

Workplace Incivility in the Banking Sector in Malaysia: A Descriptive Study

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Abstract: Incivility has become an increasingly prevalent problem at the workplace. Unfortunately, there is a scarcity of research about workplace incivility in the Malaysian context. Thus, the purpose of this study is to examine the prevalence of workplace incivility in the banking sector in Malaysia. This study contributes significantly by investigating the overall level of workplace incivility from two perspectives, both instigated and experienced uncivil behaviours. The descriptive analysis on 208 participants from ten local and foreign banks in Kuala Lumpur and Penang showed that workplace incivility is a rather common phenomenon. Limitations and direction for future research are also discussed.

Keywords: Workplace incivility, instigated and experienced incivility, banking sector, Malaysia

INTRODUCTION

Uncivil behaviour at the workplace is a persistent and prevalent problem in the past two decades amid a more advancing world. According to the Civility in America poll conducted by US News and World Report in 1999, every nine out of ten Americans thought that incivility was a serious problem. As high as 78% of the participants said that the problem had become worse in the past ten years (Zauderer, 2002). The situation has not improved since then. The Civility in America 2011 poll reported that 86% of Americans were mistreated at

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work and 59% admitted to being uncivil to their co-workers (Mattice, 2012). Cortina et al. (2001) found that more than 70% of the participants in public service in the United States experienced workplace incivility in the past five years. Burnes and Pope (2007) also found a very high rate of staff experiencing or witnessing negative behaviours in National Health Services in the United Kingdom. Spence Laschinger et al. (2009) revealed that almost 70% of nurses experienced incivility. Pearson and Porath (2005) showed that almost four out of five participants witnessed incivility at the workplace. Incivility has also been acknowledged as one of the most common types of anti-social behaviour among employees (Cortina, 2008). The civility report published by Porath and Pearson (2013) revealed that about 40% of the participants in America encountered rude behaviours from employees at least once a month (Porath and Pearson, 2013). Undoubtedly, workplace incivility has become one of the growing challenges that needs to be dealt with (Ghosh, 2017).

Asian countries cannot be spared from incivility problems too. The descriptive research by Yeung and Griffin (2008) indicated that workplace incivility is rather common in Asian countries as well. Lim and Lee (2011) found that 91% of participants in Singapore experienced some forms of incivility at the workplace in the past five years. Across the causeway, Malaysians were reported to be rude and inconsiderate. As pointed out in a news report (Lim et al., 2012), Malaysia was ranked as the third rudest country (placed 33rd out of 35 countries surveyed) by Reader's Digest in 2006. In 2012, an evaluation conducted by Reader's Digest showed that Kuala Lumpur was again positioned at the bottom list of the Least Courteous Cities, sitting at number 34 out of 36 major cities (Lim et al., 2012). Such ranking reflects the finding of a descriptive study conducted by Ida and Zeti (2012), who found that workplace incivility was a common issue in the Malaysian workplace. Out of the 691 participants from both public and private sectors in West Malaysia, 41% of them reported that they had been given little attention or shown little interest to their opinions.

The purpose of this study is to examine the prevalence of workplace incivility in the banking sector in Malaysia. The research on workplace incivility in Malaysia is still scarce and deserves to be further explored. This study helps to complement the work of Ida and Zeti (2012) which

only focused on experienced incivility. This study, on the other hand, looked at both instigated and experienced incivility. By considering the two dimensions of incivility, this study contributes to further enhancing our theoretical understanding of the prevalence of incivility at work.

WORKPLACE INCIVILITY AND OTHER MISBEHAVIOURS

Since Andersson and Pearson published their work on workplace incivility in 1999, many scholars have been focusing more on this covert behaviour than other overt forms of misbehaviour like theft, violence, and bullying (Caza & Cortina, 2007; Hornstein, 2003; Pearson et al., 2000; Zauderer, 2002). This is because incivility has been found as one of the most prevalent types of antisocial behaviour in organisation (Cortina, 2008; Pearson et al., 2000) and can have far-reaching and detrimental consequences to both organisation and employees (Cortina & Magley, 2009). Incivility can also become a chronic feature of an organisational climate which creates daily stressor for employees (Marchiondo, 2012). Thus, incivility deserves a serious scrutiny in both research and practice.

