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Impact of Passive Leadership on Followers Workplace Incivility through Psychological Contract Breach; Moderating Role of Procedural Justice Climate and Perceived Organizational Support

by

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Table of Contents

List of Tables

List of Figures

Abstract

The study examines the impact of Passive leadership on followers' workplace Incivility. The study also explores the mediating role of breach of psychological contract, moderating role of procedural justice climate and perceived organizational support. The study is based on nursing staff employed in different hospitals in Rawalpindi and Islamabad as according to studies, the phenomena of incivility occurs mostly in nurses.

Questionnaires were posted to targeted respondents as well as Data was collected through self-administered questionnaire from a sample size of 300 consisting of measuring each variable on five point Likert scale. Data analysis has been conducted using statistical tools, such as correlation and Regression, using SPSS version 20.0. Results indicate that Passive leadership is positively associated with followers' workplace incivility and that breach of psychological contract partially mediated this relationship. Moderating role of procedural justice climate between Passive leadership and breach of psychological contract was also established, however, moderating role of perceived organizational support between breach of psychological contract and followers' workplace incivility was not supported. Healthcare sector in Pakistan needs to equip its managers and leaders to take proactive measure to reduce the occurrence of uncivil behaviors in employees for a positive workplace environment.

Chapter 1

Introduction

Follower workplace incivility or in general, impolite or disrespectful behavior in the workplace, is a mounting problem that results in negative outcomes for the organizations (Harold & Holtz, 2015). It refers to behavior of low intensity and vague intent, lacks mutual respect and physical assault. These behaviors are generally distinct from aggression, violence, and bullying. Such behaviors results in counter productive work behaviors like decreased productivity, lower creativity and increased turnover ratio. It is therefore important to explore that why incivility occurs, what factors lead employees to get involved in these behaviors and what could be the controlling factors for this.

As these are low intensity behaviors, probably these may not be acknowledged by leaders. This study focuses on the consequences that may be faced when leaders act passively to uncivil behavior. As leaders are responsible for shaping or modeling the desired behaviors at workplace, those who fail to develop the desired behavior in their teams, may be trained to realize and addresses uncivil behavior. Incivility if not addressed or corrected can be viral throughout the organization and can be very damaging.

1.1 Background

For a social setup to progress, affirmative bond of social intellect and conduct between groups serves as an even road to move on and sleek functioning of the overall system (Taylor, Bedeian, & Kluemper, 2012). Same rules apply to a workplace setting where failure to comply with positive social behavior and intellect may lead to venomous work environment. Such incompliances include suppressing or humiliating fellow workers, passing on derogatory remarks

to assistants, keeping some fellow workers out from friendship circles, and talking to others in a disgraceful or unprofessional manner (Pearson, Andersson, & Porath, 2000, p. 123). Or we can say that uncivil behaviours are characteristically rude, discourteous, displaying a lack of respect for others (Spence, Leiter, Day, & Gilin, 2009). These behaviors, on a broader scale, labelled as 'Followers' workplace incivility', tend to weaken the group bond. Not only are such behaviors contrary to social standards of respect, but also add difficulties in inculcating a progressive environment that is a base for any workplace setting to function smoothly (Harold & Holtz, 2015). Cortina, Williams, & Langhout (2001) argued that Follower workplace incivility leads decreased job performance and job dissatisfaction.

Follower workplace incivility has potentially harmful effects on approach and conduct of employees towards work, ultimately affecting their performance for the said role. Those who experience such behavior can react in a way for example, delaying assigned tasks on purpose, not being proactive, disowning the good or poor achievements of the organization and so (Pearson et al., 2000; Porath & Pearson, 2009). Studies also endorse that experiencing incivility strongly affect employee counter productive work behaviors including withdrawal from work (Sliter, & Jex, 2012). Beyond confirming these adverse effects, the underlying mechanisms which lead to Follower workplace incivility have been largely unexplored (Milam, Spitzmueller & Penney, 2009). Less has been studied about understanding the factors that lead to incivility. There have been studies in recent past to discuss the importance of leadership in stimulating or impeding Followers' workplace incivility (Cortina, Kabat-Farr, Leskinen, Huerta, & Magley, 2013). This study is focused at exploring an insight to one of these dimensions.

It is imperative that a leader shapes the vision of an organization. He excites them to be an integral part of the setup and is genuinely concerned about their well-being. If the leader does not have a hands on approach towards employees, workplaces may be lacking the standards or formal procedures specifically those related to behavior and attitude at workplace (Derue, Nahrgang, Wellman, & Humphrey, 2011). Passive leaders exhibit behaviors such as avoid making decisions unless the situation gets worse, neglect or doesn't realize workplace problems and pay no attention to reinforce appropriate behavior (Judge & Piccolo, 2004). In this study, we assume that organization, where the leaders are passive, incivility is likely to occur with varying intensity. As incivility is viewed as low-intensity behavior, it is probable that a passive leader would ignore such actions by the employees (Lewis & Malecha, 2011). He will not make an attempt to get involved into the situation and model the appropriate behavior among employees. He will avoid or may fail to convey employees what type of behavior is expected from hem (Cortina, 2008).

Although passive leaders are not necessarily themselves involved in treating employees in an uncivil manner, yet they being unable to promote positive social norms and failure to develop mechanism to control uncivil behavior may lead to an environment that fosters incivility (Porath and Pearson 2010). Moreover, when employees observe that there is nobody around to cares for how they behave or incivility is not punished; they develop an insensitive approach in their behavior (Pearson & Porath, 2013). Passive leadership can result in various negative organizational outcomes; e.g employees' plea to exit or end association from the organization (Bernhard & O'Driscoll, 2011); however, the mechanism through which these outcomes are related is generally scarce in literature. In this study we assume psychological contract breach as

a mediating mechanism between passive leadership and Follower workplace incivility. Also, Procedural justice climate is discussed as having a moderating effect between Passive leadership - psychological contract breach and Perceived organizational support as having a moderating effect between psychological contract breach and Follower workplace incivility.

The concept of the psychological contract has a significant applicability to explain the negative attitude and behaviors demonstrated by the employees as evident from literature. Psychological contract is basically a set of expectations which forms the psychological base for the employee to stay committed to his employer (Rousseau, D. M 2001). On a general scale, psychological contract describes mutual exchange between employees and their organization (Suazo, Martinez, & Sandoval, 2009). Psychological contract breach has been reviewed as a perception in employees that the organization has failed to meet one or more obligations within the scope of the psychological contract though the employee has met his or her obligations (Morrison and Robinson, 1997).

Studies have shown that the concept of psychological contract breach has been a primary idea in explaining a negative shift in employees' feelings, attitudes and behaviors because of psychological contract (Conway and Briner, 2005). Psychological contract breach acts as a logical mechanism through which employees infer their understanding of organizational procedures and role of their supervisors or managers. This phenomenon equips the employees to comprehend the capability of their managers to transform intangible ideas to practical shape, recognize and appreciate their contribution in work, and be proactive in safeguarding their rights in the organizations (Epitropaki, 2013).When employees observe that the commitments that were

initially made are not fulfilled, and the employer does not fulfill the obligations that he should, then employees experience psychological contract breach (Restubog, Bordia, & Tang, 2006). Previous studies show that such employees exhibit lower level of commitment to their job and organization, citizenship behaviors, performance and productivity. Simultaneously, for the breach they perceive, they reciprocate it with revengeful and retaliatory behavior as a response (Chiu &Peng, 2008). Pearson, Andersson, & Porath (2005) discussed that today's challenging work environment require employers to pay more attention to provisional employment contracts more than in past, as ignoring it is probable to exhibition of uncivil behavior by employees.

Procedural justice climate is defined as "distinct group-level cognition about how a work group as a whole is treated" (Naumann & Bennett, 2000, p. 882). Specifically it denotes positive orientation or view of an employee or group of employees that the systems in place for assessment of behaviors and then leading to decision making are based on fair grounds. When employees' observe that they are being treated equitably, they are probably to involve themselves in extra role behaviors (Walumbwa, Wu, & Orwa, 2008). Tyler and Blader (2003) discussed that just procedures prompt feelings of coherence that ultimately entice employees to demonstrate positive opinions toward coworkers. Teams who perform in codependence in tasks take affect from how they are influenced by others' procedural justice (Colquitt, 2001). Generally in teams conflict of interests and goals results in poor decision making (Swink & Song, 2007) but Procedural justice climate enables the team members to raise their concerns so that these can be addressed and as a result interrelations in teams improve (Hegtvedt, 2005). When working as a team, procedural justice should pertain to emotional contagion that should

inculcate positive attitude in team members towards the organization (Dietz, Robinson, Folger, Baron, & Schulz, 2003; Rupp & Paddock, 2010).It is more concerned or linked to attitude and behavioral variables than the outcome based ones. We assume that Follower workplace incivility results from an organization's procedural justice climate (Naumann & Bennett, 2000) in the form of employee mistreatment or a view that there is unfairness in the procedures of the organizations. A poor procedural justice climate leads to an adverse   work environment (Naumann & Bennett, 2000). Perceptions of unfairness create feelings of anger and frustration in members which elicits incivility. Applying this logic to the organizational level, a poor procedural justice climate may contribute to an affective tone of anger in an organization.

A unique aspect of the study is that moderating role of Perceived organizational support is to be explored in psychological contract breach – incivility relationship. Perceived organizational support forms an integral part of social exchange theory. POS is a broader term and reflects the perception and beliefs of employees regarding to what extent does the organization as a whole is concerned about their well-being and contribution. Neves and Eisenberger (2014) explain perceived organizational support (POS) as a general opinion of employees about the care which they receive from their employing organization and the extent to which their performance is recognized, appreciated and acknowledged by the organization. When POS is higher in employees, they will feel valued by the organizations for discussing work-related problems and expect no undesirable consequences (Wang & Hsieh 2013).

Previous studies have shown that perceived organizational support as a predictor of positive work outcomes e.g job satisfaction, organizational identification , job performance (Eisenberger

& Stinglhamber, 2011) and Organizational citizenship behavior (Miao, 2011). Similarly for POS, organization at some stage may be having certain proxies or policies that potentially impact breach of psychological contract (Sayers, Sears, Kelly & Harbke, 2011). We assume that a more prominent relationship between psychological contract breach and Follower workplace incivility is to exist when employees are to reciprocate social exchange relationships (like POS) as they experience a breach to their psychological contracts (Sears & Humiston, 2015).

1.2 Problem statement

This study apprehends incivility as twofold: individual and organizational performance and creating a civil and respectful workplace. Findings from previous studies reveal that there is a lack of awareness of this phenomenon in leaders / people at supervisory position as this is an indirect or nonphysical exhibition of interpersonal mistreatment in the workplace.

This lack of awareness holds back the leaders to realize Followers' workplace incivility and devise effective strategies to control it. Organizations might face problems like loss of productivity and higher turnover. Leadership needs to be proactive to nurture a healthy and productive environment for workers by understanding and examining the causes of Follower workplace incivility. It is even more probable that employees under a passive leader show uncivil behaviors such as coming late to office, leaving early, and delaying assignments.

Incivility and bullying in nursing is prevalent in all settings. It is one of the important concerns that need to be examined so to direct efforts to build and practice socially accepted positive behaviors. Passive style of leadership in regards to incivility in nurses is to be examined.

Exploring this facet will create a base of knowledge that would be helpful in enhancing and sustaining civility in nurses. Leaders have a key role in weakening or strengthening the levels of incivility. Exploring the passive leadership style is associated with compiling information to be used as actions by the leader to prevent Follower workplace incivility.

Incivility in healthcare settings has potentially harmful effects on healthcare providers and patient safety. This study examines the prevalence of Followers' workplace incivility among nursing staff. Incivility is an important issue in healthcare distressing not only the physicians enduring the negative behaviors, but also the care that is delivered under the shadow of an uncivil work environment. There were several reports of uncivil behavior in nursing and health care settings although few empirical studies exist in the literature. Dion (2006) discussed the nurses' perceptions of Followers' workplace incivility as significantly related to feeling supported by their supervisor

1.3 Research Questions

Keeping in view the importance of a proactive leader to set standards for positive social behavior, it is imperative to study the mechanism to identify corrective measures for health care settings. This study is aimed to answer the following questions:

➢ How Passive leadership is associated to Follower workplace incivility?

