	<i>UL</i>	<i>B</i>	<i>SE B</i>	β	<i>LL</i>	<i>UL</i>
ACP	-.43	.21	-.12*	-.84	-.02	.13	.21	.04	-.28	.54
PR	-1.03	.22	-.26***	-1.46	-.60	-.41	.22	-.11	-.84	.03
FOP	.20	.20	.06	-.21	.60	.28	.21	.09	-.12	.69
PIP	-1.13	.18	-.30***	-1.48	-.77	-.53	.18	-.16**	-.89	-.17
PRP	.36	.20	.10	-.03	.75	.43	.20	.13*	.04	.82
<i>R</i> = .46, <i>R</i> ² = .21, ΔR^2 = .20 (<i>F</i> = 20.88***)					<i>R</i> = .20, <i>R</i> ² = .04, ΔR^2 = .03 (<i>F</i> = 3.33**)					

p* < .001, *p* < .01, **p* < .05

Note: ACP= Acceptance Subscale, PR = Positive Refocusing Subscale, FOP=Focus on Planning Subscale, PIP=Putting in Perspective Subscale, PRP= Positive Reappraisal Subscale,

Table 11 carries results of multiple regression analyses compute to examine the impact of adaptive cognitive emotion regulation strategies on interpersonal conflicts

among working adults. Findings in the table reveal that each of the adaptive cognitive emotion regulation strategies significantly negatively predicted ($p < .001$, $p < .01$, $p < .05$) interpersonal conflicts among working adults. As for as individual models are concerned, results illustrate that acceptance, positive refocusing, refocus on planning, putting into perspective and positive reappraisal strategies jointly produced 18% variance in explaining task outcome related conflicts, 19% variance in explain task-process related conflicts, 20% variance in explaining relationship conflicts, and 3% variance in explaining non-task organizational conflicts among working adults. However, among individual predictors, putting into perspective was the strongest negative predictor of task outcome ($\beta = .29^{***}$), task process ($\beta = .31^{***}$), relationship ($\beta = .30^{***}$), and non-task organizational conflicts ($\beta = .16^{**}$) among working adults. Results also revealed that refocus on planning remained a non-significant ($p > .05$) factor in predicting any of the interpersonal conflicts among working adults. Similarly, acceptance and positive refocusing did not account significant variance in explaining non-task organizational conflicts. Overall results show that more utility of adaptive cognitive emotion regulation strategies is likely to cause significant reduction in interpersonal conflicts among working adults.

- **Mediation Analyses**

Mediation analyses were computed to examine the indirect effect or causal link of adaptive and maladaptive cognitive emotion regulation strategies in the relationship between perceived workplace incivility and interpersonal conflicts among working adults. Results of mediation analyses have been displayed from table 12 to 20 below.

Table 12

Mediating effect of Self-blame in relationship between Perceived Workplace Incivility and Interpersonal Conflict (N = 400)

	Total Effect				Direct Effect				Indirect Effect			
	B	SE	t	P	B	SE	T	p	B	SE	LL	UL
Task Outcome												
PWPI	.99	.06	15.83	.000	.80	.06	12.04	.000	.18	.05	.09	.28
Task Process												
PWPI	1.08	.07	15.29	.000	.89	.07	11.73	.000	.18	.06	.07	.29
Relationship												
PWPI	.86	.06	14.25	.000	.74	.07	11.14	.000	.12	.05	.03	.21
Non-task Organizational												
PWPI	.27	.07	3.99	.0001	.21	.07	2.88	.004	.05	.04	-.004	.14

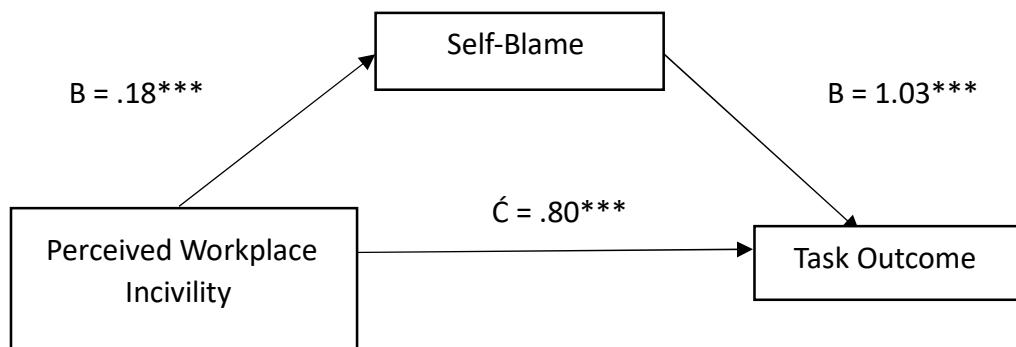


Figure 3: Mediating effect of Self-blame in the relationship between Perceived Workplace Incivility and Task Outcome.

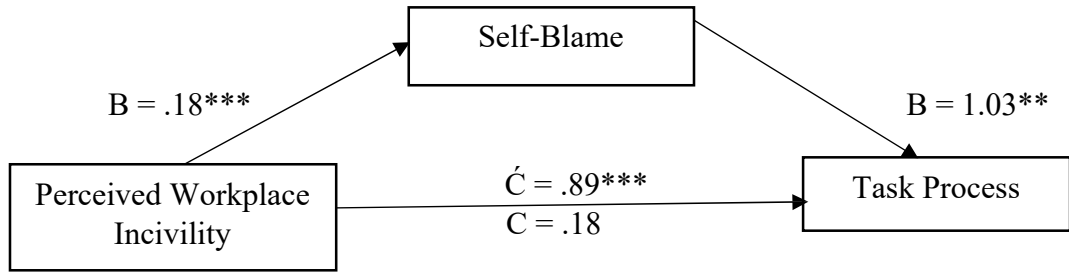


Figure 4: Mediating effect of Self-blame in the relationship between Perceived Workplace Incivility and Task Process.

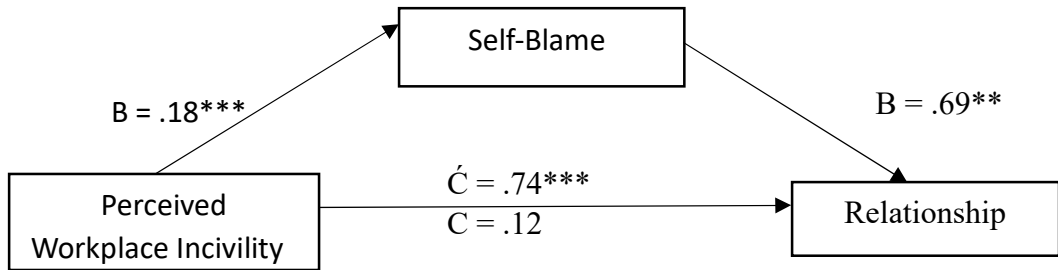


Figure 5: Mediating effect of Self-blame in the relationship between Perceived Workplace Incivility and Relationship.

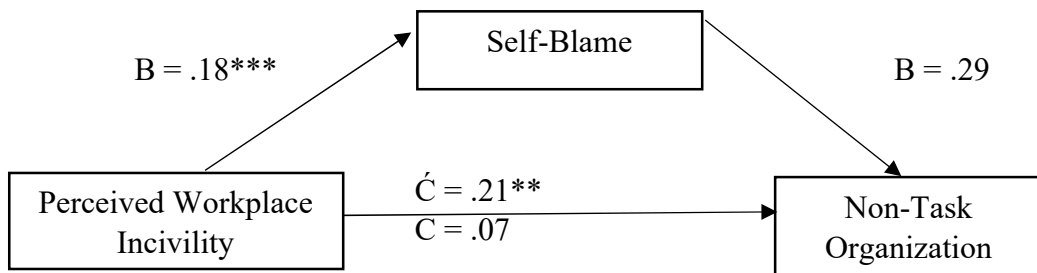


Figure 6: Mediating effect of Self-blame in the relationship between Perceived Workplace Incivility and Non-Task Organizational.

Table 12 presents results of simple mediation analysis examining the role of self-blame in the relationship between perceived workplace incivility and interpersonal

conflicts among working adults. Results revealed that self-blame, as a strategy of cognitive emotion regulation, significantly mediated the path between perceived workplace incivility and each of the interpersonal conflicts (i.e., task outcome, task process, relationships). Values show that direct effect of perceived workplace incivility was significantly greater on task outcome, task process, and relationships ($B = .80^{***}, .89^{***}, .74^{***}$ respectively) which in indirect effect, after adding self-blame as mediator, turned lesser ($B = .18, .18, .12$ respectively) but remained significant. These findings suggest self-blame as a significant mediating factor between workplace incivility and interpersonal conflicts of working adults. However, a non-significant ($p > .05$) mediating effect of self-blame was observed for perceived workplace incivility and non-task organizational conflicts.

Findings have been further explicated through path diagrams for each of the domains of interpersonal conflicts (i.e., Figures 3, 4, 5, 6). Along with showing direct and indirect effect, these figures also illustrate the significant regressive effect ($p < .001, .01$) of workplace incivility (predicting variables) on self-blame (mediating factor) and self-blame on different interpersonal conflicts (outcome variables).

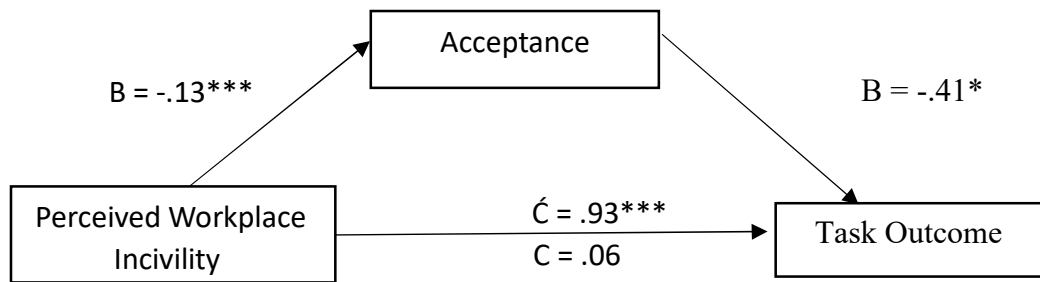


Figure 7: Mediating effect of Acceptance in the relationship between Perceived Workplace Incivility and task outcome.

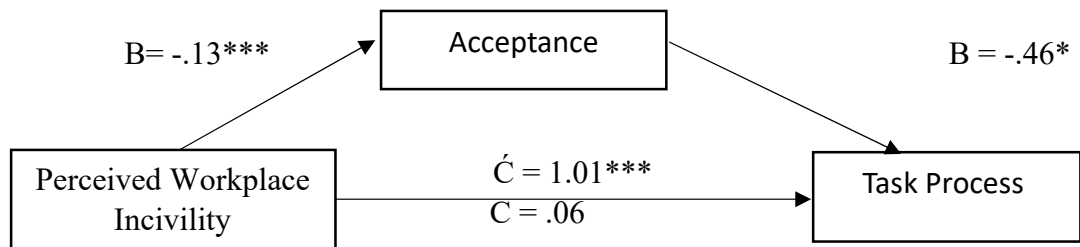


Figure 8: Mediating effect of Acceptance in the relationship between Perceived Workplace Incivility and Task Process.

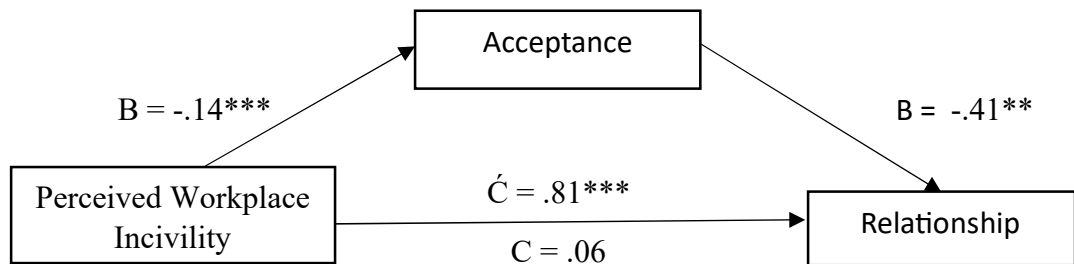


Figure 9: Mediating effect of Acceptance in the relationship between Perceived Workplace Incivility and Relationship.