Andersson and Pearson (1999) defined workplace incivility as “low-intensity deviant behaviour with ambiguous intent to harm the target, in violation of workplace norms for mutual respect,” (p.457). Two distinguished criteria or features are intensity and intent (Lim & Lee, 2011; Sakurai & Jex, 2012). Based on the formative definition provided by Andersson and Pearson (1999), uncivil behaviours are mildly intense. They represent the mildest form of workplace deviant behaviours and have a low level of negative charge (Cortina & Magley, 2009). Examples of incivility include speaking to a co-worker condescendingly, supervisor ignoring a worker in a meeting (Miner & Eischeid, 2012), avoiding from returning a phone call or even a smile (Bartlett et al., 2008), making demeaning remarks about co-workers (Cortina et al., 2001) and many more. These uncivil behaviours can be contrasted from serious forms of workplace deviance such as physical aggression or sexual harassment.

The next feature of incivility is its ambiguous intent. Uncivil behaviours normally lack clear intent to harm (Roberts, 2012). Instigators may intentionally or unintentionally engage in uncivil acts to harm their target. On the other hand, the targets or witnesses may perceive these behaviours as intentional or accidental acts from the instigators

(Andersson & Pearson, 1999; Pearson & Porath, 2005). This means that some uncivil behaviours may be due to the instigator's ignorance or a target's misinterpretation. As such, workplace incivility is referred to as a "milder form of psychological mistreatment in which intentionality is less apparent" (Cortina et al., 2001).

Another feature of workplace incivility, according to Lim, Cortina and Magley (2008), is the violation of norms for respect. Workplace incivility involves acting rudely or discourteously with disregard for others in the workplace and in violation of workplace norms for respect (Andersson & Pearson, 1999). Workplace norms are unwritten rules and beliefs about how people should think, behave and interact with each other (Hammer et al., 2004). Shared moral understanding and foundational norms for mutual respect exist among organisational members (Hartman, 1996). Although Andersson and Pearson (1999) recognised that norms vary across organisations, industries, and cultures, they postulated that in every workplace there are norms for respect for co-workers, without which, cooperation among co-workers will be disrupted. The norm deviant nature of incivility has also been recognised by other researchers (Marchiondo, 2012; Roberts et al., 2011).

By looking at the characteristics or elements in the definition of workplace incivility, one can learn that workplace incivility can be distinguished from other more serious forms of deviance, for instance, workplace aggression, workplace bullying, and workplace violence. Workplace aggression is defined as efforts or intended behaviours by individuals to harm others at work or the organisation (Neuman & Baron, 1998). Intentions to harm are present in workplace aggression. Workplace bullying involves repeated behaviour that threatens, intimidates, humiliates, sabotages, or isolates target individuals at work, undermines their reputation or job performance (Daniel, 2009; Oslf, 2010). Workplace violence can be narrowly defined as physical acts of violence such as homicide, robbery, and assault (LeBlanc & Kelloway, 2002), or psychological violence like verbally abusive actions (Barling, 1996).

To provide a clearer insight of the differences between workplace incivility and other forms of deviant behaviour, Andersson and Pearson (1999) presented a diagram to show how workplace incivility differs from and overlaps with other forms of mistreatment in organisations such as antisocial behaviour, deviant behaviour, workplace violence and

aggression (Everton et al., 2007; Gruys & Sackett, 2003; Kennedy et al., 2004; Marcus & Schuler, 2004). This diagram is illustrated in Figure 1 below.