➢ Does breach of psychological contract mediates the relationship between Passive leadership and Follower workplace incivility?

➢ Does Procedural justice climate paly its role as a moderator between passive leadership and breach of psychological contract?

➢ Does Perceived organizational support paly its role as a moderator between breach of psychological contract and Follower workplace incivility?

1.4 Research Objectives

The overall objective of the study is to develop and test an integrated model to find out the relationship between Passive Leadership and Followers' workplace incivility with mediating impact of Psychological contract breach. In addition moderating role of perceived organizational support in Psychological Contract breach - Followers' workplace incivility and moderating role of Procedural justice climate and in Passive leadership and Followers' workplace incivility will also be studied. The following questions guided the research:

Specific objectives of the study are as follows:

- To examine the relationship between Passive Leadership and Followers' workplace incivility.

- To examine the mediating role of Psychological Contract breach between Passive Leadership and Followers' workplace incivility.

- To find out the moderating role of procedural justice climate between Passive leadership and Psychological Contract breach.

- To find out the moderating role of perceived organizational support between Psychological Contract breach and Followers' workplace incivility.

1.5 Significance of the study

Numerous studies discuss leadership as providing a base to set good standards for work environment, devising and applying new strategies for welfare and comfort of a tired and

stressed nursing workforce. However very few studies indicate how leadership should be endorsed, or examine if some style of leadership may lead to negative outcomes. We aimed to examine the relationships between Passive styles of leadership and Followers' workplace incivility as an outcome for the nursing workforce. Leadership directed only at target achievement is not sufficient to attain desired outcomes for the nursing workforce. In present times where the health sector is facing worsening quality and shortage for nursing workforce, it is important that transformational and relational leadership qualities may be adapted by organization. This will add a lot of weight towards establishing a healthy, stress-free work environment for nursing workforce.

The study tends to develop and test an integrated model particularly in health sector of Pakistan and is comparatively novel. The study is aimed at determining the impact of passive leadership on Followers' workplace incivility with mediating impact of psychological contract breach on nurses employed in different hospitals. The moderating role of Procedural justice climate between Passive leadership and Breach of Psychological contract and moderating role of Perceived organizational support between Breach of Psychological contract and Followers' workplace incivility adds a new insight to existing literature. Studies have revealed an increasing rate of Followers' workplace incivility among nurses. It is therefore important for hospital management and health care officials to be familiar with key facts related to this concept.

1.6 Underpinning Theory

Two bodies of theory support this proposition, Weiss and Cropanzano's (1996) Affective Events Theory and Social Learning Theory (Bandura, 1977, 1986). According to Weiss and

Cropanzano's (1996) Affective Events theory, some work behaviors or more precisely events are in fact responses to what employees' affective experiences at work are. It explains in detail about prominent happenings in a person's life that induce an emotional reaction or change in his mood. Relating it to present study, affective events theory prophesies that impoliteness or disrespect is an important happening that might initiate negative sensations and reactions in an individual, ultimately leading them to act in an uncivil manner at workplace.

Specifically, events that provoke negative affect, like conflict with one's supervisor or colleagues, are speculated to increase the partiality with which employees are involved in unproductive work behaviors. It has been discussed previously that individuals experience negative affect because of interpersonal conflicts at the workplace (Bowling & Beehr, 2006). Affects are supposed to influence the way in which a person responds because affect not only power one's thought processes but also direct behaviors that are meant to reduce negative affect (Rusting & DeHart, 2000). AET suggests that people are emotionally responsive to events at the workplace. Previous studies have revealed that positive events such as social interactions with colleagues stimulate positive emotions (Nielsen, Jex, & Adams, 2000; Greenglass & Fiksenbaum, 2009), and negative events can prompt negative emotions in subordinates (Harvey, Stoner, Hochwarter, & Kacmar, 2007).

Affective events theory postulates that an affective experience mediates the relationship between a work event and an affective-driven behavior. Based on AET, the current study conceptualized Passive leadership as leading to Psychological contract breach that elicits Followers' workplace incivility. Further, when the negative emotions are persistent over time, employees are expected

to experience reduced psychological and physical health, and that employees are probably to involve in emotion-driven behaviors toward other employees in response.

Social Learning Theory (Bandura, 1977, 1986) can also be related with our model. Social learning theory explains that individuals learn from rewards and punishments and through mediated learning (Bandura, 1977, 1986). Ethical leaders can influence follower incivility through both mechanisms. Active leaders use rewards and punishments to hold followers accountable to ethical standards (Treviño et al., 2003). Consequences facilitate learning by apprising individuals of the benefits and costs associated with various behaviors deemed appropriate and inappropriate (Bandura, 1986; Brown et al., 2005). Thus, when followers learn that ethical conduct is rewarded and inappropriate conduct (e.g., incivility) is punished, they will be more likely to act accordingly (Brown et al., 2005; Treviño et al., 2003). Conversely, when inappropriate behavior goes unpunished or the consequences of violating the standards are unclear, followers are more likely to engage in normatively inappropriate behaviors such as incivility (Brown & Treviño, 2006).

Chapter 2

Literature Review

2.1 Passive Leadership

Passive leadership; also referred as non-leadership or absence of leadership; has been defined as a behavior that involves procrastination shown by an individual who has got power in his position. (e.g.,DeRue et al., 2011). Literature identifies Passive leaders as displaying actions, for instance, delaying or avoiding decision making, ignoring or being inattentive to workplace problems and being unable to communicate the expected standards of behavior to the team. It basically falls under management by exception and laissez-faire leadership styles as it is a reactive mode of behavior. As a concept both these principles refer to a sedentary, non-interventionist method to manage workforce (Den Hartog, Van Muijen, & Koopman 1997; DeRue et al., 2011).

Bass and Avolio (1994) discuss passive leadership style as a 'wait and see' approach, that only comes in action when mistakes are done or problem arises to a level where solution is unavoidable. Sarros & Santora (2001, p. 390) describe this phenomena as a style that involves non pledge, idleness, aversion and escaping from responsibilities. Passive leaders usually avoid making decisions; fail to recognize and inspire employees and ignore individual needs of employees (Bass, Avolio, & Atwater, 1996). An example of a passive leader also includes those who fail to protect a subordinate's welfare, for example in a working environment where there are possible safety risks and intentionally coming up late in a meeting hosted by one of the subordinates (Neuman & Baron, 2005).

Due to a significant impact of destructive supervisory behavior (Tepper, 2007), on individuals and organizations (e.g. Aryee, Chen, Sun, & Deborah, 2007; Griffin & Lopez, 2005), Scholors have recently progressively focused organizational research on the "dark side of leadership". (Griffin & Lopez, 2005; Hershcovis, 2011). A person in leadership role induces genuine expectations among both employees and the leaders that, when left unfulfilled, may result consequences that are not in the organization's interests (Frischer & Larsson, 2000). Passive leaders prefer not to engage themselves in important issues going on in the organization and defer their actions to serious and critical issues only (Bass & Avolio, 2004).

Studies suggest that such leaders pay little attention to productivity and essential completion of tasks (Downey, Papageorgiou, & Stough, 2006). This leadership style adversely influences the followers and has reportedly resulted in higher levels of frustration and lower level of self-esteem in the followers (McColl-Kennedy & Anderson, 2005). Subsequently, feelings of being ignored lead the followers to involve in behaviors that affect overall organizational performance. Feelings of demotivation foster in employees as they are not recognized and given feedback or are overlooked for their day to day tasks (Lievens ,Pascal & Coetsier, 1997).

Studies have discussed that passive leaders does not support changes in the organizational setting and prefer to continue with traditional procedures, hence suppressing innovation and creativity and considering these to be a threat to their status quo (Crawford, Gould, & Scott, 2003). Managers who follow this style of leadership are more likely to behave in ways which new ideas, innovation, creativity or willingness to promote change are discouraged (Eyal & Kark 2004). Passive leadership as negatively associated to employee intrapreneurial behavior. (Moriano,

Molero., Topa, & Mangin, 2014) Non leadership behaviors exhibit triviality and ignore the need for higher management involvement and support in brining innovation (Antonakis, Avolio, & Sivasubramaniam, 2003). Kelloway, Sivanathan, Francis & Barling (2005) suggest passive leadership as an antecedent to some specific workplace stressors like conflict and vagueness in job role, and the perceptions of a poor quality interpersonal treatment by the leader. All this leads to negative outcomes such as stress, strain and scarce. Results from studies conducted in different times have shown this leadership style has proven to be negatively associated with employees' job satisfaction (Judge & Piccolo, 2004), cohesiveness (Bass, 1997) productivity and leader effectiveness (Yammarino, Spangler, & Bass, 1993).

As discussed by Leymann (1996), passive leadership style may also be one of the causes of workplace bullying. Lack of involvement and intermediation in interpersonal conflicts in employees can result in prolonged and intensified issues among them, and sometimes ending with someone being bullied in the organization. Hoel and Salin (2003) pointed that laissez-faire leadership may foster aggressive behavior among employees, leading to a process of persecution against one or more workgroup members. When a manager or supervisor ignore or overlook his responsibility in handling interpersonal conflicts in employees, conflicts can take a worse shape to be solved. This develops a culture of acceptably of aggressive behavior in employees at workplace. It is quite rare that passive leaders develop personalized and close relationship with employees as they are hardly concerned with how the employees are going along (Skogstad, Einarsen, Torsheim, Aasland & Hetland, 2007).Thus creating a feeling of social exclusion and being ignored (Einarsen, Hoel, Zapf & Cooper, 2003, 2010).

In an initial examination, Zohar (2002) identified the trend that passive leadership preferred the productivity over safety of employees, consequently causing workplace injuries. Later studies confirmed that this leadership style is negatively associated with safety consciousness, safety climate, safety-related events (Kelloway, Mullen & Francis, 2006). Similarly, Luria (2008) also discussed that passive leadership negatively impact   safety climate strength, and group cohesion in employees. Without clear performance standards communicated by leaders, and feedback given, it is least likely that employees with safety knowledge and motivation will proactively follow them (Jiang, & Probst, 2016).

2.2 Followers' Workplace Incivility

Andersson & Pearson (1999) characterized Followers' workplace incivility as a low intensity unusual conduct with an uncertain intent to harm others. The conducts depicted are typically impolite and insolent, being disrespectful towards others. (p. 457). Zauderer (2002) reviewed incivility merely as "impolite behavior or bad manners" (p. 37). Example for such behaviors include eye rolling, checking email during meetings, making offensive remarks and comments, or behaving as if you are least concerned in another colleague's view over a matter (Porath & Pearson, 2010). Johnson and Indvik (2001) exemplified uncivil behaviors as (a) passing on arrogant and depreciating comments, (b) superseding decisions without giving a valid reason, (c) upsetting meetings, (d) giving public rebukes, (e) backbiting someone (f) giving others the silent treatment, (g) ignoring people, (h) not giving credit where credit is due, (i) harassing employees, (j) giving dirty looks or negative eye contact, and (k) insulting and yelling at others. Gonthier (2002) discussed   interfering phone conversations and rude e-mails as being one of the uncivil behaviors.

Incivility falls in one of the categories of work deviance behaviors; however, as the intent for exhibiting such behaviors is ambiguous, it is explicitly different destructive forms of workplace maltreatment (Andersson & Pearson, 1999). For example, Workplace aggression, mobbing, bullying and violence are deviance behaviors as they are of high intensity and are carried out intentionally and with some purpose behind, (Inness, Barling, & Turner, 2005, p. 732). Robinson & Bennett, (1995) also argued incivility as a particular type of deviant behavior exhibited by the employee which refers to a sub class of disruptive employee behavior. Also it is different from workplace deviance behaviors is as it is aimed at individuals only; not the organization and the extent of deviance is limited to minor acts like ignoring a fellow coworker (Pearson & Porath, 2004). Although the intention to harm is ambiguous, yet organizations are facing serious consequences because of this phenomenon.