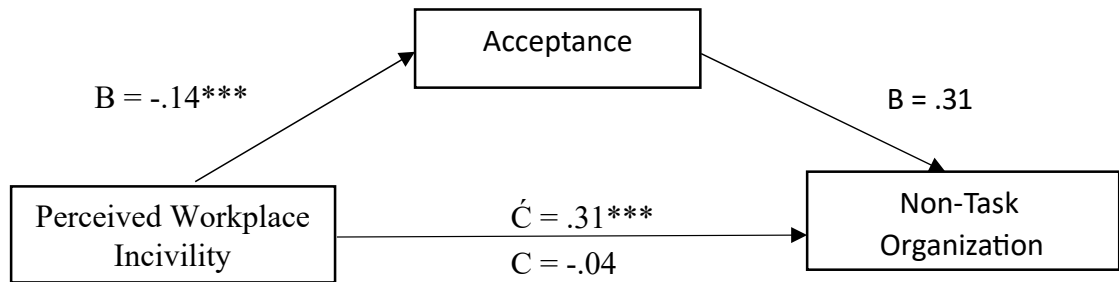


Figure 10: Mediating effect of Acceptance in the relationship between Perceived Workplace Incivility and Non-Task Organizational.

Table 13 comprises results of simple mediation analysis to study the mediating role of acceptance in relationship between perceived workplace incivility and interpersonal conflicts among working adults. Findings in the table revealed that acceptance, a strategy of cognitive emotion regulation, did account for significant intervening effect ($p > .05$) in the relationship path between perceived workplace incivility and interpersonal conflicts (i.e., task outcome, task process, relationship, and non-task organization). Path diagrams (i.e., figures 7, 8, 9, and 10) illustrate significant ($p < .001, .01, .05$) regressive effect of perceived workplace incivility has been observed on acceptance and of acceptance on interpersonal conflicts (i.e., task outcome, task process, and relationship). Moreover, a significant direct effect of perceived workplace incivility was found on each of the interpersonal conflicts which, however, after adding acceptance as mediator in the path, turned non-significant. These findings suggest that acceptance does play a strong mediating role which might be because people do not use acceptance as their cognitive emotion regulation strategy whenever faced with stressor or challenges i.e., workplace incivility.

Table 14

Mediating effect of Rumination in relationship between Perceived Workplace Incivility and Interpersonal Conflict (N = 400)

	Total Effect				Direct Effect				Indirect Effect			
	B	SE	t	P	B	SE	T	p	B	SE	LL	UL
Task Outcome												
PWPI	.99	.06	15.83	.000	.83	.07	12.43	.000	.16	.06	.06	.28
Task Process												
PWPI	1.08	.07	15.29	.000	.93	.08	12.19	.000	.15	.06	.03	.28
Relationship												
PWPI	.87	.06	14.25	.000	.71	.06	10.91	.000	.16	.05	.06	.28
Non-task Organizational												
PWPI	.27	.07	3.99	.0001	.31	.07	4.17	.000	-.04	.05	-	.06 .13

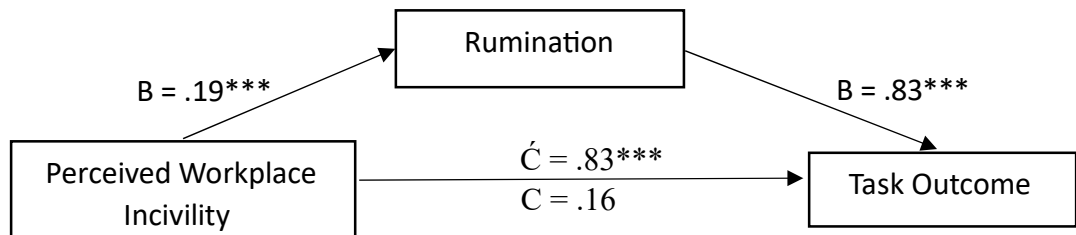


Figure 11: Mediating effect of Rumination in the relationship between Perceived Workplace Incivility and task outcome.

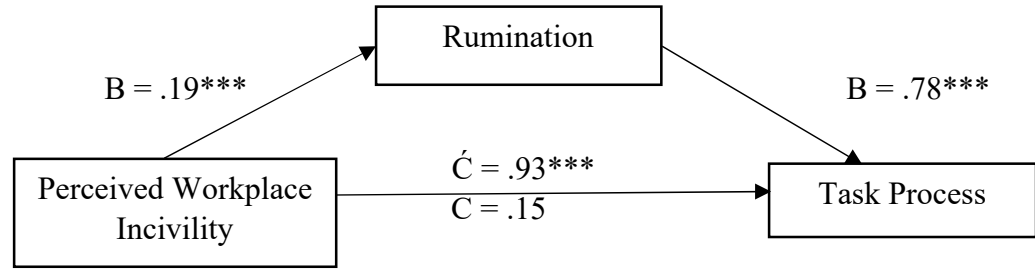


Figure 12: Mediating effect of Rumination in the relationship between Perceived Workplace Incivility and task Process.

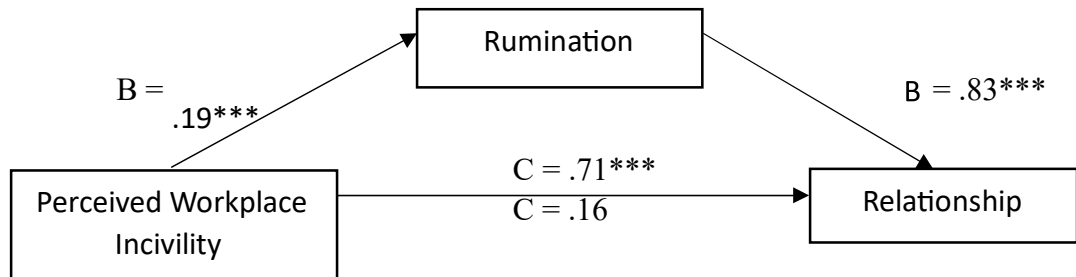


Figure 13: Mediating effect of Rumination in the relationship between Perceived Workplace Incivility and Relationship

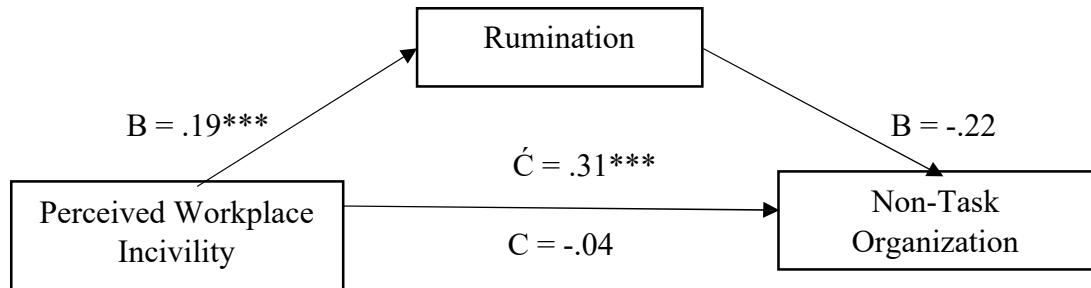


Figure 14: Mediating effect of Rumination in the relationship between Perceived Workplace Incivility and Non-Task Organizational.

Table 14 represents results of simple mediation analyses to investigating the intervening role of rumination in relationship between perceived workplace incivility and interpersonal conflicts. Values of indirect effect, in the table, indicate that rumination, as a mechanism of cognitive emotion regulation significantly mediated the relationship path

between perceived workplace incivility and interpersonal conflicts i.e. task outcome ($B = .16$), task process ($B = .15$), and relationship ($B = .16$) related conflicts. Although the direct effect of perceived workplace incivility is much greater than indirect effect explaining rumination as a weak mediator but still the significant indirect effect shows that rumination mediates the link between perceived workplace incivility and resultant interpersonal conflicts (i.e., task outcome, task process, and relationship). These results are further explicated through path diagrams (figures 11, 12, 13, 14) which, not only illustrate the direct and indirect effect of perceived workplace incivility but also depict significant regressive effect ($p < .001$) of perceived workplace on rumination and of rumination ($p < .001$) on interpersonal conflicts (i.e., task outcome, task process, and relationship). However, rumination was found as a non-significant ($B = -.04$) mediator in path between perceived workplace incivility and non-task organizational interpersonal conflicts.

Table 15

Mediating effect of Positive Refocusing in relationship between Perceived Workplace Incivility and Interpersonal Conflict (N = 400)

	Total Effect				Direct Effect				Indirect Effect			
	B	SE	t	P	B	SE	t	p	B	SE	LL	UL
Task Outcome												
PWPI	.99	.06	15.83	.000	.95	.07	14.43	.000	.03	.04	-	.12
												.03
Task Process												
PWPI	1.08	.07	15.29	.000	1.03	.07	13.84	.000	.05	.04	-	.14
												.02
Relationship												
PWPI	.87	.06	14.25	.000	.79	.06	12.44	.000	.08	.04	.01	.17
Non-task Organizational												
PWPI	.27	.07	3.99	.0001	.28	.07	3.94	.0001	-.01	.03	-	.06
												.07

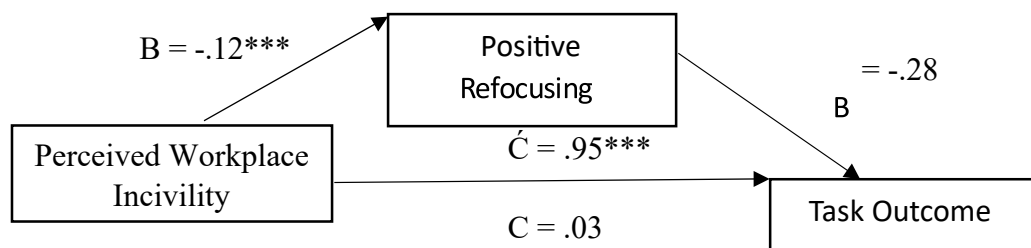


Figure 15: Mediating effect Positive Refocusing in the relationship between Perceived Workplace Incivility and task outcome.

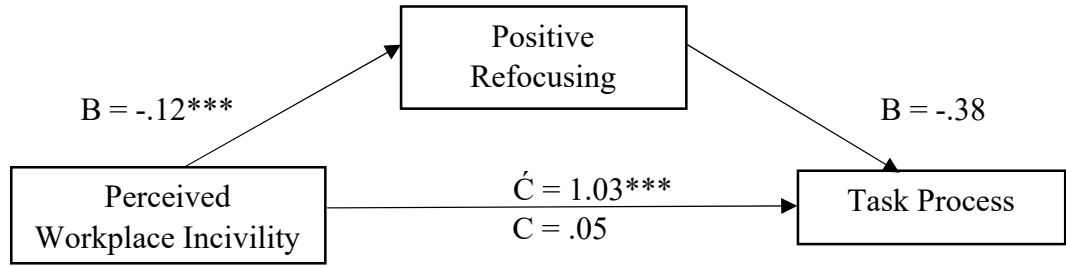


Figure 16: Mediating effect Positive Refocusing in the relationship between Perceived Workplace Incivility and task Process.

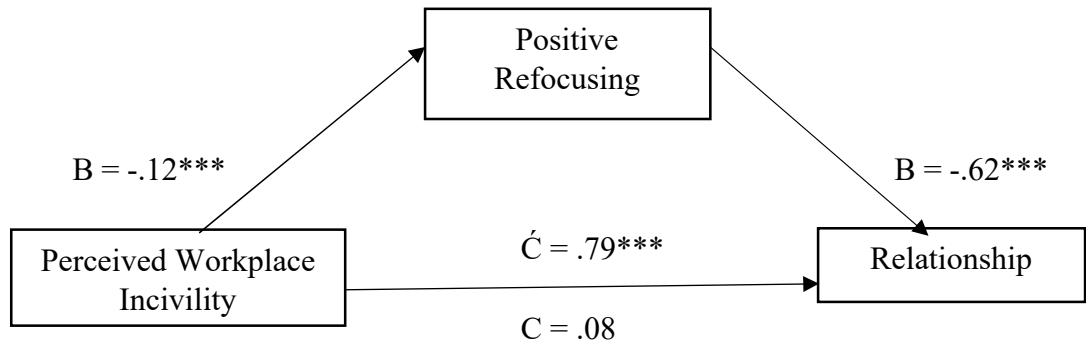


Figure 17: Mediating effect Positive Refocusing in the relationship between Perceived Workplace Incivility and Relationship.

