

PROJECT REPORT
ON
**“THE EFFECT OF WORKPLACE INCIVILITY ON TURNOVER
INTENTION, JOB SATISFACTION AND ORGANIZATIONAL
COMMITMENT AMONG NURSES IN KERALA”**

*IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF
DEGREE OF MASTER OF COMMERCE OF CALICUT UNIVERSITY*

SUBMITTED BY

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UNDER THE GUIDANCE OF

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DECLARATION

I, **RESMI K D**, hereby declare that report entitled “**THE EFFECT OF WORKPLACE INCIVILITY ON TURNOVER INTENTION, JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT AMONG NURSES IN KERALA**” is a bonafide record of project work carried out by me under the supervision and guidance of **Dr. SEFIYA K M** Assistant professor, M.E.S Asmabi College P.Vemballur. The information and data given in the report is authentic to the best of my knowledge.

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CHAPTER I
INTRODUCTION

1.1 INTRODUCTION

Nurses play a crucial role in delivering high-quality patient care and maintaining the overall well-being individuals within the rapidly evolving healthcare industry. Nevertheless, the presence of disrespectful behavior in the workplace poses significant challenges for the nursing profession, impacting nurse's dedication to their organization and their intention to leave. This research aims to explore the consequences of workplace rudeness on nurse's intention to leave the profession, job satisfaction and organizational commitment to the organization in Kerala. Workplace incivility refers to the impolite, disrespectful and unprofessional conduct that occurs in this setting. This behavior can take various forms, such as verbal abuse, actions undermining others, exclusion and disregard for this opinion. Such negative interactions can severely affect individual's mental well-being, increasing stress levels, reducing job satisfaction and diminishing commitment to the organization. Given the demanding nature of their work, nurses who are at the forefront of patient care are particularly vulnerable to workplace rudeness. Therefore, it is crucial to comprehend the implications of rudeness within the nursing context. In addition to disrupting the continuity of patient care, high nurse turnover result in financial costs for healthcare organizations and compromise service quality. To develop strategies that enhance nurses working conditions and overall job satisfaction, it is imperative to examine the relationship between workplace incivility, turnover intention, job satisfaction and organizational commitment.

Kerala renowned for its robust healthcare system and skilled nursing workforce presents an ideal setting for studying how workplace incivility influences nurse's professional experience. This study seeks to shed light on the unique challenges faced by nurses in Kerala and provide insight into potential solutions for reducing workplace incivility and its negative effects. This will be accomplished by examining the experiences of nurses in Kerala. The objective of this study is to know about the various types of workplace incivility faced by nurses in Kerala and know about the impact on job satisfaction, organizational commitment and turnover intention. The findings will enhance our understanding workplace incivility influencing nurses to leave their job.

Furthermore, the results will inform the development of evidence-based policies and interventions aimed at fostering a healthy work environment for nurse's in Kerala, thus elevating the overall quality of patient care. Ultimately, this study aims to deepen our

understanding of how workplace incivility affects nurse's intention to leave, job satisfaction and organizational commitment. By addressing this research gap, we can gain insight into the specific challenges faced in this context and explore various strategies to promote a supportive workplace environment.

1.2 SIGNIFICANCE OF THE STUDY

The health care sector is turbulent with heavy workloads, late working hours, and different type of patients with different healthcare issues. The pressure of workplace incivility also affects job satisfaction, organizational commitment and turnover intention. The study on the impact of rudeness at work among Kerala nurses is significant because it highlights the value of developing a respectful workplace, boosting patient care, improving nurse well-being, lowering turnover rates, and advocating for a more respectful society. It conveys a message of compassion, deference, and the necessity of constructive transformation in institutional settings for the gain of medical professionals and society at large.

1.3 STATEMENT OF THE PROBLEM

This study aims to add to the body of knowledge, increase understanding of the negative consequences of workplace rudeness on Kerala nurses, and give evidence to inform interventions aimed at enhancing nurse retention, job satisfaction, and organizational commitment. The study's goal is to improve nurses' working conditions by addressing workplace incivility, which would ultimately benefit both medical staff members and the patients they treat. By determining the type, effects, and underlying causes of workplace disrespect, suitable actions and policies can be put in place to promote a nursing workforce that is encouraging and supportive. As a result, nurses may be more committed to the organization and have higher levels of job satisfaction, decreasing the likelihood that they would leave their jobs, and improving patient care outcomes. Thus the problem under study is stated as “The Effect of Workplace Incivility on Turnover Intention, Job Satisfaction and Organizational Commitment among Nurses in Kerala”.