The prevalence of Followers' workplace incivility is alarming as cost is incurred to targeted employees, employers or in general to organizations (Lim & Cortina, 2005). Miner-Rubino & Cortina (2007) discussed that those who merely witness incivility show reduced level of commitment and report lower job satisfaction, higher turnover and burnout. Furthermore, those who witness and experience incivility have shown reduced performance in tasks assigned, creativity and cooperation (Porath & Erez, 2007, 2009). In examining the negative consequences of uncivil behavior, researchers report that incivility prompts unwanted consequences in work related, psychological, organizational outcomes, and physical health (Bunk and Magley, 2013; Lim and Cortina, 2005). A survey conducted by Pearson, Andersson, and Porath (2000) on 775 industrial employees revealed that incivility has resulted in lost work time in employees as they are thinking of some uncivil event, or are avoiding the people who initiate such behaviors, decreased level of commitment with organization, decreased input in job and higher turnover

rate. Incivility has also been reviewed as an antecedent to serious health issues to employees like Headaches, eating disorders, depression and suicide (Hastie 2002, Dunn 2003, McKenna, Smith, Poole, & Coverdale, 2003, Randle 2003, MacIntosh 2005). Uncivil behavior at workplace can act as initiators that adversely affect job satisfaction level in employees (Penney & Spector, 2005).

The phenomena have also been found as a source to fortify an essence of seclusion and distancing in the workforce (Vickers, 2006). Previous researches have also explored an affirmative association between Followers' workplace incivility and work withdrawal behaviors, for instance employees coming late to work, taking longer than allowed breaks and sick leaves though not sick (Lim *et al*., 2008). Cortina *et al*., (2001) suggested that victims of incivility have lower level of psychological comfort because of emotions of worry, depression, uneasiness, and despondency; all these emotions affect organizational productivity and performance overall.

A detailed analysis of why employees engage in Followers' workplace incivility requires understanding of immediate workplace setting where they are working. Organizational environment shapes the behavior; either civil or uncivil; of employee (Cortina, 2008). Literature suggests that among the different aspects of organizational environment, management philosophy and culture are the main constructs that are associated to incivility. Management conventions may boost or dispirit Followers' workplace incivility. Management may even be involved in initiating the uncivil behavior by unintentionally encouraging or tolerating it (Pearson et al., 2000). Organizational culture has also been studied as a construct that fosters Followers' workplace incivility either by approving or rejecting atmosphere of general workplace disrespect (Lim & Cortina, 2005). Studies suggest that employees, prone to face negative emotions like wrath and fury, are likely to be more intimidating and have a very weak

bond with the supervisors. Due to this experience, negative emotions are activated in their cognitions that they express through deviant behaviors at workplace (Weiss & Cropanzano, 1996). Employees adapt to the workplace environment by observing, consulting and directed thinking so most of the work related information and relationship building with colleagues and later on with supervisors is based on this mechanism (Reio & Wiswell, 2000). So adapting themselves to workplace is likely to affect employees' disposition to get involved in civil or uncivil conduct at workplace.

Impolite and discourteous conduct that infringes the primary standards of social relationships can adversely impact employee attitudes and knowledge sharing climate in the organization. For example, unpleasant relationship between supervisors and workers can hinder the transfer of knowledge because of a lack of vigorous support for sharing what was learned in the organization during different training and development sessions (Gregoire, Propp, & Poertner, 1998). It is imperative that employees should be involved in prolific and useful interpersonal associations with colleagues and supervisors to create a climate of mutual support, collaboration and help (Reio & Wiswell, 2000).

2.3 Impact of Passive leadership on Followers' Workplace Incivility

Less has been studied about the root causes or antecedents to Followers' workplace incivility, which has led this epidemic to damage the bottom lines of organizations at a large scale (van Jaarsveld, Walker, & Skarlicki, 2010). In order to have a better understanding of how this phenomenon occurs and cause serious damages to organizational functions, it is important to identify the factors resulting in Followers' workplace incivility. Although extensive literature is

available on consequences of incivility, less has been studied about the antecedents of Followers' workplace incivility.

Employees always refer to their supervisors or leaders for the direction about what constitutes acceptable behavior and conduct. The direction or mechanism designed by supervisors and leaders influence the strategy they craft in managing employees (Cortina, 2008). As the source of information is a supervisor or leader, it is for sure that he set the tone for acceptable and unacceptable behavioral standards. Most of the times supervisors or leaders are the initiators of incivility at workplace, although unintentionally, by tolerating it. As their ultimate goal is profit maximization, achieving economies of scales and actively competing the market, they overlook behavioral issues in employees

As discussed, passive leaders are less involved in organizational matters and fail to communicate behavioral standards expected from employees and are not keen to actively represent and reward the desired behavior patterns (Davenport, Schwartz, & Elliott, 2002). Passive leaders are non-responsive to Followers (Schriesheim, Wu, & Scandura, 2009) in situations where their attention is required and employees expect their firm and continuous support (Skogstad, Hetland, Glasø, & Einarsen, 2014). The absence of source of inspiration and information for desired behavior makes employees adapt their own standards of treatment for another. So positive social norms are not communicated and the feedback for behavior exhibited is also not provided. Such an indifferent approach provides grounds to "whatever" notion and incivility to grow (Andersson & Pearson, 1999).

Besides this, incivility is a low intensity behavior, so the passive leaders may not pay due attention to such issues. It is improbable that he will proactively take action to support or inhibit such behavior by subordinates. When employees observe that they are not being actively monitored and there are less chances that the supervisor is going to penalize them for bad behavior, they are more inclined or oriented towards uncivil behaviors (Robinson and O'Leary-Kelly 1998).

It is therefore important that managers and supervisors develop a mechanism to communicate and ensure that employees are aware of established norms and behaviors and they adhere to it. They should made them aware for rewards and penalties in case they follow or unfollow the expected standards Active involvement in case of offence to take corrective actions or penalizing the instigators will portray that management is taking such incidents seriously and there is a zero tolerance policy for incivility (Porath & Pearson, 2013). Failure to establish such mechanism will lead to ambiguity and informality in employees to model desired behavior and ultimately this would lead to uncivil incidents occasionally (Andersson & Pearson, 1999). Studies suggest that negative impacts of passive leadership suppress the positive impacts of active styles of leadership (e.g transformational and transactional leadership behavior) (DeRue et al., 2011; Judge & Piccolo, 2004).

Based on the arguments presented above, we propose that passive leadership, discussed as non-leadership or an inability to act (DeRue et al., 2011), provides ground for factors that adds to develop Followers' workplace incivility in workplace.

Hypothesis 1: Passive Leadership is positively associated with Followers' workplace incivility

2.4 Mediating role of Breach of Psychological Contract between Passive Leadership and Followers' workplace Incivility

Psychological contract generally refers to perception held by employees in relation to the informal mutual agreement between employer and the employee (Guest & Conway, 2002). More specifically, it refers to the state that an employer has certain expectations from employees, like efficiency, productive input and adherence to organizational norms; similarly employees in exchange also expect better working conditions, trainings, fair treatment, promotions, job security etc. (Atkinson, 2007). Psychological contract is formed when employees perceive that their employer has promised future benefits in exchange for their contribution. Studies have shown that employees who fulfill their obligations tend to exhibit a positive attitude toward their job role (Conway, Guest, & Trenberth, 2011), and proudly associate their identity with the organization (Rodwell, Ellershaw, & Flower, 2015).Despite this, there may arise a perception between employees that the employer has failed to fulfill the promises made contrary to what they were expecting (Lester, Turnley, & Bloodgood, 2000). This perception results in breach of psychological contract.

Psychological contract breach has been discussed in studies as a perception held by employees that organization has failed either partially or fully to reciprocate their contribution with what was promised to them (Tekleab and Taylor, 2003). The phenomena have also been described as an employee's cognitive evaluation of an organization's failure to meet the promised obligations. (Zhao, Wayne, Glibkowski, & Bravo, 2007).

Breach of psychological contract has been reported to result in negative consequences for the organizations, for instance decreased job satisfaction (Tekleab and Taylor, 2003), lowered level of organizational commitment (Restubog, Bordia, & Tang, 2006), lowered level performance (Suazo & Stone- Romero, 2011), lowered level of organizational citizenship behavior (Restubog, Hornsey, Bordia, & Esposo, 2008), increased deviant behaviors (Restubog, Bordia, & Tang., 2007), mistrust in management (Conway et al., 2011), increased absenteeism (Zhao et al., 2007) and increased turnover intentions (Raja, Johns, & Ntalianis, 2004). Researchers have also reported positive association of psychological contract breach with job burnout (Chambel & Oliveira-Cruz, 2010), employee's cynicism about their employer (Johnson & O'Leary-Kelly, 2003), and revenge cognitions (Bordia et al., 2008). Employees are supposed to engage in OCBs to reciprocate or reward their organizations for rightful treatment (Organ, 1997). As a result, OCBs are withdrawn when employers do not offer satisfactory outcomes (Robinson & Morrison, 2000).

Since psychological contract is a mutual agreement, the employees reciprocate the perceived non fulfillment by reducing positive behaviors at workplace. More likely, they will engage into negative behaviors as revenge to balance the situation (Uhl-Bien & Maslyn, 2003). Breach is also reported to provoke negative emotions like frustration with the employee – supervisor relation, leading to negative behavioral outcomes, e.g deviance (Lo & Aryee, 2003). Also increased perception of breach leads to exhaustion, depersonalization and lower sense of achievement in employees (Zhao, Wayne, Glibkowski and Bravo, 2007).

Referring to affective events theory, employees when feel that their input and contribution is not reciprocated with what was promised as a negative event. Such an imbalance in social exchange negatively affect job attitude of employees (Taylor and Tekleab, 2004). Zhao et al. (2007) also discussed breach of psychological contract as a negative event that triggers negative emotional responses like anger and frustration and ultimately affect the cognition of individuals. It is therefore likely that negative event that affect cognition of individuals forms a base for establishing attitude at work.

Jafri (2016), in a recent study discussed disruption as an antecedent to Psychological Contract Breach. Disruption refers to different events or situations where the employer, leader or supervisor shows incompetence towards their responsibilities. One of the causes identified by Morrison and Robinson (1997) is named as reneging. It is a situation when an employer or leader is aware that he owes some responsibilities towards employees but fails to fulfill that or he breaks a promise made to the employees. Another causal explanation for breach of psychological contract by Morrison and Robinson (1997) is incongruence. It is a situation created when the employer and employee perceive the contract with a different approach; the parties may not be attributing the right cause for contract fulfillment. The third causal construct for contract breach identified was employee vigilance. It refers to the degree the employees keenly observe that how well the organization is meeting the obligations that were promised (Morrison & Robinson, 1997). Such employees proactively seek for any situation where the organization is not successful in meeting the obligations.

Passive leadership has been studied as resulting in different negative organizational outcomes; however, the mechanism through which these outcomes are related is generally missing in literature. Breach of Psychological contract is one of the twenty four antecedents, as identified by Marcus and Schuler (2004) that leads to work deviant behavior. Others include interactional injustice, dissatisfaction, job autonomy, self-control, cynicism, positive self-concept, payment inequality, etc. Literature available on Followers' workplace incivility also suggests that disruptive and deviant behavior results when either employee or employee perceives that the other party has been unable to maintain an equitable relationship in exchange (e.g., Anderson & Pearson, 1999). Based on above arguments, we assume that:

Hypothesis 2: Breach of psychological contract will mediate the relationship between Passive leadership and Followers' workplace incivility.

2.5 Moderating role of Procedural Justice Climate between Passive Leadership and Breach of Psychological Contract

Naumann and Bennett (2000) defined procedural justice climate as a specific group level thought or reasoning about how a work group is treated in general. Liao and Rupp (2005) label it as group level perception of justice. Literature also reviewed it as a common belief of justice system in place for decisional outcomes, behavior, conduct, and supervisory interaction (Moliner, Martinez-Tur, Peiro´, Ramos, & Cropanzano, 2005, p. 101).