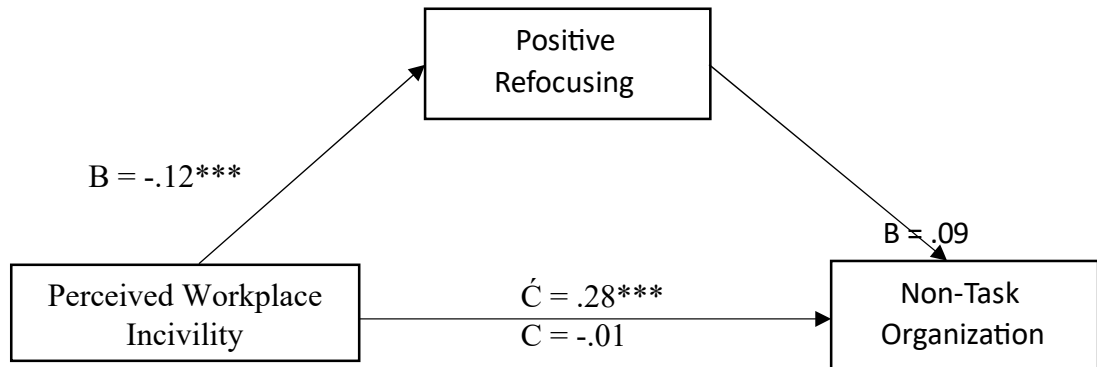


Figure 18: Mediating effect of Positive Refocusing in the relationship between Perceived Workplace Incivility and Non-Task Organizational.

Table 15 carries the results of simple mediation analysis to examine positive refocusing as an intervening factor in relationship between perceived workplace incivility

and interpersonal conflicts (i.e., task outcome, task process, relationship and non-task organization) among working adults. Values in the table show that positive refocusing, as a cognitive emotion regulation strategy, significantly mediated the relationship path between perceived workplace incivility and relationship related interpersonal conflicts among working adults. Although, positive refocusing did not create a negative causal link between perceived workplace incivility and relationship as expected but as mediator it significantly reduced the effect of perceived workplace incivility on relationship domain of interpersonal conflicts after adding in the path as mediator (as shown by indirect effect). This result is further supported by figure 18 which illustrate a significant predictive effect of perceived workplace incivility on positive refocusing ($p < .001$) and of positive refocusing on relationship ($p < .001$) along with presenting a significant direct and indirect effect ($p < .001, .01$).

However, values in the table also indicate that positive refocusing did not explain a significant ($P > .05$) mediating link between perceived workplace incivility and other interpersonal conflicts i.e. task outcome ($B = .03$), task process ($B = .05$), and non-task organization ($B = -.01$). Graphical illustrations have also been reported for each of these paths (figures 15, 16, 17, 18). These figures explain a significant negative predictive effect of perceived workplace incivility on positive refocusing ($B = .12$; $p < .001$) whereas a non-significant predictive effect ($p > .05$) was observed by positive refocusing on task outcome, task process, and non-task organization related interpersonal conflicts. These findings suggest that positive refocusing does not play a significant role in creating a link between perceived workplace incivility and interpersonal conflicts among working adults.

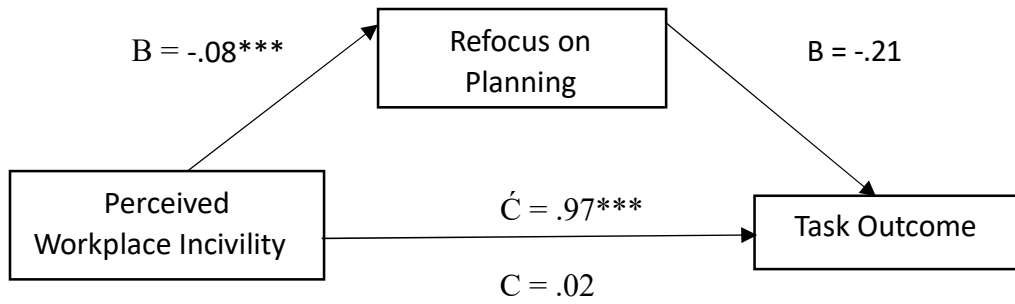


Figure 19: Mediating effect of Refocus on Planning in the relationship between Perceived Workplace Incivility and task outcome.

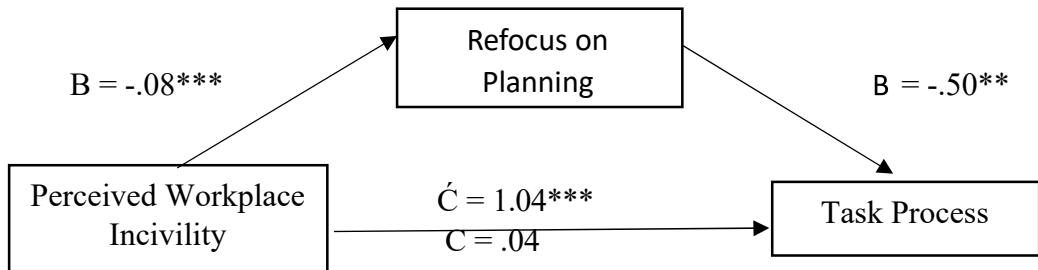


Figure 20: Mediating effect of Refocus on Planning in the relationship between Perceived Workplace Incivility and task Process.

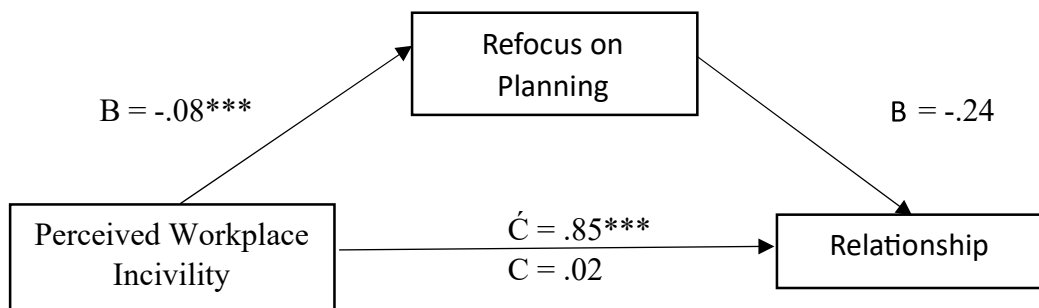


Figure 21: Mediating effect of Refocus on Planning in the relationship between Perceived Workplace Incivility and Relationship.

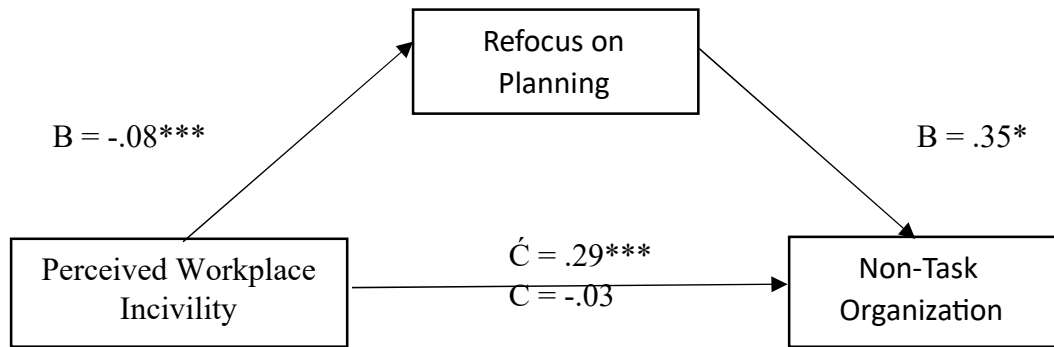


Figure 22: Mediating effect of Refocus on Planning in the relationship between Perceived Workplace Incivility and Non-Task Organizational.

Table 16 displays findings of simple mediation analyses computed to examine the intervening role of refocus on planning in relationship between perceived workplace incivility and interpersonal conflicts among working adults. Values in the table reveal that refocus on planning, a cognitive emotion regulation strategy, did not played a significant causal role in the relationship path between perceived workplace incivility and resultant interpersonal conflicts i.e. task outcome ($B = .02$), task process ($B = .04$), relationship ($B = .02$) and non-task organization ($B = -.03$).

These findings are also evident from path diagrams (Figures 19, 20, 21, 22) which illustrate the direct and indirect effect of perceived workplace incivility on each type of interpersonal conflicts among working adults. Overall findings suggest that refocus on planning did not produce a significant explanatory link between perceived workplace incivility and interpersonal conflicts on that data of current study perhaps because the current study sample did not use this strategy to regulate their cognitive and emotional responses.

Table 17

Mediating effect of Positive Reappraisal in relationship between Perceived Workplace Incivility and Interpersonal Conflict (N = 400)

	Total Effect				Direct Effect				Indirect Effect			
	B	SE	t	P	B	SE	t	p	B	SE	LL	UL
Task Outcome												
PWPI	.99	.06	15.83	.000	.99	.06	15.80	.000	-.00	.01	-	.02 .03
Task Process												
PWPI	1.08	.07	15.29	.000	1.07	.07	15.14	.000	.00	.01	-	.05 .01
Relationship												
PWPI	.87	.06	14.25	.000	.86	.06	14.10	.000	.01	.01	-	.05 .01
Non-task Organizational												
PWPI	.27	.07	3.99	.0001	.28	.07	4.22	.000	-.01	.02	-	.02 .06

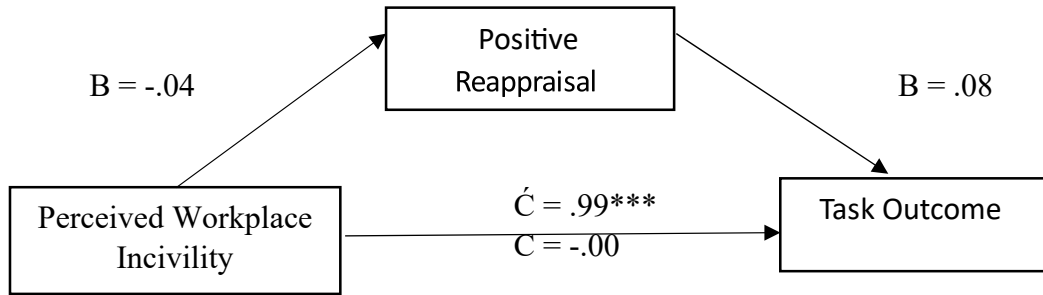


Figure 23: Mediating effect of Positive Reappraisal in the relationship between Perceived Workplace Incivility and task outcome.

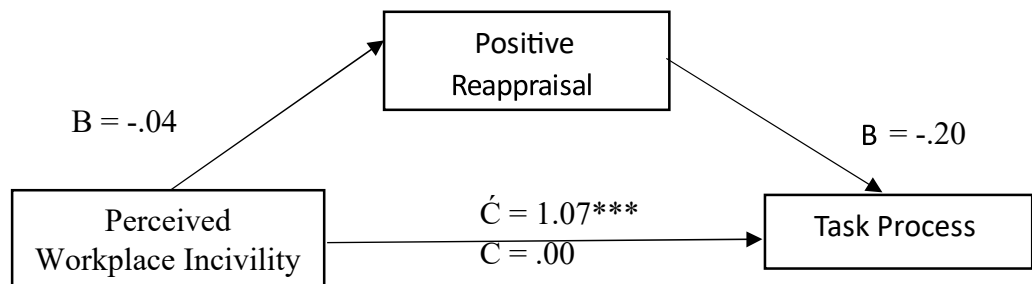


Figure 24: Mediating effect of Positive Reappraisal in the relationship between Perceived Workplace Incivility and task Process.

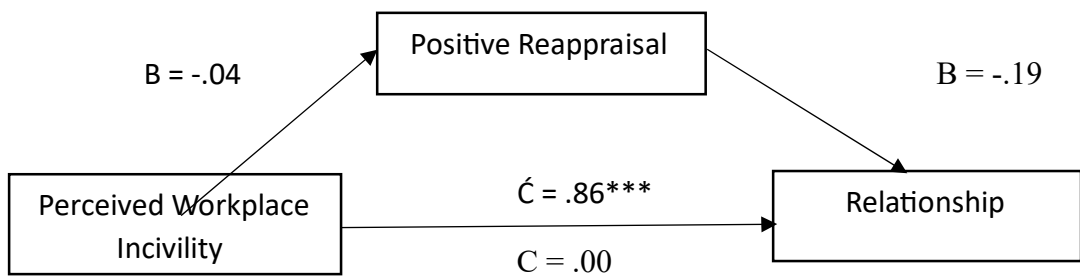


Figure 25: Mediating effect of Positive Reappraisal in the relationship between Perceived Workplace Incivility and Relationship.

