

**HUMAN RESOURCE PRACTICES, JOB
EMBEDDEDNESS AND AFFECTIVE COMMITMENT:
INVESTIGATING THE ROLE OF WORKPLACE
INCIVILITY**

**By
Aqdas Nasir**



SESSION 2020-2022

**Department of Applied Psychology
Faculty of Social Sciences
NATIONAL UNIVERSITY OF MODERN LANGUAGES
ISLAMABAD, PAKISTAN**

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Regd. No. 10Mphil/Psy/F-20

SESSION 2020-2022

**A THESIS SUBMITTED IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR THE DEGREE OF**

**MASTER OF PHILOSOPHY
In Psychology**

**To
DEPARTMENT OF PSYCHOLOGY
FACULTY OF SOCIAL SCIENCES**



**NATIONAL UNIVERSITY OF MODERN LANGUAGES
ISLAMABAD, PAKISTAN**



THESIS APPROVAL CERTIFICATE

It is certified that the thesis entitled “**Human Resource Practices, Job Embeddedness and Affective Commitment: Investigating the role of Workplace Incivility**” submitted by **Aqdas Nasir** student of **Master of Philosophy in Psychology, Session 2020-22**, Department of Psychology National University of modern languages Islamabad, has been approved in the partial fulfilment of requirement for the award of degree of M.Phil in Psychology.

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COMPLIANCE REPORT

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As per the remarks of thesis reviewer/s I, herewith submitting compliance report with modification/justification wherever required.

Compliance to Reviewer

Sr . No	Comments by external examiner	Compliance/ Justification/Modification	Pg. No
1	Incorporate specific findings of the study in the abstract.	Abstract has been revised and findings are incorporated as suggested	VI
2	Review the draft for grammatical revisions.	Grammatical errors are reviewed and corrected.	2
3	Ensure proper in-text citation according to APA citation style.	Incorporated	44
4	Trimmed down past studies in rationale and highlight the research gap.	The rationale section has been revised.	58
5	Mention the reliability of the scale to measure the variable.	Rectified	66
6	Interpretation of mod graph need to be reviewed.	Description is added.	78

Sr.No	Comments by internal examiner	Compliance/ Justification/Modification	Pg. No
1	Description of tables 3, 4, and 5 in the list of tables are different from those in the thesis. Correct them.	Changes in the list of tables are incorporated.	IV
2	Few page numbers are different from those in list of tables. Check and correct them.	Page numbers in list of tables are checked.	IV
3	Instead of writing two different objectives integrate them in one.	Objectives have been changed as per suggestion.	63
4	Correct the hypotheses formulation and indicate the direction of relationships as pointed.	Direction of relationships has been added in hypotheses.	64
5	No need of separate sub-heading for conceptual definition.	Operational definitions are adjusted with conceptual definitions.	65
6	Adjust the information provided in table of demographics in sample description section.	Information is adjusted in a paragraph.	71

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Evaluation Report of Thesis

"Human Resource Practices, Job Embeddedness and Affective Commitment: Investigating the Role of Workplace Incivility"

By

M. Phil Scholar, Ms. Aqdas Nasir

Ms. Aqdas Nasir's thesis, titled "Human Resource Practices, Job Embeddedness and Affective Commitment: Investigating the Role of Workplace Incivility," is a well-researched and scholarly piece of work that explores the relationship between workplace incivility and affective commitment, with a focus on the mediating role of job embeddedness.

Overall, the thesis demonstrates a good understanding of the research topic and employs appropriate statistical analysis. The work is commendable, and with some minor changes, it is acceptable for the award of the M.Phil. degree.

The thesis begins with an abstract that provides a concise summary of the research. However, it is recommended that author include specific findings in the abstract to give readers a clear understanding of the research's key outcomes.

In the rationale of the study, author presents a logical argument for conducting the research. However, it is suggested that unnecessary details of past studies be trimmed down to maintain focus and conciseness. The rationale should focus on highlighting the research gap and the significance of the study in contributing to the existing body of knowledge.

Throughout the literature review, the scholar has effectively reviewed relevant literature related to the topic. However, there is a need to ensure proper in-text citations to acknowledge the original sources of the information. Adhering to APA citation style consistently will enhance the credibility of the research.

In the method chapter, author must mention the reliability of the scale used to measure the variables. The inclusion of this information will validate the research instrument and strengthen the study's overall methodology.

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Reviewing the draft for grammatical revisions is essential to enhance the clarity and readability of the thesis. Minor errors in grammar and syntax can be corrected to ensure the highest level of scholarly presentation.

The tabular presentation of research data is well-organized and adheres to the required format. This clear representation of data aids in better understanding the results and their implications. However, some interpretations of the mod graph need to be reviewed for accuracy and clarity. Clear and concise explanations will help readers comprehend the graph's significance better.

In conclusion, Mr. Aqdas Nasir's thesis, "Human Resource Practices, Job Embeddedness and Affective Commitment: Investigating the Role of Workplace Incivility," demonstrates her commitment to thorough research and scholarly analysis.

With the suggested minor changes, including mentioning specific findings in the abstract, refining the rationale of the study, ensuring proper in-text citations and adherence to APA style, mentioning scale reliability in the methodology, and reviewing the draft for grammatical revisions and interpretations of the mod graph, the thesis will be further strengthened.

Given the improvements recommended, Ms. Aqdas Nasir is indeed a successful candidate toward the fulfillment of her M.Phil. degree program. Her research work showcases her dedication and potential as a promising scholar in the field of human resources and organizational behaviour.

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Evaluation Report of MPhil Psychology Thesis of Ms. Aqdas Nasir

This thesis addressed an interesting work and appropriately covers the relevant constituent elements. Besides several good points, the scholar needs to address few minor problems.

1. Description of table 3, 4, and 5 in the list of tables are different from those in the thesis. Correct it.
2. Few page numbers are different from those in table of contents.
3. Correct the hypotheses formulation and indicate the direction of relationships as pointed out in the thesis
4. Instead of writing two different objectives integrate them in one.
5. No need of separate sub-heading for conceptual definition.
6. Adjust the information provided in table of demographics in sample description section.
7. Correct and incorporate the minor changes as pointed out in the thesis.



Prof. Dr. M. Anisul Haque

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ABSTRACT

In the twenty-first century, work commitment and high employee retention have emerged as key organizational challenges of any industry. The present study was conducted to investigate the impact of Human Resource Practices in developing Job Embeddedness and Affective Commitment with the moderating role of Workplace Incivility among workers in corporate sector. Data were collected using purposive convenient sampling technique. Participants (N=394) were employees (age range 20 to 60years), of four telecommunication organizations (Zong, Telenor, Ufone and Nayatel) located in Rawalpindi, Islamabad. To assess the Job Embeddedness, Affective Commitment and Workplace Incivility along with the practices of HR, Job Embeddedness, Affective Commitment, Workplace Incivility, Autonomy, Feedback, Job Security, and Opportunities for Training and Development scales were used. The trend of relationships among study variables were measured using the analysis of Pearson Correlation. PROCESS MACRO (Hayes, 2013) was used to test the hypothesized relationships. The results obtained revealed that the proposed model for the research was validated as the association of HR practices (Autonomy, Job Security and Opportunities for Training and Development) and Job Embeddedness has a significant relationship with each other. In the current study, employee's Affective Commitment revealed to be developed by the three HR practices (Autonomy, Job Security and Opportunities for Training and Development) specifically. Current study has also shown that the relation between Job Security and Affective Commitment, Autonomy and Job Embeddedness, Autonomy and Affective Commitment, Opportunities for Training and Development and Job Embeddedness as well as Affective

Commitment is buffered by Workplace Incivility. With the implementation of the three HR practices in order to have workers who are more emotionally attached to the workplace, the study results will help companies in meeting the targets successfully. The study has proven that the presence of Workplace Incivility at work moderates the effect of Autonomy and Opportunities for Training and Development in developing Affective Commitment in workers. Study has shown that Workplace Incivility neither strengthens nor weakens the association between HR practices and outcome variable Job Embeddedness. To sum up, the research is of enormous significance for organizations in developing Affective Commitment among their employees through the application of suggested HR practices. For future implications, individuals must look for additional HR practices that may aid Affective Commitment as well Job Embeddedness and contribute in employee retention. Future research should focus on psychological, emotional, spiritual as well physical coping mechanisms that employees can use to control the destructive effects of incivility at work, or may tend to contribute in developing Affective Commitment and Job Embeddedness.

Keywords: *Job Embeddedness, Affective Commitment, Workplace Incivility, Autonomy, Feedback, Opportunities for Training and Development, Job Security, Employee performance, Employee well-being, Job satisfaction*

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ACKNOWLEDGEMENT

I owe deep sense of gratitude to, ALLAH ALMIGHTY, the most gracious, the most merciful, the most beneficent, and the Lord and Creator of the entire universe for showering his abundant Grace and providing me with courage and knowledge to complete this task. It is a genuine pleasure to convey the utmost appreciation to my honourable and devoted Supervisor Dr. Shakira Huma Siddiqui (HOD), Department of Applied Psychology to supervise my work. Without her professional guidance, determination, immense knowledge and overwhelming attitude to help her students, this research was impossible to be completed. She not only taught me domain knowledge of Psychology but her sincere advice, incredible conveyance of ideas and recommendations of writing a dissertation prepared me to carry out an outstanding research in future. I pay my thanks to the employees too, who took part in the research, understand the nature and purpose of the study and cooperated for the collection of data. I am also thankful to the administrations of the firms for permitting me to conduct the research in their organizations. Most prominently, I pay my heartiest regards and support to my mother and father for their emotional, moral and financial support. It's only because of their inspiration, love, care and encouragement I have done writing my thesis. I would also like to pay a huge thanks to my brother Mian Abdul Muqtadir Nasir for tolerating, supporting and assisting me whenever I was stuck at any point.

DEDICATION

This dissertation is devoted to my honourable supervisor 'Dr. Shakira Huma Siddiqui', withoutwhom I would not have had a year to peacefully inspect the new construct.



Signature of Candidate

Aqdas Nasir

Name of Candidate

Dean

CHAPTER 1

INTRODUCTION

Organizations of 21st century face several problems related to human resources which includes the usage of latest technology, globalization, financial as well as political unrest (Blustein et al., 2018; Mahmud & Wong, 2022; Omar, 2021; Thakur & Hale, 2013). The toughest tasks HR professionals are facing is to improve the employee's performance (Vulpen, 2021). The quality of personnel hired plays a vital role on the effectiveness of recruiting and selection method. Still, the more globalization has enabled corporations to invest globally, the recruitment and selection procedure never goes smoothly (Nasir, 2017; Slater et al., 2014).

Both local and multinational businesses are struggling in their human resources departments (Cooke & Saini, 2010; De Saa-Perez & Diaz-Diaz, 2010). It is hard for these firms to locate suitable employees. It is crucial for managers to widen their criteria of judging candidates based on their origin, beliefs, values, color, and background in order to select the right people from the entire pool of aspirants. Furthermore, the training provided is to focus on employee's overall development rather than teaching them a particular skill or competence. However, as a result of this, significant employee turnover has arisen as a serious concern for many businesses (Ahmad & Omar, 2013).

Negative impacts of greater revenue on organization, particularly in greater performing departments, are a key source of concern for organizational managers. Excessive turnover is risky for firms since it reduces competence and output. It can constitute a long-term threat to the organization's survival in some situations (Brereton et al., 2003). Because of this, businesses are finding it difficult to keep top performers on staff (Samuel & Chipunza, 2009). When a person leaves their job, firms are left with

little choice but to find replacements and put them through training (Sager & Menon, 1994).

The question here, for which this study is required, is what factors are currently being less emphasized by businesses in Pakistan, resulting in employee turnover. Additional research is required to well-knowing the active behavior of HR. This need to understand how employees around the globe view different human resource strategies in varied contexts becomes a growing requirement in organizations is also claimed by Budhwar and Debrah in (2004). As a result, it is anticipated that the current study would close a knowledgegap regarding Human Resource strategies in the framework of developing nations like 'Pakistan'.

In the past studies, more focus has been placed on how human resource practices affect organizational effectiveness. Less emphasis has been paid to the moderating factors and HR practices that can increase employees' emotional attachment and commitment to the organization (Zhang & Agarwal, 2009)resulting in the decrease of risk to employee turnover. Because of this, from the past researches it is unclear how employees view the strategies such as; Job Security, Autonomy, Feedback, and Opportunities for Training and Development as factors in their affective engagement with an organization and Job Embeddedness.

This study looked into the constraints that mitigate the effects of good job design andend up with dissatisfaction and vice versa. The effects of different human resource practices on employees in developing countries, and how various factors are contributing in decreasing the Affective Commitment of employees to an organization. This study also trace out the elements which moderate the positive effects of Human resource practices while promoting connectivity as well as emotional commitment of an employee in an organization. So, this study has enough significance in terms of

understanding that developing Affective Commitment and Job Embeddedness among employees requires the elimination of Workplace Incivility from the workplace. With the study findings, companies as well as industrial sector can have an in-depth information about the predictors of staff turnover and employee retention.

Moreover, employee loyalty to a company has received a lot of attention recently, according to study by Ramaprasad et al. (2017), because of its importance in generating positive enhancement in any industrial sector. Up until now, the majority of studies has been on HR practices that can raise employee performance and how they are adopted by different industries.

In a nutshell, this study aids a number of institutes to maintain staff who have absorbed all of the training and skills that the company has given them throughout their career (Frazis et al., 2000; Deery, & Jago, 2002). As a result, by creating a team of folks who have been with them for an extensive period of time, the company will outshine with emotionally dedicated personnel and may be able to offer a favorable outcome for a long time.

CHAPTER 2

LITERATURE REVIEW

2.1 Human Resource Practices (HR)

The tactical HR processes are involved in Human Resource practices. They serve as the cornerstone and direction for handling the work-force of any organization, and they work in coordination with the executive business plan. Setting the objectives and vision of the HR department (Albrecht et al., 2015), recruitment, progress and work satisfaction are a few instances of HR practices (Sousa-Poza & Sousa-Poza, 2000). Following a review of the literature, it was found that a variety of human resource-related elements are crucial for both improving organizational productivity and employee retention (Delaney & Huselid, 1996; Wright et al, 2003).

Researchers have examined factors like corporate culture, work satisfaction, training and development, and stress, and they have provided evidence of the association between these factors and job performance (Alvesson & Spicer, 2012). By using the various analytical tools to boost employee performance, a developing nation like Pakistan with abundant natural resources and adequate financial assistance can achieve economic growth and strengthen its competitiveness.

2.2 HR Outcomes

Collectively, the departmental and organizational performance is all correlated with the HR policies and practices. In this situation, organizational outcomes are based on a diversified view and include not just financial outcomes (e.g., growth, return on investment), but also

working results (e.g., productivity, innovation), HR outcomes (e.g., turnover intention, turnover), and essential skills outcomes (Jiang, et al., 2012). By recognizing, developing, analyzing, and rewarding employee's innovative nature (Cooke & Saini, 2010), HR practices have a significant part in inspiring employees for displaying innovative job outcomes (Veenendaal & Bondarouk, 2015). In a variety of areas company's capability can be aided by effective procedures to fulfill its retention goals. Recruitment process has a favorable impact on new hire retention by giving them a legit job preview. Other factors that might significantly affect turnover include personal and professional development, Job Security, and Feedback environment (Halim et al., 2020). According to Hale's study from 1998, 86% of employers considered it challenging to recruit new employees, while 58% found it challenging to retain employees.

2.3 HR Practices and Demographic Factors

Gender differences are reported in numerous research comparing the attitudes and behaviors of men and women. Generally, these dissimilarities are traced to the unfair treatment that women have gone through (Cianni & Romberger, 1995; Konrad & Spitz, 2003). According to the research conducted by Konrad and Linnehan, women are more likely than males to have positive attitudes regarding Human Resource administration laws and procedures; conversely, they reflect promoting equality in the workplace (Konrad & Linnehan, 1995). It is represented in equitable hiring and selection procedures as well as the fair distribution of training and advancement opportunities to all workers, including women. In the past, women have experienced discrimination in several domains (Greene & Kirton, 2000). The equitable practice's application in this field and in the parts of practice and improvement, recruiting, and

selection is viewed more positively by women as compared to men. Older people may believe that their abilities are deteriorating with age, which may have a detrimental impact on their self-efficacy in learning and reduce their motivation to engage in learning new skills (Maurer et al., 2013). Older people tend to be less willing to learn new skills than younger people because they are more focused on maintaining existing state of affairs (Ebner et al., 2006; Kanfer & Ackerman, 2005; Morgan et al., 2019).

2.4 Favourable Treatment towards People from different cultural backgrounds

A variety of human resource functions are impacted by equality and moral responsibilities. According to certain research, there is prejudice against ethnic minorities in the hiring and selection processes. A study directed in United Kingdom, has shown that; in spite of the fact that people of an ethnic group filed more employment applications, these individuals received less career opportunities than those from the dominant group. So it stands to reason that members of ethnic minorities are likely to value recruitment and selection more highly than Europeans do. Additionally, members of racial and ethnic minorities are disproportionately represented in lower-status, lower-paying jobs (Shenhav & Haberfeld, 1992). Consequently, their progress toward promotions, better-paying positions, and more difficult tasks is frequently gradual once they actually join professional occupations. It may be argued that training and development are probably the best ways to improve a person's career mobility. As a result, it is conceivable that members of ethnic minorities will value this situation more than Europeans in terms of human resources. Therefore, actions taken to eliminate obstacles of discrimination and to advance justice are likely to be well regarded by people they are intended to help.

Age of employees is a demographic variable that has previously been studied, and the results indicate that this demographic variable is also linked to differences in attitudes and behaviors (Pfeffer, 1985; Wehrmeyer & McNeil, 2000; Zenger & Lawrence, 1989). According to Kirton and Greene (2000), older workers had not as much of training at work because owners believed they did not desire it and they are less of an investment.

According to a research of the European Union's seven participating nations, Job Security has a major impact on both genders' job satisfaction and productivity (Nemteanu et al., 2021). There are more demographic characteristics that could affect Job Security. People in their 40s tend to be raising children, so they are considered to have more work instability than those who do not have this obligation.

2.5 Training and Development as Career Mobility

Nevertheless, older workers need opportunities for training because job stability is not a long term and guaranteed aspect of occupation. This helps them to keep their employ-ability in the larger market (Baldwin et al., 2017). According to a research (McKay, 1998), 25% of companies think hiring someone beyond 50 is too old to recruit. For this one significant reason employee beyond the age of 50 have a higher level of work anxiety (De Witte, 2005).

Security of work is also influenced by socioeconomic status. It has been discovered that those with low status feel more insecure and are more at risk of being fired. Due to their poor education levels and attempts to maintain their current position, people of low status often experience substantial level of insecurity (Sverke et al., 2004). Additionally, data shows that throughout the economic downturn, married workers felt less secure than unmarried ones (Leppel & Clain, 2014).

Job insecurity may be significantly moderated by gender. Studies have shown that men experience greater employment uncertainty (Kinnunen et al., 2014). However, it is also mentioned that a woman who is responsible for providing for her family could experience similar insecurities as a man (De Witte, 1999). Jaffee (1989) discovered dramatic gender inequalities, even after accounting for human capital variables.

Men did not, therefore, have greater degrees of conceptual Autonomy than women when the gender diversity of occupations was taken into account. In terms of overall job Autonomy, the study by Glass (1990) discovered that men have more of it than women. A study has shown that occupational segregation accounts for the majority of the gender discrepancy in Autonomy.

According to age group, a study by Thomas and Daniel (2015) showed that older workers had better correlations between job Autonomy. Evidence has also demonstrated that highly educated workers with great job Autonomy may also experience extremely higher job uncertainty and demands, (Hobfoll, 2002) which might affect mental and emotional well-being of skilled staff.

2.6 Autonomy

The origins of the idea of Autonomy can be found in ancient Greece, when communities fought for their rights to sovereignty and independence from outside powers. Autonomy therefore implies ownership, control, and self-governance. Self-rule is the literal meaning of the word Autonomy. The degree of freedom and choice of workers in the work situation e.g. creating work associated decisions and selecting work procedures are collectively acknowledged as Autonomy (Morgeson & Humphrey, 2006). It is an individual's capacity for self-rule; can use their mental and cognitive ability to make decisions at a specific time.

The Autonomy is a major concept in organizational psychology and work theories (Karasek, 2018), and it plays a key role in determining employee well-being. Low occupational Autonomy is connected to an amplified risk of physical and mental health issues, according to evidence from several researches (e.g., Madsen et al., 2017).

2.6.1 The Job Demands-Resources (JD-R) Model

According to the (JDR) model the Autonomy can be observed as a resource in the psycho-social workplace. The term "psycho-social workplace" alludes to the idea that how employees interact at work impacts the culture of the firm (Rugulies, 2018). Resources in the psycho-social workplace are anticipated to: a) lessen stress brought on by job demands; b) raise worker's capacity to meet task objectives; and c) promote professional and personal learning, growth, and improvement (Schaufeli & Bakker, 2004; Bakker & Demerouti, 2017). Therefore, the point of view of JDR model illustrates that the job Autonomy is linearly and positively associated to worker's welfare since higher degrees improve employee's ability to deal with work burdens and additional severe stresses in the workplace (Bakker & Demerouti, 2007).