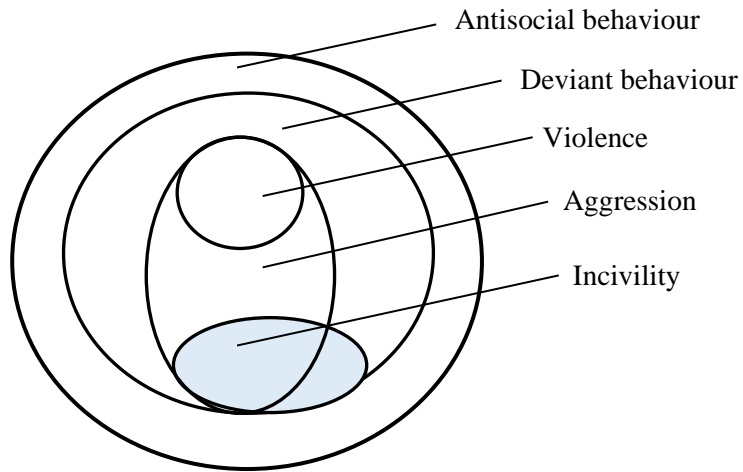


Figure 1
Incivility and other forms of mistreatments
Source: Andersson and Pearson (1999)

Figure 1 shows that antisocial employee behaviour encompasses all other conceptualisations of mistreatment in the organisation. Antisocial behaviour includes any behaviour that brings harm to the organisation and/or its members. Deviant behaviour is a form of antisocial behaviour that violates workplace norm, and it includes aggression and incivility. Violence refers to high-intensity, physically aggressive behaviour that falls under aggression. Aggression refers to the behaviours that are intended to harm the organisation and/or people in the organisation. Obviously, considerable overlaps exist among the many different terms of misbehaviour (Greenberg, 2010). As pointed out by Faridahwati (2006), research in organisational misbehaviour suffers from some conceptual difficulties due to the lack of agreement in terms of terminologies and definitions. Table 1 provides the definitions of some frequently used constructs of negative behaviours in organisational research, including insidious workplace behaviour which was recently introduced by Edwards and Greenberg (2010).

Table 1: Definitions and Examples of Negative Behaviours at Work

Concept	Authors	Definition	Examples
Noncompliant behaviours	Puffer (1987)	Non-task behaviours that have negative organisational implications and break rules and norms.	<ul style="list-style-type: none"> • Being late and take excessive breaks • Taking sales from other workers • Complaining about the organisation or other employees
Deviant workplace behaviour	Robinson & Bennett (1995)	Voluntary behaviours that break significant organisational norms and threaten the well-being of the organisation or its members	<ul style="list-style-type: none"> • Production deviance: damaging quantity and quality of work • Property deviance: abusing or stealing company property • Political deviance: bad-mouthing others, spreading rumours • Personal aggression: being violent towards others

Concept	Authors	Definition	Examples
Organisational misbehaviour	Vardi & Weitz (2004); Vardi & Wiener (1996)	Acts that violate core organisational or societal norms; intentional workplace acts that violate rules pertaining to such behaviours.	<ul style="list-style-type: none"> • Intending to benefit the self and the organisation, intending to inflict damage, wasting time, absenteeism, sexual harassment, crime
Antisocial behaviour	Giacalone & Greenberg (1997)	Actions that bring harm, or are intended to bring harm, to an organisation, employees or stakeholders	<ul style="list-style-type: none"> • Aggression • Theft • Discrimination • Sabotage • Harassment • Lying • Revenge
Dysfunctional behaviour	Griffin et al. (1998)	Actions by employees or groups of employees that have negative consequences for an individual, a group, or organisation.	<ul style="list-style-type: none"> • Violent and deviant: aggression, physical and verbal assault • Non-violent and dysfunctional: alcohol and drug abuse, absence, theft