The criteria for procedural justice climate encompass the degree to which the procedures are just, transparent and ethical, regularly in place and gives employees a platform to share their opinion and suggestion. It indicates a positive shared opinion of group members about transparency of

25

the procedures applied in making decisions about assessing performance and outcomes. This perception of fairness in procedures makes employees involve in extra role behaviors (Walumbwa, Wu, & Orwa, 2008). It communicates to the employees that their supervisors or leaders consider them worthy and to reciprocate this feeling they exhibit enhanced citizenship behavior that originates from the feeling of association with the leader and fellow workers (Tyler & Blader, 2003).

Li and Cropanzano (2009) discussed how procedural justice climate emerges in the organizations. The process rooted from social information processing where employees talk over or share their experiences, thus making other employees create an impression of fairness in the organization. The ASA, attraction - selection – attrition, theory explains the phenomena as a matter of uniformity in the organization where employees with similar cognitive pattern stay and those with unrelated patterns quit. Degoey (2000) discussed cognitive contagion as a justification, arguing that employees have an inclination to discuss emotionally charged happenings and dealings, which results in creating a collective perception about justice. Recent studies discuss that factors responsible for arising procedural justice climate, such as information sharing and cognitive contagion, also contributes to other categories of justice such that group climate constitute distributive justice as well (Spell & Arnold, 2007). Roberson and Colquitt (2005) discussed social network theory to elaborate how structural equivalence and cohesion results in creating an environment of procedural justice climate in teams.

Researchers have attributed employee attitudes and behaviors as a measure of procedural justice climate. For instance, De Dreu and Nauta (2009) related the phenomena to facilitating one's fellow workers, Yang, Mossholder, and Peng (2007) related it to work attitudes, Colquitt, Noe, and Jackson (2002) associated it with group performance and absenteeism, and Simons and

Roberson (2003) linked it to turnover in employees. Colquitt et al. (2002) discussed that employees are concerned about procedural justice climate. The concept was elaborated such that the higher level of procedural justice in place would communicate a sense of worthiness, equality and protection of rights in the long run. This feeling of being valued and respected develops a collective sense of satisfaction and commitment in employees towards the organization (Tyler & Blader, 2005).

At the same time, when employees collectively observe unfair proceedings in an organization, it is obvious that a collective feeling will arise in employees that they are being exploited. These negative emotions will force them to indulge in work deviant behaviors e.g. strike against the organization or find a better place to work that has fair and transparent procedures in place. Shared negative feeling will also turn the orientation of group members psychologically and they will with draw from engaging into productive work behavior (Whitman, Van Rooy, & Viswesvaran, 2010). These finding confirm the results of previous studies pointing the link between procedural justice climate and work withdrawal behaviors like turn over intentions and absenteeism. (Colquitt et al., 2002; Simons & Roberson, 2003).

Other studies have also discussed that organizational justice is associated with workplace deviance (e.g. Aquino and Lamertz, 2004 ; Jones, 2009). As workplace deviance's emphasis on harming the organization, Jones (2009) pointed that retaliation is the core cause through which injustice leads to deviance. Naumann and Bennett (2000) discussed workplace aggression as an outcome of employee mistreatment or a general perception of unfairness in procedures at a

workplace. Aggression, in turn, may portray a negative tone for the organization collectively. Feelings of unfair treatment are perceived as disrespect to the whole group in general.

High procedural justice climate is characterized by consistent, accurate, unbiased and representative principles followed in decision making. High levels of procedural justice requires leaders to be proactive in setting high ethical and moral standards in the organization and giving employees the platform to input their opinion and feedback in work related processes (Walumbwa & Schaubroeck, 2009). A study by Sparr and Sonnentag (2008) related employee wellbeing to fair procedures and leadership style exhibited by the leaders. For example, a fair feedback of employee performance was discussed as related to employee wellbeing as measured by feelings of depression, job satisfaction and perceptions of control.

Procedural justice Climate has been studied in literature as a moderator in the relationship between psychological contract breach and employee outcomes. Results indicate that individuals' responses to undesired actions are less severe when they perceive the decision-making process to be procedurally fair. For example, a study by Turnley and Feldman (1999) discussed procedural justice climate as a moderator between breach and exit behavior. The results confirmed that employees were more inclined to stay in their organization when the intensity of breach was low and procedural justice was perceived to be high. Kickul, Lester and Finkl (2002) also studied the similar moderating effects of Procedural justice climate. Their study revealed that fair treatment can lessen the negative responses of employees who have experienced a contract breach. Procedural justice climate, therefore, can control the negative effects of breach and makes its impact on employee outcomes less harmful.

Based on the literature reviewed, we assume that under conditions of high procedural justice, the negative impact of breach of psychological contract will be lessened.

Hypothesis 3: Procedural justice climate will moderate the relationship between passive leadership and breach of psychological contract; such that the relationship will be weakened when procedural justice climate is high.

2.6 Moderating role of Perceived organizational support between Breach of Psychological Contract and Followers' Workplace Incivility

In literature Perceived organizational support has been discussed as a general perception held by employees that the organization considers their contribution significant and cares about their interests and welfare. (Saks, 2006, p. 605; cf Rhoades & Eisenberger, 2002). This feeling of support, care and help enable employees to act calmly and be less eager when dealing with deleterious situations. Employees who feel low perceived organizational support have been observed to be working under confused state and uncertain role than those with higher perceived organizational support (Stamper & Johlke, 2003).

Rhoades and Eisenberger (2002) discussed various causes and positive consequences for perceived organizational support. When employees feel supported by the organization, they act towards the organization with positive emotions. This positive affect further leads to Job satisfaction, commitment to work and organization, intent to remain with organization and lowered feelings of withdrawal behavior. Further they discussed its role in stressor strain relationships. Specifically they pointed that Perceived organizational support decreases the level of stress in employees when they are exposed to stressors regardless of its intensity. It also impacts strains like burn out, nervousness, headaches etc. Such individuals are less likely to

show up late, be absent, or resign (e.g. Allen, Shore, & Griffeth, 2003). Studies also suggest that leaders and supervisors with high POS had more resources to share with their juniors which ultimately results in higher levels of job satisfaction in them (Erdogen & Enders, 2007). Studies also discussed perceived support to be positively related to positive outcomes such as organizational commitment (Allen et al., 2003), job satisfaction (Blackmore, & Kuntz, 2011), citizenship behavior (Coyle-Shapiro & Morrow, 2006), sense of responsibility towards the organization (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001), and the quality of relationships with supervisors (Wayne,Shore, Bommer, & Tetrick, 2002). Webber et al. (2012) studied POS as significantly and positively related to trust in top management.

The way an organization communicate with employees, for example praise or reward their performance, promote them to higher levels or how it responds to their mistakes and suggestions forms a base for perceived organizational support. Indirectly such procedures and actions give message to employees that how worthy they are to the organization (Wayne *et al.,* 2002). This perception of organizational support helps employees to develop innovative ways of dealing with environmental constraints (Macey & Schneider, 2008).

In a study on boundary spanners conducted by Stamper and Johlke (2003), the role of Perceived organizational support was discussed as a moderator between different job related factors. It was found that it weakens the association between role ambiguity and job satisfaction. Also it was proved that it weakens the relationship between role conflict and intent to remain with the organization. Organizations that communicate it to employees that their contribution is worthy and we do care for your welfare, this message not only reduce stress in their roles but also help to

weaken expected role stress related to their tasks. POS sends signals to employees that organization would value or reward their increased input in work and assures that organization would be providing all the necessary support to perform their job effectively. Rhoades and Eisenberger (2002). POS has also been studied as having an influence on employees' health and wellbeing.   For instance, Bradley and Cartwright (2002) discussed relationship between increased level of POS and better quality health. Jain and Sinha (2005) studied the role of POS in creating sense of accomplishment and contribution in employees. Dupre´ and Day (2007) in their study pointed POS as a factor resulting in decreased somatic complaints. Thus, POS seems to have a direct impact on employee well-being.

A study carried out recently explored that Perceived organizational support lessens the intensity of negative emotional response as a result of Breach of psychological contract. (Dulac, Shapiro, Henderson, & Wayne, 2008). It can be elaborated as that support tends to cushion the negative outcomes of stressors (Viswesvaran, Sanchez, & Fisher's, 1999). In a supportive environment employees trust in fair treatment by the organization and focus more on long run impacts rather than instant reciprocation to their efforts (Shore, Tetrick, Lynch, & Barksdale, 2006). In supportive environment, In case where there is a shortfall by one party, the other party tends not to reciprocate it with some act that may harm or hurt the other party. It is also possible that the other party may increase its effort to address the concerns of other party in an event of breach (Hekman, Bigley, Steensma, & Hereford, 2009). Suazo and Stone-Romero (2011) studied perceived organizational support as a moderator between breach of psychological contract and employee emotions, attitudes, and behaviors. Dulac et al. (2008) also tested the hypothesis for perceived support as a moderator between breach of psychological contract and workplace

behavior and confirmed that perceived support moderates negative relations between breach and employee behaviors such that the relations are weaker for high level of support than for low perceived support employees. The argument is based on the notion that employees with high POS trust organizational procedures as being fair and even if breach occurs, they interpret it as a part of procedures.

On the other hand, employees with low POS exhibit intense negative emotional response in case of breach contrary to those with high POS. Duke, Colagiuri and Colagiuri, (2009) also studied POS as a moderator between emotional labor, and employee outcomes, in a way that high POS reduces the negative relationships of emotional labor with job satisfaction and job performance. This study confirmed the research outcomes by Bradley and Cartwright (2002) that endorsed the moderating role of POS in occupational stressor–strain relationships.

When employees with less ethical thoughts perceive greater supports from the organization, it is more likely that they will abstain from engaging in behaviors that are damaging for organization. It means that they exchange the support from organization by following the organizational norms. However, when they feel that POS is low, they engage themselves in workplace deviance by suppressing their efforts in work and engaging more in interpersonal issues. On the other hand, employees perceiving high POS are less likely to say or act rude towards a coworker (Colbert, Mount, Harter, Witt, & Barrick, 2004).Building on this, we argue that the association between employees' psychological contract breach and subsequent behavior will be weaker in high quality social exchange relationships (i.e., supportive) compared with unsupportive relationships.

Hypothesis 4: Perceived organizational support will moderate the relationship between breach of psychological contract and Followers' workplace incivility such that when Perceived organizational support is high, it will weaken the relationship between breach of psychological contract and Followers' workplace incivility.

2.7 Theoretical Model
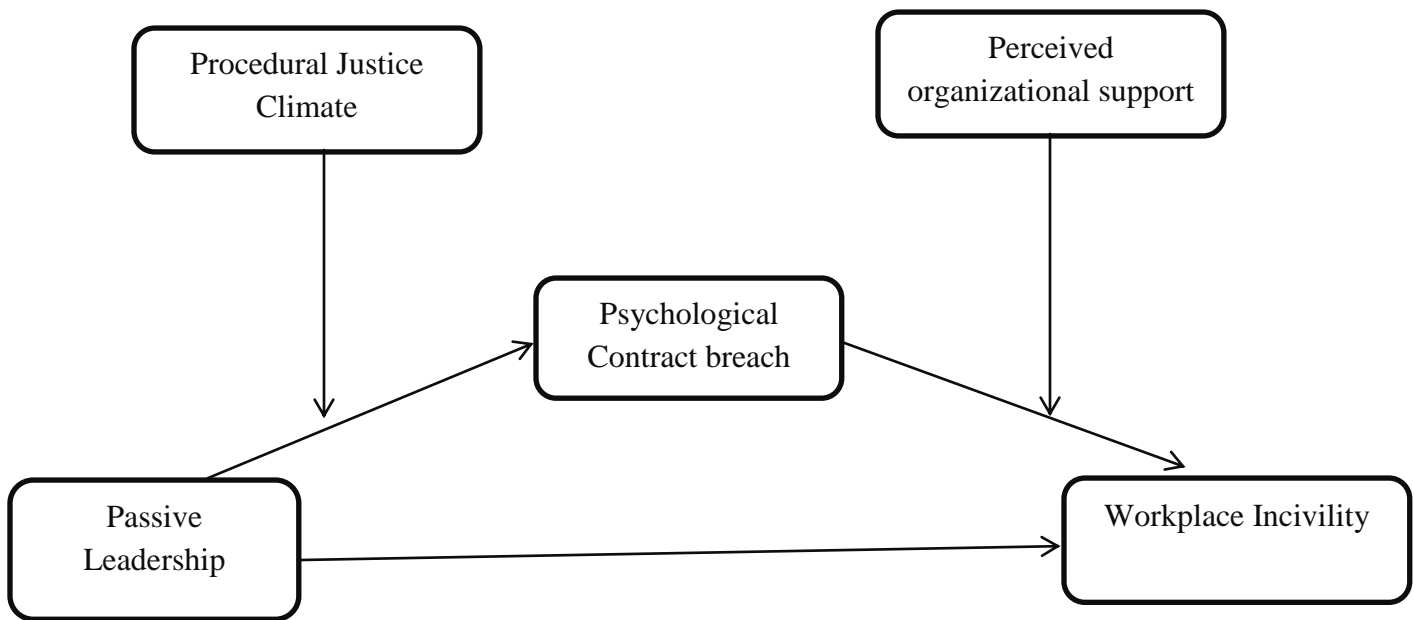
Figure 2.1

Chapter 3

Research Methodology

Research methodology section explains in detail the research design implied for the present study, targeted population for this purpose, sampling approach used and procedures applied to derive meaningful results.