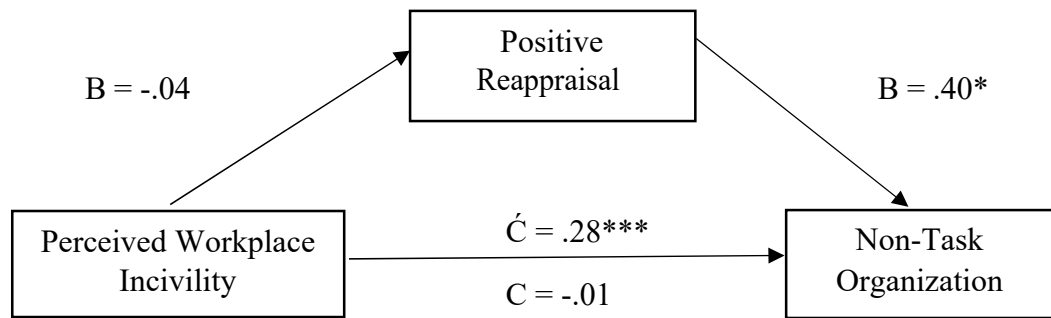


Figure 26: Mediating effect of Positive Reappraisal in the relationship between Perceived Workplace Incivility and Non-Task Organization.

Table 17 displays results of simple mediation analyses carried out to investigate positive reappraisal as a linking variable between perceived workplace incivility and interpersonal conflicts among working adults. Values in the table reveal that positive reappraisal, an adaptive cognitive emotion regulation strategy, did not play a significant role in explaining the relationship between perceived workplace incivility and any of the interpersonal conflicts i.e. task outcome ($B = -.00$), task process ($B = .00$), relationship ($B = .01$), and non-task organization ($-.01$).

Path diagrams (Figures 23, 24, 25, and 26) also explicate these findings by depicting B coefficients of different paths. These graphs illustrate a non-significant predictive effect of perceived workplace incivility on positive reappraisal and of positive reappraisal on different interpersonal conflicts among working adults. These illustrations also show significant direct effect of perceived workplace incivility on each of the interpersonal conflicts whereas indirect effect of perceived workplace incivility is non-significant for all of the interpersonal conflicts suggesting positive appraisal a non-significant and poor mediating variable between these relationship paths.

Table 18

Mediating effect of Putting into Perspective in relationship between Perceived Workplace Incivility and Interpersonal Conflict (N = 400)

	Total Effect				Direct Effect				Indirect Effect			
	B	SE	t	P	B	SE	T	p	B	SE	LL	UL
Task Outcome												
PWPI	.99	.06	15.83	.000	.93	.07	13.45	.000	.06	.05	-	.17 .03
Task Process												
PWPI	1.08	.07	15.29	.000	.98	.08	12.56	.000	.10	.06	.01	.23
Relationship												
PWPI	.87	.06	14.25	.000	.78	.07	11.66	.000	.08	.05	.00	.19
Non-task Organizational												
PWPI	.27	.07	3.99	.0001	.25	.07	3.41	.0007	.01	.05	-	.12 .08

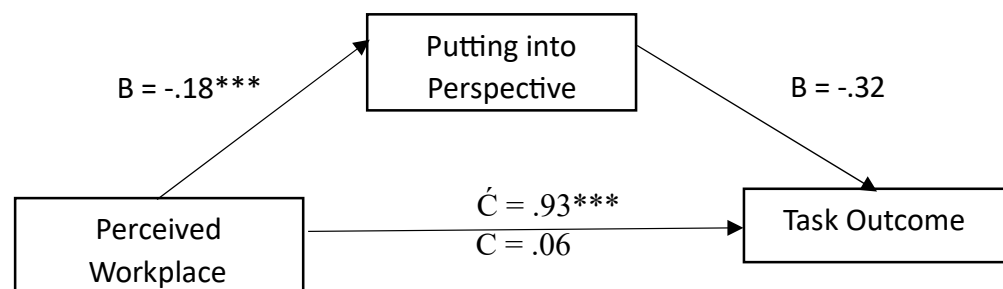


Figure 27: Mediating effect of Putting in Perspective in the relationship between Perceived Workplace Incivility and task outcome.

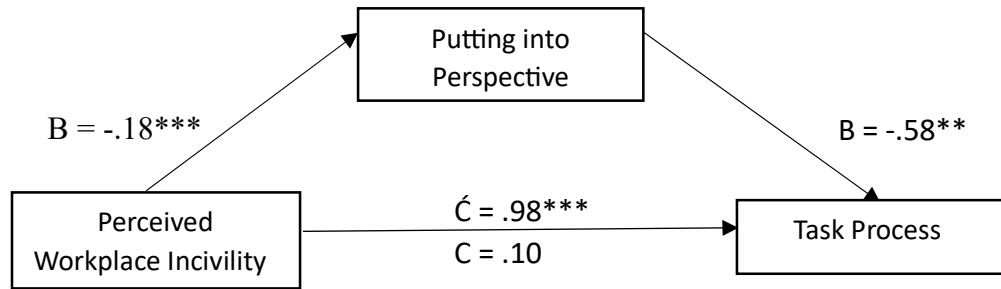


Figure 28: Mediating effect of Putting in Perspective in the relationship between Perceived Workplace Incivility and task Process.

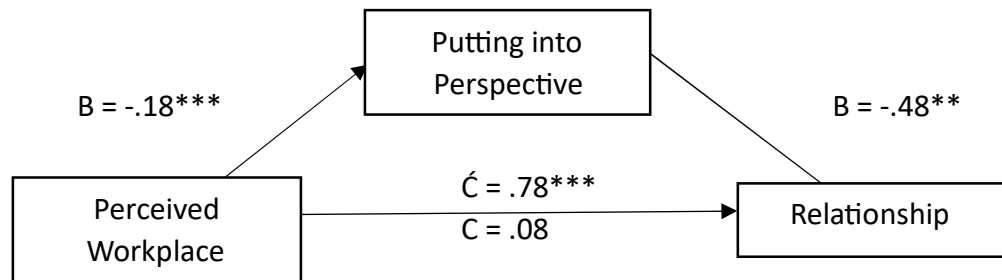


Figure 29: Mediating effect of Putting in Perspective in the relationship between Perceived Workplace Incivility and Relationship.

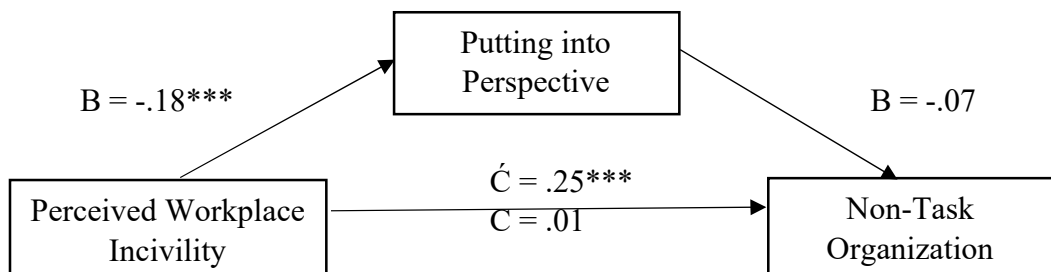


Figure 30: Mediating effect of Putting in Perspective in the relationship between Perceived Workplace Incivility and Non-Task Organizational.

Table 18 represents results of simple mediation analyses conducted to test the intervening role of putting into perspective in the relationship between perceived workplace incivility and interpersonal conflicts among working adults. Values in the table

indicate that putting into perspective (an adaptive cognitive emotion regulation strategy) served as a significant mediator in creating a causal link between perceived workplace incivility and two of interpersonal conflicts' domains i.e. task process ($B = .10$) and relationship ($B = .08$). Although putting into perspective did not produce a negative mediating link between the predictor and the outcome variables but significantly decreased the effect of perceived workplace incivility on interpersonal conflicts (as evident by indirect effect) when it was added in the path as mediator. These findings are further endorsed by path diagrams (Figures 28 & 29) which not only highlight the direct and indirect effect but also illustrate the regressive effect of perceived workplace incivility on putting into perspective ($B = -.18$; $p < .001$) and of putting into perspective on task process ($B = -.58$; $p < .001$) and relationship ($B = -.48$; $p < .01$). Conclusively, these findings suggest that putting into perspective creates an explanatory link in relationship path between perceived workplace incivility and interpersonal conflicts (i.e., task process and relationship).

At the same time, values in the table show that putting into perspective was found a non-significant mediator in relationship between perceived workplace incivility and two of the domains of interpersonal conflicts i.e., task outcome ($B = .06$) and non-task organization ($B = .01$). Figures 27 and 29 also show the same findings suggesting that putting into perspective, as a cognitive emotion regulation strategy, does not play significant role in creating these interpersonal outcomes in face of perceived workplace incivility.

Table 19

Mediating effect of Catastrophizing in relationship between Perceived Workplace Incivility and Interpersonal Conflict (N = 400)

	Total Effect				Direct Effect				Indirect Effect			
	B	SE	t	P	B	SE	T	p	B	SE	LL	UL
Task Outcome												
PWPI	.99	.06	15.83	.000	.84	.07	12.17	.000	.14	.05	.05	.26
Task Process												
PWPI	1.08	.07	15.29	.000	.85	.08	11.10	.000	.23	.06	.12	.36
Relationship												
PWPI	.87	.06	14.25	.000	.70	.07	10.45	.000	.17	.06	.07	.29
Non-task Organizational												
PWPI	.27	.07	3.99	.0001	.17	.08	2.21	.03	.10	.06	.0005	.22

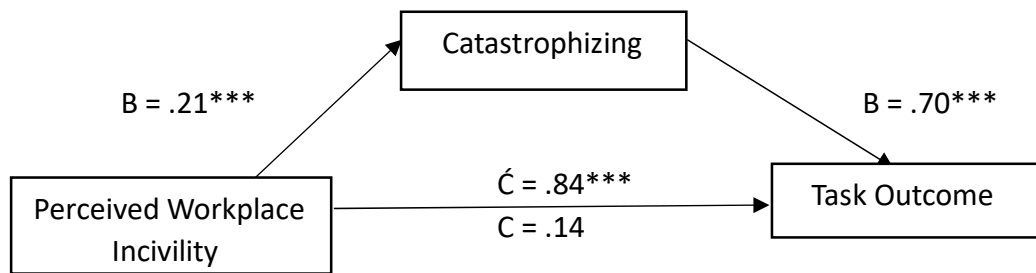


Figure 31: Mediating effect of Catastrophizing in the relationship between Perceived Workplace Incivility and task outcome.

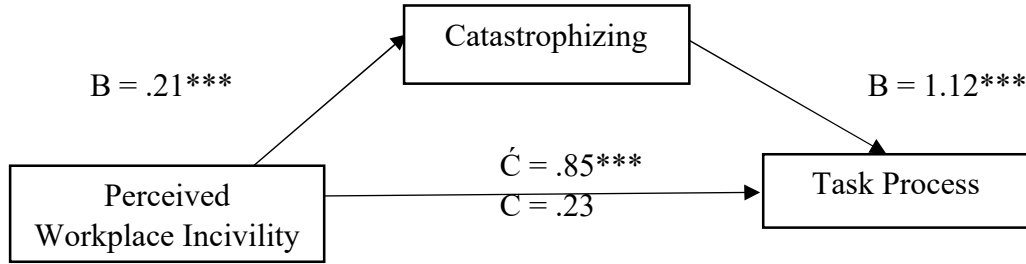


Figure 32: Mediating effect of Catastrophizing in the relationship between Perceived Workplace Incivility and task Process.