Concept	Authors	Definition	Examples
Workplace aggression	Neuman & Baron (1998)	Efforts by individuals to harm others with whom they work, or have worked, or the organisations in which they are presently, or were previously employed.	<ul style="list-style-type: none"> • Homicide and assault • Theft • Intentional work slowdown • Yelling and making racist remarks
Workplace incivility	Andersson & Pearson (1999)	Low-intensity deviant behaviour with ambiguous intent to harm the target and in violation of workplace norms for mutual respect.	<ul style="list-style-type: none"> • Making demeaning remarks • Addressing someone in unprofessional terms • Open co-worker's desk drawer without prior permission
Social undermining	Duffy et al. (2002)	Behaviour intended to hinder, over time, the ability to establish and maintain positive interpersonal relationships, work related success, and favourable reputation.	<ul style="list-style-type: none"> • Making insulting personal comments • Failing to share important information • Deliberately misreporting information

Concept	Authors	Definition	Examples
Workplace bullying	Einarsen et al. (2003)	A range of negative behaviours including harassing, offending, socially excluding someone or negatively affecting someone's work tasks.	<ul style="list-style-type: none"> • Rumour spreading and slander • Hurtful teasing and jokes • Blame without factual justification
Counterproductive work behaviour	Gruys & Sackett (2003); Sackett (2002)	Intentional behaviour of organisation member that is viewed by the organisation as contrary to its legitimate interests.	<ul style="list-style-type: none"> • Theft • Destruction of property • Unsafe behaviour • Poor quality of work • Misuse of information
Counterproductive work behaviour	Spector & Fox (2002, 2005)	Voluntary, volitional acts that hurt or intended to hurt organisations or people in organisations.	<ul style="list-style-type: none"> • Doing tasks incorrectly • Verbal hostility • Sabotage • Theft

Concept	Authors	Definition	Examples
Workplace violence	Bulatao & Vandebos (1996); LeBlanc & Kelloway (2002)	Act or threat of physical violence, harassment, intimidation, or other threatening disruptive behaviour at the work site.	<ul style="list-style-type: none"> • Threats and verbal abuse • Physical assaults • Homicide • Rape • Robbery
Insidious workplace behaviour	Edwards & Greenberg (2010)	A form of intentionally harmful workplace behaviour that is legal, subtle, and low level, repeated over time, and directed at individuals or organisations.	<ul style="list-style-type: none"> • Badmouthing the company to others • Repeatedly chastising a co-worker • Repeatedly sabotaging the sales reports submitted by a co-worker

METHODOLOGY

1. MEASUREMENTS

In this study, workplace incivility was conceptualised based on the definition developed by Andersson and Pearson (1999) in their seminal work. It refers to low-intensity deviant behaviour with ambiguous intent to harm and in violation of workplace norms for mutual respect. Operationally, workplace incivility refers to the frequency an employee exhibits incivility (disrespectful, rude, and condescending behaviours) to others and experiences incivility from others at the workplace within a certain period of time (Cortina et al., 2001).

To gauge the overall level of workplace incivility in the Malaysian banking sector, participants, who are the bank employees, were asked to

respond to both types of incivility they experienced and instigated. Experienced workplace incivility was measured using the seven-item Workplace Incivility Scale (WIS) developed by Cortina et al. (2001). The alpha coefficient of WIS in Cortina et al.'s (2001) study was 0.89, demonstrating high reliability and cohesiveness. Many researchers have also used this scale and reported a reliability coefficient greater than 0.80 (e.g., Caza & Cortina, 2007; Cortina & Magley, 2009; Taylor et al., 2012; Taylor & Kluemper, 2012). In fact, WIS is one of the most widely used scales in incivility studies. Participants were asked to indicate how often they experienced a list of behaviours done to them at work in the past one year. Some of the behaviours included "Paid little attention to a statement you made or showed little interest in your opinion" and "Addressed you in unprofessional terms either privately or publicly".

On the other hand, instigated workplace incivility was measured with WIS modified by Blau and Andersson (2005). To measure the incidences of instigated incivility, Blau and Andersson (2005) reversed the perspective and repeated the general content of the seven-item WIS previously mentioned. The lead in phase now became "How often have you exhibited the following behaviours in the past one year to someone at work?" The items include "Paid little attention to a statement made by someone or showed little interest in their opinion", "Doubted someone's judgment in a matter over which they have responsibility" and "Addressed someone in unprofessional terms either privately or publicly". A reliability coefficient of 0.89 was recorded by Blau and Andersson (2005).