1.4 HYPOTHESES

H₀₁: Workplace incivility does not have an influence on job satisfaction.

H₀₂ : There is no correlation between workplace incivility and turnover intention.

H₀₃: Workplace incivility has no effect on organizational commitment.

1.5 SCOPE OF THE STUDY

This research aims to draw effect of workplace incivility on turnover intention, job satisfaction and organizational commitment. The incivility make a discomfort feel in their working condition and it's due to leave from their job. It will effect on their job satisfaction and organizational commitment. Total 100 samples are collected from public, private nurse's in Kerala.

1.6 OBJECTIVES OF THE STUDY

1. To measure the workplace incivility experienced by nurses in Kerala
2. To identify whether workplace incivility influences job satisfaction
3. To explore the relationship between workplace incivility and turnover intention
4. To determine the effect of workplace incivility on organizational commitment

1.7 RESEARCH METHODOLOGY

1.7.1 Research Design

The study undertakes descriptive research design with the support of primary data.

1.7.2 Source of data

Both primary Data and Secondary Data is used for the study. The primary data collected from using Google form. Secondary data collected from by using books, articles, periodical, websites etc.

1.7.3 Sample size and type of sampling

Here 100 respondents filled out the Google form during the data collection period. Convenience sampling method has been used for selecting the 100 respondents.

1.7.4 Tools for analysis

Correlation and regression were used in this study. IBM SPSS version 26 used for analyzing the data.

1.7.5 Tools for presentation

Data has been presented using tables, pie charts, and percentage analysis.

1.7.6 Period of the study

The study conducted during the period in between February 2023 to June 2023

1.8 LIMITATIONS

- Some respondents are afraid to fill the questionnaire because they face so many problems they felt it may affect their career security.
- The sample size was small because of their work schedule were unable to spare enough time. As a result, only 100 samples were obtained in the study.
- The questionnaire was filled out using a Google form; several factors could not be thoroughly examined.

1.9 CHAPTERISATION

Chapter 1: It deals with introduction, statement of the problem, significance of the problem, scope of the study, objectives, hypothesis, research methodology and limitation of the study.

Chapter 2: It deals with the review of literature.

Chapter 3: It deals with theoretical framework.

Chapter 4: It deals with data analysis and interpretation.

Chapter 5: It consists of findings, suggestions and conclusion.

CHAPTER II
REVIEW OF LITERATURE

INTRODUCTION

A review of the literature is included in the chapter, a crucial tenet of the current investigation. It serves as the foundation for the current study and helps to increase the examiner's dependability. This chapter draws from past studies; therefore it incorporates many of the facts and figures gathered during those earlier studies.

Katherine B Santosa (2023), the incivility in different surgeons in the US. The cross-sectional method was used here. The incivility of job satisfaction and work withdrawal and organizational commitment has a main focus of this study. The result showed that significant interaction between incivility and organizational commitment. The highly committed individuals have made a greater impact of incivility on the outcome of their job and withdrawal from their job. Incivility is highly widespread in academic surgery and it is associated with withdrawal from their work.

Muhammad Asim Faheem, Hafiz Yasir Ali et al (2022) conducted the study on negative behavior influence the nurse's job performance and it will lead to escalate their intention to leave their profession. Coworker deviant behavior has the most important factor that impact on turnover intentions and nurses job performance. In conclusion to suppress or control the negative behavior to improve the nursing performance at workplace.

Reknes, I. Glambelk, M., and Einarsen, S.V. (2021) investigated the phenomenon of harassment in the workplace, particularly focusing on the presence of an accepting environment for such behavior and the expectation among employees to leave their jobs. The study highlighted that a significant portion of individuals experienced unpredictable situations with their superiors. Moreover, the research revealed intricate connections between negative perceptions, workplace harassment, the desire to leave the organization, and potential consequences. Overall, the findings painted a distressing picture, indicating that a considerable number of workers faced bullying and inappropriate conduct from senior members, resulting in an intention to leave the organization.