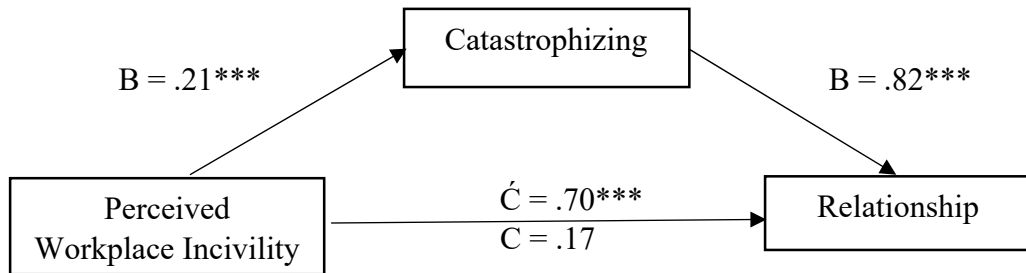


Figure 33: Mediating effect of Catastrophizing in the relationship between Perceived Workplace Incivility and task Relationship.

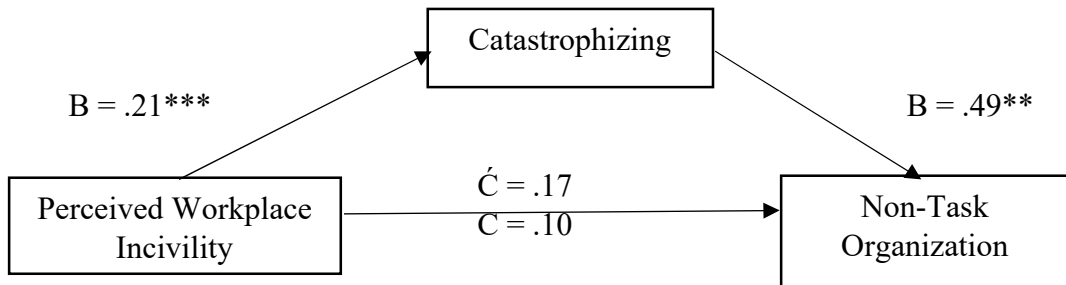


Figure 34: Mediating effect of Catastrophizing in the relationship between Perceived Workplace Incivility and Non-Task Organizational.

Table 19 shows results of simple mediation analyses to examine the casual role of catastrophizing in relationship between perceived workplace incivility and interpersonal conflicts among working adults. Values in the table reveal that catastrophizing, as a maladaptive cognitive emotion regulation strategy, served as a significant mediator in

creating a causal link between perceived workplace incivility and each of the interpersonal conflicts i.e. task outcome ($B = .14$), task process ($B = .23$), relationship ($B = .17$), and non-task organization ($B = .10$). Although values of direct effect are greater than indirect which indicate that catastrophizing serve as a weak mediator but B values suggest that the causal link it created between the predictor and the outcome variable is significant.

Path diagrams (Figures 31, 32, 33, & 34) further illustrate these findings by illustrating these direct and indirect effect as well as predictive effect of perceived workplace incivility on catastrophizing ($B = .21$; $p < .001$) and of catastrophizing on interpersonal conflicts including task outcome ($B = .70$; $p < .001$), task process ($B = 1.12$; $p < .001$), relationship ($B = .82$; $p < .001$), and non-task organization ($B = .49$; $p < .01$). overall findings suggest that catastrophizing is a significant mediator in creating interpersonal conflicts when working adults are faced with workplace incivility.

Table 20

Mediating effect of Blaming Others in relationship between Perceived Workplace Incivility and Interpersonal Conflict (N = 400)

	Total Effect				Direct Effect				Indirect Effect			
	B	SE	t	P	B	SE	T	p	B	SE	LL	UL
Task Outcome												
PWPI	.99	.06	15.83	.000	.72	.07	9.64	.000	.27	.07	.13	.41
Task Process												
PWPI	1.08	.07	15.29	.000	.70	.08	8.48	.000	.38	.09	.22	.56
Relationship												
PWPI	.87	.06	14.25	.000	.57	.07	7.95	.000	.30	.07	.16	.44
Non-task Organizational												
PWPI	.27	.07	3.99	.0001	.18	.08	2.19	.0290	.08	.07	-	.23
											.05	

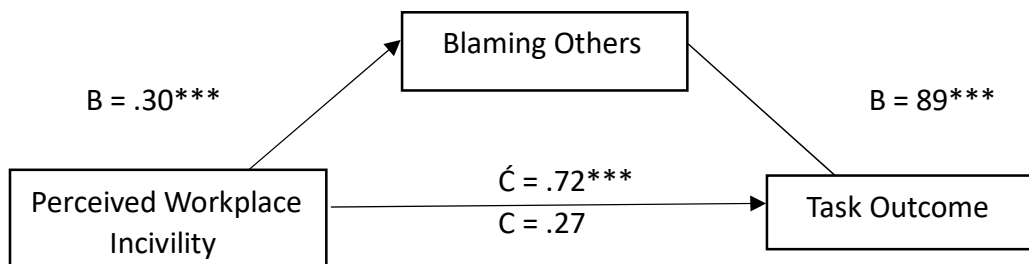


Figure 35: Mediating effect of Blaming Others in the relationship between Perceived Workplace Incivility and task outcome.

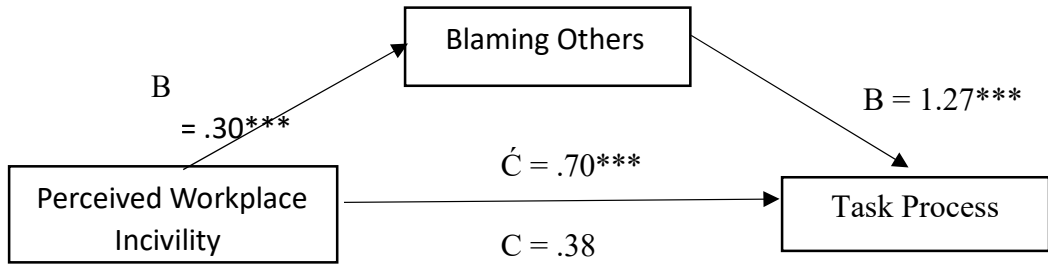


Figure 36: Mediating effect of Blaming Others in the relationship between Perceived Workplace Incivility and task Process.

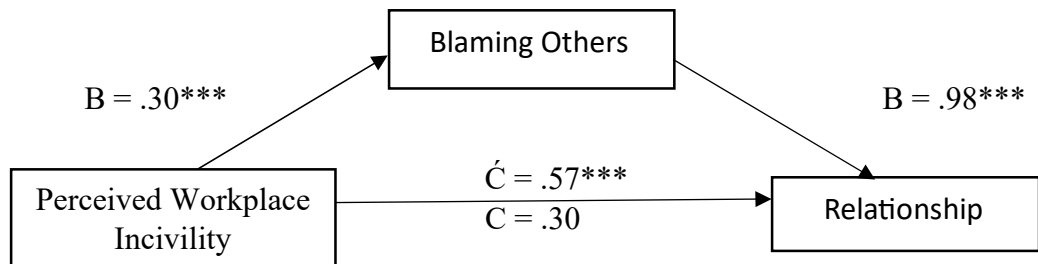


Figure 37: Mediating effect of Blaming Others in the relationship between Perceived Workplace Incivility and Relationship.

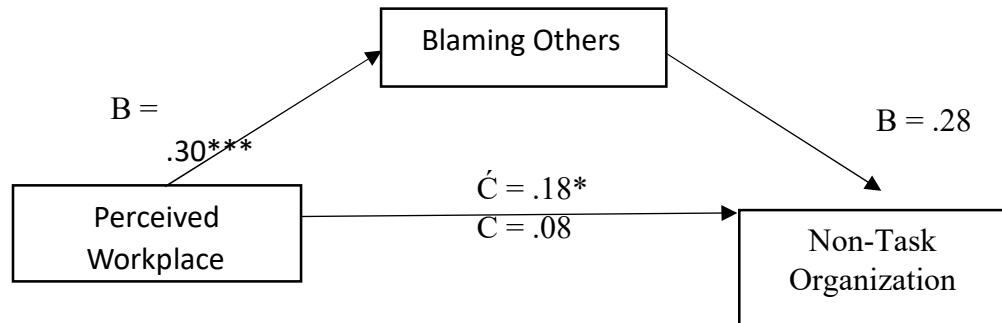


Figure 38: Mediating effect of Blaming Others in the relationship between Perceived Workplace Incivility and Non-Task Organizational.

Table 20 is a representation of results on mediation analyses computed to investigate the intervening role of blaming others in relationship between perceived workplace incivility and interpersonal conflicts among working adults. Values in the table indicate that blaming others, a maladaptive cognitive emotion regulation strategy,

significantly mediated the relationship path between perceived workplace incivility and interpersonal conflicts i.e. task outcome ($B = .27$), task process ($B = .38$), and relationship ($B = .30$). However, a non-significant mediating effect of blaming others was found in relationship between perceived workplace incivility and non-task organizational conflicts ($B = .08$).

These findings are further explicated through path diagrams (Figures 35, 36, 37, & 38) which illustrate direct and indirect effect of perceived workplace incivility on interpersonal conflict domains as well as predictive effect of perceived workplace incivility on blaming others ($B = .30$; $p < .001$), and of blaming others on task outcome ($B = .89$; $p < .001$), task process ($B = 1.27$; $p < .001$), and relationship ($B = .98$; $p < .001$) kind of interpersonal conflicts. Overall findings suggest that although blaming others serve a weak (as direct effect is greater than indirect effect) but a significant mediating role in creating interpersonal conflicts when working adults are faced with workplace incivility.

- **T-Test Analyses**

The last analyses of this section are independent sample t-test computed to investigate the mean differences regarding gender, age, family system, work experience and nature of the organization (i.e., public or private). Cohen's d was also calculated to check the effect size for the study variables which showed significant mean differences on any of the demographics.

Assumptions of computing t-test as per propose by Field (2013) are as follow:

- The sampling distribution is normally distributed. In the dependent t-test this means that the sampling distribution of the differences between scores should be normal, not the scores themselves.
- Data are measured at least at the interval level.
- The independent t-test, because it is used to test different groups of people, also assumes:
 - Variances in these populations are roughly equal (homogeneity of variance).
 - Scores are independent (because they come from different people)

Results of the t-test analyses are shown in table 21 to table 25

Table 21*Means, SDs and t values of Study Variables based on Gender (N=400)*

Variables	<u>Males</u>		<u>Females</u>		<i>t</i>	<i>p</i>	<u>95%CI</u>		<i>Cohen's D</i>
	<i>(n = 209)</i>		<i>(n = 191)</i>				<i>LL</i>	<i>UL</i>	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>					
PWPI	25.77	6.48	27.18	5.78	-2.96	.02	-2.61	-.20	.23
TO	49.44	10.09	50.40	9.49	-.97	.33	-2.88	.98	-
TP	48.77	11.34	49.44	10.55	-.61	.54	-2.83	1.48	-
RS	43.08	10.02	44.14	8.23	-1.16	.25	-2.88	.75	-
NTO	38.35	9.33	37.90	7.27	.54	.59	-1.19	2.11	-
SB	7.13	.89	7.21	.80	-.95	.34	-.25	.09	-
ACP	11.14	2.74	10.68	2.26	1.83	.07	-.03	.96	-
RUM	13.32	2.95	13.93	2.39	-2.26	.024	-1.13	-.08	.22
PR	10.67	2.36	10.21	2.19	1.99	.046	.007	.90	.20
FOP	9.85	2.62	9.86	2.57	-.027	.98	-.52	.50	-
PRP	9.98	2.77	10.03	2.18	-.22	.82	-.55	.44	-
PIP	10.66	2.54	10.73	2.45	-.29	.77	-.56	.42	-
CATA	13.37	2.72	13.19	2.65	.67	.51	-.35	.71	-
BO	13.59	3.16	13.80	3.06	-.66	.51	-.82	.40	-

p<.05; *p*>.05

Note: PWPI=Perceived Workplace Incivility; TO=Task Outcome related Conflicts; TP=Task Process related Conflicts; RS=Relationships related Conflicts; NTO=Non-task Organizational Conflicts; SB=Self-blame, ACP=Acceptance; RUM=Rumination; PR=Positive Refocusing; FOP=Focus on Planning; PRP=Positive Reappraisal; PIP=Putting into Perspective; CATA=Catastrophizing; BO=Blaming Others

Above Table shows results of independent sample t-test to compare gender differences on all the study variables. Mean values indicate that female adults scored significantly higher ($p < .05$) on perceived workplace incivility and rumination (a cognitive emotion regulation strategy) as compared to males. These findings decode that females have higher tendencies to perceive incivility at workplace and resultantly indulge in continuous negative thought processing than their counterparts. However, as per findings of the data, males reported significantly more positive refocusing strategy ($p < .05$) in case of perceived workplace incivility than females. For rest of the cognitive emotional regulation strategies and interpersonal conflicts, no significant gender differences ($p > .05$) were observed on the data of the present study.