Whereas, Job Characteristics model (JCM) follows a similar line of thought. Job Autonomy is one of the five fundamental job characteristics identified in the JCM and it is linked to beneficial outcomes (Hackman & Oldham, 1976). Workers who have increment in job Autonomy feel happy and joyful at work (Strauss et al., 2020). According to the study done by Ade-Adeniji et al. (2021), job Autonomy affects how physically, emotionally, and cognitively engaged bank workers are in their work. Job Autonomy in the workplace allows an individual the freedom to plan his workload for better results, increases that person's cognitive capabilities and creativity, and ultimately results in work engagement.

2.7 Feedback

Feedback is described as the valuable information, criticism, or reviews regarding a former action, performance, or conduct of an employee, business, or firm (Wisniewski et al., 2020). Feedback happens when a person, a place, or a system expresses its response to an action. For example, when customers offer Feedback, it is their response to a company's good or service. Because they are believed to serve informative and motivating purposes that improve an employee's performance at work. Therefore, Feedback and goal setting have evolved into integrated management tools (Tosi, 1991; Tziner et al., 1993).

According to Dziuba et al. (2020), if human resources want to add value into a company in order to improve quality and services, they must first be able to keep their workers happy. To do this, they must pay them, appraisals, and maintain clear channels of communication.

Finally, they must provide Feedback on the company as a whole. Feedback is acknowledged as a key component of performance management and can offer details about the suitability, and accuracy of work behaviors (Johnson et al., 2022). Feedback is important for employees to feel competent, accomplished, and in charge (Badura, 1977). Scholars have emphasized that there is still a lack of understanding of many crucial aspects of Feedback.

Preliminary surveys on Feedback in businesses revealed that because Feedback information is valuable, individuals actively take Feedback from colleagues and employer rather than waiting for it (such as superiors, peers, or subordinates) (Ashford, 1986; Ashford & Cummings, 1983; Morrison, 2002). By asking for Feedback employees can get information to improve their work performance, lessen their uncertainty, and most importantly broaden their experience of a new position (Butler et

al., 1991).

The Feedback comprises a wide variety of sources, from casual laws to one's individual thoughts and emotions (Hanser & Muchinsky, 1978). Effective Feedback, in accordance with Earley et al. (2018), demands one to have an aim, take actions to achieve the aim, and be knowledgeable about their actions in relation to the aim.

Employees generally demonstrate a high level of willingness to work on enhancing and developing their communication skills, and they view themselves as being somewhat efficacious at adopting suggestions and Feedback, according to the findings of the study conducted by Mamula and Kužet (2015). Most employees will be courteous and actively listen to others, showing that they have a positive attitude about receiving comments. They feel themselves to be extremely successful in implementing recommendations, and they are prepared to work on strengthening and growing their communication abilities. According to Cheramies (2013) employees who proactively ask their managers for Feedback have a greater level of career success since they get useful information to improve their productivity.

2.7.1 Describing Feedback from the Goal Setting Theory

Consulting to the goal setting theory (Locke & Latham, 1990), an employee is driven to put more effort into their objective when they receive Feedback that they have not achieved it to the desired level. Ilies and Judges (2005) contend that from the standpoint of goal-setting, Feedback will be positively correlated with greater performance because it enables employees to assess their existing level of performance.

Supervisor Feedback is a performance review between a supervisor and employee that aims to make sure that subordinates are aware of how management assessed their performance, what they have accomplished, and what they can expect in the future. It also fosters future development and establishes a sense of justice between

the parties (Mustafa et al., 2016; Su et al., 2019).

2.7.2 Job Security

According to Nurrohman and Kustiawan (2022) Job Security can indeed be termed as the condition of having a secured position or, conversely, as the likelihood that a person's present job will remain unaffected. It mostly concerns whether someone's employment is secure or whether they will maintain it in conditions of high security, minimizing the chance that their current role will be lost. Job Security, according to Borland (1999), is the absence of job-loss fear.

Employees would feel relieved and tension-free if they sense Job Security while working. A lack of Job Security, however, make employees anxious, and negatively impact their work and performance as well as have a negative effect on the company because it lowers their productivity (Menéndez-Espina et al., 2019).

2.7.3 Job Security in Public and Private Institutions

Job Security varies significantly between employees in private and public divisions. Employees in public service jobs always feel a high sense of security and are certain that their positions will be steady and secure till retirement. Life long employment is mostly limited to the public sector, and Job Security has decreased globally as a result of globalization and its accompanying factors. Job Security is essential since it stimulates employee's dedication and supports their professional development (Heinz et al., 2018).

According to the company KPMG, which conducted a poll on Job Security in 2010, more than 75% of respondents ranked Job Security as their top concern. It also claims that while looking for a job, participants worried about the unstable employment market. As a result of the recession, 67% of the participants were more inclined to work

for public or non-profit organizations than for for-profit corporations, according to the results.

2.7.4 Determinants of Job Security

There are several things that can effect an employee's Job Security, like changes to the labor laws or the employment agreement act, or any other modifications to their negotiated working conditions. Additional determinants include their degree of education, work experience, geographic location, including changes in their place of employment, and others. These elements are all highly significant in shaping a person's demand for and level of perceived Job Security. In a nutshell, we can say that in order to have a job that is secure; a person must possess the essential abilities and knowledge of the business world, allowing all to determine whether or not they are employable. This can be enhanced by offering the employee training to equip them with modern job abilities.

One of the researches taken into account the fact that job stability is an essential component of social security and cannot be disregarded (Sanyal et al., 2018). Even when employees have high skills and are specialists in their field of work, the loss in Job Security has an influence on the actions and productivity of companies as well as the degree of success. The employee won't be able to produce work at a level that is commensurate with his abilities if his Job Security is lost, notwithstanding his competency and capability in terms of the demands of his job.

2.8 Opportunities for Training and Development

Training is classified as the transfer of beneficial and practical concepts, skills, and information through instruction in order to accomplish a major challenge competently (Jehanzeb & Bashir, 2013) Training is a continual process aimed at

enhancing an employee's performance and expertise (Cabrera & Cabrera, 2005). The overall productivity of an organization can be increased by well-trained staff members sharing their expertise and splitting their knowledge. In the telecommunications firms of Uganda, Nassazi (2019) assessed the training effects on an employee's work performance at the workplace. The results showed that employee performance is enhanced through training. Githinji (2014) investigated how training affected the performance of foreign civil workers working in Somalia. His research's conclusions showed that training generally enhances employee commitment and enhances worker performance. Increased training results in more motivated employees. Work drill has a worthy impact on employee performance, according to research by Amos and Natamba (2015).

Hanif (2013) looked at how training affected worker performance in the Pakistani city of Lahore's hotel sector. His research revealed that on-the-job training enhanced workers' abilities and motivation. In a nutshell, learning through training improves knowledge and abilities, which in turn improves employee performance. Similar to sustainability training, encouraging workplace discussion can improve an organization's sustainability understanding and capabilities. Therefore, it is conceivable that training has an enormous influence on employee performance grounded on the factors described above.

Jain and Chahar (2022) conducted research on the influence of human resource management on performance of workers. Studies showed a positive effect of human resource practices on worker's success. Top management is one of the main aspects that can have an impression on training and development. For implementation of staff training and development to be successful, top management must give the necessary resources. For instance, when a training and development program is taking place,

senior management might support by contributing funds and resources.

Meanwhile, as modern technology is evolving quickly in respect to the outside world. The majority of businesses use technology to carry out their daily operations, including computers, the Internet, and e-mail to contact with one another quickly (Yamin, 2019). Thus, folks who have a few or no computer knowledge/skill should receive the proper training. The biggest incentive a company can offer its employees are training, which also serves as a form of employee welfare. In addition, employee promotion and personal growth depend heavily on training. According to Lamba and Choudhary (2013), the training provided to employees that includes instruction in job orientation, safety, and promotional activities is intended to increase the HR's level of knowledge and increase their effectiveness. Enhancing skills through fostering a sense of fulfillment and training in a career give a sense of safety about the upcoming events and support the growth of self-awareness.

The goal of the training programs is to promote employee efficiency in the institution (Maulana, 2022). The training programs are led by qualified managers of the same companies or can be recruited from other agencies. Likewise, highly committed staff members give the company more assistance in order to increase its overall performance. To keep workers in any firm, managers must assist them and create a conducive environment for them to work. Also, it is the management's primary duty to offer training courses on self-awareness and methods for enhancing employee's personality traits through the proper channels (Lu et al., 2015). Thus according to the research of Mensah (2014), effective HR management in an association contains; a welcoming environment, Feedback for employees, pay appreciation for performance, a fair system for employee evaluation, an award ceremony, workers empowerment, extrinsic and intrinsic rewards, recruitment and selection, employee involvement, and

evaluation of work performance safeguards entire organizational development (Khan et al., 2017).

The efficacy of key HR components is assessed in terms of worker development and motivation via pay and reward schemes. It's critical to implement more environmentally friendly practices to guarantee the well-being of employees, among other sensitive problems that some business leaders choose to ignore. It can be financially beneficial when company personnel genuinely care about reducing waste and enhancing business profitability. Every forward-thinking business should at the very least take sustainability into account when formulating strategies for expansion and progress (Manzoor et al., 2021).

2.9 The Social Exchange Theory (SET)

The SET offers paradigm for understanding the nature of interchange interactions at the organizational and individual levels. This idea suggests that social interactions can be viewed as voluntary activities. These behaviors might result from how an organization treats workers (Gould-Williams et al., 2013). Sometimes it's debated that workers receiving extra feel, owing a favor to respond based on how the company or employer pleases its staff. The Social Exchange Theory (SET) is useful for explaining that how HR strategies could encourage workers in particular since the social interaction shapes the exchange of resources and benefits (Jiang & Li, 2018; Lepak et al., 2012).

The mental and emotional contract is like social exchange connection between employees and employers that symbolizes their shared values, unspoken agreements, and views (Rousseau, 1989). This contract outlines the series of commitments and pledges. The psychological contract also examines if these

agreements and assurances between them are truly kept (Rousseau, 1989).

The ratio of the input and results is taken into consideration in order to gauge how much the outcome was thought to be reasonable. The employee can learn about justice from this ratio (Lambe et al., 2001). Business owners have long used academic theory and practice to apply Social Exchange Theory (SET) to work environment. One of the most important markers of an individual's success during his/her employment is his/her connections with coworkers.

An employee is more inclined to quit their job and look for those connections elsewhere if they don't feel connected at work. To assist staff, understands more personally linked to the firm and to assist shaping an environment and corporate ethos that motivates collegiate bond construction and friendliness, application of the principles of social exchange theory is focused (Barbalet, 2017).

In the office or work environment implementing the Social Exchange Theory (SET) can have a significant positive impact. Employees are more likely to remain productive at work and devoted to the firm if they believe that the organization cares about their personal well-being and if they develop positive relationships with the help of their leadership.

2.10 Maslow's Theory of Motivation

The Maslow's concept is explained in conformity with Smith & Cronje (1992), based on the notion that people struggle to get more in their life and that their desires are listed in order of significance (Saif et al., 2012). Based on the fundamental (social, biological, physical, and psychological) wants of people and categorizes them according to those needs, Maslow (1943) established a theory of five stages. Physiological requirements (clothing, food,

shelter), social needs (connection with others), safety and security needs (physical protection), esteem needs (getting praise from others), and self-actualization desires are listed in declining manner of significance (the need for achievement or to leave legacy behind).

In order to reach organizational objectives, apex levels of enthusiasm and motivation must be created, and this condition is treated by attending to particular personal necessities. According to Haque et al. (2014), managers within companies have a significant role in ensuring that employees carry out their responsibilities in an ethical manner. In order to do that, HR management must confirm that they have a skilled crew of workers who can hire best employees for the spot. Employee's productivity should be maximized; hence the employee must be sufficiently motivated. At this level, one must have a better understanding of human nature to totally appreciate the impact that motivation can have on an employee's routine.

In order to do this, it is necessary to combine effective management and leadership with the right motivational resources because motivation has a direct impact on staff performance (Siddiqui & Rida, 2019). Not to reduce the point that other factors, such as the tools an employee has at their fingertips to do their duties, are just as central to understanding an employee's expertise as motivation. Therefore, a multitude of motivations may result in successful labor output.

Due to the fact that motivation and performance vary from person to person and from industry to industry, adds uncertainty to the topic. As a result, the topic is now the subject of more critical analytical thought. In this regard, several academic works by researchers and professionals have made it possible to settle the intriguing academic question of how motivation might improve work performance

(Maskurochman et al., 2020; Sabir, 2017).

According to observations, motivated workers are more productive, dynamic and innovative in accomplishing organizational objectives. Workers that lack motivation, on the other hand, are less competent and seem to stray from achieving organizational objectives. For capacity building and the conversion of capability into improved performance, motivation as incentive programs is vital (Williams & Williams, 2010).

The contributions in the theory of Maslow's order of essentials are employee safe keeping is given status and gives worker the motivation and incentive to stay in an association. Workers feel gratified and relaxed when the owner can offer a safe and happy workplace. Above and beyond, it also assists in constructing trust among them and owner which more likely can lead to more cooperation and buoy up workers to learn and look at a long term viewpoint on the business's performance and their jobs.

2.11 Conservation of Resources Theory (COR)

On the word of Conservation of Resources Theory, folks often work to obtain, safeguard, preserve, and develop the resources they perceive to be valued (Hobfoll et al., 2018). The COR is based on four fundamental ideas. The primacy of loss belief comes first. It implies that resource loss has a higher impact than supply gain. Secondly, the resource investment principle, which states that in order to preserve resources, replace lost ones, and acquire new ones, people must make resource investments.

The Gain paradox principle is the third. It is made clear that resource gains are more valued when people are experiencing resource loss. The fourth principle is the principle of desperation. It makes the argument that people will act defensively, aggressively, and even irrationally to protect themselves when they run out of

resources. People are more prone to emotional tiredness when they lose resources, are threatened with losing resources, cannot match the demands of their employment with their personal resources, or when their investment of resources does not yield desired outcome (Troughakos et al., 2014).

This theory provides a framework for comprehending how people react under stress and contends that stress is caused by situations where valuable resources are at risk of being lost or have already been lost. Furthermore, human conduct under stress is driven by the urge to protect, preserve, and obtain these priceless resources (Halbesleben et al., 2014). The COR theory states that loss is significant than gain and that the loss propagates itself. The hypothesis has a strong empirical foundation and is mostly useful for figuring out how stress and physical health are related.

It provides essential understandings that have influenced studies on managing chronic sickness, the medical repercussions of natural tragedies, and the long-term effects of occupational burnout. It has implications for emergency response and for enhancing medical care, particularly for patients with trauma histories. Understanding health-related resource cycle pathways, or the processes by which risk and resilience elements aggregate and affect health, may be especially helpful with the help of COR theory (Hobfoll et al., 2018).

2.12 Job Embeddedness

As a focus on how social connections affect economic activity, Granovetter (1985) was the first sociology author to explore the roots of work embeddedness. According to sociologists, the process by which social interactions influence and limit economic conduct is known as Job Embeddedness (Uzzi, 1997). This viewpoint claims that it is a legally binding obstacle that prevents workers quit the company. The

association's tie-up force has the potential to prevent personnel from leaving. On the other hand, job embedding in the literature on organizational behavior focuses on employees sticking with the company, potentially reducing the chance that they will leave. It acts as a strong wall that deters personnel from quitting or not quitting the organization.

Mitchell et al. (2001) outlined the impacts of JE as a web or a net in which an individual gets trapped and acknowledged two chief sub dimensions; work related forces that drag an employee to the association (link, fit, sacrifice), and factors related to community which binds the employee to his or her surrounding community. Six aspects of the JE make (connection to organization, fit to organization, and sacrifice to organization) were produced using 2x3 matrixes (links-community, fit-community, and sacrifice-community). The 3 factors; link, fit, and sacrifice describe that how closely and faithfully employees are linked to the associations and communities (Oyler, 2007). JE has been a grave issue for workplaces since it affects decisions about employee retention. The measures of job outcomes such as; satisfaction, commitment, and intention to leave the job are benefited from considering the roles of organizational and community associated embeddedness (Khan et al., 2018; Takawira et al., 2014).

The main reason why employees leave businesses is the employee turnover; which is brought on by inconsistent managerial practices and the unfriendly manner of senior management or staff (Rehman, 2012). Managerial or Supervisory workers don't receive the training chances or even the same organizational standards that apply to managers. According to Lee and Lee (2018), the influence of many organizations and community related variables may cause people to get imprisoned in their current positions. Due to their deep seated roles in the business, individuals are able to speak freely and consistently, which ultimately increases job satisfaction and dedication

(Jiang et al., 2012).

Three separate constructs links, fit, and sacrifice can be used to evaluate JE. Fit refers to a worker's fit with the organization's current culture and the neighborhood. Fit refers to how well matched an employee feels with the business, group, or neighborhood to which they belong. According to Mitchell et al. (2001), turnover is lower the more a person feels a connection to their work, coworkers, and organizational culture.

Links are connections an employee has within or outside of a community that could have an impact on the decision making procedure. HR can build links by taking a variety of actions, such as promoting constructive communication between management and workers, offering chances for group unity, and even making modifications to the physical workstation of a business to develop sturdier links within staff members (Saoula et al., 2019). These connections are very important to many companies. For instance, accounting firms use a structure of mentors and role models to try to improve the level of connection. The amount of opportunity cost that a worker can sacrifice when quitting their employment is known as sacrifice (Reitz, 2014). Sacrifice denotes to the professed cost of physical or mental suitability given up when leaving an in progress work, also known as the opportunity cost of turnover.

Training chances and in group learning gatherings gives staff an opportunity to come to be more at ease and well matched with an organization, increasing the job embedding for HR departs looking to raise workers fit. According to Kim et al. (2014) study on the decisions made by the research workforce about turnovers, Job Embeddedness helps to decrease turnovers while Job Embeddedness (links) has little real influence on it. JE is significant in organizational contexts because it involves elements that encourage employees to continue working at their existing companies

(Karatepe, 2012). Employees feel more socially engaged within their organizations as a result of it acting as a mechanism to attach them by means of their work, company, and the social order (Wilson, 2010). It is now a critical part of staff retention (Dong-Hwan & Jung-Min, 2012). Holtom and Inderrieden (2006) also offered a model of job embedding to describe an exclusive and high-class viewpoint on “why people stay or quit” jobs. Numerous researchers have worked on embeddedness performance and turnover. Their results propose that JE features forecast worker’s intent to leave or the actual turnover.

The JE topic has been discussed in the manufacturing area too, especially by gas and oil sector, the automotive industry, and the space of commerce and industry (Wheeler et al., 2007). In addition to the leader member exchange theory, self-reliance and self-confidence, organizational citizenship behavior, and task performance initially JE proposed to explain job stability. Researchers have been interested in figuring out conditions such as why people join in the association, their fundamental motive for working, and things that cause people to stay in a job or quit it (Ferreira et al., 2017).

2.12.1 The Antecedents of Job Embeddedness

According to studies (Jiang et al., 2012), there are many different sorts of influences that contribute in the development of JE difficulties (Karatepe & Avci, 2019), these elements have been categorized and treated independently in theories of institutional and workers behavior.

2.12.2 Sources of Job Embeddedness

The following organizational constructs serve as antecedents of Job Embeddedness: (a) relationships and socialization within the workplace; (b) agreeability; (c) job investments; (d) job alternatives; (e) benefits programs; (f) perceived organizational and supervisor support; (g) skill transferability; and (h)

affirmative cultural identity. Age, extraversion, and organizational dedication, Consciousness, efficient methods of managing human resources, perception of investment in the international assignment, o) compensation, p) alterations in adult development, q) exposure to negative shocks, r) a clear organizational function for new employees, s) a chance for advancement, t) improved and newly acquired abilities, (u) regional dialect, Mutual and excessive investment, as well as (w) open-mindedness (Ramaite et al., 2022).

2.12.3 Personal Factors as Antecedents of Job Embeddedness include:

Personal resources, employee involvement, workforce behavior, role performance, social exposure, burnout, work pressures, employee attitude, and absenteeism are all personal characteristics that are antecedents of JE (Dechawatanapaisal, 2018).

The potential factors that JE may reflect as a predictor have also been identified by numerous other publications. These elements include (a) service recovery performance (b) community service (c), employment (d) job contentment (e), voluntary turnover (f), empowerment (g), work experience (h), and employee involvement (Coetzer et al., 2019).

According to one study on job burnout, professionals who experience job burnout suffer from psychological and physical health problems as well as reduced perceived self-efficacy, which negatively impacts the working environment (Watts & Robertson, 2011). The job demand resource model assists in such circumstances by facilitating that how work-loads and JE can manage the impact of exhaustion, which has a significantly negative influence on JE (Zabrodska et al., 2017).

The organizational function in deciding the JE level at work was clarified by Larkin et al. (2016). They discovered that retention policies allow an organization to actively incorporate new hires into the company. The degree of Job Embeddedness is closely related to job satisfaction in addition to employee performance (Bibi, 2017). Generally speaking, satisfaction is viewed as a multifaceted construct that includes financial advantages, career chances, the workplace, and connections with other staffs, satisfaction influences both intention to quit and actual turnover.