Azadeh Nouri (2021) accomplished an investigation on the respectful nursing environment that led to a positive work environment and nursing outcomes. The research aimed to explore contextual barriers to respectful behaviors in the nursing context. Two factors were identified as contributing to disrespectful behaviors in the nursing field: personal self-challenges and

perceived disrespect from the organization. During that time, individual and social attitudes, as well as organizational factors, played a significant role in nursing behavior in their workplaces. The study highlighted the importance of improving self-concept and effective communication to adjust the organizational conditions and create a respectful workplace in nursing.

Eur J Investig Health Psycho Edu (2021) investigated the relationship between workplace incivility, subjective well-being, and job satisfaction. The research focused on the importance of good working conditions and paying attention to enhancing and maintaining job satisfaction and well-being. The study gathered data from 672 respondents through a survey method, with doctors and nurses being the main participants. The findings of the study, which were supported by the hypothesized model, revealed a negative association between workplace incivility and both job satisfaction and subjective well-being. In response to these adverse effects, the study recommended the implementation of policies to address workplace incivility and promote a healthier work environment.

Salman Bashir Memon and Ayaz Ali Maitlo (2021) conducted a study to evaluate the negative influence of incivility through burnout and occupational stress on employee. The research area chosen was Pakistan. It found that the health care system is the backbone of nation wealth and mainly composed of nurses. Simple random sampling method was used. It also stated that incivility has a significant indirect relationship with turnover intention. It gives that emotional and occupational higher due to incivility at the workplace.

Na Li (2020) enforced a study to aim at measuring the turnover intention of emergency nurses and clarifying the effect of job satisfaction, organizational commitment, and workplace violence on turnover intention. The research found that the prediction of turnover intention varied among different specialties in the nursing field. However, it mainly focused on general nurses rather than emergency nurses. Path analysis was used to test the relationship between organizational commitment, job satisfaction, workplace violence, and turnover intention. The results indicated that emergency nurses had a high level of turnover intention. Organizational commitment had a positive effect on job satisfaction and workplace violence but hurt turnover intention. Workplace incivility hurt job satisfaction and turnover intention. Additionally, job satisfaction directly influenced turnover intention. To reduce these problems in the workplace, it was suggested that there should be a strong emphasis on high organizational commitment.

Abdul Samad (2020) in this article examines the prevalence of emotional and occupational problems in the healthcare system resulting from workplace incivility. The research findings revealed that the presence of flaws and discrepancies in the workplace contributed to an increase in turnover intention among healthcare professionals. The main objective of the study was to observe the direct and mediated effects of workplace incivility among nurses in the Pakistani healthcare sector. The study focused on investigating workplace incivility, burnout, occupational stress, and turnover intention as the major factors under investigation. The research followed a COR theory-based approach. Data analysis was carried out using practical least squares, and the results demonstrated a significant relationship between workplace incivility and its impact on the healthcare sector.

Kanitha, Devan and Naik et al (2019) analyze the positive relationship between the experience of incivility, stress and intention. The data were collected from 50 respondents from Bangalore. Simple random sampling techniques were used to choose the sample. The findings of this study could be the experienced nurses who have confident to handle the effects of workplace problems and junior nurses are vulnerable to such abuse.

Diana M. Layne's (2019) project review observed that the intensive care and intermediate care units necessitated additional interventions to address incivility from patients or their families. The research employed a descriptive survey design to assess an academic medical center. The findings shed light on the different sources of incivility experienced by nursing staff. The study unveiled various forms of negative behavior, including elevated rates of employee turnover, reduced job satisfaction, decreased productivity, and increased absenteeism. Ultimately, the research underscored the formidable challenges confronted by nursing staff working in high-risk environments, emphasizing the importance of implementing measures to mitigate incivility and its adverse effects.

Havva Arslan (2019) a cross-sectional correlation study was employed to explore the implications of nurses' perceptions of co-worker and supervisor incivility. The research demonstrated that such incivility significantly influenced nurses' intentions to leave both their organization and the nursing profession. The study revealed a negative impact of supervisor and co-worker incivility on nurses' intention to leave their organization directly. Additionally, there was an indirect relationship between intentions to leave the organization and negative effects on nurses' commitment to the nursing profession. The findings strongly indicated that addressing workplace-related incivility and enhancing structural empowerment could

effectively reduce nurses' intention to leave their organizations. The research underscored the paramount importance of fostering a safer workplace environment for nurses, mitigating workplace incivility, and ultimately diminishing intentions to leave the nursing profession.