3.1 Research Design

Research design section includes the process of investigating and managing the research. The objective of study is to find all selected variable relationship in health care sector of Pakistan. This part of chapter includes study type, its time frame, unit of analysis, data collection process and sampling units etc.

3.2 Population and Sample Size

The population for the study is the representative of nursing staff employed in different hospitals located in Islamabad and Rawalpindi city. As the study was conducted for educational purpose only, so purposive sampling technique was opted for data collection. It is a type of non

probability sampling in which sample unit are taken on judgment and knowledge of researcher. (Tongco, 2007). We have chosen nurses because in health care sector cases of incivility are common. For this research, unit of analysis is each nurse working in selected hospitals of Rawalpindi and Islamabad. Some questions were self administered and some were mailed and posted to employees in organizations. All the respondents filled the questionnaires in their workplaces. All the respondents were assured of the confidentiality of their responses. So it was a field study. It was intended that sample size for the study should be 240 as a representative the entire population. Sample size was determined using the equation: $n=N/1+N(e)2$ where n refers to sample size, N is the total population selected, e is the level of precision. Margin of error that we decided was 5% only, meaning that confidence level is 95 %. Three hundred and five (305) questionnaires were printed out of which 205 were distributed to head nurses/ supervisors in different hospitals and 100 were self-administered. Out of these only 238 were received back.

3.3 Sampling Technique

Random sampling technique was used for data collection, to avoid biasness. This sampling technique is widely used in research studies for social sciences as it saves time and energy, in addition, the desired information and data is collected with little effort. For data collection survey questionnaires were distributed/self-administered among nurses employed in different hospitals in Rawalpindi and Islamabad

3.4 Instrumentation

All the variables, Passive Leadership, Procedural Justice Climate, Breach of Psychological Contract, Perceived organizational support and Followers' workplace incivility were filled by the

employees only. All the items in the questionnaire were responded to using a 5-points likert-scale where 1 (strongly disagree) to 5 (strongly agree), unless otherwise stated.

3.4.1 Passive Leadership

Passive leadership-the independent variable- was measured by 7 items scale developed by Den Hartog, Van Muijen, & Koopman (1997). The sample items include "As long as work meets minimal standards, he/she avoids trying to make improvements"; "Things have to go wrong for him/her to take action etc." Alpha reliability for the scale of Passive Leadership was found to be 0.908.

3.4.2 Procedural Justice Climate

Procedural justice climate-moderator between Passive leadership and Psychological contract breach- was measured by 7 items scale developed by Niehoff & Moorman (1993). The sample items include "Have you been able to express your views and feelings during those procedures"? "Have you had influence over the (outcome) arrived at by those procedures"?. Alpha reliability for the scale of Procedural justice climate was found to be 0.856.

3.4.3 Breach of Psychological Contract

Psychological contract breach-Mediator between passive leadership and Followers' workplace incivility- was measured by 5 items scale developed by Robinson and Morrison's (2000). The sample items include "Almost all the promises made to me by my employer during recruitment have been kept so far", "I feel that my employer has come through in fulfilling the promises made to me when i was hired etc." Alpha reliability for the scale of Psychological contract breach was found to be 0.817.

3.4.4 Perceived Organizational Support

Perceived organizational support-moderator between Breach of psychological contract and Followers' workplace incivility- was measured by 8 item scale developed by Eisenberger (2001). The sample items include "The organization values my contribution to its well-being", "The organization fails to appreciate any extra effort from me". Alpha reliability for the scale of Perceived organizational support was found to be 0.704.

3.4.5 Followers' Workplace Incivility

Followers' workplace incivility-the dependent variable- was measured by 7 items developed by Cortina, Magley, Williams, & Langhout, (2001). Sample items include, Your supervisor or coworker "Put you down or was condescending to you", "Made demeaning or derogatory remarks about you etc." Alpha reliability for the scale of Followers' workplace incivility was found to be 0.750.

3.5 Data Collection Method and Time Period

The data was collected from 238 nurses employed in different hospitals through personal contacts and references. Head nurses and supervisors were approached through personal contacts and references. Since nurses in Pakistan are not proficient in English, therefore in consultation with supervisors, Questionnaire was translated into Urdu for the ease of nurses. Forward translation was carried out from English to Urdu by two bilingual experts independently. Instructions were given to the experts to translate the items conceptually rather than literally.
 After reconciliation of the forward translation, each item was assessed on the basis of semantic equivalence and precision. Afterwards, the forward translation was given to two new experts for

backward translation i.e. from Urdu to English. Data collection was self-administered. The data was collected in three months' time; May, June and July 2016.

3.6 Data Analysis Instruments

To examine the information gathered through questionnaires, the SPSS software (version 20.0) was used. Tests for Correlation, Regression, Mediation and Moderation were run to examine the association between the variables. Association between dependent and independent variable was examined by Correlation test. Variations in dependent variable due to variation in the independent variable were tested using the regression analysis mode.Baron and Kenny (1986) method was used to test for mediation and moderation.

3.7 Analytical techniques and tool used

Reliability test, Descriptives, Correlation and Regression were used for statistical testing. All the statistical calculations and required tests were run using SPSS software version 20.0. Internal reliability of the scales was calculated using Cronbach's alpha. Breach of Psychological Contract has been tested for its mediating impact in the association between Passive Leadership and Followers' workplace Incivility by using the Baron and Kenny (1986) technique.

3.8 Characteristics of Sample

Table 3.1

Respondents' Demographic Characteristics

	Frequency	Percent	Cumulative percent
Gender			

Male	24	10.1	10.1
Female	214	89.9	100.0
Age			
18 -25 years	36	15.1	15.1
26 - 33 years	111	46.6	61.8
34 - 41 years	59	24.8	86.6
42 - 49 years	28	11.8	98.3
Above 50 years	4	1.7	100
Qualification			
Matric	12	5.0	5.0
Intermediate	78	32.8	37.8
Bachelor	90	37.8	75.6
Masters	58	24.4	100.0
Experience			
1 year to 5 years	81	34.0	34.0
6 years to 10 years	77	32.4	66.4
11 years to 15 years	58	24.4	90.8
16 years to 20 years	14	5.9	96.6
> 21 years	8	3.4	100.0

Frequency analysis reports that majority of the respondents from the sample were female nurses. We can see from the table that females comprise of 214 out of 238 that work out to be 89.9% of the sample. A comparatively low number of male participants is reported (i.e. 24 in number &

10.1%). The reason being the fact that majority of females adopt nursing as a profession in Pakistan as compared to males. The above table also depicts that the highest number of the respondents are from the age category of 26 - 33 years i.e.111 respondents (46.6%).Whereas the least number of respondents, only 4, have been in study under 41 to 50 years group. The study also gathered information related to educational background. As summarized above, the table depicts that the maximum number of respondents have completed their 14 years of formal education. 90 respondents has formal bachelor level education (37.8 %.) However in other categories, 12 respondents (5.0%) have completed matriculation, 78 respondents has completed 12 years of education that works out to be 32.8% of the sample. 58 respondents had completed masters level education that makes 24.4% of the sample. 34% of the respondents had a 1-5 years of experience, 32.4% had 6 to 10 years of experience, 24.4% had 11-15 years of experience, 5.9% had 16-20 years and in above 20 years of experience category only 3.4% of the respondents were found.

3.9 Reliability

The data was tested for the reliability of scales used for collecting data from the sample. As already mentioned, the sample consisted of the nursing staff of a few hospitals located in Islamabad and Rawalpindi city. The table below represents the alpha reliability scores for all the five variables under study.

Table 3.2

Scale Reliabilities

Variable	Cronbach's Alpha	No. of Items
Followers' workplace incivility	0.750	7
Passive Leadership	0.908	7
Breach of Psychological Contract	0.817	5
Procedural Justice Climate	0.856	7
Perceived Organizational Support	0.704	8

In order to verify the authenticity and validity of the scale being used for measuring the variables, Reliability tests are in place and are widely used. Reliability testing refers to measuring for internal consistency for the variable being studied. This test is known as Cronbach Alpha Reliability test and it ranges from 0 to 1. Thumb rule is that higher the value, or the more the value is closer to one, higher is the reliability. Generally values above 0.7 are considered to be reliable. Lower value for alpha refers to lower reliability in measuring the scale or any of its dimensions. Also it demonstrates measures for inter correlation among various items in a scale.

The table 3.2 shows values of Cronbach Alpha coefficient for all the five variables used to collect data for the study. Passive leadership scale has been observed to be having the highest value for Cronbach Alpha coefficient, 0.908.

CHAPTER 4

RESULTS

4.1 Descriptive Statistics

Descriptive statistics section gives an overview of the estimations about the selected sample and interpretations derived. It familiarizes with key information about the data, for example sample size, minimum, maximum, mean value and standard deviation reported. This section also shows data in an organized form.

Descriptive Statistics
Table 4.1(a)

Descriptive Statistics (Minimum, Maximum, Mean and Standard Deviation)

	Sample	Minimum	Maximum	Mean	Std. Deviation
Passive Leadership	238	1.14	5.00	3.6056	.83924
Procedural Justice Climate	238	1.29	4.57	3.1825	.82508
Breach of Psychological Contract	238	1.20	5.00	3.6176	.78693
Perceived organizational Support	238	2.25	4.75	3.8440	.50501
Followers' workplace incivility	238	1.57	5.00	3.7047	.65412

This table (4.1 a) provides the descriptive statistics of the variables under study. It shows the data related to minimum, maximum and average values for each variable in addition to the mean and

standard deviation. The first column comprises of the detail of variables, the second column inform about the sample size taken for the study, third & fourth column shows the minimum and maximum mean values for the data collected. The data has been taken as whole values instead of fraction. Mean value for Passive leadership is observed to be 3.6056 and a standard deviation of 0.83924. Procedural Justice Climate has mean value of 3.1825, which is the lowest, having standard deviation of 0.8250. Breach of Psychological Contract has a mean value of 3.6176 with standard deviation of 0.78693 as reported. This is the highest standard deviation observed. Perceived Organizational support has been observed to be having a mean of 3.8440, the highest, and standard deviation of 0.50501. For Followers' workplace incivility; the observation recorded for mean value is 3.7047 and standard deviation as 0.65412.

Control Variables

Regression Analysis (Control Variables)

Table 4.1(b)

Variables	f	sig
Gender	.001	.980[b]
Age	6.290	.013[b]
Qualification	.326	.568[b]
Experience	7.519	.007[b]

Regression analysis in the above table (4.1 b) shows insignificant relationship of gender (f=0.001, p>0.05) and qualification (f=0.326, p>0.05) with Followers' workplace incivility. However, Age (f=6.290, p<0.05) and Experience (f=7.519, p>0.05) has been observed as to be significant. The results show that age and experience impact Followers' workplace incivility for the population understudy.