Workers having low Job Embeddedness are more likely to shift employment and they have low expectations for future interactions with people and groups inside organization (Sekiguchi et al., 2008). JE has been demonstrated by Surie and Ashley (2017) to be a predictor of staff retention. According to a research conducted in UAE public healthiness care institutions, Job Embeddedness deteriorates the purpose to leave (Afsar et al., 2018).

Employees with high JE are expected to show creative actions. Employees with high JE tend to display innovation-related actions to secure organizational survival in a highly competitive service industry to evade possible sacrifices related to the loss of work. They are attempting to ensure their own employment by doing this (Ng & Feldman, 2007). Employees with high JE thus display more internal and external roles (William Lee et al., 2014) In nimble of the above mentioned discussion, research indicate that higher JE levels can result in employees who are more intrinsically moved and who are more likely to display innovative behaviors.

2.12.4 Demographics and Job Embeddedness

According to research, older workers were more firmly embedded in their jobs than younger workers. It has been assumed that women are less loyal to their organizations than men. According to Griffeth et al. (2000), there were no appreciable

differences between men and women in terms of how embedded in their works they were. Ng and Feldman (2011) found that women assessed their organizational embeddedness higher than men did. Employees between the ages of 41 to 50 had the lowermost levels of JE, according to a 2007 study by Wang and Shi on the topic. Younger people have a lesser level of Job Embeddedness with their associations because they are less likely than older people to appreciate high levels of risk-taking (Zhang et al., 2012). High educated workers typically have a weaker sense of attachment to their professions. According to Royalty (1998), education produces open minded, career driven workers, which in turn lowers the degree of connection and ties to a particular business.

2.12.5 Human Resource Practices and Job Embeddedness

Embeddedness is created and developed in part by HR, according to the findings of a study done in 2016. The correlation among human resource management and work performance was found to be moderated by the JE components (fit, links, and sacrifice). The findings imply that organizations can actively improve embeddedness and worker performance by putting in place suitable human resource procedures.

Researchers from the past have suggested that predictive superiority of embeddedness is only partially true in studies (Zeffane & Melhem, 2017; Shah et al., 2020). Formal organizational rewards and financial incentives supplement from the employee's immediate supervisor by giving the employee influential input on how well he or she fits within the organization complements the verbal Feedback. Additionally, it was projected that awards and performance reviews would help keep employees with the company by strengthening their relationships with other employees (Bambacas & Kulik, 2013; Brown et al. 2010; Hom et al., 2009).

2.12.6 Autonomy and Job Embeddedness

A person can attain a better fit within their skills, knowledge, abilities, and other individual traits (like values) and the work they do when their job has characteristics like skill variety and Autonomy. According to a study, employee's social requirements are met when a business supports them in terms of Work Life Balance, Job Security, Job Autonomy, and Social Support and as a result, their odds of staying in the company increase (Hussain & Kazmi, 2021).

The satisfaction of the urge for Autonomy is positively influenced by a mastery climate, according to empirical data (Harwood et al., 2015). Although the connection among the need fulfillment and JE has not been specifically studied, there is proof suggesting that the satisfying of desire for Autonomy may play an important part in explaining on the Job Embeddedness. According to Prottas (2006), people who had greater job Autonomy were less likely to consider looking for new employment. These findings suggest that employees with higher ranks of job Autonomy may be extra obligated to stay at their jobs since they stand to lose more if they do.

Higher ranks or levels of job Autonomy predicted employee stay, while low levels foretold leaving, according to a longitudinal study that looked at the differences between employees who stayed and those who left. Literature has also demonstrated that workers are probably more to be embedded in their occupations through improved (links, fit, and sacrifice) when the accomplishment measures at work are viewed to promote competence, collaboration, and perseverance (Reinboth & Duda, 2006).

2.12.7 Feedback and Job Embeddedness

Many businesses ignore employee input until it is too late or don't have the proper mechanisms in place to gather, monitor, and effectively address employee concerns. Alternatively, they may value employee Feedback and desire more of it, but

they may not be making that evident to their staff. Or they believe they are protected because they have a single strategy, such as a declared open door policy (Tagliabue et al., 2016). When you start talking to your staff and giving them regular Feedback, a number of things will happen throughout your company: Because of the improved productivity and engagement, you will create a more pleasant workplace environment, integrate into the corporate culture, reduce employee turnover, and enhance revenues.

The amazing part about Feedback and increased engagement is that they consistently yield benefits and are an excellent tool for navigating the inevitable bumps in the road that every organization will experience over the course of their existence. The right kind of Feedback given in the context of job expectations and responsibilities not only helps individuals perform significantly better at work, but it also fosters trusting relationships and a desire to succeed, which are essential components of job gratification and long term retention of worker (Mitchell et al., 2001).

Employee understanding of company regulations and policies is aided by regular Feedback. Additionally, it facilitates the employee's quick learning of the workplace. Additionally, this lessens the pressure and strengthens Job Embeddedness. The importance of HR practices influencing employee performance depends on how employees view these activities (Sekiguchi et al., 2008). HR methods have been demonstrated to have a substantial influence on human behavior, including recruiting and selection, performance management, Feedback mechanisms, and others.

2.12.8 Job Security and Job Embeddedness

According to the Conservation of Resources Theory, (Hobfoll, 1989), it was anticipated; Job Embeddedness which signifies the total of valued resources given by the organization (Mitchell et al., 2001), would perform as a job linked factor cushioning the negative result of job insecurity.

As per the study done by Dogantekin et al. (2022), work uncertainty grinds down the Job Embeddedness while aggravating emotional tiredness. A mediator between qualitative job insecurity and Job Embeddedness is emotional fatigue. According to the outcomes of a moderated analysis of regression, it can be seen that employees who experience little organizational support have a larger positive impact of qualitative job insecurity on emotional depletion. Additionally, some workers feel that working hard is futile because the company ultimately decides whether to fire them because they consider a less secure employment as a barrier stressor. They exhibit a withdrawal reaction as a result. Some workers, however, can view less secure employment as a challenging stressor; as a result, they put forth a lot of effort to prove their worth and lower the likelihood of resource losses (Melinda, 2018).

Resources for embedded personnel are restricted to their present employer and role. Employees would maintain relationships with coworkers and organizational fit even if they lost their current employment (Halbesleben et al., 2008). Because embedded workers are required for making greater compromises, they are more likely to be motivated by the desire to keep their positions. As an alternative of coming up for a job forfeiture to occur, embedded personnel shall dynamically set about putting themselves in a spot that is reasonably secure (Ampofo & Karatepe, 2021). Employees will exert greater effort to complete their responsibilities because manufacturing organizations reward job performance, which lowers the chance of job loss and keeps workers from putting themselves in danger. There are scarce of knowledge in terms of the consequences of Job Embeddedness in contrast to its antecedents (Collins et al., Holtom et al., 2012; Karatepe, 2013; 2014; Ng & Feldman 2011;).

2.12.9 Opportunities for Training and Development and Job Embeddedness

Employee training improves fit between the job and the individual, contributes to job stability, and represents a sacrifice or considerable loss in the event that the employee decides to switch employers. Therefore, giving employees training chances fosters a sense of attachment to their occupations and organizations, and consequently, they typically stay in their existing organizations and don't quit. The results as well displayed that Job Embeddedness and its sub- dimensions were clearly and positively connected with training. The sub-dimensions of (link- organization), (sacrifice- organization), and (fit-community) had the highest effect (Mitchell et al., 2001).

This supports the notion that appreciating the workforce and making investments in employees will boost their loyalty, strengthen their ties to the company, and encourage employee's views toward staying with the company for a long time (Dong-Hwan & Jung-Min, 2012) Workers feel bonded and tied to their institutions, especially when the industry is concerned with increasing their expertise and abilities, thus the goal of training exercises is clear: training had the greatest impact on the organization. Employee training improves fit between the job and the individual, contributes to job stability, and represents a sacrifice or considerable loss in the event that the worker chooses to switch employers (Mitchell et al., 2001). Therefore, giving employees training chances fosters a sense of attachment to their jobs and organizations, and as a result, they typically stay in their existing organizations and don't quit.

2.12.10 Theory of Job Embeddedness

Holtom (2006) created the theory of employment embeddedness and his Georgetown University colleagues over the course of more than ten years of research. It includes several ideas and prospective applications that HR departments may find

helpful. According to Holtom et al. (2008), employees can be thought of as unique people with a web of links between various facets of their lives. People who incorporate more relationships, duties, and responsibilities into their lives have more connections and can be referred to as being more embedded. More specifically, those who participate in a larger variety of roles, tasks, and interactions relating to their jobs are said to be more "job embedded."

It becomes clear that those with more connection points might experience more significant disruption in more areas of their life and career if they withdraw from the primary point of connection their work if JE is viewed as a sequence of connections. On the other hand, people with few positions, responsibilities, or relationships at work are seen to have low Job Embeddedness. The study suggests that these people may have fewer ties between different elements of their lives and experience less upheaval if they decide to quit the organization. This can make it harder for HR to keep these workers on board. According to the Job Embeddedness theory, fit, link, and sacrifice are 3 chief influences that illustrates the amount of connection that people may form within business. Fit is defined by Holtom and his associates as "perceived compatibility or comfort with an organization and their environment". HR can appraise fit, which is justly subjective statistic, by trying to understand each entity's occupation ambitions, knowledge, and abilities to see how well they may apt the organization and its community. An individual will probably have a higher and stronger link to the organization when they have high work embeddedness in terms of fit (Felps et al., 2009) The Links are defined as affiliations between an individual and his/her communal or organizational. These connections may be official, similar to those among management and staff, or they can be informal, like interactions and bonds among coworkers. A worker's Job Embeddedness may improve as their

connections to their enterprise grow (Lee et al., 2004; Mitchell et al., 2001).

According to JE theory the meaning of sacrifice is: "the perceived cost of material or psychological gains that are lost by institutional leave." A quantity of secondary enticements might be missing or finished if someone leaves their job, in addition to the most obvious ones like wealth and Insurance (Granovetter, 1985). In order to leave work the degree of sacrifice a person makes has a very momentous influence over JE. Owners demanding to lower the turnover can boost worker's perceptions of the value of company extras; formal and informal too. Workers will obviously not be willing to surrender advantages linked to their job and organizational community as one's gratification in perceived value raises (Kwantes et al., 2007). It is obvious that the Job Embeddedness theory has many practical applications for HR departments and businesses looking to increase staff retention and lower the likelihood of excessive turnover.

Initiatives for Job Embeddedness and general human resource management should coexist in harmony. However, research tends to point toward a promising future for those firms that use the Fit, Links, and Sacrifice measures to pinpoint places where people could profit from programs or activities focused on work embeddedness (Avey et al., 2015; Crossley et al., 2007).

2.13 Affective Commitment

A mindset (i.e. a frame of psychological state that causes someone to select a sequence of facts) is acknowledged as commitment. It is a driving force that has 3 different themes; the perceived cost of quitting, the obligation to stay, and the affective connection to the business (Herscovitch & Meyer, 2002). Affective Commitment is "the employee's emotional attachment to, identification with, and involvement in the organization," on the word of Meyer and Allen (1997, p.11). Organizational members

that are emotionally invested in an organization continue to work there because they wish to (Meyer & Allen, 1991). "Attitude or orientation toward an organization which binds or attaches the identity of the person to the organization," is what Sheldon, 1971 defined as commitment (p.143). Meyer and Allen (1991) proceeded further in classifying and dissecting ongoing discussions over the definition and differentiation of commitment types.

As a result, they developed a three-part conceptualization of commitment, which has since been used in a wide range of following research projects. As previously mentioned, this paradigm defines commitment as a necessity (continuity), a desire (affective), and an obligation (normative) (Meyer & Allen, 1991; Somers, 1995). However, a whole heap of studies has discovered that Affective Commitment has the best ability to predict outcomes like absenteeism and turnover (Meyer et al., 2002). Affective Commitment also takes the form of a mental and psychological link to firm as well as sincere feelings and societal affection (Ng, 2022).

"Engage Your Employees or Lose Billions" was the title of an article that Forbes Magazine published in 2014. Alvino (2014) found that emotional contract to an association's goal or narrative is the first step in the implementation of behaviors like working long hours and productivity. The construct of Affective Commitment, which has been studied for the past 20 years, could be well-defined as the emotive connection to an association that is demonstrated by a one's proof of identity with and participation in that association (Mathieu & Zajac, 1990).

A survey on 279 commercial and government managers was conducted by (Buchanan, 2004) in which Buchanan discovered that associations can assemble some activities to foster the growth of advanced stages of commitment. In particular, Buchanan came to know; sentiments about the organization and peer group solidity

were strongly correlated with levels of commitment (Inegbedion, 2022).

A 15 months' longitudinal research examined the views of 212 management trainees. The readiness to put up great effort, the desire to stay with the company, and the belief in the organization's principles were all characterized as Affective Commitment variables against which attitudes were measured. This study found that employees who had a negative attitude toward the company during their first seven days of work were more likely to quit that company (Neininger et al., 2010). They also discovered that "disaffection" feelings were a precursor to turnover (p.96), this study opens the door for subsequent research that defines turnover as the outcome of poor sentimental commitment levels (Labrague et al., 2018; Meyer et al, 2002). An attitude related to work with solid feelings for the association is recognized as Affective Commitment. The point to which a being's desires and expectations for an organization match their actual experience has an impact on the strength of their affective organizational commitment (Prasetyaningrum & Hendarsjah, 2022).

First and foremost, identification of goals to establish a satisfying relationship with an organization serves as the foundation for people's affective attachment to their employers. Second, through internalization, this refers to shared objectives and guiding principles between people and the company. Generally speaking, affective organizational commitment is focused on how much a person identifies with the association (Allen & Meyer, 1990).

In their research of full time university workers at dissimilar career levels, Meyer and Allen (1984) discovered that the time spent in an association was not a particular factor that openly caused commitment. Additionally, they discovered a correlation within tenure and Affective Commitment levels, which might have contributed to longer tenures. Therefore, Meyer and Allen (1984) discovered that the

form of commitment was vital in forecasting tenancy as opposed to commitment forecasting tenure. High commitment personnel are by definition “motivated to stay with the company and contribute to its goals, therefore they should be less likely to leave”, according to Mowday et al. (1982) (p. 38).

Numerous long-term research have discovered highly significant, adverse relationships within turnover and Affective Commitment (Ayuninnisa & Saptoto, 2015; Morrow, 2011; Ramalho et al., 2018 Randall, 1990). Moreover, studies have shown that turnover is more closely correlated with degrees of sensitive promise as a different paradigm than it is with transactional and behavioral commitment (Shahid & Ahmad, 2020; Solinger et al., 2008). Another key determinant of employee absenteeism has been shown to be Affective Commitment. According to studies, advanced levels of Affective Commitment are associated with lower absenteeism rates (Vong, 2022; Zia-ud-Din et al., 2017).

The moderating effects of Affective Commitment at place of work stress have become a focus of rising amounts of study into the effects of Affective Commitment (Schmidt, 2007). Schmidt (2007) discovered; through reducing emotions of burnout and emotional tiredness, affecting commitment may reduce stress levels at work. Although the research on this effect is still in its early stages, the prospective benefits seem encouraging.

2.13.1 Antecedents of Affective Commitment

Demographical aspects, personality characteristics, work know-hows, and investments have all been well documented via Meta-analyses as chief antecedents of sentimental commitment (Cooper-Hakim & Viswesvaran, 2005; Mathieu & Zajac, 1990).

2.13.2 Perceived Organizational Support

Individual views of associational drills seem to make sure an impact on stages of Affective Commitment, according to Bartlett's (2001) findings. Numerous researches support the notion that an individual's level of Affective Commitment may be influenced by their views of, access to, and involvement in organizational procedures (Allen & Shanock, 2013; Kinnie et al., 2005; Whitener, 2001).

2.13.3 Socio-economic Status and Affective Commitment

According to Angel and Perry (1981), women are more devoted to their organizations than males are. They mention two things in order to explain this outcome. In history, females are less convoluted in business than males, and as they have less inter organizational mobility than males, women are more likely to stay in one place. Additionally, they noted that gender has little bearing on various educational stages. Moreover, no connection between gender and commitment was found in a study by Mercurio (2015). Men are, however, somewhat more dedicated than women, and the link was marginally more significant with Affective Commitment (Pace & Sciotto, 2021). Age level is in a good manner and education level is in a bad way correlated with associational commitment. In the study it was clarified this outcome truthfully by being older the aptitude to search alternative options is becoming tough.

In contrast, Meyer & Allen (1991) discussed; workers who attained appreciated and valued abilities and talents may be capable of finding a substitute job at ease than the younger and undeveloped ones. Skillful employee doesn't have to have high continuation of commitment for the reason that of his supplementary working years. Additionally, a young employee might not be alert of their options and might outlook

staying in their current position as a duty. Workers with higher education levels are consequently more likely to have greater work related abilities and have a more possibility of doing so faster than those with lower education levels (Mishra, 2016).

A small and negative association between education and organizational commitment was

discovered by González et al. (2016). When compared to calculative commitment, the link with

attitude was greater. As a result, among educated workers, job and organizational dissatisfaction are inherently higher. Commitment was only somewhat positively correlated with marital status and income. Employees who are married are less inclined to risk quitting their current position and looking for another one. Organizational tenure and position both had a negligible impact on commitment (Usmani, 2016).

2.13.4 HR Practices and Affective Commitment

One of the most critical aspects in increasing employee satisfaction and attaining job commitment, which raises productivity, is human resources practices and their execution (Khan, 2010; Quresh et al., 2010). According to empirical research, specific combinations and/or structure of human resource practices help to achieve two desirable organizational outcomes: (a) lower turnover, enhanced productivity and financial performance, and (b) positive individual level outcomes such as greater employee commitment and gratification and improved job performance (Collins & Smith, 2006).

It has been discovered Job Embeddedness acts as an intermediary within certain worker attitudes and behaviors and aspects of the organizational setting. For instance, it mediates relationships between employment connection variables and outcomes like Affective Commitment and meaning to quit (Bambacas & Kulik, 2013) as well as

between HR practices and worker turnover.

2.13.5 Autonomy and Affective Commitment

Increased job Autonomy is linked to better Affective Commitment, according to prior evidence. According to Gul et al. (2012), firms must give their employees the power and Autonomy they need to realize their goals if they want to keep their position and retain their employees. Furthermore, job Autonomy plays a significant influence in employee commitment and retention, which is beneficial for organizational success, according to Ahmed and Nawaz's (2015) study.

According to a study by Abdullah and Mursalina (2020); job Autonomy serves as a moderator for the impacts of perceived work burden and work-family conflict on organizational commitment. More organizational studies over the past ten years found that job Autonomy to be significantly and positively connected to organizational commitment than those studies that found a feeble relationship among the two variables (Gergersen & Black, 1996; Jong et al., 1997; Karim, 2010; Naqvi et al., 2011; Park & Searcy, 2011)

2.13.6 Feedback and Affective Commitment

According to earlier studies, there is a connection between the availability of Feedback and professional dedication. In today's dynamic business environment, it is more crucial than ever to foster employee commitment among organizational members because this aspect promotes staff retention and low levels of turnover. Different corporate and public sector businesses were covered in the research for this study. Employee commitment was found to be positively correlated with all three factors supervisor and colleague Feedback, role clarity, and employee commitment with the coworker Feedback factor having the highest effect on fostering employee Affective

Commitment.

When measuring a company's HR strength, the amount of employee happiness and dedication is fundamental. This, in turn, affects employee retention and an organization's ability to meet the needs of its customers, consumers, and clients in both the production and service sectors. Person commitment is affected by a number of elements, including job satisfaction (including intrinsic and extrinsic aspects), the effectiveness of leader member communication, and the general Feedback environment in which an employee works. In general, Affective Commitment talks about one's emotional connection to their organizations. So, the likelihood of a person's psychological and physical job withdrawal decreases with increasing Affective Commitment (Zain et al., 2018).

Further, dedicated staff members are typically productive and go above and beyond the call of duty to enhance the goods and services offered by their company. According to researchers, there is an association between employee dedication and the Feedback Environment Scale. Positive Feedback environments are linked to supervisor's stated organizational citizenship behavior, and Affective Commitment may partially buffer this association (Norris-Watts & Levy, 2004). In a meta-analysis Morrissette and Kisamore (2020) discovered that employees' general commitment was poor when they weren't sure what was expected of them (Role Ambiguity). Employee comprehension of the importance of their jobs was moderately positively connected to Affective Commitment, but not to normative or continuation commitment, according to nine studies by Dunham et al. (1994) and Linda et al., (2021).

2.13.7 Job Security and Affective Commitment

In keeping with the Social Exchange Theory (SET); if workers get benefits from the company, they would give in return with positive assertiveness and actions at work.

On the other hand, job insecurity is a bad work experience that indicates a probable loss of assets and disrupts the mutually beneficial connection among workers and their employers. Workers interpret a breach in the mental contract as betrayal. Workers start to worry that will the company keep its promise and consistently supply valuable resources or not? Hence employees with unstable employment tend to have low Affective Commitment (Hur & Perry, 2019).

Job insecurity is adversely correlated with Affective Commitment, as proven by an empirical study that concentrated on Belgian bank staff (Schreurs et al., 2016). According to certain meta-studies less secure employment may also result in a reduction in Affective Commitment (Cheng & Chan, 2008; Sverke et al., 2002).