Both experienced WIS and instigated WIS were measured on a seven-point frequency response ranging from '1' "never", '2' "hardly ever/once every few months", '3' "rarely/about once a month", '4' "occasionally/at least several times a month", '5' "sometimes/at least once a week", '6' "frequently/at least once a day", to '7' "very frequently/at least several times a day". The present study employed a seven-point frequency response scoring to capture the multiple incidences of incivility within a day as suggested by Blau and Andersson (2005). Higher scores reflected higher levels of workplace incivility.

2. DEMOGRAPHIC VARIABLES

Demographic information asked included gender, age, educational level, marital status, position held, supervisor's gender, tenure under current supervisor, and frequency of interaction with supervisor. Participants' gender, supervisor's gender, and marital status were measured by nominal scales. Educational level was measured with five ordinal categories: SPM/STPM, bachelor's degree, master's degree, doctorate, and others. Participants were also required to specify their position held at the current organisation. Age and tenure under current supervisor were measured using ratio scales. Lastly, frequency of interaction with supervisor was measured by a 7-point frequency scale.

3. SAMPLING PROCEDURE

Multistage cluster sampling technique (Sekaran, 2000) was used to select the sample. Based on the list of banks obtained from The Association of Banks in Malaysia, 10 sample banks were selected randomly one-by-one. The 10 banks selected at this first stage were AmBank, CIMB Bank, Citibank, Hong Leong Bank, HSBC Bank, Maybank, OCBC Bank, Public Bank, RHB Bank and United Overseas Bank (UOB). At the second stage of sampling, 30 branches of these 10 local and foreign banks in Kuala Lumpur and Penang were selected. These include 26 local bank branches (87%) and 4 foreign bank branches (13%).

4. DATA COLLECTION

Self-administered questionnaires were distributed to 416 employees at 30 sample branches of local and foreign banks. A total of 221 questionnaires were returned, yielding a response rate of 53%. However, 13 sets of responses were dropped from the analysis due to missing data, incomplete scoring, or outlier problems. Therefore, only 208 responses were used in the analysis. All data were analysed using IBM SPSS version 21.

Table 2: Profile of Participants (N=208)

Demographics	Frequency	Valid Percent
<i>Gender:</i>		
Male	67	32.2
Female	141	67.8
<i>Marital Status:</i>		
Single	77	37.0
Married	123	59.1
Divorced	7	3.4
Widowed	1	0.5
<i>Age:</i>		
20-29	56	26.9
30-39	77	37.0
40-49	57	27.4
50-59	18	8.7
<i>Educational Level:</i>		
SPM/STPM	76	36.5
Bachelor	108	51.9
Master	18	8.7
Others	6	2.9
<i>Place of Work:</i>		
Foreign bank	86	41.3
Local bank	122	58.7
<i>Supervisor's Gender:</i>		
Male	89	42.8
Female	118	56.7
<i>Missing Value</i>	1	0.5
<i>Tenure under Supervisor:</i>		
Less than 1 year	24	11.5
1-3 years	103	49.5
4-6 years	54	26.0
7-9 years	17	8.2
10-12 years	5	2.4
13-15 years	0	0
15-20 years	1	0.5
<i>Missing Value</i>	4	1.9

Demographics	Frequency	Valid Percent
<i>Frequency of Interaction with Supervisor:</i>		
Never	0	0
Hardly Ever	1	0.5
Rarely	10	4.8
Occasionally	13	6.3
Sometimes	32	15.4
Frequently	70	33.6
Very Frequently	81	38.9
<i>Missing Value</i>	1	0.5

RESULTS

To achieve the objective of this research, descriptive analyses were performed to find out the occurrence of experienced and instigated workplace incivility among the employees in the Malaysian banking sector.