Table 22 on the next page illustrates the results of independent sample t-test to analyze the group differences between joint and nuclear family system on all the study variables. Mean values reveal that working adults from nuclear family system reported significantly ($p < .001$) more perceived workplace incivility and resultantly showed significantly ($p < .001$) more interpersonal conflicts (conflicts related to task outcomes, task process, and relationships) as compared to adults from joint family system. Interestingly, values in the following table further demonstrates that these working adults from nuclear family system reported themselves engaged in significantly more maladaptive cognitive emotion regulation strategies [i.e., self-blaming ($p < .05$), rumination ($p < .01$), catastrophizing ($p < .01$), and blaming others ($p < .001$)] as compared to working adults from joint family system. On the other hand, working adults from joint family system exhibited significantly more adaptive cognitive emotion regulation strategies [i.e., acceptance ($p < .05$), positive refocusing ($p < .05$), and outing into perspective ($p < .001$)]. However, non-

significant ($p > .05$) group differences were observed on non-task organizational conflicts, focus on planning and positive reappraisal.

Table 22

Means, SDs and t values of Study Variables based on Family System (N=400)

Variables	<u>Nuclear</u> (n = 250)		<u>Joint</u> (n = 150)		t	p	<u>95%CI</u>		Cohen's d
	M	SD	M	SD			LL	UL	
PWPI	27.42	5.45	24.81	6.97	3.92	.000	1.29	3.92	.42
TO	51.82	8.22	46.69	11.33	4.84	.000	3.04	7.22	.52
TP	51.16	9.40	45.64	12.46	4.68	.000	3.19	7.83	.50
RS	44.98	7.49	41.26	11.17	3.62	.000	1.69	5.75	.39
NTO	38.64	7.22	37.29	10.05	1.55	.12	-.36	3.05	-
SB	7.25	.75	7.05	.99	2.15	.03	.02	.39	.23
ACP	10.67	2.03	11.35	3.15	-2.36	.02	-1.25	-.11	.26
RUM	13.98	2.31	12.99	3.18	3.31	.001	.39	1.57	.36
PR	10.27	1.93	10.74	2.78	-1.98	.048	-.93	-.004	.19
FOP	9.69	2.15	10.13	3.19	-1.63	.10	-.96	.09	-
PRP	9.84	2.11	10.27	3.04	-1.68	.09	-.94	.07	-
PIP	10.32	1.99	11.32	3.06	-3.58	.000	-1.55	-.45	.39
CATA	13.64	2.34	12.68	3.12	3.28	.001	.39	1.54	.35
BO	14.32	2.52	12.63	3.68	4.96	.000	1.02	2.36	.54

$p < .05$; $p < .01$; $p < .001$; $p > .05$

Note: PWPLI=Perceived Workplace Incivility; TO=Task Outcome related Conflicts; TP=Task Process related Conflicts; RS=Relationships related Conflicts; NTO=Non-task Organizational Conflicts; SB=Self-blame, ACP=Acceptance; RUM=Rumination; PR=Positive Refocusing; FOP=Focus on Planning; PRP=Positive Reappraisal; PIP=Putting into Perspective; CATA=Catastrophizing; BO=Blaming Others

Table 23*Means, SDs and t values of Study Variables based on Age (N=400)*

Variables	<u>Young Adults</u> (n = 242)		<u>Established</u> <u>Adults</u> (n = 158)		t	p	<u>95%CI</u>		Cohen's d
	M	SD	M	SD			LL	UL	
PWPI	26.17	6.52	26.87	5.64	-1.09	.27	-1.94	.55	-
TO	48.91	10.52	51.41	8.45	-2.62	.009	-4.37	-.63	.26
TP	48.11	11.63	50.59	9.71	-2.31	.02	-4.59	-.37	.23
RS	43.33	9.79	43.97	8.26	-.67	.50	-2.49	1.22	-
NTO	37.97	9.24	38.39	6.94	-.49	.62	-2.12	1.27	-
SB	7.15	.90	7.21	.77	-.69	.49	-.23	.11	-
ACP	10.92	2.65	10.92	2.33	-.01	.99	-.51	.51	-
RUM	13.47	2.89	13.83	2.39	-1.31	.19	-.91	.18	-
PR	10.33	2.37	10.63	2.18	-1.31	.19	-.77	.16	-
FOP	9.86	2.76	9.85	2.31	.004	.99	-.52	.52	-
PRP	10.07	2.65	9.89	2.26	.71	.48	-.32	.69	-
PIP	10.74	2.57	10.63	2.36	.40	.69	-.39	.60	-
CATA	13.11	2.85	13.54	2.42	-1.57	.12	-.97	.11	-
BO	13.46	3.25	14.03	2.86	-1.79	.07	-1.19	.06	-

p<.05; *p*<.01; *p*>.05

Note: PWPI=Perceived Workplace Incivility; TO=Task Outcome related Conflicts; TP=Task Process related Conflicts; RS=Relationships related Conflicts; NTO=Non-task Organizational Conflicts; SB=Self-blame, ACP=Acceptance; RUM=Rumination; PR=Positive Refocusing; FOP=Focus on Planning; PRP=Positive Reappraisal; PIP=Putting into Perspective; CATA=Catastrophizing; BO=Blaming Others

Above table highlights mean differences and t-values to examine group differences on all the study variables across two age groups (i.e., young adults and established adults). Findings revealed that both the groups did not differ significantly ($p > .05$) on perceived workplace incivility, interpersonal conflicts (i.e., relationship conflicts and non-task organizational conflicts), and any of the cognitive emotional regulation strategies. However, established adults reported significantly more task outcome and task process related interpersonal conflicts at workplace as compared to young adults.

Table 24 illustrates means and t-values of to compare less and more experienced working adults on all the study variables. Mean and p values in the table indicate that more experience working adults reported significantly higher level of perceived workplace incivility ($p < .01$) and resultantly experienced significantly more ($p < .01$) interpersonal conflicts (i.e., task outcome and task process related conflicts) as compared to less experienced working adults. Consistently, these more experienced working adults reported themselves to engage in maladaptive cognitive emotion regulation strategies [i.e. rumination ($p < .05$), catastrophizing ($p < .05$), and blaming others ($p < .01$)] significantly more than those of less working adults. However, no significant group differences ($p > .05$) were examined on relationship conflicts, non-task organizational conflicts, and adaptive cognitive emotional regulation strategies.

Table 24

Means, SDs and t values of Study Variables based on Work Experience (N=400)

Variables	<u>Less</u>		<u>More</u>		<i>t</i>	<i>p</i>	<u>95%CI</u>		<i>Cohen's d</i>
	<u>Experienced</u>		<u>Experienced</u>				<i>LL</i>	<i>UL</i>	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>					
PWPI	25.70	6.63	27.30	5.53	-2.63	.009	-2.80	-.41	.26
TO	48.60	10.67	51.40	8.49	-2.92	.004	-4.67	-.91	.29
TP	47.43	11.74	50.99	9.69	-3.32	.001	-5.66	-1.45	.33
RS	42.93	9.99	44.34	8.19	-1.53	.13	-3.22	.40	-
NTO	38.09	9.11	38.19	7.53	-.12	.91	-1.76	1.56	-
SB	7.13	.91	7.22	.78	-1.05	.29	-.26	.08	-
ACP	11.03	2.77	10.80	2.22	.94	.35	-.26	.74	-
RUM	13.33	2.87	13.94	2.48	-2.27	.02	-1.14	-.08	.23
PR	10.48	2.42	10.41	2.15	.27	.78	-.38	.51	-
FOP	9.90	2.89	9.81	2.20	.35	.73	-.41	.59	-
PRP	10.11	2.64	9.88	2.34	.89	.37	-.26	.72	-
PIP	10.81	2.56	10.56	2.36	1.02	.31	-.23	.74	-
CATA	13.01	2.96	13.59	2.12	-2.19	.03	-1.10	-.06	.23
BO	13.24	3.27	14.20	2.84	-3.13	.002	-1.56	-.36	.31

p<.05; *p*<.01; *p*>.05

Note: PWPLI=Perceived Workplace Incivility; TO=Task Outcome related Conflicts; TP=Task Process related Conflicts; RS=Relationships related Conflicts; NTO=Non-task Organizational Conflicts; SB=Self-blame, ACP=Acceptance; RUM=Rumination; PR=Positive Refocusing; FOP=Focus on Planning; PRP=Positive Reappraisal; PIP=Putting into Perspective; CATA=Catastrophizing; BO=Blaming Others

Table 25*Means, SDs and t values of Study Variables based on the Nature of Organization (N=400)*

Variables	<u>Public</u>		<u>Private</u>		<i>t</i>	<i>p</i>	<u>95%CI</u>		<i>Cohen's D</i>
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>			<i>LL</i>	<i>UL</i>	
PWPI	26.97	6.05	25.64	6.33	2.09	.03	.07	2.58	.21
TO	50.61	9.35	48.81	10.41	1.80	.07	-.17	3.77	-
TP	49.87	10.51	47.89	11.57	1.77	.08	-.22	4.17	-
RS	44.09	8.95	42.82	9.58	1.35	.18	-.58	3.12	-
NTO	38.43	8.78	37.68	7.79	.86	.38	-.94	2.44	-
SB	7.19	.78	7.14	.83	.63	.53	-.12	.23	-
ACP	10.75	2.33	11.19	2.79	-1.71	.08	-.95	2.44	-
RUM	13.58	2.61	13.66	2.87	-.29	.77	-.63	.47	-
PR	10.35	2.10	10.60	2.56	-1.08	.28	-.72	.21	-
FOP	9.62	2.40	10.21	2.83	-2.14	.03	-1.12	-.05	.23
PRP	9.85	2.37	10.24	2.69	-1.54	.12	-.89	.11	-
PIP	10.62	2.29	10.81	2.77	-.75	.45	-.69	.31	-
CATA	13.36	2.71	13.17	2.66	.67	.50	-.36	.73	-
BO	13.86	2.93	13.43	3.36	1.34	.18	-.20	1.05	-

p<.05; *p*>.05

Note: PWPLI=Perceived Workplace Incivility; TO=Task Outcome related Conflicts; TP=Task Process related Conflicts; RS=Relationships related Conflicts; NTO=Non-task Organizational Conflicts; SB=Self-blame, ACP=Acceptance; RUM=Rumination; PR=Positive Refocusing; FOP=Focus on Planning; PRP=Positive Reappraisal; PIP=Putting into Perspective; CATA=Catastrophizing; BO=Blaming Others

Above table displays means, t and p values of working adults from public and private organizations on all the study variables. Results suggests that no significant differences ($p > .05$) across public and private sector working adults were found on the data on any of the study variables except perceived workplace incivility and focus on planning (a cognitive emotion regulation strategy). Mean values depict those working adults in public sector organizations reported significantly higher level ($p < .05$) of perceived workplace incivility as compared to working adults from private sector organizations. At the same time, these public sector working adults reported themselves to less likely ($p < .05$) engage in focusing on planning as their cognitive emotion regulation than those of adults from private sector organizations.