Loss of job stability can occasionally lead to a variety of additional problems, such as low commitment or low drive at work. A corporation's Job Security motivators may provide bonuses to employees as reassurance that they have a future with the company. This will consequently make it important for an employee to stay committed to a company. Employees who are emotionally invested are valued because they benefit their employers. Employees that are emotionally invested perform better on the work, for instance (Fuet al., 2014). For example, dedicated workers are more expected to be promoted and less

expected to let go (Barksdale & Shore, 1995; Zatzick et al., 2015). Sustaining Affective Commitment is a reasonable way for embedded employees to deal with job instability, given the advantages it produces. Workers who are more deeply embedded in work have more safeguard resources and as well as practical methods to manage stress. When in this situation, people tend to worry more about attempting to stay employed and see job uncertainty as a challenge. Their emotional commitment is restored with more links and good fit (Ramaite et al., 2022).

2.13.8 Opportunity for Training and Development and Affective Commitment

According to Vance (2006), investing in growth which increases knowledge and competence leads to self-efficacy, self-esteem, and consequently employee commitment. Training and development are critical component in promoting emotional commitment. In order to precisely investigate the relationship among drill (training) and commitment levels in the health-care industry, in a study three component model of commitment, he discovered that apparent access to training was a key variable in determining employees' levels of Affective Commitment to the business, even if he did not find any benefits associated to the levels of Affective Commitment among workers based on the form of practice and training (Parshetty, 2019).

According to Meyer and Allen's organizational commitment model from 1997, Affective Commitment is biased by things like job difficulty, role clarity, goal clarity, and goal difficulty, as well as management receptivity, equity, personal importance, peer cohesion, Feedback, participation, and reliability. Comparatively to the literature on the practices of recruitment interpersonal connections, and socialization, research on examining the empirical relations among training and growth initiatives and Affective Commitment levels, in particular, is few and in its initial levels (Bartlett, 2004).

2.13.9 Demographic Factors Association with Commitment

The typology proposed by Mowday et al. (1982) that categorizes the antecedent variables of organizational commitment into four group's demographic influences, individual characteristics, work experiences, and alternatives were accepted by Meyer et al. (2002). Age, gender, education levels, length of employment, and marital status are all instances of demographic factors. Self-efficacy and focus of

control plays a key role in individual differences. Organizational support, transformational leadership, role-ambiguity, role-conflict, and social- contexts, distributive, and procedural fairness are all present in work experiences.

The group called "alternatives" also includes "investments," "tangibility of education," and "transferability of skills". Despite the fact that several studies have shown that, when in comparable positions, women exhibit greater organizational commitment in general (Mathieu & Zajac, 1990; Singh et al., 2004) and greater Affective Commitment to their work organisation in particular (Lincoln & Kalleberg, 1990; Marsden et al., 1993) than men, other studies have shown no differences in organisational commitment between men and women (Becker et al., 2009). Women are more dedicated to holding a government job than men, according to a recent survey of U.S. federal employees (Wynen et al., 2013). As a result, compared to men, women might be more dedicated to their jobs in the public sector (Hassan, 2012).

2.13.10 Affective Events Theory

By Weiss and Cropanzo, the theory of affective events was emerged (1996). According to Fisher et al. (2006), work gratification and Affective Commitment are both positively connected by a number of antecedents (such as Autonomy, supervisory support, etc.). The study by Wegge et al. (2006) likewise presented; the job gratification and positive emotions had a favorable unintended bond. The literature on industrial and organizational psychology has seen an increase in the popularity of the idea of organizational commitment (Cohen, 2003). Initial research on organizational commitment saw it as a sole dimension based on an attitudinal view-point that included identification, involvement, and loyalty (Ghasemy et al., 2020). The psychological piecing together or Affective Commitment developed by a worker in relation to his/her identification and involvement with the specific organization is referred to as

an attitudinal perspective, according to (Hong et al., 2021).

Organizational commitment is further defined by Porter et al. (1974) (p. 604) as "an attachment to the organization, characterized by an intention to remain in it; an identification with the organization's values and aims; and a readiness to devote extra effort on its behalf. Organizational commitments are viewed as the link among the employee and the organization because people take into accounts how much their personal beliefs and goals relate to those of the organization. According to the theory, people remain dedicated to the organization as long as they remain in their jobs, regardless of how stressful their circumstances may be. However, they will be prepared to leave the company if offered other advantages. Organizational commitment is well-defined by Porter, Mowday, and Steers (1982, p. 26) as a behavior; "related to the process by which individuals become locked into a particular organization and how they deal with this difficulty." This definition supports the "side-bet" idea (Wegge et al., 2006).

2.14 Workplace Incivility

Workplace Incivility has received particular attention in recent decades as a distinct and less severe kind of interpersonal abuse that is pervasive and poses serious issues in many businesses (Huang & Lin 2017). The first instance of Workplace Incivility appeared in which was characterized by its ambiguity of meaning and breach of workplace standards for mutual respect. Workplace Incivility which is a common occurrence in the workplace and is commonly defined as persistent harsh and cheeky behavior disrupts mutual respect in the workplace with a low-intensity and ambiguous aim to hurt the target (Cortina et al., 2001; Lim & Cortina, 2005).

"Low-intensity deviant behavior with ambiguous intent to damage the target, in violation of workplace standards for mutual respect," (p.457) is how Andersson and

Pearson (1999) interpret Workplace Incivility. Typically harsh and discourteous, uncivil behavior and attitude shows a lack of care for others (Andersson & Pearson, 1999).

According to statistics, 98% of workers have encountered incivility, and 50% of them do so at least once every week (Porath & Pearson, 2013). The figures have raised concerns since they show the negative impacts that incivility has on many employees and the businesses as a whole. Consequently, individuals who are the victim of unprofessional behavior at work must face significant human costs such emotional tiredness, depression, and an increase in worry, grief, and resentment (Sliter et al., 2010).

Employees who encounter Workplace Incivility may also exhibit reduced organizational citizenship behavior, increased withdrawal behavior, turnover intention (Matthews & Ritter, 2019), and organizational leave (Porath & Pearson, 2012). In the relationship within the sense of place of work incivility and the purpose to leave, some research also took into account mediator or moderator variables. For instance, job burnout (Rahim & Cosby, 2016; Han et al., 2016), perceived organizational support (Potipiroon & Ford, 2019), emotional exhaustion (Huang & Lin, 2017), role ambiguity and team-building (Bagozzi et al., 2018), and perceived organizational support (Chen & Wang, 2019; Lim et al., 2008) were all considered.

There is some correlation between incivility at work and other unpleasant behaviors in the workplace, such as aggression, social undermining, deviance, antisocial behavior, and violence. However, they differ in terms of their intended harm, targets, persistence, level of intensity, and manner of norm violation. Incivility, on the other hand, has an unclear intention that can be attributed to other factors, such as the perpetrator's personality, oversight, and ignorance, who can then claim

that any harm done to target was accidental rather than intentional. For instance, the perpetrator of aggression has a clear intent to harm, whereas the perpetrator of incivility has an unclear intention (Andersson & Pearson, 1999). Workplace Incivility is generally defined as any disrespectful behavior that occurs at work over time, has low intensity, is simple to overlook, and has negative impacts on the individual, group, and the organization (Reio & Ghosh, 2009). More oral than physical, passive than active, indirect than direct, and covert than overt, these actions are linguistic rather than physical in nature.

Examples include failing to say "please" or "thank you," spreading rumors, failing to acknowledge someone in a group, leaving rude messages, speaking loudly on the phone, taking credit for someone else's work, blaming someone without cause, and any actions that could be interpreted as offensive (Pearson et al., 2005). Empirical research shows that rudeness and uncivil behavior negatively affect people's capacity to complete tasks, their innovation, and their commitment at work (Porath et al., 2015; Schilpzand et al., 2014).

2.14.1 Comparison between Incivility and Forms of Mistreatment at Work

Workplace Incivility is related to yet distinct from other deviant behaviors like hostility, mobbing, bullying, sexual harassment, and abuse. An organization's stakeholders and antisocial actions are collectively referred to as antisocial conduct. An example of antisocial behavior is deviant employee behavior, often known as workplace deviance. Workplace deviance is "voluntary activity that breaches significant organizational standards and, in doing so, affects the overall performance of an organization, well-being of its members, or both," according to Robinson & Bennett (1995) (p. 556).

In the meantime, people and objects in the business are included in description,

this broad definition encompasses the majority of interpersonal behaviors in the workplace, including Workplace Incivility, hostility, and violence but excludes the instigator's intentions. Although rudeness, hostility, and violence are sometimes seen together in conduct, they are conceptually distinct. Since aggression encompasses both violence and incivility, it is more inclusive than the terms violence and incivility alone.

Incivility is a low-level non-physical deviant behavior, whereas violence is a high-intensity physically violent activity. When acting in an uncivil manner, aggression is an inappropriate conduct with the aim to cause harm (Bashir et al., 2020). The majority of uncivil activities have the purpose to injure, even if this motive is vague. These impolite, harm-intentional activities fall under the category of aggression. On the other hand, some uncivilized actions may arise from ignorance or carelessness (Giumetti et al., 2013).

Sliter et al., (2011) claim that many service industry jobs could be at risk when there are many incivility-causing factors present. This is particularly true for staff members who rely on one another to provide client service. According to some studies (Laschinger et al., 2009; Yang et al., 2014), supervisor or managerial incivility has a solid relation with turnover intention than coworker incivility, however other researches have indicated; both have a similar relationship (Read & Laschinger, 2013).

According to a study by Khan et al. (2021), the detrimental effects of workplace rudeness can be mitigated by factors related to subjective well-being; stress (Cortina, 2017), anxiety, depression, and retaliation against the organization (Leiter et al., 2011) are all adverse effects of Workplace Incivility that are associated with higher psychological distress. A study has revealed that up to 98% of US workers had to deal with rude coworkers. In a research on staff nurse bullying at work, the authors discovered that out of 303 American nurses polled, 76% had experienced incivility at

some point (Samosh, 2019).

Some common examples of impolite behavior are using rude language when talking on the phone, verbally abusing another employee, and sending an unprofessional email to a coworker (Abid et al., 2015). Additionally, it involves defaming coworkers, failing to support subordinates, turning down requests from coworkers, shouting at coworkers, and failing to recognize the diversity of viewpoints among coworkers. Incivility can take on many different forms, such as talking about other employees in a disrespectful way, making offensive remarks, and speaking in an arrogant manner (Lim et al., 2018). In a meta-analysis incivility in the workplace is linked to negative outcomes for its targets, according to research published in the literature over the previous 15 years (Cortina et al., 2017). Therefore, incivility needs management's immediate attention (Alola et al., 2019).

A study done by Schilpzand et al. (2014) discovered that rudeness at work had a negative impact on both physical and mental health. Employees who face uncivil behavior do not have further resources to invest, according to Rosen et al. (2016) study. This is because they have already utilized those resources at work to regulate and process their reactions to low-intensity experiences (Khan et al., 2021). According to Weiss and Cropanzano (1996), people who encounter hostile and unethical workplace behavior are more likely to experience unpleasant emotional reactions, which can hinder their ability to act positively and ethically at work. Therefore, Workplace Incivility diminishes people's sense of dignity, lordliness, and self-worth (Marchiondo et al., 2017).

2.14.2 Demographics and Workplace Incivility

In terms of incivility there is evidence of discrimination on the basis of specific racial, ethnic, or gender groups among lawyers, professors (Richman et al., 1999), judiciary workers, members of the military and law enforcement (Kakar & Kakar, 2007; Agarwal & Gupta, 2018) and participants at educational seminars (Settles & O'Connor, 2014). In Pakistan's public and non-profit organizations, women are to be expected than men to be the bull's eye of incivility according to a recent public sector survey (Young et al., 2019). The same study indicates that when an employee's supervisor leads ethically, the association between gender and incivility weakens.

Men report experiencing incivility at a higher rate than women, according to Lim and Lee(2011), and Welbourne et al. (2015) found that Hispanic men reported experiencing incivility at a higher rate than Hispanic women. Similar to this, Kern and Grandey (2009) found no distinction between uncivil customer behavior toward white and African American personnel.

African-American women in the U.S. military are more likely than other demographic groups to encounter incivility (Handoyo et al., 2018; Loh et al., 2019). But according to Welbourne et al. (2015), Hispanic women encounter less incivility than white, non-Hispanic females. These contradictory results may be explained by marginalized group's employment of distance building techniques as a kind of workplace self-defense (Derks et al., 2015; Van Laar et al., 2016). According to a study's findings, (Chaudhary et al., 2022) Work-place incivility is significantly predicted by an employee's age, gender, level of education, position, type of organization, and length of working hours. However, neither marital status nor length of employment could foresee the appearance of uncivil behaviors in the workplace.

Reio and Sanders Reio (2011) found; males are more likely to be treated by their superiors than females by their coworkers. But research comparing males and females find that incivility typically has a bad impression on men and women. According to another study 65% of women and 47% of men reported encountering "general incivility" at work (Schilpzand et al., 2016).

2.14.3 Social Information Processing Theory

This idea contends that social contexts significantly influence people's attitudes, behaviors, and wants. Employees, being adaptive beings, adjust their attitudes, behaviors, and beliefs to the realities of their social setting and their own previous and present experiences (Kuo, 2014). Thus, a person's beliefs, attitudes, and behaviors are influenced by social norms, the environment, and their relationships with others. Therefore, engaging in gossip may offer a means for lower-level employees to vent anger produced in response to incivility. Based on Social Exchange Theory (Blau, 1964), it's argued that when folks encounter incivility at work, they engage in different actions.

Targets of incivility are when lower in the organizational hierarchy, responding in an inappropriate way may lead to interpersonal conflict that is difficult to bear (Aquino et al., 2001), therefore people may choose to engage in gossip as a form of punishment (Decoster et al., 2013). According to the Social Information Processing model of work design, key aspects of a job depend on how other people perceive it. What others think, say, and do regarding his employees' jobs have an impact on their attitudes and behaviors. In fact, research has shown that newly hired or recently promoted employees are more susceptible to opinions of their work from others.

According to a set of cognitive-emotional systems outlined by the social information processing hypothesis, how an individual interprets a specific occurrence

affects how they will react to that scenario. The early experiences that individuals have with their parents and classmates are taken into account in this paradigm. Individuals establish cognitive schemas as a result of their previous social interactions, which affect how they process social information in novel contexts. Six phases were suggested in a model of social information processing by Nicki, Crick, and Dodge (1994). Firstly, taking in info from the surroundings is known as encoding external and internal cues. Making ascriptions; also known as interpretations and mental models of cues, entails figuring out what drives other folks' actions. Individual may conclude that others acted in a particular situation with friendly, hostile, or unclear intent based on the information they encode from that situation. Thirdly, choosing a goal entails determining the intended result in a certain circumstance. Fourthly, thinking of potential behavioral acts is the process of producing reactions. Fifthly, individual evaluate their own reactions by determining whether they are appropriate in a given circumstance and whether they will result in the intended results. Sixthly, an individual behaves in reality by acting out their reactions. Aggressive conduct has been linked to deficiencies at each of these levels. At the first stage, aggressive people encode less social cues than their non-aggressive peers, inquire about more details in ambiguous social situations less frequently, and selectively pay attention to hostile and threatening social signs. At the second stage, aggressive people are more prone to perceive ambiguous social cues more dangerous than non-aggressive kids.

In the third level, choosing instrumental goals (such as winning a game) over interpersonal goals (such as keeping a friendship) is linked to acting aggressively. When it comes to the fourth phase, acting more aggressively is associated with creating fewer behavioral responses overall and a larger proportion of aggressive responses to issues. The fifth stage covers the links acting more aggressively to positively judging the

expected interpersonal and instrumental results of aggressiveness. The sixth phase relates the ability to respond forcefully to acting more aggressively (Crick & Dodge, 1994).

Mechanisms for processing social information focus on specific connections between environments, cognition, and behavioral outcomes. This specifically shapes a person's mental beliefs (Schemas), which consequently affects how an individual interacts with others. Problematic peer and parent-child relationships, for instance, are linked to a wide range of social information processing deficits. People who have experienced physical abuse, for example, become more sensitive to hostile environmental cues and less sensitive to other important social cues; poor encoding is subsequently linked to increased levels of aggression.

In a similar vein, individuals with insecure attachments to their parents are more likely than individuals with secure attachments to struggle with social information processing; these issues seem to be related to relationship schemas that emphasize others' lack of emotional and practical availability (Dodge & Crick, 1990). From the literature discussed above, it is clear that many studies have stressed the necessity of Job Embeddedness and Affective Commitment in order to improve employee performance and work engagement. Studies have highlighted the negative effects of workplace rudeness on both individuals and organizations. Employee treatment varies across factors including gender, educational attainment, age, and others due to demographic trends (Chaudhuri, 2020).

2.14.4 HR Practices and Workplace Incivility

HR managers and practitioners are given relevant ideas on how to stop unethical behavior in firms, promote civil behavior at work, and foster communication

and interaction (Tricahyadinata et al., 2020). Individual and organizational characteristics can be used to categorize the aspects that determine workplace civility (Andersson & Pearson, 1999; Baron & Neuman, 1998; Dion, 2006; Sliter et al. 2014); personality, gender, and age are examples of individual factors (Pearson et al., 2000), Despite the fact, the organizational aspects comprise things like workplace climate (Andersson & Pearson, 1999; Bartlett et al., 2008; Miner Rubino & Cortina, 2007), leadership (Cortina, 2008), workload (Dion, 2006), and technology, among others, stress and status.

Human resource practices, including as hiring and selection, performance management, Feedback mechanisms, and others, have been shown to have a significant impact on behavior. The right kind of Feedback provided in the context of job expectations and responsibilities not only helps people perform significantly better at work, but it also nurtures trusting relationships and a desire to succeed, which are crucial elements of job gratification and long-term worker's retention (Mitchell et al.,2001). Organizations in the business world have started to provide training to teach employees about the risks and effects of abuse, how to prevent becoming a victim of mistreatment, and how to spot and stop others from mistreating others (Yamada, 2004).

According to Cingoz and Kaplan (2015), workplace disrespect has a negative impact on employee attitudes, such as organizational commitment (Kabat-Farr et al., 2016). The elements that define workplace civility can be categorized using individual and organizational traits. Organizational factors can include things like stress and status, they can also include things like work environment (Andersson & Pearson, 1999; Bartlett et al., 2008; Rubino & Cortina, 2007) leadership (Cortina, 2008) amount of work (Dion, 2006) and technology. Ineffective communication is another factor that leads to uncivil behavior. Leaders that lack knowledge or are less competent can

encourage unruly conduct. Additionally, incivility increases (i.e., they are more likely to be picked on) when someone is perceived as being less capable (Berger, 2000).

Employees who lack Job Security may engage in work practices that are harmful to the advancement of the firm or exhibit deviant conduct. According to research, rude behavior at work can reduce employees' productivity, performance, creativity, and job satisfaction while also increasing absenteeism, lethargy, purposeful work delays, and turnover intentions (Lim & Cortina, 2005; Penney & Spector, 2005). According to Sverke et al. (2002), people in developing nations or regions with severe economic crises tend to perform well under all circumstances, including unfavorable working conditions, merely to save their employment. Incivility is made possible by triggers and driving factors. Acts of Workplace Incivility can be directly encouraged by both behaviors and roles. Beliefs and personality are the two main categories of motivators. Expected benefits, a sense of employment instability, perceived job insecurity, attitudes toward aggressiveness, and a low perception of the penalty of wrong behavior are some examples of beliefs (Salin, 2003). A meta-analysis of 72 studies found that job instability has a negative impact on employees' well-being; those with insecure jobs reported lower levels of life satisfaction and happiness than those with secure positions. Therefore, there may be a relationship between workplace conflict and its effects (Sverke et al., 2002). Challenging work environments, and an anxious work environment were environmental precursors for organizations (Andersson & Pearson, 1999; Gardner & Johnson, 2001; Indvik, 2001; Muir, 2000; Rau-Foster, 2004). Incivility at work has been linked to work gratification,

2.14.5 Workplace Incivility and Job Embeddedness

According to a study, JE meaningfully transforms the association among Workplace Incivility and the intention to leave. Incivility reduces creativity behavior

among employees, according to Sliter et al. (2012), which provoke resentment and mistrust within the company (Bunk & Magley, 2013). The stronger the perception of incivility among employees, the worse is their organizational citizenship conduct, and the more likely they are to plan to leave. The acceptance of incivility and emotional tiredness served as a mediator in these relationships. The individual effects of Workplace Incivility on employee's mental tiredness, stress, work & life balance, and intention to leave the company are significant (e.g., Cho et al., 2016; Karatepe et al., 2019; Rahim & Cosby, 2016). It can affect involvement, organizational citizenship, and performance at the level of the organization (e.g., Irumet al., 2020; Schilpzand et al., 2016). Given the effects that workplace disrespect has on both people and associations, research has shown a lot of emphasis to understanding the contributing circumstances which may soften the impact of these behaviors.

2.14.6 Workplace Incivility and Affective Commitment

Numerous studies have demonstrated that turnover has a detrimental impact on productivity. A study has represented the genuine start of the endeavor to provide a comprehensive theory of why people leave their jobs (Bos-Nehles et al., 2013) The two criteria that decide whether an employee will leave their work, in accordance with March & Simon's theory of administrative behavior; the perceived ease of leaving the company and the observed desirability of quitting the organization (i.e. job gratification and organizational commitment) (conceptualized as the quality of job alternatives) (Bennis, 1959).