4.2 Correlation Analysis

Correlation analysis is used to explain the nature of association between two variables. It also explains the direction, if the two variables move in similar or opposite direction. This analysis differs from regression analysis in a way that it does not take into account causal linkages for the variables under study. In regression, relationship is examined in order to know if variables move in the same or opposite direction while it does not include the zero correlation. The negative values correspond to the degree to which increase in either of the variables caused differs with the other. The correlation analysis as used in this research study is extensively used coefficient for assessing correlation among variables. Pearson correction analysis is commonly used technique to measure association between two quantities. The range of correlation coefficients is from -1.00 to +1. Positive values represent a positive correlation and negative values refer to negative correlation among the variables. If the value comes out to be 0, it means that no correlation does not exist among the variables.

The table 4.2 represents the correlation among the five variables and two control variables under study . Age has a significant positive relationship with experience (r=.781, p< .01), significant and negative relationship with Passive leadership (r=-.173, p< .01), significant and negative

relationship with Procedural Justice Climate (r=-.147, p< .05), significant and negative relationship with Breach of psychological Contract (r=-.253, p< .01), significant and negative relationship with Perceived Organizational Support (r=-.162, p< .05) and significant and negative relationship with Followers' workplace incivility (r=-.161, p< .05). Experience has been observed to have a significant and negative relationship with Passive leadership (r=-.175, p< .01), significant and negative relationship with Procedural Justice Climate (r=-.177, p< .01), significant and negative relationship with Breach of psychological Contract (r=-.188, p< .01), significant and negative relationship with Perceived Organizational Support (r=-.181, p< .01) and significant and negative relationship with Follower workplace incivility (r=-.176, p< .01).

Also, the results indicate that Passive leadership has a positive and significant relationship with Procedural Justice Climate (r=.158, p< .05), positive and significant relationship with Breach of psychological Contract (r=.365, p< .01), positive and significant relationship with Perceived Organizational Support (r=.580, p< .01) and positive and significant relationship with Followers' workplace incivility (r=.665, p< .01). Procedural Justice Climate has positive and significant relationship with Breach of psychological Contract (r=.526, p< .01), positive and significant relationship with Perceived Organizational Support (r=.220, p< .01) and positive and significant relationship with Followers' workplace incivility (r=.139, p< .05). Breach of psychological Contract has positive and significant relationship with Perceived Organizational Support (r=.398, p< .01) and positive and significant relationship with Followers' workplace incivility (r=.275, p< .05). Perceived Organizational Support also has positive and significant relationship with Followers' workplace incivility (r=.476, p< .05).

Table 4.2
Correlations

Variables	N	1	2	3	4	5	6	7
1. Age	238	1						
2. Experience	238	.781**	1					
3. Passive Leadership	238	-.173**	-.175**	1				
4. Procedural Justice Climate	238	-.147*	-.177**	.158*	1			
5. Breach of Psychological Contract	238	-.253**	-.188**	.365**	.526**	1		
6. Perceived Organizational Support	238	-.162*	-.181**	.580**	.220**	.398**	1	
7. Followers' workplace incivility	238	-.161*	-.176**	.665**	.139*	.275**	.476**	1

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

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

4.3 Regression Analysis

Regression analysis is used to assess and calculate the relationship among variables under study. Correlation analysis is used to demonstrate the strength of relationship between X (dependent) and Y (Independent) variable. On the other hand, regression analysis helps to deduce variables' dependence on one another. More specifically, dependent variable is regressed on independent variable and the degree of variance in dependent variable is evaluated.

Table 4.3 (a)

Hierarchical Regression analysis for determinants of Followers' workplace incivility

Predictor	Dependent Variable: Followers' workplace incivility		
	B	R^2	ΔR
Main Effect: Passive Leadership			
Step 1			
Control Variable		.03	
Step 2			
Passive Leadership	.51***	.44	.41

Predictor	Dependent Variable: Breach of Psychological Contract		
	B	R^2	ΔR
Main Effect: Passive Leadership			
Step 1			
Control Variable		.06	
Step 2;			
Passive Leadership	.31***	.17	.10

Predictor	Dependent Variable: Follower workplace incivility		
	B	R^2	ΔR
Main Effect: Breach of Psychological Contract			

|			
Step 1			
Control Variable		.03	
Step 2			
Breach of Psychological Contract	.20***	.09	.071

*** P < 0.001, ** P < 0.005; n = 238, control variables were Age and Experience*

H1: *Passive leadership is positively and significantly related to Followers' workplace incivility*

Results of the regression analysis shows (table 4.3 a) that Passive leadership is strongly associated to Follower workplace incivility having Beta of value .51 and t value as 13.19 at 0.001 significance level. After run the regression analysis the value of r and r square change and passive leadership value .51 is highly significant with three stars. Hence the results support the hypothesis that passive leadership is positively and significantly related to Followers' workplace incivility. Thus the hypothesis is accepted. When leaders have a passive approach in dealing with employees, they engage in uncivil behaviors.

The table above (4.3 a) also shows the relationship between Passive leadership and Breach of Psychological Contract. The results shows that β = .312 at .000 significance level. This is also proved by the sig. value as .000 having p value < 0.001. t value of 5.502 also indicates the significance of the relationship tested. These results explain that Passive behavior of leader leads to a breach of Psychological contract in employees. After test run the analysis the value of r and r square change the breach of psychological contract shows the highly significant value .31 with three stars. Thus it is also proved that Passive leadership has a positive and significant association with Psychological Contract Breach. Further, the table 4.3 a also shows the relationship between Breach of Psychological Contract and Followers' workplace incivility. The results shows that β = .209 at .000 significance level. The significant result is also quantified by

.000 as sig. value and p value < 0.001. Here also the t value, 3.908, supports the results. It is, therefore, proved that Breach of Psychological Contract leads to uncivil behaviors in employees. After run the regressison analysis the value of r and r square changed and the breach of psychological contrac shows the highly significant value with three stars. Thus it is also evident that Breach of Psychological Contract is positively and significantly related to Followers' workplace incivility is accepted.

Mediated Regression Analysis
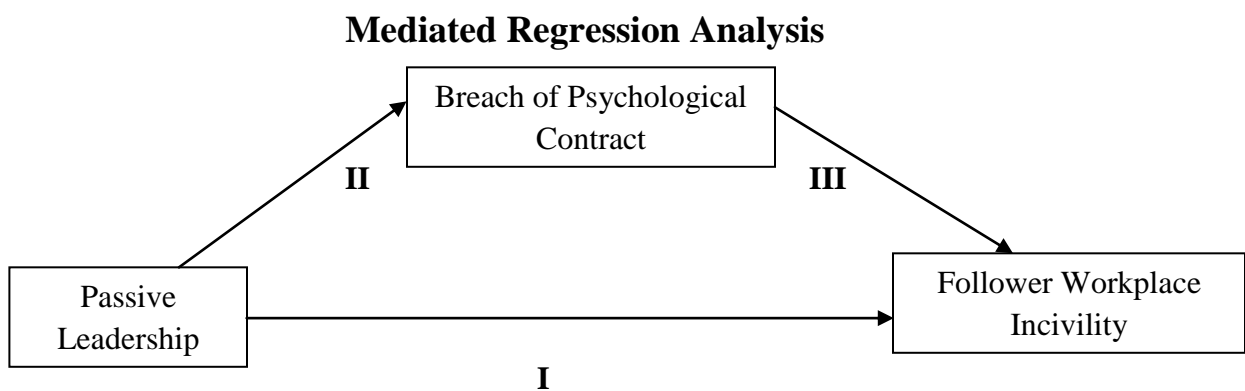
Figure 4.1

Mediation analysis for Breach of Psychological contract was conducted as per the procedure described in the paper of Barron and Kenny (1986) where the mediator must have relationship with predictor -Independent variable and criterion - dependent variable. The following assumptions must be fulfilled to demonstrate mediation.

- ✓ Predictor(Independent) to criterion(dependent) association must be established (path I)
- ✓ Predictor(independent) must be associated to mediator (path II)
- ✓ Mediator to criterion(dependent) association must be established (path III)

All three conditions are fulfilled as the results of first three hypotheses are significant as explained above with the help of table 4.3(a).

Mediating role of Breach of Psychological Contract

Table 4.3 (b)

Mediated Regression analysis of Passive Leadership, Breach of Psychological Contract And Followers' workplace incivility

Predictor	Dependent variable: FWI		
	B	R²	ΔR
Main Effect: PL			
Step 1			
Control Variables		.03	
Step 2			
PL	.51***	.44	.41
Main Effect: PL			
Step 1			
Control Variables		.03	
Step 2			
PL	.50***	.44	.35

*** P < 0.001, ** P < 0.005; n = 238, PL= Passive Leadership, BOPC= Breach of psychological contract, FWI= Followers' workplace incivility, control variable were Age and Experience and BOPC

H2: Breach of Psychological Contract partially mediates the relationship between Passive Leadership and Followers' workplace incivility

The table above (4.3 b) shows the relationship between Passive leadership and Followers' workplace incivility with mediating impact of Breach of Psychological Contract. The results

shows that the relationship between passive leadership and breach of psychological contract in presence of mediator (BOPC) the value of $\beta = .51$ (p<0.001) whereas in absence of mediator (BOPC) this value decreases as $\beta = .50$ (p<0.001). It means that the impact of mediating variable is partial. After running the mediation there is slight change in the value of r and r square values and just .1 difference reported in the beta value with three stars. As the mediator is psychological in nature, it was likely to be measured with error. That is why there has been an underestimation of the effect of the mediator and over estimation of independent variable on dependent variable. (Judd & Kenny, 1981a). The effect of measurement error is to weaken the size of measures of association, the resulting estimate being closer to zero. It means that breach of psychological contract partially mediates the relationship. Thus the hypothesis that Breach of Psychological Contract partially mediates the relationship between Passive leadership and Followers' workplace incivility is accepted.

Moderated regression analysis

Table 4.3 (c)

Regression Analysis for Moderating role of **Procedural Justice Climate between PL and BOPC**

Predictors	B	R^2	ΔR
Passive Leadership × Procedural Justice Climate ⟶ Breach of Psychological Contract	-.23***	.43	-3.17

The table above (4.3 c) shows the relationship between Passive leadership and Breach of Psychological Contract with moderating impact of Procedural Justice Climate. The results shows

that β = -.23 (p<.001), R^2 (.43) and ΔR (-3.17) . It means that presence of procedural justice climate moderates the association between Passive leadership and Breach of Psychological Contract. After run the result the procedural justice value changed and it shows a significance relationship with three stars and the value -.23 is also differ from the previous one. In figure 4.2 below, it has been revealed through moderation graph that high procedural justice climate weakens the relationship between passive leadership and breach of psychological contract.