Addition Analysis

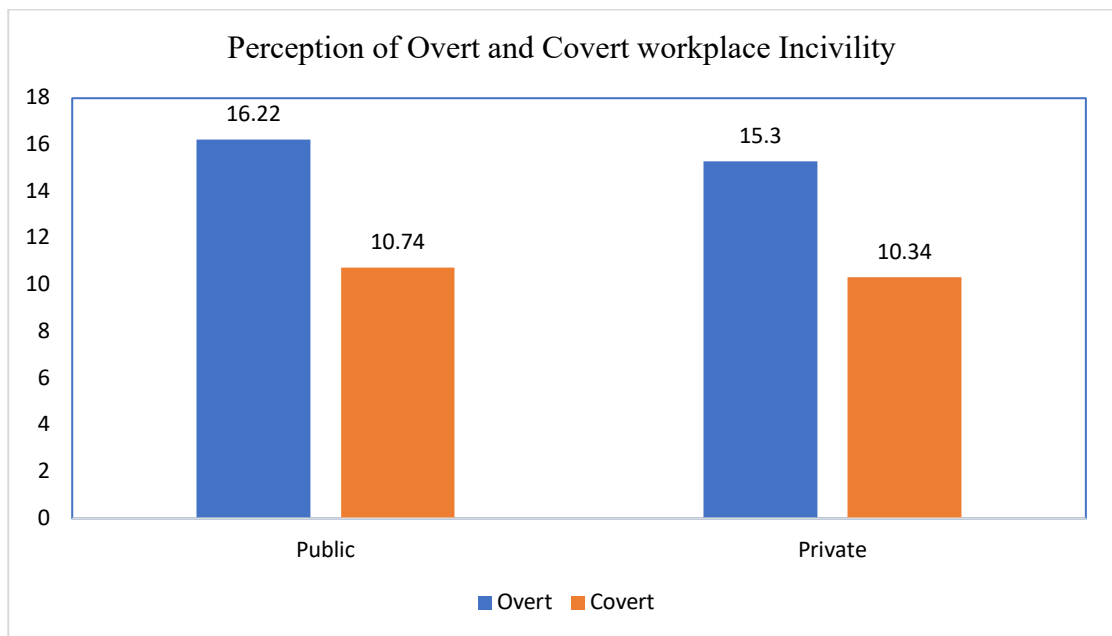


Figure 39 Indicators of Perceived Workplace Incivility among Working Adults across Public and Private Sector Organizations

The above figure shows the perception of workplace incivility by working adults across public and private sector organizations. Values and bars in the chart show that employees of public sector organization perceive slightly more workplace incivility, either overt or covert at their workplace setting than those of private organizations. However, employees at both workplace settings reported more of overt workplace incivility (behavioral manifestation) in comparison to covert incivility i.e. at cognitive or intentional level by the coworkers.

CHAPTER 5

DISCUSSION

This chapter addresses the findings of the current study based on existing literature. It also includes discussion about the hypothesis being tested while keeping in view the various cultural elements and the nature of selected population, Main study was aimed at investigating the relationship between perceived workplace incivility, interpersonal conflicts, and cognitive emotion regulation among working adults. The study also examined the impact of perceived workplace incivility on interpersonal conflicts as well as studied the mediating role of cognitive emotion regulation in the relationship between perceived workplace incivility and interpersonal conflicts among working adults.

First of all, the study assumed a positive relationship between perceived workplace incivility and interpersonal conflicts among working adults. The results in (Table 7) supported the hypothesis revealing significant positive relationship ($p < .001, .01$) between perceived workplace incivility and each of the interpersonal conflicts (Task outcome, task process, relationship, and non-task organization). Although less intense than workplace bullying in nature, the perception of workplace incivility has also a direct link with the hostile organization environment and therefore, has been found positively associated with conflicts among colleagues and retaliation in response to perceived uncivil acts (Pearson & Porath, 2005). Similar findings have also been reported by other researches (Miles et al., 2002; Penney & Spector, 2002) that various job stressor including organizational constrains and workplace incivility have established links with low job satisfaction and interpersonal conflicts.

The study next assumed a negative relationship between perceived workplace incivility and adaptive cognitive emotion regulation strategies (i.e., acceptance,

positive refocusing, refocus on planning, positive reappraisal, and putting into perspective). Results partially supported the hypothesis and found significant negative relationship ($p < .01$) between perceived workplace incivility and adaptive cognitive emotion regulation techniques except for positive reappraisal which showed a nonsignificant ($p > .05$) relationship with workplace incivility. These findings fetch support by existing body of literature (Gross, 2014; Gross & Jhon, 2003; Hobfoll, 2002; Lazarus, 1966; Pektas, 2021) which has drawn a link between the two constructs by revealing that every stressor in life including workplace is definitely linked with some kind of cognitive appraisal and emotional regulation. These studies show that stress, including workplace incivility are less likely linked with positive cognitive appraisal and adaptive emotional coping. Along with the supportive literature, these findings can also be seen from the cultural lens i.e. in Pakistan, trainings of cognitive emotion regulation at workplace are less common. Moreover, people are, on average, less trained to evaluate behaviors of others in the frame of environmental context. People do not try to understand perspectives of others resultantly less likely to give them space and evaluate others and respond to them according to their own mental frameworks. These barriers hinder their ability to put other's perspective into account while engaging in interpersonal relationships at workplace and are likely to interpret others' behavior as rude or uncivil more readily than understanding the difference of opinion. These studies (Gross, 2014; Gross & Jhon, 2003; Hobfoll, 2002; Lazarus, 1966; Pektas, 2021) have also reported the vice versa results i.e. a positive relation between workplace incivility and maladaptive cognitive emotion regulation strategies unless there are other protective factors (i.e., resilience or social support etc.) to facilitate. These findings support third hypothesis of the study which assumed a positive relationship between workplace incivility and maladaptive cognitive emotion regulation strategies (i.e., self-blame, rumination, catastrophizing, and blaming others)

which was also supported by the results (Table 7) i.e., a significant positive relationship ($p < .01, .05$) between the two.

Second hypothesis of the study also postulated a negative relationship between perceived interpersonal conflicts (Task outcome, task process, relationship, and non-task organization) among working adults and adaptive cognitive emotion regulation strategies (i.e., acceptance, positive refocusing, refocus on planning, positive reappraisal, and putting into perspective). Findings are shown in Table 7 which partially supported the hypothesis by showing a significant negative relationship ($p < .01, .05$) between each of the subscales of the two variables. Relationship between non-task organizational conflicts and positive cognitive emotion regulation strategies was found to be non-significant. These findings are similar to the previous ones (Bruk-Lee & Spector, 2006; Schieman & Reid, 2008) which have found that different kinds of interpersonal conflicts in organizational settings are linked with less positive emotions. These studies elaborate that poor or absence of positive emotion regulation have an inverse relationship with interpersonal conflicts at workplace. A non-significant relationship with non-task organizational interpersonal conflicts might be because these are related to organizational policies, organizational structures, or hiring decisions which have similar effects on employees thus less likely to relate with conflicts among employees. Same researches (i.e., Bruk-Lee & Spector, 2006; Schieman & Reid, 2008) have also provided support to 3rd hypothesis of the study assuming a positive relationship between interpersonal conflicts and maladaptive cognitive emotion regulation strategies. Researches have highlighted that employees at workplace show rude behaviors and conflicting attitudes towards their colleagues in order to vent their distorted emotions (Jaramillo et al., 2011).

4th hypothesis of the study postulated that perceived workplace incivility leads to interpersonal conflicts among working adults. Findings of the regression analysis

(Table 8) fully supported the hypothesis by showing that perceived workplace incivility significantly ($p < .001$) increased each of the interpersonal conflicts (task outcome, task process, relationship, and non-task organization) among working adults. Existing researches (i.e., Grandey et al., 2004) have also reported similar findings by that efficacy of job outcomes and organizational success is directly linked with the positive working conditions including a healthy and constructive environment at the workplace where colleagues show respect to each other. However, a hostile environment with rude and uncivil behaviors towards coworkers may lead to interpersonal conflicts lowering job motivation and organizational success.

Table 9 shows results for the regressive effect of perceived workplace incivility on adaptive and maladaptive strategies of cognitive emotion regulation. Findings revealed that workplace incivility increased the likelihood of maladaptive strategies (self-blame, rumination, catastrophizing, and blaming others) and decreased adaptive regulation strategies (acceptance, positive refocusing, refocus on planning, and putting into perspective). Lazarus (1966) proposed that whenever an individual is confronted with a threatening or stressful situation, he/she starts appraising the event at cognitive and emotional levels. These cognitive emotional appraisals may be positive or negative depending upon the level of emotional intelligence of the individual. Thus, in case of low emotional intelligence the individual may utilize negative cognitive emotion regulation if faced with any stressor such as workplace incivility and the vice versa. People with high emotional intelligence are more likely to use positive and adaptive appraisal strategies to deal with workplace stress. However, the current study found a non-significant impact of workplace incivility on positive reappraisal (and adaptive cognitive emotion regulation strategy). The reason behind may be the less use of the strategy by the current sample in face of workplace incivility. Since the strategy focuses on the meaning making of the event and

redefining the stressful event as valuable and beneficial thus less likely to use by Pakistani working adults as organizations' policies rarely focus on training of such emotion regulation strategies of their employees.

Table 10 shows multiple regression analyses to study impact of maladaptive cognitive emotion regulation strategies (i.e., self-blame, rumination, catastrophizing, and blaming others) on interpersonal conflicts (task outcome, task process, relationship, non- task organization). Findings sully supported the hypothesis that maladaptive cognitive emotion regulation significantly increased ($p < .001$, $.01$) each of the interpersonal conflicts among working adults. In support of these findings, previous studies have also been consulted (i.e., Grandey et al., 2004) showing that organizations are unfortunately facing more discourteous attitudes of employees in contemporary era. Grandey et al. (2004) explained that these discourteous and rude behaviors are consequences of poor emotional regulation and more negative cognitive appraisal. Unfortunately, workplace settings in Pakistan are not ideal for the employees owing to the poor trainings of emotional regulation and resolution of interpersonal conflicts thus leaving the employees and the organization simultaneously.

Table 11 displays results of multiple regression analyses to examine the impact of adaptive cognitive emotion regulation (acceptance, positive refocusing, refocus on planning, positive reappraisal, and putting into perspective) on interpersonal conflicts of working adults. Results partially supported the hypothesis showing that adaptive cognitive emotion regulation significantly decreased ($p < .01$, $.05$) interpersonal conflicts of employees except focus on planning which showed a non-significant ($p > .05$) impact on the conflicts. Findings of Lenaghan et al. (2007) are in line with these findings that people who have high emotional intelligence have more optimistic view of the situation and are more likely to engage

in positive appraisal and less likely to experience negative consequence such as conflicts at the workplace.

The hypothesis five of current study based on assumption that adaptive cognitive with emotion regulation techniques mediate the relationship between independent and dependent variable i.e., between perceived workplace incivility and interpersonal conflicts among selected population of male and female adults. Results are shown in Table 13, 15, 16, 17, and 18 and the findings did not support the hypothesis as almost all of the adaptive cognitive emotional regulation strategies showed a non-significant indirect effect on interpersonal conflicts suggesting that these strategies did not mediate the relationship between the predictor and outcome variables of the study. Only putting into perspective showed significant mediation for task process and relationship related interpersonal conflicts suggesting that when employees try to understand others' perspective in face of uncivil behaviors their task process and relationship related conflicts decrease significantly. Reason for non-significant mediation has already been discussed that organization settings in Pakistan are not up to the international standards. Organizations rarely focus on employees' emotional intelligence while hiring them and do not even invest to train them to deal with work stressors, distorted emotions and interpersonal conflicts at workplace which lead not only employees suffer but the organization themselves as well.

Last hypothesis of the study assumed that maladaptive cognitive emotion regulation strategies (self-blame, rumination, catastrophizing, and blaming others) positively mediate the relationship between perceived workplace incivility and interpersonal conflicts. Results of the hypothesis are shown in Tables 12, 14, 19, and 20. Findings revealed that although almost all of these strategies significantly mediated the assumed path of relationship but each of the strategies found to be weaker mediators because indirect effect on interpersonal conflicts was lower than direct effect.

These findings may have another explanation that cognitive emotion regulation may serve as a strong moderator in the relationship between perceived workplace incivility and interpersonal conflicts instead of a mediator as some of the studies (Selma, 2021) have also studied it as a moderator.

Table 21 shows results of gender differences across all the study variables. Findings in the table revealed that no significant gender differences were found on most of the study variables except for perceived workplace incivility, rumination and positive refocusing. Findings showed that female working perceived higher incivility and used rumination at workplace more often as compared to male employees while males used positive refocusing significantly higher than female working adults. Because of the emotional sensitivity, females are usually observed to have high tendency to perceive stress more intensely and use to overthink than males that is the probable reason of higher perceived workplace incivility and rumination in female employees whereas males evaluate stress more positively because of their emotional composedness. These gender specifications have been observed globally as well, but in Pakistan, the differences are usually more obvious because of the socialization patterns. Females are trained in a way that they become emotionally more sensitive and less prepared to face stressors at workplace setting thus are more prone to perceive even a little stressor even more intense and ultimately face more negative behavioral consequences than those of men.