The overall mean score for experienced workplace incivility was 2.55. On the other hand, the overall mean score for instigated workplace incivility was relatively lower at 2.33. Mean scores for all items in both experienced and instigated workplace incivility were less than 3. Table 3 below shows the frequencies of responses for each of the seven items of experienced workplace incivility, its respective mean and standard deviation, descending from the highest mean value. The most frequent uncivil act experienced by the employees was being doubted about their judgment over the matter they had responsibility in (Item 6), with more than 85% of the participants reported that they experienced this at least once every few months, and about 11% of them said they encountered it at least once a week. However, the mean score for Item 2 (“Paid little attention to your statement or opinion”) was the highest (Mean=2.89, SD=1.23). Item 3 (“Made degrading, rude or unfavourable remarks about you”) scored the lowest mean (Mean=2.24, SD=1.24) among all items. Yet, less than 35% of the participants had never experienced rude or unfavourable remarks made against them at their workplace.

Table 3: Frequency of Experienced Workplace Incivility (N=208)

Items		Response Frequency (%)							Mean (SD)
		1	2	3	4	5	6	7	
2	Paid little attention to your statement or opinion.	15.9	22.1	29.3	24.5	6.3	1.9	0	2.89 (1.23)
6	Doubted your judgment in a matter that you have responsibility in.	12.5	36.5	17.8	22.1	10.6	0.5	0	2.83 (1.24)
7	Made unwanted attempts to draw you into a discussion of personal matters.	23.1	33.7	15.4	17.8	7.2	2.4	0.5	2.62 (1.37)
5	Ignored or excluded you from professional gathering (e.g. social conversation).	24.0	29.8	22.6	13.9	9.6	0	0	2.55 (1.26)
1	Looked down on you in some way.	25.5	32.7	19.7	12.5	8.7	0.5	0.5	2.50 (1.30)
4	Addressed you in unprofessional terms (either privately or publicly).	36.5	31.3	13.9	10.1	5.8	2.4	0	2.25 (1.33)

Items		Response Frequency (%)							Mean (SD)
		1	2	3	4	5	6	7	
3	Made degrading, rude or unfavourable remarks about you.	34.6	30.3	19.7	7.7	7.2	0.5	0	2.24 (1.24)

Note:

1=Never; 2=Hardly ever (about once every few months); 3=Rarely (about once a month); 4=Occasionally (about 2-3 times a month); 5=Sometimes (about once a week); 6=Frequently (about once a day); 7=Very frequently (at least several times a day)

Table 4 presents the frequencies of responses for the seven items of instigated workplace incivility, mean, and standard deviation. Not only the average mean score was lower compared to that of experienced workplace incivility, every item in instigated workplace incivility also reported a lower value. The highest mean of 2.68 (SD=1.25) was recorded by Item 6 (“Doubted someone's judgment in a matter that they have responsibility in”). This is also the most frequent uncivil act committed by the participants. About 85% of the participants stated that they had done this to others at least once every few months. The least frequent act was addressing someone in unprofessional terms either privately or publicly (Item 4), with more than 40% of the participants said they had never done this to others. Item 1 (“Looked down on others in some way”) scored the lowest mean of 2.08 (SD=1.19). Although the participants gave relatively lower scores to instigated workplace incivility, it is undeniable that workplace incivility is a rather general occurrence at the workplace in the Malaysian banking sector, though it might not occur prevalently.

Table 4: Frequency of Instigated Workplace Incivility (N=208)

Items		Response Frequency (%)							Mean (SD)
		1	2	3	4	5	6	7	
6	Doubted someone's judgment in a matter that they have responsibility in.	15.4	38.0	22.6	12.0	11.1	1.0	0	2.68 (1.25)
2	Paid little attention to someone's statement or opinion.	20.2	33.7	20.2	16.8	6.3	2.9	0	2.64 (1.30)
5	Ignored or excluded someone from professional gathering (e.g. social conversation).	25.5	37.0	18.3	10.1	8.7	0.5	0	2.41 (1.24)
7	Made unwanted attempts to draw someone into a discussion of personal matters.	30.8	39.4	10.6	11.5	5.8	1.9	0	2.28 (1.28)
3	Made degrading, rude or unfavorable remarks about someone.	36.1	36.5	13.5	7.7	5.3	1.0	0	2.12 (1.19)