The results of workplace incivility can be separated in two types; personal and organizational results. Workplace hostility rises dejection among the beset workers (Cortina et al., 2001; Penney & Spector, 2005), level of tension (Caza & Cortina, 2007), negative affect (Pearson et al., 2001), ostracism (Caza & Cortina, 2007), depressed

mood (Frone, 2000), role struggle, cognitive diversion (Miner Rubino & Cortina, 2007), Burnout, family work conflict (Lim & Lee, 2011), emotional tiredness (Leiter & Maslach, 1988; Laschinger et al., 2014), lowers organizational commitment (Frone et al., 1992) and work gratification (Miner & Cortina, 2016) at the individual level; it increases employee departure (Cortina et al., 2001), low employee perceptions of justice, trust in leaders (Griffin, 2000; Laschinger et al., 2009; Cortina et al., 2011), intentions and actual turnover (Laschinger et al., 2016), bad organizational environment (Pearson & Porath, 2013) productivity, creativity efficiency, and respect for the work standards and organizational culture at the organizational level. A lack of associational commitment, lower job gratification (Miner et al., 2010), counterproductive work behaviors (Penney & Spector, 2005), decreased work engagement (Chenet et al., 2013), a greater amount of absenteeism (Sliter et al., 2012), and impaired citizenship behavior is just a few of the negative effects of incivility on employee attitudes and behaviors that have been documented in previous studies (Rousseau et al., 2008).

2.15.7 Moderating Role of Workplace Incivility between HR Practices and Job Embeddedness

Productivity, turnover intention, and work engagement are all correlated with Workplace Incivility (Beattie & Griffin, 2014; Rahim & Cosby, 2016; Reio & Sanders Reio, 2011; Sharma & Singh, 2016). An interesting study was carried out among Australian security professionals by Beattie and Griffin (2014). According to their findings, security officers are more stressed when they encounter incivility, but this effect is lessened by strong superior support. Both the study by Reio and Sanders Reio (2011), which focused on computer firm employees in America, and the study by Yeung and Griffin (2008), which was conducted in Asia, provides empirical support for the existence of work-place incivility relations.

Furthermore, customer incivility has a negative and considerable impact on how well a job is done, yet incivility from coworkers and managers has no such effect. Contrary to co-worker incivility, customer and supervisor incivility regulates the connection among polychronicity and job performance; in other words, advanced stages of customer and supervisor incivility reduces the strong point of the positive connection among polychronicity and job performance. The findings revealed; incivility at work has a bad influence on work gratification and a positive impact on intention to quit, and that the strength of these connections varies by gender. Employees who remove themselves from a supervisor's harsh behavior, according to Schreurs et al. (2010), conserve their resources; this drains their emotions and turns job pressures into strengths (Schreurs et al., 2010).

2.15.8 Moderating Role of Workplace Incivility between HR Practices and Affective Commitment

According to research, Workplace Incivility is positively correlated with absenteeism, forgetfulness, and the desire to quit and negatively correlated with productivity and job satisfaction (Rahim & Cosby, 2016). Important information about the impacts of work-place incivility on intentions to leave the company is provided by a sum of studies (Sharma & Singh, 2016). Rahim and Cosby (2016) discovered through their research on business administration students in the US that work-place incivility is positively correlated with the desire to quit. Sharma & Singh (2016) and Cortina et al. (2013) found that Workplace Incivility can raise the amount of quitting intention across a variety of industries.

The research by Hendryadi & Zannati (2018) offers early realistic proof on the association within work-place incivility and the intention to leave job in Indonesia. Incivility at work has a beneficial impact on employee's intentions to leave their jobs,

according to both studies. Disrespectful behavior happens frequently in many organizations and in society as a whole. Most managers are unprepared to deal with it, and organizations frequently do not grasp its negative implications. Employees often put in less effort, spend less time working, and perform worse on the job as a result of becoming victims of workplace rudeness (Pearson & Porath, 2005). In other words, chances of an employee to quit or look for a new job increases as their opinion of Workplace Incivility increases.

The focus of a study on Affective Commitment can be illustrated as; for instance, an individual who has a sturdy commitment to an organization might be more willing to go above and beyond the call of duty to achieve association's aims, rather than someone whose commitment is primarily based on a sense of obligation to the association, recognition of the lack of alternatives, or the costs of quitting the association/business (Bartlett et al., 2008).

A worst case situation is when employees who have encountered incivility try to reciprocate it through emotional responses as (guilt, fear, sorrow, anger/rage, goal relevancy, future expectations, and disgust) (Bunk & Magley, 2013). An employee's response to perceived Workplace Incivility may be disengagement, ignoring, or a desire for retaliation. Employees occasionally pay no attention to the prime mover. Conversely, the targeted worker could feel isolated and taken away from the work society if the instigator's disruptive behavior persists or is encouraged by third-party observation workers. Additionally, if the bad-mannered behavior persists, the targeted employee may decide to quit forever, i.e. turnover. The power differential between the target and the instigator has a direct impact on the notion of mutual exchange, or in extreme circumstances, revenge.

The most likely effects of Workplace Incivility will be negative affection or

withdrawal if the targeted employee is comparatively weaker than the offender. In contrast, when an employee has the authority to confront the initiator, retaliation tends to be desired (Laschinger & Smith, 2013). Because of this, it is possible that other employees who have previously engaged in uncivil behavior will do so again out of vengeance (Sharma, 2013; Taylor et al., 2012). A bad attitude can also have an impact on other workers who see or listen about the incident. Employees may mimic the instigator and engage in similar bad-mannered behavior against the target, the instigator, or other workers when respect for workplace rules declines within them. As a result, the working environment, productivity, and efficacy of the task may all drastically deteriorate along with the relationships between employees.

Additionally, if uncivil behavior persists and the perpetrators are not given satisfactory punishment, employees may begin to see injustice, which generates mistrust and a lack of respect for the business and management (Pearson et al., 2001), organizational commitment and positively forecasted turnover intentions (Bartlett et al., 2008; Cortina et al., 2011; Laschinger et al., 2009; Penney & Spector, 2005; Rahim and Cosby, 2013).

Job performance and disengagement behaviors were identified by Mathieu & Zajac (1990) as the two kinds of repercussions of low organizational commitment. The worst consequence of low commitment, according to Mowday et al. (1982), is a decline in job performance. In exchange, HR management implements HR policies that make it possible to identify the sources of incivility and lessen the stress that employees experience at work. Workers can rely on social processes, according to Becker (1960). Employees make an effort to make a good first impression on other staff members of the company. It is reasonable to assume that a person will maintain a positive reputation if they have some amount of devotion to the company.

2.16 Rationale

Human resources are at the centre of socioeconomic growth around the world, and human resource management can be a long-term competitive advantage that is crucial to a company's success. To build the framework for enhancing the human resource management regime in enterprises, there is a need for study on human resource management practices in the area of telecommunications services, which has piqued the interest of both business executives and scholars.

In Pakistan, telecom sector is its growing phase and telecom industry are demanded to have a right people for the right job to keep track on employees commitment and to add in the value of shareholders innovative and modern HR practices are needed to be put in use. In the last couple of years telecom sector of Pakistan contributed to the national GDP and which is good for mobiles industry. The key telecommunication industry players in Pakistan are, Telenor, Zong, Warid, Ufone, Mobilink having very good market share annually. It is expected that if cellular subscribers tend to increase at the same pace would be doubled after some years.

Pakistan's economy is still in development, making it harder for businesses there to find and retain motivated workers (Bannya et al., 2022). It was evident therefore, that the interaction between supporting teams affects an organization's ability to provide a product that demands exceptional teamwork (Osborne & Hammoud, 2017). Effective management techniques are a major factor in staff performance.

The four key human resource (HR) practices that have the biggest impact on the commitment and sense of belonging among employees working in the telecom sector are the focus of this study. These include Autonomy, Feedback, Job Security, Opportunities for Training and Development. The organization will be able to inspire,

attract, and retain workers to support the mission, and organizational strategy in order to improve organizational performance by implementing these human resources strategies.

Alongside the justification of evaluating (HR) practices having a straight effect over a work and performance of an organization as whole, HR scholars have long held that these policies are extremely vital for employee productivity and loyalty. Since there are few studies on HR practices, it is necessary to do evolutionary study in this area (Kutieshat & Farmanesh, 2022). This study targets exploring the moderating effects of work incivility and the impact of HR policies in forecasting Job Embeddedness and Affective Commitment among employees of telecommunication sector. By identifying the related antecedents of Job Embeddedness and Affective Commitment, this study will possibly aid the companies in consulting with and retaining its employees.

The current study results might be useful to managers of (HR) human resource in Pakistani Telecom companies in formulating and developing HR policies and procedures that will guarantee high levels of employee performance, leading to greater Job Embeddedness and sacrifice within the company, as well as Affective Commitment among employees. Furthermore, Pakistan Tele communication sector has recognized as sizzling concern and it is increasing at an because there are so few researches that apply to Pakistan (Awan et al., 2021).

Therefore, for the sake of staff retention as a potential future option in Pakistan needs to address the factors that promote employee commitment to an organization and help in growing business conditions of Telecommunication sector. Indeed, as already mentioned, the emphasis on worker's Affective Commitment from practitioners and scholars is the contemporary area of financial doubt, rapid alteration, continued globalization, increasing competition, and the growth of the mobile millennial

generation. This study will open the doors for subsequent research that defines turnover the outcome of poor sentimental commitment stages.

Most of the studies have looked into how Job Embeddedness affects performance and turnover in the sector of services, especially in the division of health (Chang et al., 2006). There are rare studies on the value of work embeddedness in the academic and telecommunications areas (Dechawatanapaisal, 2018; Mitchell et al., 2001). Fewer investigations have been done upon the moderating effect of Workplace Incivility on the strength of affectively being committed to an organization. In literature, there is a known gap, regarding the impression of Feedback culture on Feedback results. Therefore, this study will advise HR managers to implement a Feedback culture in their firm to decrease employee turnover and boost employee retention in order to assist the best performing employees feel better at work. 21st century's workers are motivated by psychological incentives as well as material rewards like Autonomy, education, on the job training, and so forth. While, searching data base no single direct study with the given conceptual framework has been found and done earlier. Little evidence is found in developing countries Like Pakistan telecom sector. There is a drought in the literature. The present study is attempted to contribute in justifying the knowledge regarding Human Resource practices and employees commitment and to provide valuable recommendations to the telecom sector of Pakistan. As part of this study, it will also be examined whether employees value Autonomy, Feedback, Job Security, and the opportunity for training and development for links, fit, and sacrifice. The concept of shared interests will also result in an increase in the employee's Affective Commitment.

2.17 Conceptual Model

Figure 1

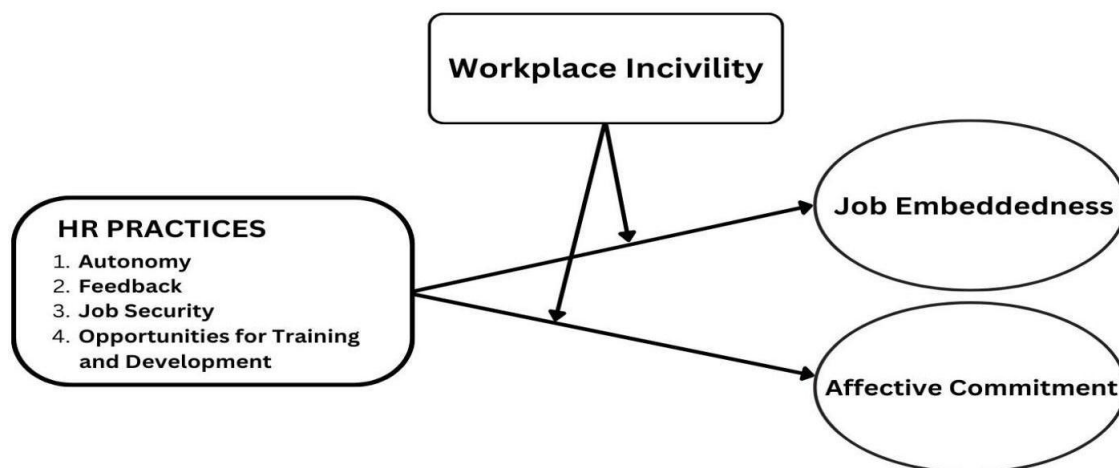


Figure 1: Conceptual Model Shows the Impact of HR Practices on Job Embeddedness and Affective Commitment and Moderation of Workplace Incivility in this relationship

1.18 Theoretical Underpinning

Following theories are explaining the model of current study. Arguments based on resource conservation are strengthened by theoretical frameworks (COR). The conservation of resources theory contends that people possess resources they can employ to cope with stress (e.g. provoked by Workplace Incivility) (Hobfoll, 1989). When an employee engages in unprofessional conduct at work and loses valuable resources; stress on the contrary, and eustress results (i.e. wellbeing; Hobfoll, 1989). People are so driven to acquire these resources (Hobfoll, 2001). Desired HR practices are required because individuals are motivated to work for things that satisfy Maslow's hierarchy of needs, which serves as the foundation for motivation theory, and because their importance is congruent with both organizational and global economic development.

According to the Social exchange theory, workers are said to respond by staying a long time if they perceive a beneficial outcome as a reward for the work they have done for the company. This has a close connection to employee's loyalty to their employer. To attain the desired organizational performance, HR managers must look into employee opinions of what they believe to be less valuable labor and what they anticipate in return.

CHAPTER 3

METHODOLOGY

3.1 Objectives

1. To examine the relationship between HR practices (Autonomy, Feedback, Job Security and Opportunities for Training and Development), Job Embeddedness and Affective Commitment.
2. To investigate the moderating role of Workplace Incivility in the relationship between HR practices and Job Embeddedness.
3. To investigate the moderating role of Workplace Incivility in the relationship between HR practices and Affective Commitment.

3.2 Hypotheses

1. There will be a positive relationship between Autonomy and Job Embeddedness.
2. There will be a positive relationship between Autonomy and Affective Commitment.
3. There will be a positive relationship between Feedback and Job Embeddedness.
4. There will be a positive relationship between Feedback and Affective Commitment.
5. There will be a positive relationship between Job Security and Job Embeddedness.
6. There will be a positive relationship between Job Security and Affective Commitment.

7. There will be a positive relationship between Opportunities for Training and Development and Job Embeddedness.
8. There will be a positive relationship between Opportunities for Training and Development and Affective Commitment.
9. Workplace Incivility will moderate the relationship between Autonomy and Job Embeddedness.
10. Workplace Incivility will moderate the relationship between Autonomy and Affective Commitment.
11. Work incivility will moderate the relationship between Feedback and Job Embeddedness.
12. Work incivility will moderate the relationship between Feedback and Affective Commitment.
13. Workplace Incivility will moderate the relationship between Job Security and Job Embeddedness.
14. Workplace Incivility will moderate the relationship between Job Security and Affective Commitment.
15. Work incivility will moderate the strength of relationship between Opportunities for Training and Development and Job Embeddedness.
16. Workplace Incivility will moderate the strength of relationship between Opportunities for Training and Development and Affective Commitment.

3.3 Conceptual Definition

3.4 Human Resource Practices

3.4.1 Autonomy

Breaugh (1985) proposed that Autonomy refers to “the degree to which staff can control and consider on their own approaches of work, schedule work activities,

and standards of work². Autonomy was measured through the score on the three-self report items from the questionnaire of JD-R (Bakker et al., 2003).

3.4.2 Feedback

Feedback means delivering information about the precision, accuracy, and competence of work behaviors (Jong, 2016). Feedback was measured through the score on the three-self report items from the questionnaire of JD-R (Bakker et al., 2003).

3.4.3 Job Security

Heaney et al. (1994) described Job Security as perception of threat to worker for persistence of one's employment. Job Security was measured through the score on the nine-self report items from the questionnaire of Job Security (Oldham et al., 1986).

3.4.4 Opportunities for Training and Development (OTD)

Opportunities for Training and Development is the ability to accomplish the tasks in both present and upcoming jobs (Lussier, 1989). In the present study OTD was operationalized as attaining the skills essential to perform a job and progress, it was measured using 3-items self-report questionnaire of JD-R (Bakker et al., 2003).

3.4.5 Work Incivility

Workplace Incivility demarcated by Andersson and Pearsons (1999) as, conduct of low concentration with some those objectives which are unclear in nature in order to down the member of an organization who is targeted. Workplace Incivility was measured through the score on the twelve-self report items from the questionnaire of Workplace Incivility (WIS) (Cortina et al., 2001).

3.4.6 Job Embeddedness (JE)

Job Embeddedness is a process by which social relations effect and constrain economic action (Granovetter, 1985; Uzzi, 1997). JE is operationalized as a state of awareness where employees select to stay with a firm (Robinson et al., 2014). Job Embeddedness was measured through the score on the seven-self report items from the questionnaire of Job Embeddedness (Crossley et al., 2007).

3.4.7 Affective Commitment

According to Meyer and Allen (1997) Affective Commitment is “the employee’s emotive attachment to, identification with, and involvement in the organization”. Affective Commitment was measured through the score on the eight self-report items from the questionnaire of Three-Component Model (TCM) Employee Commitment (Meyer et al., 1993).

3.5 Instruments

3.5.1 Autonomy

Autonomy was assessed using a 3-items self-report questionnaire developed by Bakker et al., 2003. Sample item was ‘such as, Do you have control over how your work is carried out?’. On the Likert scale of 1 to 5, where 1= never, 2= sometimes 3= regularly, 4= often, 5= very often, participants indicated how frequently they have experienced Autonomy at their workplace. Higher score on Autonomy shows higher Autonomy in work situation and vice versa. Cronbach’s alpha in past study was higher than 0.73 (Bakker et al., 2005). The alpha reliability in the present study was .72.

3.5.2 Feedback

Feedback was also assessed using a 3-items self-report questionnaire developed by Bakker et al., 2003. Sample items states ‘I receive sufficient information about

the results of my work". On the Likert scale of 1 to 5, where 1= never, 2= sometimes 3= regularly, 4= often, 5= very often, participants indicated how frequently they receive Feedback over their work performance. Higher score on Feedback shows higher Feedback response in work situation and vice versa. Cronbach's coefficient was 0.86 (Bakker et al., 2005) in the previous study whereas in the present study the Cronbach alpha reliability was .89.

3.5.3 Job Security

For present study Job Security has been measured by Job Security scale (Oldham et al., 1986). It is a self-report measure based on 9 items. Each item is rated on a 7-point Likert type scale ranging from 1 = strongly disagree to 7= strongly agree. Sample item was "Regardless of economic conditions, I will have a job at my current company". Higher score on Job Security shows higher Job Security and vice versa. Cronbach's alpha in past study was higher than 0.86 (Morgan, 2018) in present study it was 0.66.

3.5.4 Opportunities for Training and Development

Opportunities for Training and Development were assessed using a 3-items self-report questionnaire created by Bakker et al., 2003. Sample items states "my work offers me the possibility to learn new things". On the Likert scale of 1 to 5, where 1= never, 2= sometimes 3= regularly, 4= often, 5= very often, participants indicated how frequently they receive Feedback over their work performance. Higher score on training and development shows higher opportunities received by the employee from the organization and vice versa. Cronbach's coefficient was 0.92 (Bakker et al., 2003), in the present study it was .79.

3.5.5 Workplace Incivility

Workplace Incivility was assessed using a 12-item self-report questionnaire

created by Cortina et al. in 2001. Sample item is; ‘‘others give you an aggressive look or spooked at you’’. On the Likert scale of 1 to 5, participants indicated how frequently they have encountered various forms of uncivil behavior (1 = strongly disagree, 5 = strongly agree). Higher score on workplace incivility shows higher Job Security and vice versa. 0.81 was the Cronbach's alpha (Rahim & Cosby, 2016) in the present study the Cronbach's alpha reliability was .84.

3.5.6 Job Embeddedness

Job Embeddedness will be measured by a 7 item scale developed by Crossley et al., (2007). Sample item states that ‘‘I feel attached to this organization’’. Each of the items are rated on a 5- point Likert scale; 1= strongly disagree to 5 = strongly agree. Cronbach's coefficient was 0.84 (Ansari et al., 2018) while in the current study it was .79. Higher score on Job Embeddedness shows greater Job Embeddedness and vice versa.

3.5.7 Affective Commitment

The Affective Commitment was assessed by using Affective Commitment scale developed by Meyer et al (1993). It is an 8 item based scale. Sample item states ‘‘I feel a strong sense of belonging to my organization’’. All 8 (eight) items are rated on 7 point likert type scale ranging from 1= strongly disagree to 7= strongly agree. Chronbach alpha for the scale was 0.73 (Allen & Meyer, 1990) in the previous literature whereas in the present study it was .78. Higher score on Affective Commitment scale shows greater Affective Commitment with the organization among study participants and vice versa.

3.6 Research Design

This was a quantitative study in which cross-sectional research design was used.

3.7 Sample

Employees (N = 394) of 4 telecommunication organizations participated in the study. Sample of 430 employees (age range 20 to 60 years) from corporate sector was taken through purposive sampling technique, whereas 394 was the response rate. The response rate of the study was 36. Participants (49.9% males and 48.4% females) were on average 26-35 years of age (53.9%). A total of 51.4 % (N =206) of participants had (1-5 years) work experience of the organization they were currently working, whereas 2.2 % (N =9) had this much work experience (16-20 years). 29.9% of the participants were clerks, 60.1% were executives and 8.2% were at managerial position. 40.6% percent of participants were living in joint family whereas 57.6% were living separately in a nuclear family.