Moderating impact of Procedural Justice Climate
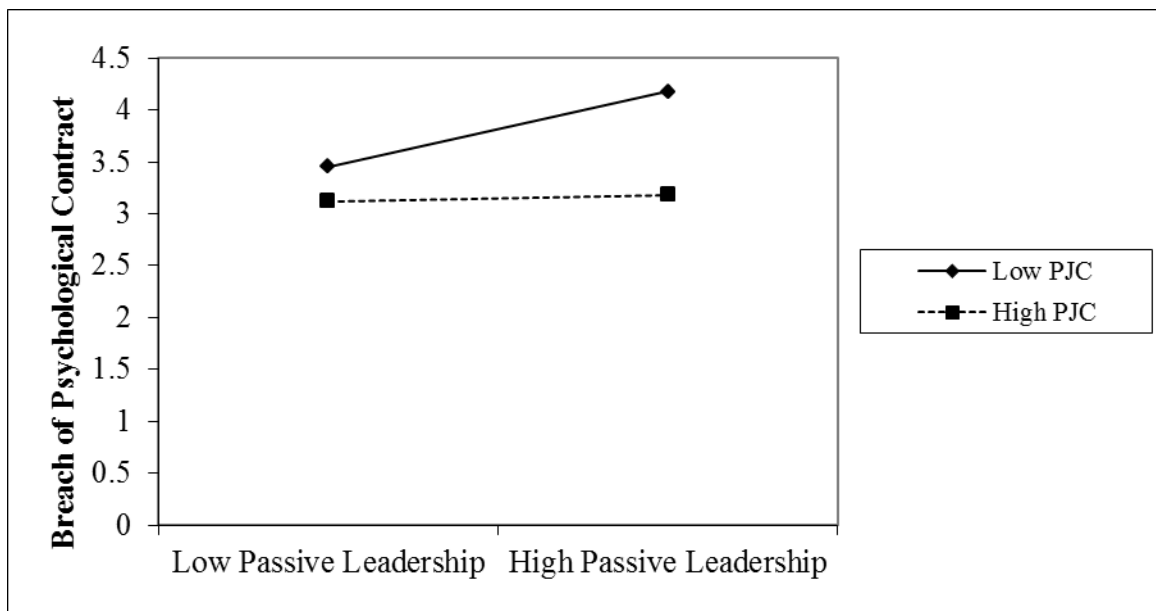
Figure 4.2

There is a positive relationship between passive leadership and breach of psychological contract as indicated the upward slope of the bold line. The dotted line represents high procedural justice climate whereas bold line reflects low procedural justice climate. Position of the lines represents the relationship between passive leadership and breach of psychological contract. As dotted line lies below the bold line with less steeper slope, it represents that in case of high procedural justice climate, the connection between passive leadership and breach of

psychological contract is weaker, while the bold line is above the dotted line with high steeper slope which shows that in case of low procedural justice climate situation, the relationship between passive leadership and breach of psychological contract is stronger. The graph elucidates the buffering role and direction of procedural justice climate between passive leadership and breach of psychological contract which gives further support for the acceptance of hypothesis. Thus the hypothesis that Procedural Justice Climate moderates the relationship between Passive leadership and Breach of Psychological Contract such that the relationship will be weakened when procedural justice climate is high is accepted

Table 4.3 (d)

Hierarchical Regression analysis for moderating role of Perceived Organizational Support

Predictor	Dependent Variable: Followers' workplace Incivility		
	B	R²	ΔR
Main Effect: Breach of Psychological Contract			
Step 1			
Control Variable		.03	
Step 2;			
Breach of Psychological Contract	-0.162	.25	.01

The table above also (4.3 d) shows the relationship between Breach of Psychological Contract and Followers' workplace incivility with moderating impact of Perceived Organizational Support. The results shows that $\beta = -.162$ at .078 significance level. It means that Perceived Organizational Support climate does not moderate the association between Breach of Psychological Contract and Followers' workplace incivility. This is because that once the psychological contract is breached, Perceived Organizational Support does not influence the employees to behave in a civil manner. Thus the hypothesis that Perceived Organizational Support moderates the relationship between Breach of Psychological Contract and Followers' workplace incivility such that the relationship will be weakened when Perceived Organizational Support is high is rejected.

4.4 Summary of results

Summary of Accepted/ Rejected Hypothesis

Hypothesis	Statements	Results
H1:	Passive leadership is positively and significantly associated to Followers' workplace incivility	Accepted
H2:	Breach of Psychological Contract partially mediates the relationship between Passive leadership and Followers' workplace incivility	Accepted
H3:	Procedural Justice Climate moderates the relationship between Passive leadership and Breach of Psychological Contract such that the relationship will be weakened when procedural justice climate is high	Accepted
H4:	Perceived Organizational Support moderates the relationship between Breach of Psychological Contract and Followers' workplace incivility such that the relationship will be weakened when Perceived Organizational Support is high	Rejected

Number of Hypothesis: 04

Number of Hypothesis Accepted: 03

Number of Hypotheses Rejected: 01

Chapter 5

Conclusion

5.1 Discussion

The objective of this study was to analyze the association between Passive leadership and Followers' workplace incivility with mediating impact of Breach of Psychological Contract, moderating role of Procedural justice climate between Passive leadership and Breach of Psychological Contract and moderating role of perceived organizational support between Breach of Psychological Contract and Followers' workplace incivility. Out of the four propositions made, three hypotheses are accepted for this study and a hierarchical relation for Passive leadership and Followers' workplace incivility is proved.

Consistent with the recent study by Harold and Holtz (2015), Result of correlation and regression analysis also indicates that Passive leadership is positively associated with Followers' workplace incivility. Applicably, our findings propose that employees who are working under a passive manager are probably to behave in an uncivil manner themselves. The vague and low-intensity nature of incivility leads a passive managers' susceptibility to ignore, or overall are unsuccessful to identify uncivil behavior. As discussed, passive leaders are less tending to support workplace civility norms or interpolate when supposed or assumed norms are despoiled, organizations must take into account evaluation of leadership style for the individuals being screened for managerial positions. In addition, policies may be devised and notified for a zero-tolerance policy and penalties for uncivil behaviors (Porath & Pearson, 2013). Managers should be briefed and trained about how to identify and how to rationally intervene and respond to such behaviors. There could

be situations where managers choose to be passive and found this style as effective with a view to give autonomy to employees. However the autonomy provided may specifically be related to tasks assigned to employees. The core leadership activities, like motivating employees, developing them, rewarding for good, holding accountable for mistakes and resolving differences, should not be compromised.

Breach of psychological contract has been studied as a mediator in the relationship between Passive leadership and Followers' workplace incivility, and it has been found to be partially mediating the association. The results endorse the work recently done by Epitropaki (2012) in which Breach of psychological contract was observed to have a strong detrimental effect on Employees' behavior and further mediated the effects of Leadership on their identity with the organization. When employees observe that the leader has ignored or overlooked to deliver what he had promised to them, they try to harm the organization as revenge and get engaged in destructive behaviors (Hussain, 2014; Jensen, Opland, & Ryan, 2010). Perception of breach initiates negative attitudes toward their job, lower their commitment, enhance turnover intentions and ignites deviance behavior as confirmed by the studies (Bal et al, 2008; Suazo, 2009; Kickul & Lester, 2001).

Procedural Justice provides information that the leader is impartial in making decisions and performs with honesty (Dirks and Ferrin, 2002). Dynamic leaders are mainly determined at setting, controlling and adjusting   internal procedures and are characterized as ensuring high-keyed moral standards (Zhu et al., 2011), they are contented to maintain uniformity in their actions, beliefs, and what their stance should be over any matter. On the other hand, Passive

leaders act opposite to it. In this study procedural justice climate has been studied as a moderator between Passive leadership and Breach of psychological contract and the results confirmed its role as a moderator. Organizations where there are set systems and formal procedures, employees are sure that even if their immediate supervisor is being passive, yet his concerns and job would not be affect. Therefore we can say that organization with fair and just procedures in place, the relationship between passive leadership and breach of psychological contract would be weaker.

One of the unique contributions of this study was that it aimed to study the moderating effects of contextual factors such as POS. Studying contextual variables allows us to make systematic changes to the environment that could be beneficial to all employees and could lead to better organizational outcomes. It was hypothesized that POS would moderate the relationship between breach of psychological contract and workplace Incivility such that that the relationship will be weakened when perceived Organizational Support is high. However, these hypotheses were not supported by the analyses. It may be because when employees' psychological contract is breached, it is a stressor to them and they will react negatively irrespective of the organizational support they receive and engage in uncivil behaviors. The results are consistent with previous studies by Gopalkrishnan (2011) in which perceived organizational support was studied as a moderator between Incivility - psychological strain and physical strain experienced by the employees' relationship. In a meta-analysis by Rhodes and Eisenberger (2002), they found a moderate negative relationship on the effect of POS on strain reactions. They explained this contradictory finding as a result of potential reverse buffering effects of social support.

5.2 Limitations and Future Directions

Population of the study is focused on healthcare sector thus the results of the study may have a restricted implacability to other industries and organizations. Secondly, the common method technique used in this study for data collection, through survey questionnaires, also limits the results of the study. Comprehensive discussions and interviews with nurses & management may have given an in-depth analysis of their concerns. The study includes only a few hospitals situated in Rawalpindi and Islamabad city. However, if the study would have included majority of the hospitals from other cities of Pakistan, results would have been comprehensive and generalized. In addition, there have been unequal male versus female participants in our sample. Female participants were more in number. It is prudent that future study of this nature recruits approximately equal number of male and female participants.

Although the present research has many comprehensions yet in this study we have focused on just one possible mediating mechanism. Prospective research studies may be focused at other possible mechanisms through which passive leadership affects Followers' workplace incivility. For example, not getting the right levels of leadership leads to stress in employees. When employees experience this, they will definitely react with incivility (Spector, 1978). Though some work has been done on biological antecedents to workplace Incivility like adiposity (Sliter et al., 2012), demographic characteristics of age (Lim & Lee, 2011), gender, and race (Cortina et al., 2013), yet other factors need to be explored.

Further, we refer to the orientation of passive leaders to create atmosphere or settings in which incivility develops and grows. Moreover, informality in procedures adds to the occurrence of

incivility as suggested by scholars. (Andersson & Pearson, 1999). So, workplace climate can be studied as a mediator or moderator variable leading to incivility. We have empirically linked leadership to incivility, to our knowledge. Further researches may be based on various leader behaviors and traits, for instance, abusive supervision is a popular construct in this time, it may have features that help in fostering or impeding incivility.

5.3 Recommendations:

The study has provided a comprehensive explanation of association between Passive Leadership and Followers' workplace incivility. The study also analyzes the mediating role of breach of psychological contract in this relationship. Procedural justice climate and Perceived organizational support has been studied as moderators. It is important and crucial for countries like Pakistan to focus more on its healthcare sector and devise improvement and modification plans about training of nursing staff and their development. Healthcare sectors are required to pay special attention in developing soft skills in their workforce by actively getting involved with them and addressing their concerns. It is important to change the mindset of leadership in order to meet the challenging standards of healthcare sector in present times.

When selecting people at managerial / supervisory posts, hospitals may screen them for them being proactive in handling issues of employees before they get worse. Formal and Informal procedures may be set in place to resolve any conflicts. Employees may be informed clearly or in stated form of the behavioral expectations from them and it may be formed a part of policy. Seminars and training programs for both the leaders and workforce can help in making them realize their expected set of roles.

5.4 Conclusion

The findings of this study emphasis specific leadership styles that are effective at achieving positive outcomes for the nursing workforce and for healthcare organizations, than others. These results present an important imperative to confirm that our healthcare organizations have leaders and teams who exhibit relational skills, have concern for their employees as persons**.** As healthcare sector in Pakistan faces a shortage of leaders in healthcare, nurses and all healthcare professionals should work on strategies to create effective leadership. By developing and promoting effective nursing leadership for the future, organizations can achieve the goal of providing quality care for healthcare consumers.

Incivility is a costly and inescapable workplace behavior that has key negative emotional, perceptive, and behavioral. It is therefore important to continue research work to enhance our understanding of workplace incivility and may help restrict this harmful behavior in its various forms. It is evident from studies that three-fourths of the Incivility- affected were unpleased with how their organizations addressed the uncivil behaviors (Pearson, Andersson, & Porath, 2000). Disappointment on this large scale is definitely due to absence of proper procedures to punish incivility initiators or supervisor's incapability and lack of knowledge in addressing such problems

Organizations should strive to develop and foster a culture that denounce mistreatment and encourage safe and respectful environment. It should be a part of policy to set out appropriate ethics at workplace. Some formal and informal procedures may also be in place for conflict handling in organization. Interdisciplinary governance councils, quality improvement teams, can serve as excellent vehicles to promote a healthy work environment If workplace incivility is not

addressed timely and accurately, it can spiral and foster an intimidating work environment. Therefore, it is important that leaders and managers acknowledge the existence of workplace incivility and halt it as early as possible. Given the negative consequences and high occurrences of workplace incivility, we hope that this study will motivate scholars to further explore this harmful workplace phenomenon and will encourage practitioners to devise policies and steps to reduce the occurrence and impact of workplace incivility.