Table 22 group differences between joint and nuclear family systems on all the study variables. Findings showed that working adults from nuclear family system perceived workplace incivility, experienced interpersonal conflicts and used maladaptive cognitive emotion regulation significantly greater than adults from joint family system. However, working adults from joint family system positive emotional

regulation strategy more often than those from nuclear family system. Findings may be explained by the cultural element of social support which is higher in joint family system because of the larger family size and ultimately helps in dealing with the stressful situation more efficiently at work settings than in the nuclear family system. Table 23 and 24 display results of group differences on age and experience of working adults on all the study variables. Findings revealed that established adults and participants with more work experience perceived more workplace incivility, experienced more interpersonal conflicts use more maladaptive emotion regulation strategies as compared to young adults and participants with less work experience. The reason behind may be that as people age and get more experienced job and work place become monotony for them, they become less motivated and have more realization of the problems of workplace therefore they are more likely to experience incivility, conflicts and negative emotions more likely than those of young and less experienced adults.

Table 25 shows results of group differences on study variables between working adults from public and private sector organizations. Findings revealed that employees of public sector organization perceived workplace incivility more intensely than those from private organizations perhaps because of casual work environment in public organizations. Since these organizations have democratic culture in Pakistan thus employees become ruder and more uncivil towards their colleagues or juniors than in private organizations which have more rigorous and corporate culture encouraging employees' trainings and grooming.

5.1 Conclusion

The present study concluded that perceived workplace incivility has a strong positive association with interpersonal conflicts among working adults and maladaptive cognitive emotion regulation. It also found a strong negative association

of workplace incivility with adaptive and positive cognitive emotion regulation of the employees. These findings reveal that as the employees at various workplace settings perceive more uncivil behaviors from their colleagues, they are more likely to have interpersonal conflicts and poor relationships with their coworker. However, in the context of workplace incivility, if people try to engage in more positive cognitive emotion regulation strategies (acceptance, positive reappraisal, focus on planning, positive refocusing etc.), they are less likely to develop relationship conflicts in contrast to engaging in more negative cognitive emotion regulation process (self-blame, rumination, catastrophizing, blaming others).

5.2 Implications of the Study

The study holds theoretical as well as practical implications.

- At theoretical level the study added in the existing literature by exploring interpersonal conflicts of employees in public and private organizations which was earlier less explored in the indigenous literature of Pakistan.
- At the practical level, findings of the study provide insights to the stakeholders of various organizations to devise preventive and interventions (i.e., training workshops) programs to enhance conflict resolution skills of employees so that they become able to deal with organization stress in an effective manner.

5.3 Limitations

Despite holding strong implications, the study also has some limitations which are as follows:

- First, the study did not incorporate a comparative sample (i.e., doctors, academicians, Bankers and others) for analysis because of the incomparable groups (sample size of each group was not equal enough for comparison).
- Secondly, since cognitive emotion regulation did not serve as a strong mediator in the current study which reveal that some other important factor may be of more relevance in the relationship between the study variables.
- Lastly, for non-task organization interpersonal conflicts, value of kurtosis was closer to upper range. Although it was within the acceptable range but due to being closer to the upper limit it could has served as outlier in the current study.

5.4 Suggestions

Keeping in vie the aforesaid limitation, following suggestions have been proposed for future researchers:

- Future researcher may take a larger and more diverse sample including other professionals in order to compare the nature and intensity of workplace incivility, interpersonal conflicts, and cognitive emotion regulation across different workplace settings.
- Secondly, future researchers are advised to explore the role of other individual or environmental factors as well as may test cognitive emotion regulation as moderator (instead of mediator) in relationship between workplace incivility and interpersonal conflicts.
- Future researchers are also advised to test non-task organization interpersonal conflicts as outlier in particular in order to give a more precise picture of the variable in relation to perceived workplace incivility.

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ANNEXURES

ANNEXURE A**Consent form:**

I am a student of M.Phil. Psychology in National University of Modern Languages Islamabad (NUML), Department of Applied Psychology .I am conducting research with reference to my degree requirement, the purpose of this study is to find out the practical challenges at work place setting .Your participation in this is voluntary, information obtain from you will remain confidential and will be used for research purpose only .You may quit anytime during form filling, if you feels hesitation or uncomfortable.

Thank you for your cooperation.

Demographics

Gender: (Male/Female/Others)

Age:

Family System: (Nuclear/Joint)

Education/Qualification:

Total no. of Siblings:

Birth Order:

No. of dependents:

Personal income:

Family Income:

Organization (Private/Government):

Role in Organization: (Supervisor/Subordinate)

Work experience in this organization:

ANNEXURE B

Perceived Workplace Incivility Scale

Kindly read each statement carefully and rate yourself on the given option which describe you the best.

During the past year while employed at your organizations, have you been in a situation

Where your supervisor/co-worker

1	Put you down or was condescending(Superior) to you in some way	Once or twice a year	Once or twice a month	About once a week	Several times a week	Everyd ay
2	Paid little attention to a statement you made or showed little interest in your Opinion					
3	Made demeaning, rude, or derogatory(Disrespectful) remarks about you					
4	Addressed you in unprofessional terms, either publicly or privately					
5	Ignored or excluded you from professional camaraderie(Fellowship)					
6	Doubted your judgment in a matter over which you have responsibility					
7	Made unwanted attempts to draw you into a discussion of personal matters					
8	Ignored you or failed to speak to you					
9	Made jokes at your expense					
10	Yelled, shouted, or swore at you					

ANNEXURE C

Interpersonal Conflicts Scale

Task Outcome Subscale

		Never	Once or Twice	Once or Twice a Month	Once or Twice a Week	Every Day
1	Do you argue with someone over how you manage your work/task(s)?					
2	Do you disagree with someone because of something you or they do in performing the work task(s)?					
3	Are you in conflict with someone over how work task(s) are assigned?					
4	Do you have differences in opinion regarding when a work task should be performed?					
5	Do you have differences in opinion regarding how a work task should be performed?					
6	Does someone interfere with the way in which you manage your work task(s)?					
7	Do others obstruct(block)you from performing your work task(s) at the time when you want to?					
8	Do other prevent you from following the procedures for performing a work task?					
9	Do you block others from completing their work task(s) in the manner in which they want to					

10	Do you interfere with the way in which other manage their work task(s)?					
11	Do you obstruct (block)others from performing their work tasks at the time when they want to?					
12	Do you feel angry with others due to differences in opinion regarding how you should complete your work task(s)?					
13	Do you feel irritated with others because they keep you from performing your tasks at the time that you want to?					
14	Do you feel irritated with others because you do not agree with the goals of a work task?					
15	Are you edgy (anxious) with others over what the outcome of a work task should be?					
16	Do you feel annoyed by others at work because they make your work task(s) more difficult to complete					

Task Process Subscale

		Never	Once or Twice	Once or Twice a Month	Once or Twice a Week	Every Day
1	Do you disagree with someone on the goals of a work task?					
2	Do you have differences in opinion regarding what should be the end product of a work task?					

3	Do you disagree with someone on what is the content of a work task to be performed?					
4	Do you get into conflicts with someone over what should be done in a work task?					
5	Do you have incompatible ideas regarding what should be the outcome of a work task?					
6	Do others prevent you from completing your work task(s)?					
7	Do others impede (slow down) you from accomplishing the goals of your work tasks?					
8	Does someone interfere with your job making it difficult for you to finish your work task(s)?					
9	Do you block others from completing their work task(s) in the manner in which they want to?					
10	Do you interfere with the way in which others manage their work task(s)					
11	Do you obstruct others from performing their work tasks at the time when they want to?					
12	Do you feel angry with others due to differences in opinion regarding how you should complete your work task(s)?					
13	Do you feel irritated with others because they keep you					

	from performing your tasks at the time that you want to?					
14	Do you feel annoyed by others because they want you to perform your work tasks in a different way?					
15	Do you feel frustrated with others over who is responsible for specific work tasks?					
16	Do you feel annoyed by others because they get in the way of you completing your work tasks as you planned to?					

Relationship Subscale

		Never	Once or Twice	Once or Twice a Month	Once or Twice a week	Every Day
1	Do you get into disagreement with others at work because of differences in personality?					
2	Do you disagree with someone at work due to differences in personal values					
3	Do you argue with someone at work because you do not like working together?					
4	Do you differ in opinion with someone at work because you simply cannot get along?					
5	Do you get into conflicts with others at work because of a lack of personal trust?					
6	Do others say negative things about you that jeopardize (risk) how you are viewed at work?					

7	Do others get you into trouble at work because they do not like you?					
8	Do others at work do things to annoy you because you cannot get along?					
9	Do you say negative things about others that jeopardize (risk) how they are viewed at work?					
10	Do you get others into trouble at work because you do not like them?					
11	Do you feel mad because of personal friction (resistance) with others in your workplace?					
12	Do you feel anxious due to personality differences with others at work					
13	Do you feel frustrated with others at work because you cannot get along					
14	Do you feel apprehensive about coming to work due to personality clashes with others at work?					
15	Do you feel tense working with others at your workplace?					

Non-task Organizational Subscale

		Never	Once or Twice	Once or Twice a Month	Once or Twice a Week	Every Day
1	Are you in a dispute with someone at work caused by differences in organizational power					

2	Are you in a disagreement with someone at work because of a company policy					
3	Do you disagree with someone about the hiring decisions in your organization					
4	Do you disagree with someone over organizational-related issues that do not pertain to a specific work task? (i.e. policies, organizational culture, benefits)					
5	Do you dispute with someone at work because of poor organizational leadership?					
6	Do others impede (slow down) your work because an organizational policy allows them to?					
7	Does someone make your life more difficult over an organizational-related issue that does not pertain to a specific work task? (i.e., policies, organizational culture, benefits)					
8	Do others block you from attaining your objectives because of differences in organizational power?					
9	Do you make someone's life more difficult over an organizational-related issue that does not pertain to a specific work task?(i.e., policies, organizational culture, benefits)					
10	Do you block others from attaining their objectives because of differences in organizational power?					
11	Do you impede (slow down) someone's work because an					

	organizational policy allows you to?					
12	Do you feel anxious due to the actions of someone with more organizational power?					
13	Do you feel frustrated with others because of issues related to a company policy					
14	Do you feel mad due to conflicts over organizational changes?					
15	Do you feel tense because others in your organization do not value your work?					
16	Do you feel frustrated with others because of issues related to personnel staffing?					

ANNEXURE D

Cognitive Emotion Regulation Questionnaire

Kindly read each statement carefully and rate yourself on the given option which describe you the best.

SR		Almost never	Rarely	Occasionally	Frequently	Almost always
1	I feel that I am the one to blame for it.					
2	I feel that I am the one who is responsible for what has happened.					
3	I think about the mistakes I have made in this matter.					
4	I think that basically the cause my lie within myself.					
5	I think that I have to accept that this has happened.					
6	I think that I have to accept the situation.					
7	I think that I cannot change anything about it.					
8	I think I must learn to live with it.					
9	I often think about how I feel about what I have experienced.					
10	I am preoccupied with what I think and feel about what I have experienced.					
11	I want to understand why I feel the way I do about what I have experienced.					
12	I dwell (stay) upon the feelings the					

	situation has evoked in me.					
13	I think of nicer things than what I have experienced.					
14	I think of pleasant things that have nothing to do with it.					
15	I think of something nice instead of what has happened.					
16	I think about pleasant experiences.					
17	I think about what I can do best.					
18	I think about how I can best cope with the situation.					
19	I think about how to change the situation.					
20	I think about a plan of what I can do best.					
21	I think I can learn something from the situation.					
22	I think that I can become a stronger person as a result of what has happened.					
23	I think that the situation also has its positive sides.					
24	I look for the positive sides to the matter.					
25	I think that it could have all been much worse.					
26	I think that other people go through much worse experiences.					

27	I think that it hasn't been too bad compared to other things.					
28	I tell myself that there are worse things in life.					
29	I often think that what I have experienced is much worse than what others have experienced.					
30	I keep thinking about how terrible it is what I have experienced.					
31	I often think that what I have experienced is the worst that can happen to a person.					
32	I continually think how horrible the situation has been.					
33	I feel that others are to blame for it.					
34	I feel that others are responsible for what has happened.					
35	I think about the mistakes others have made in this matter.					
36	I feel that basically the cause lies with others.					