2.8 Procedure

Employees of four telecommunications companies in Rawalpindi/Islamabad, Zong, Telenor, Jazz, and Nayatel, were contacted for this study. Employees were given surveys after receiving authorization from the administrators of all four organizations. There were 430 questionnaires distributed to people, 394 of which were valid, while the other responses were invalid and hence discarded owing to improper information filing. During the initial contact, rapport was established with the participants and study was thoroughly explained. The study's participants were made aware that the data collected would be kept confidential and would only be used for study reasons. They were also ensured about this that, they could put an end to participation any time. They were given the assurance that they might stop taking part at any time. After giving their verbal well-versed consent, participants were asked to complete a demographic sheet with the required data and a questionnaire that contained the seven scales utilized in the study (Job Security (Oldham et al., 1986), Autonomy (Bakker et al., 2003), Feedback (Bakker et al., 2003), Opportunities for Training and Development

(Bakker et al., 2003), Job Embeddedness (Crossley et al., 2007), Workplace Incivility (Cortina et al., 2001) and Affective Commitment (Meyer et al., 1993). Participants were asked to "HONESTLY" mark how often each questionnaire statement applied to them. The tests were taken anonymously by the subjects. Self-administered instruments took the participants 30-35 minutes to complete. Ethical protocols of anonymity, confidentiality and informed consent were followed. After collecting the data through questionnaires Pearson Correlation, Regression and Process MACRO was analyzed.

CHAPTER 4

RESULTS

The scales mean, standard deviation, and alpha reliability coefficients were described using descriptive statistics. To investigate the link between the variables, Pearson correlation coefficients were obtained (Human Resource Practices; Autonomy, Feedback and Opportunities for Training and Development and Job Security, Job Embeddedness, Affective Commitment and Workplace Incivility). Additionally, moderation analysis was carried out using Process Macro and represented by Andrew Hayes' first model. The findings acquired in the form of SPSS outputs were used to interpret the results. All analyses were done with SPSS 21 (SPSS Inc, Chicago).

The distribution of the entire sample by gender, age, education, marital status, family status, monthly salary, network, duration of time at company, department, and job title findings is given in this paragraph. It indicates that there were 47.9 % females and 50.4% males among the participants. In this group, 51.6% were married, 40.1% were single, 4.7% had divorced, and 1.7% were widowed. According to the sample's educational status, 33.4% of the participants had completed their master's degrees, 19.0% had completed their MS or M.Phil degrees, 4.7% were working on their MS or M.Phil degrees, and 41.1% had any other type of credential. 36.4% of research participants are members of joint families, while 61.8% are members of nuclear families. 6.7% earned between 31,000 and 40,000, and 38.2% had monthly income between 20,000 and 30,000. 26.4% of people with salaries between 41,000 and 50,000, 20.0% of those between 51,000 and 59,000, and 7.0% had monthly salaries of at least 60,000. Zong provided the statistics with the highest frequency (29.9%). 59.6% of participants have job experience ranging from 1 to 5 years. A maximum of 35.2% of

participants came from the sales and marketing department, while a minimum of 7.0% came from a different department that wasn't mentioned in the demographics of the study. In the data 1.7% were missing values.

Table 1: Psychometric properties of the study measures (N=394)

Scales	No. of Items	α	M	SD	Range		Skewness	Kurtosis
					Potential	Actual		
AC	8	.78	26.61	6.07	1-7	12-47	.39	-.20
JS	9	.66	21.55	5.74	1-7	7-35	-.28	-.20
JE	7	.79	34.26	7.54	1-5	9-54	-.34	-.10
AT	3	.72	9.38	2.52	1-5	3-15	.22	-.40
OTD	3	.79	8.72	2.85	1-5	3-15	.06	-.53
FB	3	.89	9.22	2.86	1-5	3-15	.04	-.61
WI	12	.84	35.22	10.45	1-5	12-60	-.51	-.61

Note. AC: Affective Commitment, JS: Job Security, JE: Job Embeddedness, AT: Autonomy, OTD: Opportunities for Training and Development, FB: Feedback, JS: Job Security, WI: Workplace Incivility,

Table demonstrates the psychometric properties for the scales used in current research. WI had the highest mean value (35.22) while OTD had the lowest mean value (8.72). Alpha reliability coefficient value ranging from .66 to .89. The skewness and kurtosis index is within acceptable range (Tabachnick & Fidell, 2013).

Table 2: Pearson correlations among study variables (N=394)

Variables	1	2	3	4	5	6	7
1. AT	-	.66**	.04	.36**	.34**	-.11*	.53**
2. OTD		-	.02	.21**	.31**	-.08	.42**
3. FB			-	.02	.09	-.13*	.09
4. JS				-	.59**	.22**	.65**
5. JE					-	-.13*	.73**
6. WI						-	-.18**
7. AC							-

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

* . Correlation is significant at the 0.05 level (2-tailed).

Note. AT: Autonomy, OTD: Opportunities for Training and Development, FB: Feedback, JS: Job Security, JE: Job Embeddedness, WI: Workplace Incivility, AC: Affective Commitment.

Table indicates correlation between study variables. The more Autonomy at work employees experience, the greater their Job Embeddedness ($r = .34^{**}$, $p < 0.01$). and Affective Commitment ($r = .53^{**}$, $p < 0.01$). Higher Opportunities for Training and Development are positively related to their Job Embeddedness ($r = .31^{**}$, $p < 0.01$) and Affective Commitment ($r = .42^{**}$, $p < 0.01$). Job Security ($r = .22^{**}$, $p < 0.01$) has a significant positive relationship with Workplace Incivility.

The greater the employees have Job Security the more Job Embeddedness ($r = .59^{**}$, $p < 0.01$) and Affective Commitment ($r = .65^{**}$, $p < 0.01$). Moreover, Autonomy ($r = -.11^*$, $p < 0.05$) Feedback ($r = -.13^*$, $p < 0.05$) and Job Embeddedness ($r = -.11^*$, $p < 0.05$) has a significant negative relationship respectively with Workplace Incivility.

Table 3: Regression Coefficients of Job Security, Autonomy, Feedback and Opportunities for Training and Development on Job Embeddedness (N= 394)

Job Embeddedness			
Variables	β	ΔR^2	F
Job Security	-.08	.37	15.92***
Autonomy	.22***		
Feedback	.07		
Opportunities for training and development	.15*		

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

Table indicates the regression analysis computed with Job Security, Autonomy, Feedback and Opportunities for Training and Development as predictor variables and Job Embeddedness as outcome variable. The R^2 value of .37 indicates that the dependent variable explained 37% variance in the outcome variable with $F(4, 390) = 15.92, p < .001$. The findings revealed that Autonomy ($\beta = .22, p < .001$), and Opportunities for Training and Development ($\beta = .15, p < .05$) significantly predict Job Embeddedness.

Table 4: Regression Coefficients of Job Security, Autonomy, Feedback and Opportunities for Training and Development on Affective Commitment (N= 394)

Affective Commitment			
Variables	β	ΔR^2	F
Job Security	-.20	.20	4.38***
Autonomy	-.02		
Feedback	.13***		
Opportunities for training and development	.17***		

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

Table indicates the regression analysis computed with Job Security, Autonomy, Feedback and Opportunities for Training and Development as predictor variables and Affective Commitment as outcome variable. The R^2 value of .20 indicates that the dependent variable explained 20 % variance in the outcome variable with $F(4, 390) = 4.38, p < .001$. The findings indicate that Feedback ($\beta = .13, p < .001$), and Opportunities for Training and Development ($\beta = .17, p < .001$) significantly predict Affective Commitment.

Table 5: Moderating Effect of Workplace Incivility on Job Security and Job Embeddedness (N= 394)

Job Embeddedness				95% CI	
Predictors	B	SEt	P	LL	UL
Constant	22.92	0.18127.12	.00	22.55	23.28
Job Security	3.01	0.1816.57	.00	2.65	3.37
Workplace Incivility	-1.26	0.18-6.86	.00	-1.62	-.81
Job Security x Workplace Incivility	-.17	0.31.75	-3.9	-.39	.28
R^2	.14				
F (3,390) = .0001 p > .001					

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

Table represent the regression coefficients of Workplace Incivility for Job Security and Job Embeddedness as an outcome. Moderating effect of Workplace Incivility was calculated by model 1 of Andrew Hayes (2013) using regression through PROCESS MACRO. The Regression coefficients, calculated F hypothesis, direct and interaction effect of study variables prove the 13th hypothesis of current research that Workplace Incivility moderates the relationship between Job Security and Job Embeddedness among persons working in telecommunication sector. Moderation is shown up by a significant interaction effect; however, in this case the interaction is non-significant, $b = .17$, 95% CI [-.39,.28], $t = 0.75$, $p > .001$, indicating that the relationship between Job Security and Job Embeddedness is not moderated by Workplace Incivility.

Table 6: Moderating Effect of Workplace Incivility on Job Security and Affective Commitment (N= 394)

Affective Commitment				95% CI		
Predictors	B	SE	t	P	LL	UL
Constant	25.440.14		181.64	0.00	25.17	25.72
Job Security	2.980.14		21.37	0.00	2.70	3.24
Workplace Incivility	-1.420.16		-8.73	0.00	-1.73	-1.01
Job Security x Workplace Incivility	-.30	0.15	-2.06	0.04	-.59	-.01
R^2	.54					
F (3,390) = .0058 , p< .001						

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

Table represent the regression coefficients of Workplace Incivility for Job Security and Affective Commitment as an outcome. Moderating effect of Workplace Incivility was calculated by model 1 of Andrew Hayes (2013) using regression through PROCESS MACRO. The Regression coefficients, calculated F hypothesis, direct and interaction effect of study variables prove the 14th hypothesis of current research that Workplace Incivility moderates the relationship between Job Security and Affective Commitment among persons working in telecommunication sector. Moderation is shown up by a significant interaction effect; however, in this case the interaction is significant, $b = -.30$, 95% CI [-0.59, -0.01], $t = -2.06$, $p < .001$, indicating that the relationship between Job Security and Affective Commitment is moderated by Workplace Incivility.

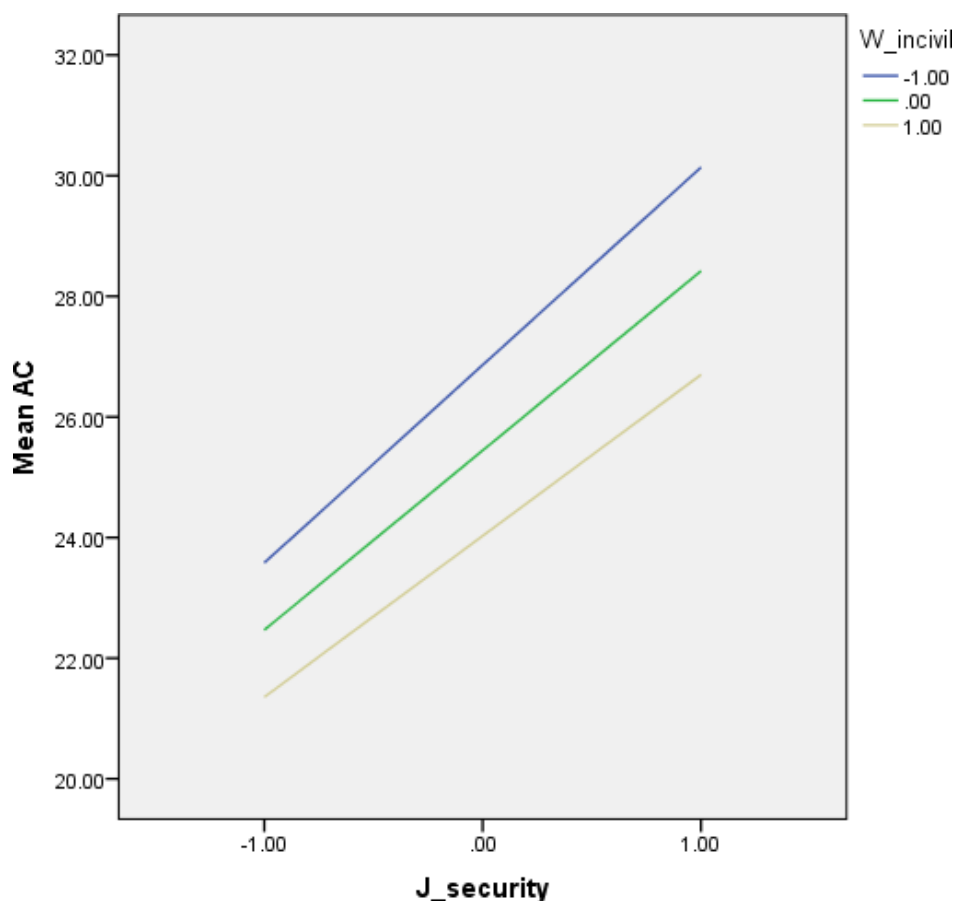
Figure 2:

Figure 2: Interaction of Workplace Incivility on Job Security and Affective Commitment

Steepest slope for those who reported low Workplace Incivility (the strongest positive association). Flattest slope for those who reported high Workplace Incivility (the strongest negative association). Hypothetically Workplace Incivility was expected to buffer Affective Commitment and Job Security. There is strong association between Affective Commitment and Job Security for employees who reported low Workplace Incivility. But weakest association between Affective Commitment and Job Security occurred for employees who reported high Workplace Incivility. In this way it is interpreted that Workplace Incivility was low among those who had Affective Commitment due to Job Security and high in those who had less Affective Commitment due to the presence of Job Security in workplace. As Workplace Incivility is a negative construct due to which the relation between the both variables is not being significantly changed.

Table 7: Moderating Effect of Workplace Incivility on Autonomy and Job Embeddedness (N= 394)

Job Embeddedness					95% CI	
Predictors	B	SE	t	P	LL	UL
Constant	22.96	0.22	106.39	0.00	22.53	23.38
Autonomy	1.49	0.21	7.011	0.00	1.07	1.91
Workplace Incivility	-0.49	0.21	-1.91	0.06	-.84	.01
Autonomy x Workplace Incivility	0.42	0.211.91		0.05	.01	.84
R^2	.14					
F (3, 390) = 3.9943, p < .001						

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

Table represent the regression coefficients of Workplace Incivility for Autonomy and Job Embeddedness as an outcome. Moderating effect of Workplace Incivility was calculated by model1 of Andrew Hayes (2013) using regression through PROCESS MACRO. The 10th hypothesis of the current study, which states that Workplace Incivility moderates the relationship between Autonomy and Job Embeddedness among those working in the telecommunications sector, is not supported by the regression coefficients, calculated F hypothesis, direct and interaction effects of study variables. Moderation is shown up by a significant interaction effect; however, in this case the interaction is non-significant, $b = .42$, 95% CI [0.01, 0.84], $t = 1.91$, $p < .001$, indicating that the relationship between Autonomy and Job Embeddedness is moderated by Workplace Incivility.

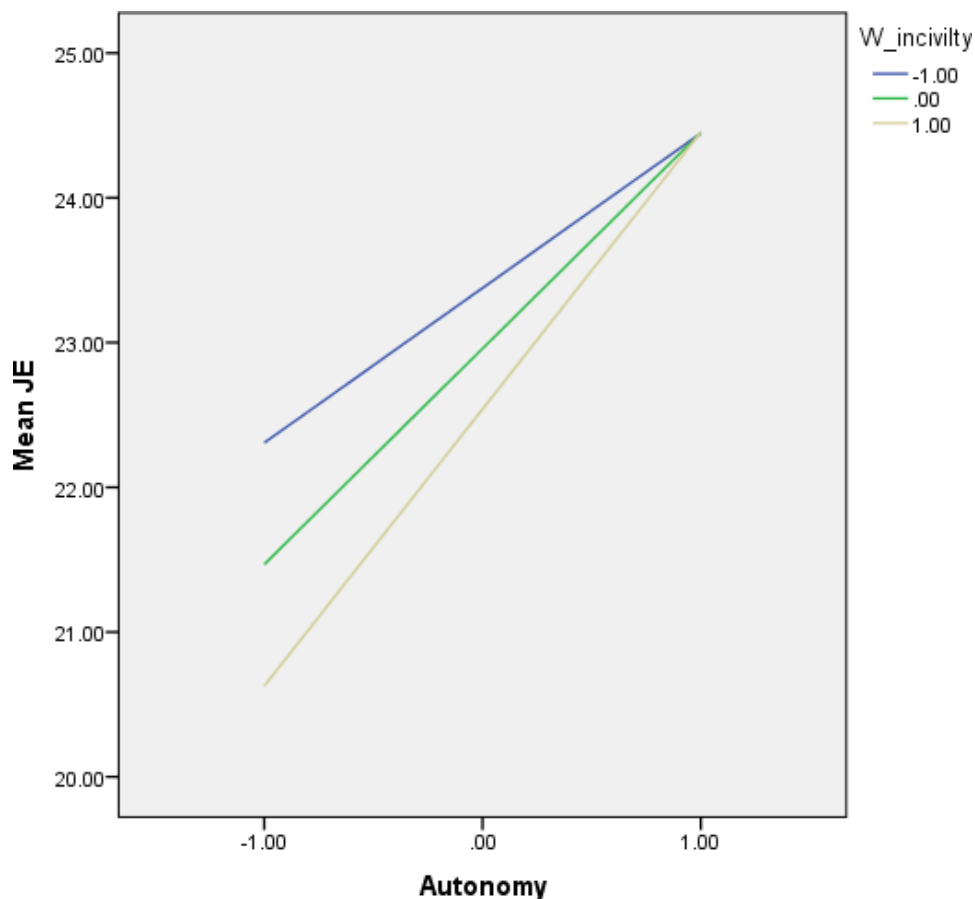
Figure 3

Figure 3: Interaction of Workplace Incivility on Autonomy and Job Embeddedness

Steepest slope for those who reported high level of Workplace Incivility (the strongest positive association). Flattest slope for those who reported low Workplace Incivility (the strongest negative association). Hypothetically Workplace Incivility was expected to moderate Job Embeddedness and Autonomy. Strong association between Job Embeddedness and Autonomy for employees who reported high Workplace Incivility. This reflects that the relationship between Autonomy and Job Embeddedness could be partially affected by the occurrence of Workplace Incivility. It demonstrates that the presence of Workplace Incivility could effect a person to felt not being independent enough to take decisions on oneself in a job and in return doesn't feel embedded inside the workplace.

Table 8: Moderating Effect of Workplace Incivility on Autonomy and Affective Commitment (N= 394)

Affective Commitment					95% CI	
Predictors	B	SE	t	P	LL	UL
Constant	25.45	0.17	149.17	0.00	25.11	25.78
Autonomy	2.05	0.17	12.08	0.00	1.72	2.39
Workplace Incivility	-0.47	0.19	-2.38	0.02	-.86	-.081
Autonomy x Workplace Incivility	0.62	0.19	3.31	0.0	.25	.99
<i>Change in R²</i>	.55					
F(3, 390) = .0229, p < .001						

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

Table represent the regression coefficients of Workplace Incivility for Autonomy and Affective Commitment as an outcome. Moderating effect of Workplace Incivility was calculated by model 1 of Andrew Hayes (2013) using regression through PROCESS MACRO. Significant interaction effect of Workplace Incivility was found in the relationship between Autonomy and Affective Commitment ($b = 0.62$, 95% CI [0.25, 0.99], $t = 3.31$, $p < .001$). hence, 11th hypothesis of current research was supported that stated Workplace Incivility moderates the relationship between Autonomy and Affective Commitment.