Items		Response Frequency (%)							Mean (SD)
		1	2	3	4	5	6	7	
4	Addressed someone in unprofessional terms (either privately or publicly).	41.3	25.0	22.1	5.3	5.8	0.5	0	2.11 (1.20)
1	Looked down on others in some way.	38.9	35.1	11.5	8.7	5.3	0.5	0	2.08 (1.19)

Note:

1=Never; 2=Hardly ever (about once every few months); 3=Rarely (about once a month); 4=Occasionally (about 2-3 times a month); 5=Sometimes (about once a week); 6=Frequently (about once a day); 7=Very frequently (at least several times a day)

DISCUSSION AND CONCLUSION

Workplace incivility is a relatively new research interest in Malaysia. To date, not many studies have looked into this issue in the Malaysian context. As pointed out by Ida and Zeti (2012), the research of workplace incivility in the country is still very scarce. Their descriptive study, nonetheless, has provided some good background information whether workplace incivility occurs in Malaysia.

The main objective of the present study was to identify the occurrence of experienced and instigated workplace incivility among employees in the Malaysian banking sector. Indeed, workplace incivility does happen in the country. This finding supports Ida and Zeti's (2012) work. However, this study found some differences in specific uncivil behaviour most experienced by the participants. For example, the current study found that the most frequent uncivil behaviour employees *experienced* was being doubted their judgment over the matter they had responsibility in, whereas Ida and Zeti (2012) found that the most frequent uncivil behaviour experienced by employees was being paid little attention to or shown little interest in their opinion. Besides, in the

current study, the mean scores for all items were also higher (highest=2.89, lowest=2.24) than that reported by Ida & Zeti (2012). The standard deviations were relatively stable too, ranging from 1.23 to 1.37 for all 7 items. With regard to *instigated* incivility, most participants admitted that they had doubted others' judgment before too, at least once every few months. The second most frequent incivility done to others was paying little attention to their statements or opinion. The finding regarding instigated workplace incivility is a significant contribution to the literature in the Malaysian context.

In spite of the significance of the findings and their implications, the current study has limitations and leaves room for future research. The use of self-report questionnaire brings some limitations to the accuracy of data. There is a possibility that social desirability bias might be present and affect the quality of the analysis. Although employees may be more hesitant to admit and report their own rude behaviours at work, self-report questionnaire may still be an appropriate means to gather the information. Incivility involves mild and ambiguous deviance that may be unnoticed and off the company records. Thus, given the private knowledge that employees have of their own behaviours, Fox and Spector (1999) stated that self-report is the best available tool in data gathering. Other studies reported that participants were actually quite honest in telling their uncivil behaviours (de Jonge & Peeters, 2009). It was surprising that most participants in the present study reported their engagement in uncivil behaviours quite honestly with the overall mean for instigated workplace incivility recorded at 2.33 (Minimum=1.00, Maximum=5.14). This relatively low mean score is within expectation due to certain extent of social desirability bias (Spector & Fox, 2005).

To address the limitation mentioned above, future research should not solely rely on single source data but must try to obtain information from multiple sources, for example, from self-report, superior's report, subordinate's report, and peer report. Human beings tend to underreport the improper acts they have done. Researchers should take alternative methods to minimise social desirability bias in future studies.

As the findings suggest, workplace incivility does occur in Malaysia. Since workplace incivility could harm an organisation and its members (Cortina & Magley, 2009; Lim et al., 2008; Sakurai & Jex, 2012), ways to address this issue should be discovered. To do this, the causes of

workplace incivility should be determined and identified. To be successful and sustainable, organisations need to understand that every employee deserves the right to work in a respectful environment and be treated with dignity.

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