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ANNEXURE I

Questionnaires

(English and Urdu Versions)

Questionnaire

Dear Respondent,

I am a MS research scholar at Capital University of Science and Technology, Islamabad and I am conducting a research on the topic "Impact of Passive Leadership on Followers'' workplace Incivility, mediating role of breach of psychological contract, Moderating roles of procedural justice climate and Perceived organizational support". Kindly spare your 15-20 minutes to answer these questions and to providing your valuable information. I assure you that data will be strictly kept confidential and will only be used for academic purposes. To ensure anonymity, you are not supposed to write your name or name of organization anywhere in the questionnaire. Thanks a lot for your help and support!

Sincerely,
Aneesa Kanwal
MS (HRM) Research Scholar
Faculty of Management and Social Sciences
Capital University of Science and Technology, Islamabad

SECTION I: DEMOGRAPHIC INFORMATION							
1	**AGE**	18-25 years	26-33 years	34-41 years	42-49 years	50 and above	-
2	**TENURE**	0-5 years	6-10 years	11-15 years	16-20 years	20 and above	-
3	**GENDER**	male	female	-	-	-	-
4	**QUALIFICATION**	metric	intermediate	bachelors	masters	other	

In the following questions please respond on a scale of 1-5 where; **1**=Strongly Disagree, **2**=Disagree, **3**=Neutral, **4**=Agree, **5**=Strongly Agree

SECTION II: Passive Leadership: (In the following questions, rate your leader/supervisor's attitude on a scale of 1-5 where; 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree)	1	2	3	4	5
1	As long as work meets minimal standards, he/she avoids trying to make improvements					
2	Avoids getting involved when important issues arise					
3	Problems have to be chronic before he/she will take action . .					
4	Things have to go wrong for him/her to take action					
5	Avoids making decisions					
6	If I don't bother him/her, he/she doesn't bother me.					
7	Shows he/she is a firm believer in 'If it ain't broken, don't fix it					

SECTION III: Procedural Justice Climate: What do you think of formal justice procedures implied in your organization, rate your opinion on a scale of 1-5 where; 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree)	1	2	3	4	5
1	Have you been able to express your views and feelings during those procedures?					
2	Have you had influence over the (outcome) arrived at by those procedures?					
3	Have those procedures been applied consistently?					
4	Have those procedures been free of bias?					
5	Have those procedures been based on accurate information?					
6	Have you been able to appeal the (outcome) arrived at by those procedures?					
7	Have those procedures upheld ethical and moral standards?					

SECTION IV : Psychological Contract Breach: what do you think of the informal promises made by your supervisor/leader at the time of hiring, rate your opinion on a scale of 1-5 where; 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree)	1	2	3	4	5
1	Almost all the promises made to me by my employer during recruitment have been kept so far.					
2	I feel that my employer has come through in fulfilling the promises made to me when I was hired.					
3	So far my employer has done an excellent job of fulfilling its promises to me.					
4	I have not received everything promised to me in exchange for my contributions.					
5	My employer has broken many of its promises with me even though I have upheld my side of the deal.					

SECTION V: Perceived Organizational Support: what do you think of support that you receive from your organization during your time at work, rate your opinion on a scale of 1-5 where; 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree)	1	2	3	4	5
1	The organizational values my contribution to its well-being.					
2	The organization fails to appreciate any extra effort from me (R)					
3	The organization would ignore any complaint from me. (R)					
4	The organization really cares about my well-being.					
5	Even if i did the best job possible, the organization would fail to notice. (R)					
6	The organization carers about my general satisfaction at work.					
7	The organization shows very little concern for me. (R)					
8	The organization takes pride in my accomplishments at work.					

SECTION VI : Followers' Workplace Incivility: During the past years while employed by the (Firm Name), have you been in the situation where any of your superiors or coworkers:	1	2	3	4	5
1	Put you down or was condescending to you?					
2	Paid little attention to your statement or showed little interest in your opinion?					
3	Made demeaning or derogatory remarks about you?					
4	Addressed you in unprofessional terms, either publicly or privately?					
5	Ignored or excluded you from professional camaraderie					
6	Doubted your judgment on a matter over which you have responsibility?					
7	Made unwanted attempts to draw you into a discussion of professional matters?					

Thank you for your time and cooperation.

اسّلام و عليکم !

میں کیپٹل یونیورسٹی آف سائنس اینڈ ٹیکنالوجی میں ایم ایس ریسرچ اسکالر ہوں اور میں اس موضوع پر تحقیق کر رہی ہوں
"Impact of Passive Leadership on workplace Incivility, Mediating role of Psychological contract breach,
Moderating roles of Perceived organizational support and procedural Justice Climate".

برائے مہربانی اپنی مصروفیت میں سے ۱۵ منٹ نکال کر نیچے دیئے گئے سوالات کے جواب دے کر ہمیں قابل قدر معلومات فراہم کریں میں آپ کو یقین دلاتی ہوں کہ اس تحقیق کے اعداد و شمار کوانتہائی خفیہ رکھا جائے گا اور صرف تعلیمی مقاصد کے لئے استعمال کیا جائے گانام ظاہر نہ کرنے کو یقینی بنانے کے لئے، آپ کو سوالنامے میں کہیں بھی اپنا یا ادارے کا نام لکھنے کی ضرورت نہیں

آپ کی مدد اور تعاون کے لئے بہت شکریہ
انیسہ کنول
ایم ایس ریسرچ اسکالر
کیپٹل یونیورسٹی آف سائنس اینڈ ٹیکنالوجی
Anisa.kanwal@yahoo.com

حصہ ۱:شماریات	موزوں جواب کے باکس پر	کا نشان لگائیں				
1	عمر	18-25 سال	26-33 سال	34-41 سال	42-49 سال	50 سال یا اس سے زیادہ	-
2	مدت ملازمت	سال5-0	سال10-6	11-15 سال	16-20 سال	21 سال یا اس سے زیادہ	-
3	جنس	مرد	عورت	-	-	-	-
4	تعلیمی قابلیت	میٹرک	ایف اے	بی اے	ایم اے	کوئی اور	-

حصہ ۱۱:غیر فعال قیادت	۔ مندرجہ ذیل سوالات میں، اپنے سپروائزر / رہنما سے متعلق 5-1 کے پیمانے پر جواب دیں شدید متفق =5 متفق =4 شاید=3 نہیں=2 بالکل نہیں=1	1	2	3	4	5
1	جب تک کام کم ازکم معیار کے مطابق ہوتا رہے، وہ اسےبہتر بنانے کے لئے کوشش سےاجتناب ہی کرتے ہیں					
2	اہم مسائل اجاگر ہوں تو وہ ان کے حل میں دلچسپی لینے سے گریز کرتے ہیں					
3	کسی معاملے پر وہ کاروائی تب ہی کرتے ہیں جب معاملہ سنگین نوعیت اختیار کر جائے					
4	صرف حالات خراب ہونے کی صورت میں ہی وہ انکو درست کرنے پر کام کرتے ہیں					
5	فیصلے لینے سے گریز کرتے ہیں					
6	اگر میں انکو زحمت نہ دوں تو وہ بھی مجھے زحمت نہیں دیتے					
7	ان کا ماننا ہے کہ 'جب تک کوئی چیز خراب نہ ہو جائے، تب تک اسکو کرنا ٹھیک نہیں					

5	4	3	2	1	ادارے میں رائج با ضابطہ انصاف کے نظام کے بارے میں آپ کی کیا رائے ہے	حصّہ ۱۱۱ باضابطہ انصاف کا نظام:
					(1-5 کے پیمانے پر جواب دیں)(شدید متفق =5 متفق =4 شاید=3 نہیں=2 بالکل نہیں=1)	
					کیا انصاف کے عمل میں آپ اپنے خیالات و احساسات کا اظہار کر سکے؟	1
					کیا انصاف کے عمل میں آپ کو کسی کسم کے دباؤ کا سامنا کرنا پڑا؟	2
					کیا انصاف کے عمل کا اطلاق مستقل بنیادوں پر کیا جاتا ہے؟	3
					کیا انصاف کا عمل تعصب سے آزاد ہے؟	4
					کیا انصاف کا عمل درست معلومات پر مبنی ہے؟	5
					کیا انصاف کے عمل میں حاصل ہونے والے نتائج پر آپ اپیل کر سکے؟	6
					کیا انصاف کے عمل میں اخلاقی اقدار کی پاسداری کی گے گی؟	7

5	4	3	2	1	بھرتی کے دوران سپروائزر یا قیادت کی جانب سے کی گئی غیر رسمی یقین دہانیوں کے بارے میں آپکی کیا رائے ہے	حصہ ۴ نفسیاتی معاہدہ:
					(1-5 کے پیمانے پر جواب دیں) (شدید متفق =5 متفق =4 شاید=3 نہیں=2 بالکل نہیں=1)	
					میرے سپروائزر نے بھرتی کے دوران کے گئے تقریباً سبھی وعدے پورے کیے ہیں.	1
					میرے خیال میں بھرتی سے لے کر اب تک کیے گئے وعدوں کو پورا کرنے کی پوری کوشش کی ہے	2
					مجھ سے کیے تمام وعدے پورے کرنے میں میرے سپروائزر کا بھر پور کردار ہے	3
					اپنے حصّے کا کام کرنے کے بدلے میں مجھے وہ سب نہیں دیا گیا جس کا وعدہ کیا گیا تھا	4
					اپنی طرف سے معاہدے کو برقرار رکھنے کے باوجود میرے سپروائزر نے بہت سے وعدوں کو فراموش کیا ہے	5

5	4	3	2	1	ادارے کی طرف سے ملنے والے تعاون کے بارے میں آپکی رائے کیا ہے	حصہ ۵: ادارے کی طرف سے ملنے والے تعاون کے بارے میں آپکی رائے
					(1-5 کے پیمانے پر جواب دیں)(شدید متفق =5 متفق =4 شاید=3 نہیں=2 بالکل نہیں=1)	
					ادارے کی ترقی کے لئے میرے کام کو قدر کی نگاہ سے دیکھا جاتا ہے	1
					ادارے نے کبھی بھی کام میں میری اضافی کوششوں کو نہیں سراہا	2
					ادارہ میری جناب سے کی گئی شکایات کو نظر انداز کرتا ہے	3
					ادارہ میری فلاح و بہبود کے بارے میں کوشاں رہتا ہے	4
					کام مکمل کرنے کے لئے اپنی بہترین کوشش اور محنت کے باوجود، ادارے نے کبھی میری جانب توجہ نہیں کی	5
					ادارہ کام کے دوران میرے آرام اور اطمینان کی پرواہ کرتا ہے	6
					ادارے کو میری فلاح کے مطلق کوئی خیال نہیں ہے	7
					ادارہ کام میں میری کامیابیوں پر فخر محسوس کرتا ہے	8

		1	2	3	4	5
حصہ ۶ **کام کی جگہ پر** **غیر مہذّب رویّہ:**	اس ادارے میں کام کرتے ہوئے گزشتہ سالوں میں کیا کبھی ایسا ہوا کہ آپ کے سینئر یا کسی ساتھ کام کرنے والے فرد نے: (1-5 کے پیمانے پر جواب دیں)(شدید متفق =5 متفق =4 شاید=3 نہیں=2 بالکل نہیں=1)					
1	آپ کو تنقید کا نشانہ بنایا ہو یا خودکو آپ سے بر تر ثابت کرنے کی کوشش کی ہو					
2	آپ کی کہی ہوئی بات پر معمولی توجہ دی ہو یا عدم دلچسپی کا اظہار کیا ہو					
3	آپ کے بارے میں توہین یا اہانت آمیز تبصرہ کیا ہو ؟					
4	آپ کو سر عام یا علیحدگی میں غیر پیشہ ورانہ طریقے سے مخاطب کیا ہو؟					
5	آپکو پیشوارانہ رفاقت کے دائرے سے خارج رکھا یا نظر انداز کیا					
6	ایسے معاملے میں آپ پر شک کیا جو آپ کے ذمّہ تھا					
7	آپکو پیشہ ورانہ امور کی بحث میں کھینچنے کے لیے ناپسندیدہ کوششیں کی؟					

آپ کے وقت اور تعاون کا شکریہ