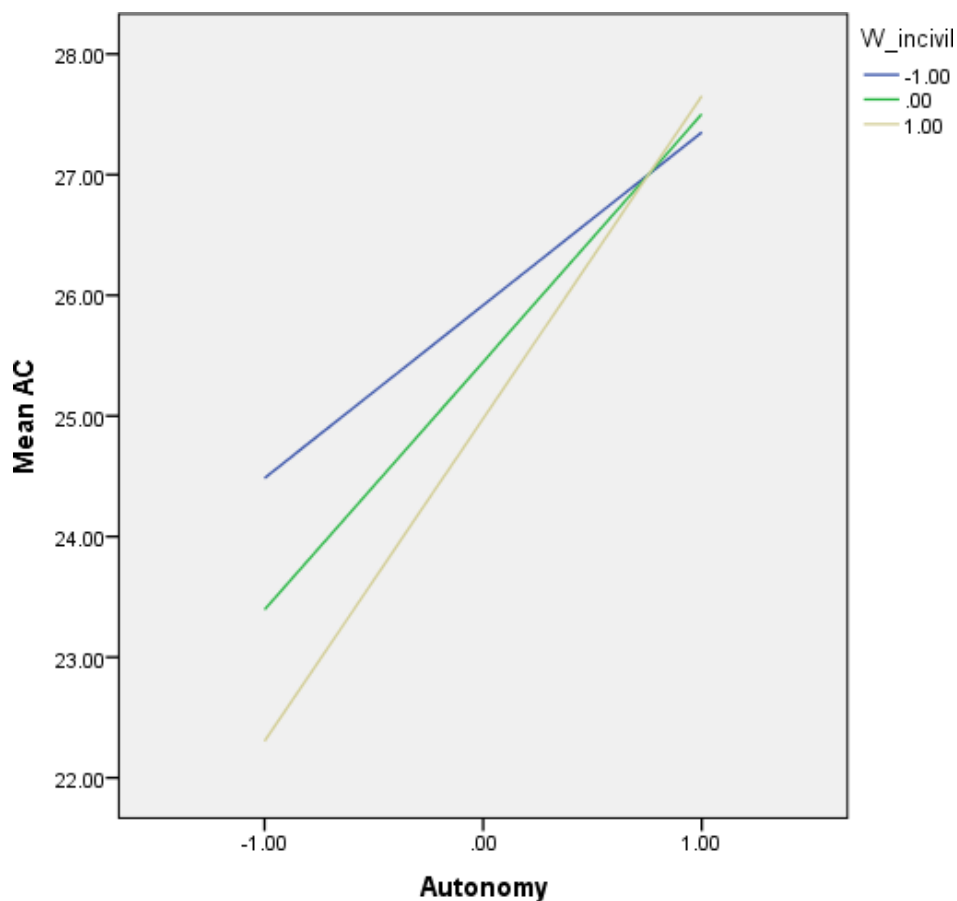
Figure 4

Figure 4: Interaction of Workplace Incivility on Autonomy and Affective Commitment

Steepest slope for those who reported high Workplace Incivility (the strongest positive association). Flattest slope for those who reported low Workplace Incivility (the strongest negative association). Hypothetically Workplace Incivility was expected to buffer Affective Commitment and Autonomy. This reflects a significant moderation between Autonomy and Affective Commitment. Shows that the presence of Workplace Incivility will keep a weak relation between the both variables.

Table 9: Moderating Effect of Workplace Incivility on Feedback and Job Embeddedness (N= 394)

Job Embeddedness							95% CI	
Predictors	B	SE	t	P	LL	UL		
Constant	22.90	0.23	99.45	0.00	22.45	23.36		
Feedback	0.32	0.23	1.43	0.15	-.12	.77		
Workplace Incivility	-0.54	0.24	-2.31	0.02	-1.01	-.08		
Feedback x Workplace Incivility	-0.07	0.24	-.28	0.78	-.54	.41		
R^2	.14							
F(3, 390) = .0002, $p > .001$								

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

Table represent the regression coefficients of Workplace Incivility for Feedback and Job Embeddedness as an outcome. Moderating effect of Workplace Incivility was calculated by model 1 of Andrew Hayes (2013) using regression through PROCESS MACRO. The Regression coefficients, calculated F hypothesis, direct and interaction effect of study variables prove the 11th hypothesis of current research that Workplace Incivility moderates the relationship between Feedback and Job Embeddedness among persons working in telecommunication sector. Moderation is shown up by a significant interaction effect; however, in this case the interaction is non-significant, $b = -.066$, 95% CI [-0.54, 0.40], $t = -0.276$, $p > .001$, indicating that the relationship between Feedback and Job Embeddedness is not moderated by Workplace Incivility.

Table 10: Moderating Effect of Workplace Incivility on Feedback and Affective Commitment (N= 394)

Affective Commitment					95% CI	
Predictors	B	SE	t	P	LL	UL
Constant	25.35	0.20	124.10	0.00	24.95	25.75
Feedback	0.29	0.21	1.38	0.17	-.12	.71
Workplace Incivility	-0.64	0.22	-2.93	0.00	-1.08	-.21
Feedback x Workplace Incivility	-0.23	0.23	-1.02	0.31	-.67	.21
R^2	.19					
F(3, 390) = .0029, $p > .001$						

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

Table represent the regression coefficients of Workplace Incivility for Feedback and Affective Commitment as an outcome. Moderating effect of Workplace Incivility was calculated by model 1 of Andrew Hayes (2013) using regression through PROCESS MACRO. The Regression coefficients, calculated F hypothesis, direct and interaction effect of study variables prove the 12th hypothesis of current research that Workplace Incivility moderates the relationship between Feedback and Affective Commitment among persons working in telecommunication sector. Moderation is shown up by a significant interaction effect; however, in this case the interaction is non-significant, $b = -0.23$, 95% CI [-0.674, 0.214], $t = -1.018$, $p > .001$, indicating that the relationship between Feedback and Affective Commitment is not moderated by Workplace Incivility.

Table 11: Moderating Effect of Workplace Incivility on Opportunities for Training and Development and Job Embeddedness (N= 394)

Predictors	Job Embeddedness				95% CI	
	B	SE	t	P	LL	UL
Constant	22.95	0.22	105.73	0.00	22.52	23.37
Opportunities for Training and Development	1.39	0.21	6.65	0.00	.98	1.81
Workplace Incivility	-.045	0.22	-2.05	0.04	-.88	-.02
Opportunities for Training and Development x Workplace Incivility	0.43	0.19	2.21	0.03	.05	.82
R^2	.11					
F(3, 390) = .0096, p < .001						

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

Table represent the regression coefficients of Workplace Incivility for Opportunities for Training and Development and Job Embeddedness as an outcome. Moderating effect of Workplace Incivility was calculated by model 1 of Andrew Hayes (2013) using regression through PROCESS MACRO. The Regression coefficients, calculated F hypothesis, direct and interaction effect of study variables prove the 15th hypothesis of current research that Workplace Incivility moderates the relationship between Autonomy and Job Embeddedness among persons working in telecommunication sector. Moderation is shown up by a significant interaction effect; however, in this case the interaction is significant, $b = .043$, 95% CI [0.05, 0.82], $t = 2.212$, $p < .001$, indicating that the relationship between Opportunities for Training and Development and Job Embeddedness is moderated by Workplace Incivility.

Figure 5

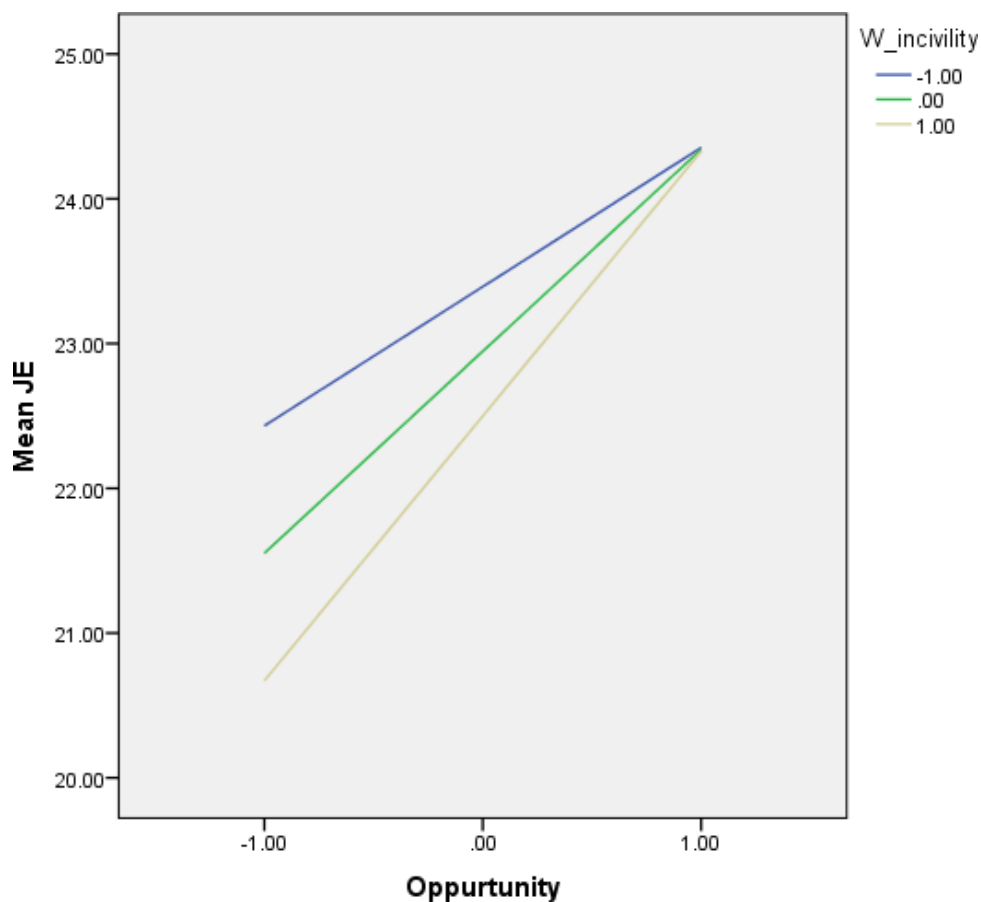


Figure 5: Interaction of Workplace Incivility on Opportunities for Training and Development and Job Embeddedness

Steepest slope for those who reported high level of Workplace Incivility (the strongest positive association). Flattest slope for those who reported low Workplace Incivility (the strongest negative association). Hypothetically Workplace Incivility was expected to moderate Job Embeddedness and Opportunities for Training and Development. This illustrates that the presence of Workplace Incivility partially moderates the Opportunities for Training and Development and Job Embeddedness relationship. Meaning that it will affect employees sense of Job Embeddedness and responsive towards seeking for Opportunities for Training and Development.

Table 12: Moderating Effect of Workplace Incivility on Opportunities for Training and Development and Affective Commitment (N= 394)

Affective Commitment				95% CI		
Predictors	B	SE	t	P	LL	UL
Constant	25.430.18		139.85	0.00	25.07	25.79
Opportunities for Training and Development	1.650.18		9.28	0.00	1.30	2.00
Workplace Incivility	-0.530.20		-2.59	0.09	-.98	-.13
Opportunities for Training and Development x Workplace Incivility	0.650.18		3.70	0.00	.30	.99
R^2	.46					
F(3, 390) = .0273, p < .001						

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

Table represent the regression coefficients of Workplace Incivility for Opportunities for Training and Development and Affective Commitment as an outcome. Moderating effect of Workplace Incivility was calculated by model 1 of Andrew Hayes (2013) using regression through PROCESS MACRO. The Regression coefficients, calculated F hypothesis, direct and interaction effect of study variables prove the 16th hypothesis of current research that Workplace Incivility moderates the relationship between for Opportunities for Training and Development and Affective Commitment among persons working in telecommunication sector. Moderation is shown up by a significant interaction effect, and in this case the interaction is significant, $b = 0.65$, 95% CI [0.31, 0.99], $t = 3.702$, $p < .001$, indicating that the relationship between Opportunities for Training and Development and Affective Commitment moderated by Workplace Incivility.

Figure 6

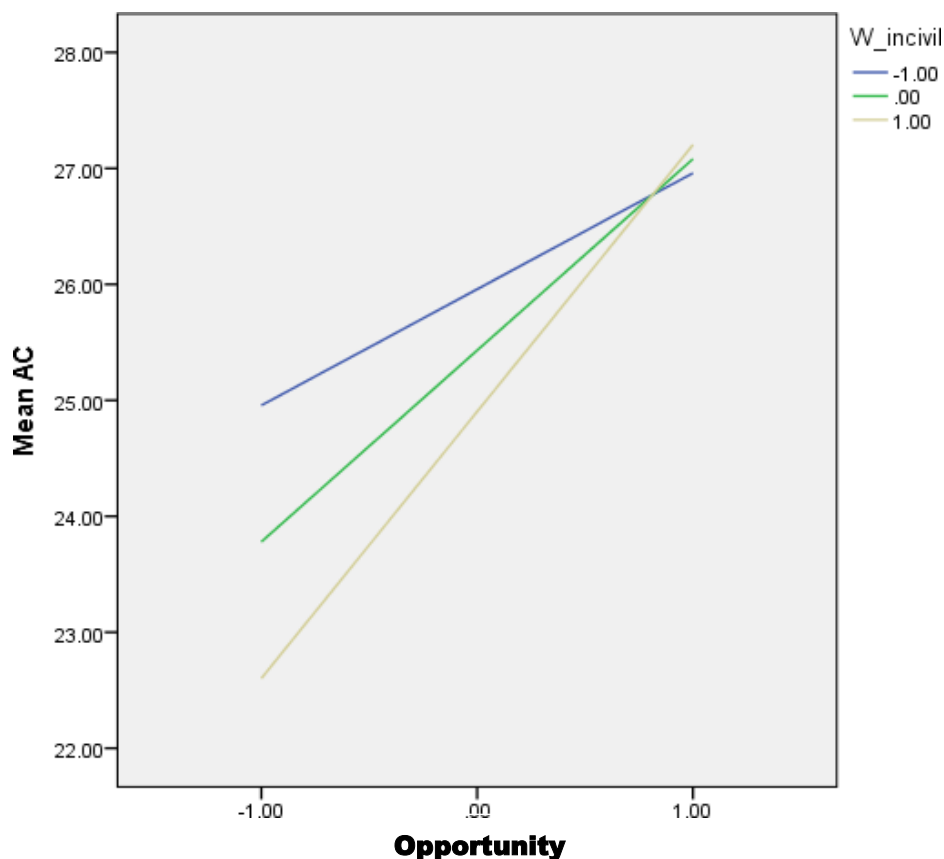


Figure 6: Interaction of Workplace Incivility on Opportunities for Training and Development and Affective Commitment

Steepest slope for those who reported high Workplace Incivility (the strongest positive association). Flattest slope for those who reported low Workplace Incivility (the strongest negative association). Hypothetically Workplace Incivility was expected to buffer Affective Commitment and Opportunities for Training and Development. This reflects a significant moderation between Affective Commitment and Opportunities for Training and Development. It shows that occurrence of Workplace Incivility will weaken the relationship between Affective Commitment Opportunities for Training and Development.

DISCUSSION

Present study was conducted to study the moderating role of Workplace Incivility in the relationship between HR practices (Autonomy, Job Security, Feedback and Opportunities for Training and Development) and Affective Commitment relationship as well as HR practices (Autonomy, Job Security, Feedback and Opportunities for Training and Development) and Job Embeddedness relationship.

This study tested the hypothesis stating positive relationship between Autonomy and Job Embeddedness. The obtained results are consistent with previous studies as per the evidence from literature. Our results suggest that the odd of staying in the company increases when an employee's social requirements are met, with the benefits of Job Security, Autonomy, and Social Support," (Hussain & Kazmi, 2021). Literature has also demonstrated that employees are more likely to be embedded in their jobs through improved (links, fit, and sacrifice) when the accomplishment measures at work are viewed to promote competence, collaboration, and perseverance (Steindottir et al., 2020).

Moreover, results of this research are also supporting the second hypothesis stating that Autonomy will predict Affective Commitment meaning when employees are given a sense of Autonomy at their workplace they have Affective Commitment with their organization. More organizational studies over the past ten years found that job Autonomy to be significantly and positively connected to organizational commitment than those studies that found a feeble relationship among the two variables (Ishtiaq, 2018; Naqvi et al., 2013; Stroh et al., 1998). Furthermore, jobAutonomy plays a significant influence in employee commitment and retention, which is beneficial for organizational success.

Additionally, the findings for third hypothesis stating a positive relationship between Feedback and Job Embeddedness are not in line with previous research. Past few research have shown that regular Feedback aids in employee understanding of corporate rules and procedures. Additionally, it helps the employee understand the workplace more quickly, and lessens the strain and improves Job Embeddedness (Sekiguchi et al., 2008). The insignificant results could be because employees may have dared to consider their connections inside the company while seeking Feedback rather than pressing for it from higher ups, which could explain the minor outcomes (Steelman et al., 2004). They will make an effort to avoid asking for comments from anyone who could endanger the employee's job. Understanding how Feedback is received by employees is essential for predicting how it will turn out and how it will contribute to the development of positive workplace traits.

Likewise, the findings of present research supported fourth hypothesis of the present study that stated ; a positive relationship between Feedback and Affective Commitment . These findings are not in line with previous research. Numerous organizational outcomes; including work performance (Becker & Klimonski, 1989), organizational commitment (Norris-Watts & Levy, 2004), and organizational effectiveness, have been shown to be impacted by Feedback (Fedor et l., 2003). Research on the impacts of Feedback was the subject of a meta-analysis by Kluger and DeNisi in 1996. Results demonstrated that the impacts of Feedback on work results are only modestly beneficial, and in more than 38% of the trials, the effects are negative. The reason behind insignificant relation in the current study could be the manner in which the employee received Feedback may be the cause of the study's insignificant correlation.

If Feedback is provided based on consumer complaints and after the work has been completed. It has a negative impact on the worker's likelihood of making another demand. In a few businesses, the client Feedback is the only factor used to gauge staff performance. The employee must resist the pressure of demanding Feedback. Ultimately, a feeling of being targeted by an employer will impact a worker's loyalty to a company, which will raise the likelihood of employee turnover. A study done by Ashford and Northcraft (1992) has proven that types of Feedbacks moderate the employee performance. Somehow, when it directly affects another individual, people often find it difficult to share negative facts with them (Jolly et al., 2019).

Moreover, the results of this study supports fifth hypothesis which states that there is a positive relationship between Job Security and Job Embeddedness. The results are in line with the previous studies presenting that, job uncertainty grinds down the Job Embeddedness while aggravating emotional tiredness (Dogantekin et al., 2022). According to the conservation of resources theory (COR) (Hobfoll, 1989) (JE) Job Embeddedness, represents the amount of valued resources provided by the organization (Mitchell et al., 2001), would act as a work-related factor buffering the negative effect of job insecurity.

Furthermore, the result of this research are supporting sixth hypothesis i.e Job Security will predict a positive relationship with Affective Commitment. These findings are consistent with the past empirical evidences that investigated Job insecurity adversely correlated with Affective Commitment, as proven by an empirical study that concentrated on Belgian bank staff (Schreurs et al., 2016). According to certain meta-studies less secure employment results decrease in Affective Commitment (Sverke et al., 2002; Cheng & Chan 2008). Social Exchange Theory (SET) also supports these findings. As per SET if workers get benefits from the company, they would give in

return with positive assertiveness and actions at work. Studies has shown insecure job as a bad work experience that indicates a probable loss of assets and disrupts the mutually beneficial connection among workers and their employers.

The results of seventh hypothesis stating that Opportunities for Training and Development will predict Job Embeddedness are same as past research findings. Studies has shown that employees will be more loyal, their relationships to the firm will be stronger, and their attitudes toward staying with the company for a long time will be encouraged by investing in their personal and professional growth (Cho & Son, 2012).

The findings of this research are in favor of the eighth hypothesis stating that Opportunities for Training and Development will predict a positive relationship with Affective Commitment. Investments in development that boost knowledge and competence result in self-efficacy, self- esteem, and ultimately, employee commitment (Vance, 2006).

This study does not support the ninth hypothesis of current research which mentions that Workplace Incivility predicts the relationship between Autonomy and Job Embeddedness. Literature has also demonstrated that workers are probably more to have Job Embeddedness in their occupations through more links, fit, and sacrifice at work when the accomplishment measures at work are viewed to promote competence, collaboration, and perseverance (Osborne & Hammoud, 2017). Moreover, a mastery culture aids a worker in lowering the intensity of predictors that can adversely affect their working environment.

The results show that there is a significant moderating effect of Workplace Incivility between Autonomy and Affective Commitment, supporting the tenth hypothesis of current research. The results are in line with previous studies. Incivility at work has

been linked to job satisfaction, organizational commitment, career salience, motivation, negative attitude, morale, poorer confidence, and reduced self-efficacy, among other attitudes. Organizational outcomes are impacted when low-intensity incivility is not removed from workplace (Andersson & Pearson, 1999; Holm et al., 2015; Johnson & Indvik, 2001; Rau-Foster, 2004).

The results show that there is a non-significant moderating effect of Workplace Incivility between Feedback and Job Embeddedness. The Regression coefficients, calculated F hypothesis, direct and interaction effect of study variables not accepting the eleventh hypothesis of current research.. Human resource management practices, including as hiring and selection, performance management, Feedback mechanisms, and others, have been shown to have a significant impact on employee behavior. The right kind of Feedback provided in the context of job expectations and responsibilities not only helps people perform significantly better at work, but it also nurtures trusting relationships and a desire to succeed, which are crucial elements of employee having relations at work (Mitchell et al., 2001).

The study findings show that there is a non-significant moderating effect of Workplace Incivility between Feedback and job Affective Commitment and it is not supporting the twelfth hypothesis of current research. Previous studies have shown that lack of communication between colleagues and supervisors is a factor that leads to uncivil behavior. Additionally, incivility increases (i.e., they are more likely to be picked on) when someone is perceived as being incompetent (Berger, 2000) and unable to perform most of the tasks.

The results showing that there is a non-significant moderating effect of Workplace Incivility between Job Security and Job Embeddedness is not accepting the thirteenth hypothesis of current research. Unsurprisingly, job Autonomy was

discovered to have a moderating impact on Workplace Incivility at work (Baillien et al., 2011). In a study, Reio and Ghosh (2009) noted that incivility had a detrimental impact on employee work and health. The insignificant results are drawing attention to another area where Job Security may continue to play a role in reducing Workplace Incivility rather than amplifying its negative effects on organization commitment. Despite losing their current job, employees still maintain relationships with coworkers and organizational fit. The organization's connections may be what break the chain of Workplace Incivility by failing to display moderation when it comes to Job Security and Job Embeddedness (Halbesleben & Wheeler, 2008).

The results show that there is a significant moderating effect of Workplace Incivility between Job Security and Affective Commitment meaning it is not accepting the fourteenth hypothesis of current research. These results are in line with previous researches which show that Job insecurity is adversely correlated with Affective Commitment due to the presence of negative factors at workplace.

According to certain meta- studies less secure employment may also result in a reduction in Affective Commitment (Sverke et al., 2002; Cheng & Chan 2008). Incivility in the workplace makes a job less secure and tends to make employees less committed to their jobs.

The results show that there is a significant moderating effect of Workplace Incivility between Opportunities for Training and Development and Job Embeddedness and is not accepting the fifteenth hypothesis of current research. Organizations in the business world have started training to teach employees about the risks and effects of abuse, how to prevent becoming a victim of mistreatment, and how to spot and stop others from mistreating others (Ebeid et al., 2011). These findings from the current study are notable when compared to earlier research on training and development and

how Workplace Incivility affects employees' dedication to their jobs and loyalty to a firm.

The results has also shown that there is a significant moderating effect of Workplace Incivility between Opportunities for Training and Development and Affective Commitment and it is accepting the sixteenth hypothesis of current research. The findings are similar to the findings of other studies. According to Cingoz and Kaplan (2015), workplace disrespect has a negative impact on employee attitudes, such as job satisfaction and organizational commitment (Kabat-Farr et al., 2020). The elements that define workplace civility can be categorized using individual and organizational traits. Organizational influences can include things like stress and status, they can also include things like work environment (Andersson & Pearson, 1999; Bartlett et al., 2019) leadership (Cortina, 2008) workload (Dion, 2006) and technology.

CONCLUSION

The research's conclusions revealed an association between Affective Commitment, Job Embeddedness, and HR practices (Autonomy, Job Security, and Opportunities for Training and Development). However, there is no evidence linking one HR practice Feedback to Job Embeddedness and Affective Commitment. The study's findings showed a substantial relationship between Affective Commitment, Job Embeddedness, and HR practices including Autonomy, Job Security, and chances for training and development. The relationship between one HR practice Feedback and work embeddedness and Affective Commitment, however, is negligible.

The study has also shown the moderating effect of Workplace Incivility on Affective Commitment and HR practices (Autonomy, opportunity for training and development). However, it was not determined that workplace civility had a significant moderating effect on other HR practices (Feedback and Job Security) and Affective Commitment. It was discovered that Workplace Incivility had no effect on the relationship between HR practices indicated in the current study and Job Embeddedness.

HR practices Autonomy, Job Security, and Opportunities for Training and Development improves employees; Affective Commitment to their jobs and degree of Job Embeddedness. Next to this, interaction between Job Security, Autonomy, Opportunities for Training and Development and Workplace Incivility predicting Affective Commitment and Job Embeddedness was significant. Organizations should promote a culture of Autonomy, Job Security and opportunities for training through controlling Workplace Incivility in order to uplift Affective Commitment and Job Embeddedness for the retaining well trained and experienced employees.

On the contrary, when any of these key practices will be neglected, overlooked or hushed, by the organizations, the work quality and employee well-being may jeopardised. The findings are expected to spur more research into how other HR practices can embeddedness and Affective Commitment with moderation of other variables can pose personal as well as organizational impact.

LIMITATIONS

Current study is not without shortcomings. There are several potential limitations to our research that should be addressed. To begin, as employees rated the Affective Commitment variable independently, data was collected across a single time period. While how HR practices are being perceived by employee could be the sole indicator of Affective Commitment, the opposite may also be true, given that Affective Commitment can evolve with time. As a result, future study could use a longitudinal design to investigate how Affective Commitment influences the perception of HR practices and policies of an organization.

Another potential disadvantage is that this study focused on embeddedness in relation to an organization. In doing so, it has agreed with previous research that Job Embeddedness was more important for employee retention (Sekiguchi et al., 2008). Additionally, off-the-Job Embeddedness, such as family embeddedness, friends and acquaintances (community) may similarly influence Workplace Incivility moderation with Job Embeddedness (Ramesh & Gelfand, 2010; Brooks et al., 2006). Including off-the-Job Embeddedness in future research may result in meaningful study findings. Gender, nature of job, and job market are all demographic characteristics. To determine the genuine responses, the demographic variables need also be controlled.

In corporate settings, social desirability is a significant phenomenon. This should be checked by scale first, and then managed. The data was not gathered through other informants. Participants reported it using self-report measurement tools. Employees were the only ones from whom data was taken and itself this posed a bias to the current study that information was only taken from the employees but not from their heads and colleagues. Furthermore, the variables used in this study were multidimensional.

IMPLICATIONS FOR FUTURE STUDIES

It is advised that future research focus on the personal factors of Workplace Incivility. According to studies, Workplace Incivility has both personal and organizational repercussions, which ultimately harm an employee's performance and force him to leave the company. It is advised that policy makers and organizational leaders work on methods to lessen Workplace Incivility. Doing this will enhance employee performance; preserve the resources that employees have for their own personal wellness. Most essential, studies need to focus on personality traits and temperaments that are more likely to act as a catalyst for Workplace Incivility as well as the conditions that make them more likely to contribute to it.

It is suggested that in the future, a variety of alternative data gathering sources, such as reports from coworkers and supervisors, be used. Additionally, it's important to research the personal resources an employee employs to handle incivility at work. This will make it easier for businesses and policymakers to spot individuals with these goals and give them the training they need to undermine these traits. Next firms must give their employees the power and Autonomy they need to realize their goals if they want to keep their position and retain their employees.

Researchers must hunt for additional HR methods that may encourage Affective Commitment from every employee and contribute to employee retention. Future research should focus on psychological coping mechanisms that employees can use to control the effects of incivility at work, such as resilience and optimism.

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ANNEXURE I

(Informed Consent)

Human Resource Practices, Job Embeddedness and Affective Commitment: Role of Workplace Incivility

Information Sheet for Organizations **Researcher: Aqdas Nasir**

Department of Applied Psychology – National University of Modern Languages,
Islamabad Contact no: 0300-9529303

Email: Aqdas.nasir555@gmail.com **Supervisor:** Dr. Shakira Huma Siddiqui Email:
shakirahuma@numl.edu.pk

The Research Study

This research is going to study the HR practices that can develop emotional attachment of any employee with an organization while also focusing on improving work productivity. I would appreciate hearing from you about what HR practices your organization follows shared in the following questionnaires and how emotionally attached you are to that specific organization. This will assist institutes in improving current HR procedures and prioritizing new modifications and their implementation. Your replies are fully anonymous, and the survey should only take 30-35 minutes. Any idea or suggestion from you will be viewed as a source of encouragement for us.

Please feel free to contact me (see contact details above) if anything is unclear to you or any further information is needed. Kindly indicate with your signature on the given space that you understand your rights and you are willing to participant in this study. Your assistance would be highly appreciated.

I have accurately Read the above information. My participation in this research project is voluntary.

Participant Signature:

Date:

Researcher Signature:

Date:

ANNEXURE II

(DEMOGRAPHIC SHEET)

1. Age:

25 or below 26-35 36-45 46-55 Over
55

2. Gender:

Male Female

3. Marital Status:

Single Married Divorced Widowed

4. Family Status:

Joint Family Nuclear (living separate)

5. Education:

- Masters and below
- MS/M.PHIL
- PHD
- MS/M.PHIL in progress
- PHD in progress
- Any other qualification

6. How long have you been with this organization?

- Less than 1 year 1-5 year(s) 6-10
year(s) 11-15 year(s)
16-20 year(s) 20 year(s) and above

7. Monthly Salary:

- Rs.20,000-30,000
- Rs.31,000-40,000
- Rs.41,000-50,000
- Rs.51,000-59,000
- Rs.60,000 or more

8. Network:

- Zong Telenor Ufone Nayatel

9. Job Position/Title

- Lower level (clerical and below) Middle level (executives)
Upper level (managerial)

10. Department

- Human Resource Operation Sales and Marketing
Production Security Other

ANNEXURE III

(SCALES)

HR Practices Job Security Autonomy Feedback

Opportunities for Training and Development

Job Security

Please indicate to what extent you Agree or Disagree with the following statements:

1= Strongly Disagree, 2= Disagree, 3=Somewhat Disagree
 4=Neither Disagree nor agree, 5=Somewhat agree 6=Agree
 7=Strongly Agree

		1	2	3	4	5	6	7
1.	I will be able to keep my present job as long as I wish.							
2.	My current company will not cut back on the number of hours I work each week.							
3.	If my current company was facing economic problems, my job would be the first to go.							
4.	I am confident that I will be able to work for my company as long as I wish.							
5.	My job will be there as long as I wish.							
	If my job was to be eliminated, I would be offered another job in my current company.							

	Regardless of economic conditions, I will have a job at my current company.							
	I am secure in my job.							
	My job is not a secure one.							

Autonomy

The following questions refer to your personal work situation and your experience of it.

For each question, please choose the answer that is most applicable to you.

		Never	Sometimes	Regularly	Often
1.	Do you have flexibility in the execution of your job?				
2.	Do you have control over how your work is carried out?				
3.	Can you participate in decision-making regarding your work?				

Feedback

The following questions concern the Feedback that you receive about your work. For each question, choose the answer that best describes your situation.

		Never	Sometimes	Regularly	Often	Very often
1.	I receive sufficient information about my work objectives.					
2.	My job offers me opportunities to find out how well I do my work.					
3.	I receive sufficient information about the results of my work.					

Opportunities for Training and Development

These three questions concern your opportunities for personal development.

		Strongly disagree	Disagree	Do not agree, do not disagree	Agree	Strongly agree
1.	In my work, I have the opportunity to develop my strong points.					
2.	In my work, I can develop myself sufficiently.					
3.	My work offers me the possibility to learn new things.					

Job Embeddedness

Job Embeddedness

After considering both work related (such as relationships, fit with job, benefits) and non-work related factors (such as neighbors, hobbies, community perks). Please rate your agreements with the statements below.

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	I feel attached to this organization.					
2.	It would be difficult for me to leave this organization.					
3.	I'm too caught up in this organization to leave.					
4.	I feel tied to this organization.					
5.	I simply could not leave the organization that I work for.					
6.	It would be easy for me to leave this organization.					
7.	I am tightly connected to this organization.					

Affective Commitment

Affective Commitment

Please indicate the degree of your agreement or disagreement with each statement by circling a number from 1 to 7.

		Strongly disagree	Disagree	Slightly disagree	Undecided	Slightly agree	Agree	Strongly agree
1.	I would be very happy to spend the rest of my career with this organization.							
2.	I enjoy discussing my organization with people outside it.							
3.	I really feel as if this organization's problems are my own.							
4.	I think that I could easily become as attached to another organization as I am to this one.							
5.	I do not feel like "part of the family" at my organization.							
6.	I do not feel "emotionally attached" to this organization.							
7.	This organization has a great deal of personal meaning for me.							
8.	I do not feel a strong sense of belonging to my organization.							

Workplace Incivility

Workplace Incivility

During the PAST YEAR, were you ever in a situation in which any of your supervisors or coworkers:

		Never	Once or Twice	Sometimes	Often	Manytime
1.	Pay little interest to my opinions					
2.	Doubted my judgment on a matter over which i had responsibility.					
3.	Gave me hostile look, or stares.					
4.	Addressed me in unprofessional terms, either publicly or privately.					
5.	Interrupted or ‘spoke over’ me.					
6.	Rated me lower than I deserve on an evaluation.					
7.	Yelled, shouted or swore at me.					
8.	Made insulting or disrespectful remarks on me.					
9.	Ignored me (e.g. ‘gave me the silent treatment’)					
10.	Accused me of incompetence.					
11.	Targeted me with anger outbursts or ‘temper tantrums’.					
12.	Made jokes at my expense.					

ANNEXURE IV

(PERMISSION OF SCALES)

HR Practices

Dear GR Oldham,

I am an M.phil student at the National University of Modern Languages completing a dissertation in applied psychology. I am writing to ask written permission to use the instrument of job security in my research study. My thesis is entitled as: "Human Resource Practices, Job Embeddedness, and Affective Commitment: Investigating the Role of Workplace Incivility" and Dr. Shakira Huma Siddiqui is supervising my research.

Throughout my literature review, I found that your scale has adequate validity and reliability, and that it is increasingly being used by other sources. As a result, I decided to use your weighing scale.

I'd also like copies of the scale as well as standard instructions for conducting the scale, which will aid me in administering the test and analysing the data.

Furthermore, I confirm that I will use the job security scale for my research project and will not sell or even use it in any other manner.

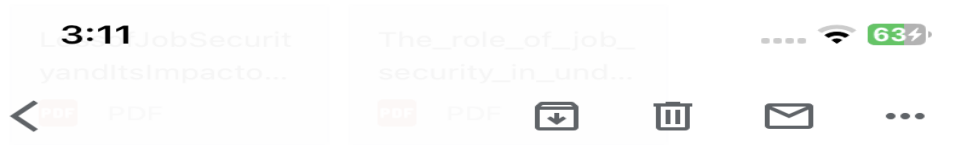
On all copies of the instrument, I shall include a declaration of attribution and copyright. If you have a specific credit statement that you'd like me to incorporate, please include it in your response.


If you do not have control over the copyright for these files, I would appreciate any information you can give me on who I should contact.

If these are acceptable terms and conditions, please indicate so by replying to me through e-mail at aqdas.nasir555@gmail.com

Sincerely,

Aqdas Nasir
M.Phil Scholar
National University of Modern Languages



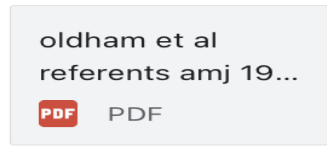
 Oldham, Greg R 11 Feb 2022
to me ▾

Thanks for the information. I've attached a copy of the article that includes the measure of job security. You have my permission to use it. It is not copyrighted.

Best of luck with your research.

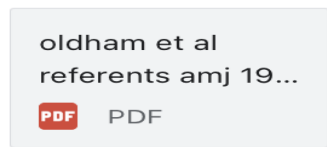
Regards,

...



 me 4 Jan
to me ▾

...



← Reply

→ Forward





Dear Bakker,

I am an M.phil student at the National University of Modern Languages completing a dissertation in applied psychology. I am writing to ask written permission to use the instrument of HR practices: feedback, opportunities for training and development and autonomy in my research study. My thesis is entitled as: "Human Resource Practices, Job Embeddedness, and Affective Commitment: Investigating the Role of Workplace Incivility" and Dr. Shakira Huma Siddiqui is supervising my research.

Throughout my literature review, I found that your scale has adequate validity and reliability, and that it is increasingly being used by other sources. As a result, I decided to use your weighing scale.

I'd also like copies of the scale as well as standard instructions for conducting the scale, which will aid me in administering the test and analysing the data.

Furthermore, I confirm that I will use the instrument for my research project and will not sell or even use it in any other manner.

On all copies of the instrument, I shall include a declaration of attribution and copyright. If you have a specific credit statement that you'd like me to incorporate, please include it in your response.

If you do not have control over the copyright for these files, I would appreciate any information you can give me on who I should contact.

If these are acceptable terms and conditions, please indicate so by replying to me through e-mail at aqdas.nasir555@gmail.com.

Sincerely,

Aqdas Nasir
M.Phil Scholar
National University of Modern Languages.

3:12

65%



Re: [Arnold B. Bakker] Contact -
new submission Inbox



Arnold Bakker 7 Feb 2022

to me ▾



Dear colleague,
Here is the JDR questionnaire, good luck! (there is
no manual)

Kind regards, Vriendelijke groet,

Arnold

Latest paper on job demands-resources theory and job burnout:

<https://www.tandfonline.com/doi/full/10.1080/10615806.2020.1797695>

Prof. dr. Arnold B. Bakker
Center of Excellence for Positive Organizational Psychology
Erasmus University Rotterdam
Past President EAWOP

www.arnoldbakker.com

Van: Aqdas Nasir <reply-to+b6d91b6a8c84@crm.wix.com>

Verzonden: zaterdag 5 februari 2022 13:31

Aan: Arnold Bakker <bakker@essb.eur.nl>

Onderwerp: [Arnold B. Bakker] Contact - new
submission

Aqdas Nasir just submitted your form: Contact
on [Arnold B. Bakker](#)

Message Details:

Job Embeddedness



Dear Craig Crossley ,

I am an M.phil student at the National University of Modern Languages completing a dissertation in applied psychology. I am writing to ask written permission to use the instrument of job embeddedness in my research study. My thesis is entitled as: "Human Resource Practices, Job Embeddedness, and Affective Commitment: Investigating the Role of Workplace Incivility" and Dr. Shakira Huma Siddiqui is supervising my research.

Throughout my literature review, I found that your scale has adequate validity and reliability, and that it is increasingly being used by other sources. As a result, I decided to use your weighing scale.

I'd also like copies of the scale as well as standard instructions for conducting the scale, which will aid me in administering the test and analysing the data.

Furthermore, I confirm that I will use the job embeddedness scale for my research project and will not sell or even use it in any other manner.

On all copies of the instrument, I shall include a declaration of attribution and copyright. If you have a specific credit statement that you'd like me to incorporate, please include it in your response.

If you do not have control over the copyright for these files, I would appreciate any information you can give me on who I should contact.

If these are acceptable terms and conditions, please indicate so by replying to me through e-mail at aqdas.nasir555@gmail.com .

Sincerely,

Aqdas Nasir
M.Phil Scholar
National University of Modern Languages



Craig Crossley 18 Jan

to me ▾



You are free to use the scale for your research.

Good luck with your study.

Craig

From: Nasir_Aqdas <aqdas.nasir555@gmail.com>
Sent: Tuesday, January 18, 2022 12:10 PM
To: Craig Crossley <Craig.Crossley@ucf.edu>
Subject: Permission to use the instrument of job embeddedness

[Show quoted text](#)



Crossley et...fication.pdf



Affective Commitment



Dear Dr. **John Meyer**,

I am an M.phil student at the National University of Modern Languages completing a dissertation in applied psychology. I am writing to ask written permission to use the instrument of affective commitment in my research study. My thesis is entitled as: "Human Resource Practices, Job Embeddedness, and Affective Commitment: Investigating the Role of Workplace Incivility" and Dr. Shakira Huma Siddiqui is supervising my research.

Throughout my literature review, I found that your scale has adequate validity and reliability, and that it is increasingly being used by other sources. As a result, I decided to use your weighing scale.

I'd also like copies of the scale as well as standard instructions for conducting the scale, which will aid me in administering the test and analysing the data.

Furthermore, I confirm that I will use the affective commitment scale for my research project and will not sell or even use it in any other manner.

On all copies of the instrument, I shall include a declaration of attribution and copyright. If you have a specific credit statement that you'd like me to incorporate, please include it in your response.

If you do not have control over the copyright for these files, I would appreciate any information you can give me on who I should contact.

If these are acceptable terms and conditions, please indicate so by replying to me through e-mail at aqdas.nasir555@gmail.com.

Sincerely,

Aqdas Nasir
M.Phil Scholar
National University of Modern Languages.



John Peter Meyer 28/11/2021

to me ▾



Hello,

Thank you for your interest in using the Three-Component Model (TCM) Employee Commitment Survey in your research. You can get information about the measure, a Users' Guide, and the measure itself at:

<http://employeecommitment.com/>

For academic / research purposes, please choose the Academic Package. (There is no charge for this package.)

I wish you well with your research!

Best regards,

John Meyer

[Show quoted text](#)

Workplace Incivility



Dear Lilia Cortina,

I am an M.phil student at the National University of Modern Languages completing a dissertation in applied psychology. I am writing to ask written permission to use the instrument of **workplace incivility** in my research study. My thesis is entitled as: "Human Resource Practices, Job Embeddedness, and Affective Commitment: Investigating the Role of **Workplace Incivility**" and Dr. Shakira Huma Siddiqui is supervising my research.

Throughout my literature review, I found that your scale has adequate validity and reliability, and that it is increasingly being used by other sources. As a result, I decided to use your weighing scale.

I'd also like copies of the scale as well as standard instructions for conducting the scale, which will aid me in administering the test and analysing the data.

Furthermore, I confirm that I will use the **workplace incivility** scale for my research project and will not sell or even use it in any other manner.

On all copies of the instrument, I shall include a declaration of attribution and copyright. If you have a specific credit statement that you'd like me to incorporate, please include it in your response.

If you do not have control over the copyright for these files, I would appreciate any information you can give me on who I should contact.

If these are acceptable terms and conditions, please indicate so by replying to me through e-mail at aqdas.nasir555@gmail.com.

Sincerely,

Aqdas Nasir
M.Phil Scholar
National University of Modern Languages



Lilia Cortina 19 Jan

to me, Lilia ▾



Thank you for your interest in the **Workplace Incivility Scale (WIS)**. You have my permission to use this scale for research purposes. The full text of the scale (both stem and items) is available in articles published in *Journal of Occupational Health Psychology* and *Journal of Management*. To download copies of those articles, please visit my lab website: <https://sites.lsa.umich.edu/liliacortina-lab/>.

Best of luck with your project,
Lilia Cortina

—

Lilia M Cortina, PhD

University Diversity and Social Transformation Professor
Department of Psychology
Department of Women's and Gender Studies
Department of Management & Organizations (by courtesy)

Co-Director of ICOS (<https://icos.umich.edu/>)

Mailing Address: Department of Psychology, 530 Church St, Ann Arbor, MI 48109-1043

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