Shi-Hong Zhao (2018) executed an investigation using multi-linear hierarchical regression analysis to explore the connections between workplace violence, thriving at work, and turnover intention among nurses. The research revealed that workplace violence negatively impacted nurses' job satisfaction and their ability to thrive at work. Additionally, it significantly and positively influenced nurses' turnover intention, indicating a potential link between workplace violence and intentions to leave the job. To collect data, an anonymous questionnaire was utilized, with 1024 respondents participating through the Likert scale method. The results suggested that while job satisfaction did not entirely mediate the relationship between thriving at work and workplace violence, it did partially mediate the connection between workplace violence and thriving at work. This survey offered valuable insights into the complex multivariate relationship between these variables, contributing to our understanding of the subject matter.

Patricia A. Gillen (2017) signified a comprehensive study to assess the effectiveness of interventions designed to prevent workplace bullying. The research highlighted bullying as a critical issue with significant consequences impacting individual employees, groups, and the overall organization. To evaluate the risk of bias in the study, the Black quality assessment tool was employed. The primary objective was to determine the effectiveness of interventions using randomized and cluster-randomized controlled selection criteria. The dataset used for analysis included responses from 4116 participants. The research findings indicated limited evidence supporting the efficacy of organizational and individual interventions in preventing workplace bullying. However, it was noted that the study's outcomes were graded as low quality due to the presence of a high risk of bias. Despite this limitation, the study provided valuable insights into the subject of workplace bullying prevention interventions.

A. Nantsupawat's (2017) study on the nurse work environment's impact on job dissatisfaction, burnout, and intention to leave. High turnover rates were found to be influenced by job dissatisfaction, leading to intentions to leave the organization. Nurses experienced various forms of workplace incivility, which negatively affected their job

performance and mental health. During that time, the working environment was affected by factors like misbehavior and lack of support from superiors, creating a poor working environment. The study highlighted the significance of addressing job dissatisfaction, burnout, and intention to leave as critical issues. University hospitals with better working environments showed significantly less job dissatisfaction, intention to leave, and burnout.

Shu'e Zhang, Chongyima, et al. (2016) employed a cross-sectional survey approach to investigate the prevalence of incivility directed toward new nurses within the workplace. Their study aimed to understand the experiences of new nurses concerning workplace incivility while also examining how career expectations may moderate the impact of such incivility on job performance. The survey was administered to 696 new nurses, all of whom possessed 3 years of nursing experience, with a total of 903 respondents taking part in the survey. The findings revealed that workplace incivility was relatively high among new nurses.

Heather K. Spence LaSchinger (2012) conducted a delving into the themes of workplace bullying, job satisfaction, and employee's intention to leave their jobs. The primary objective was to examine the relationship between authentic leadership and new graduate nurses. The study emphasized the pivotal role of authentic leadership in mitigating the emergence of workplace bullying culture. Furthermore, it highlighted a significant correlation with reduced turnover intentions among employees. The research employed structural equation modeling as the analytical method, focusing on major variables such as authentic leadership, workplace bullying, burnout, job satisfaction, and turnover intention in the study.

Ching Sheng Chang (2011) demonstrated that nurses' patient-oriented approach had a positive influence on both organizational citizenship behavior and job satisfaction. The data analysis and processing were carried out using a statistical software package, with a total of 232 respondents participating in the study. The findings of the research revealed a significant correlation between nurses' positive perceptions and their job satisfaction. Moreover, the study obtained a valid response rate, confirming the reliability and positivity of the results. Overall, the research highlighted the pivotal role played by nurses' patient-oriented approach in fostering a positive influence on organizational citizenship behavior within the healthcare setting.

Lesley Marie Smith et al. (2010) performed a project review employing a predictive non-experimental approach. The primary objective was to evaluate the applicability of Kanter's theory concerning newly graduated nurses and to delve into the factors contributing to perceived co-worker incivility. The study centered around first-year nursing students as they underwent their confidence-building phase, transitioning into newly graduated professionals. This research delved into the influence of structural empowerment and psychological empowerment on Kanter's theory. The results yielded substantial evidence supporting the relevance and efficacy of Kanter's theory within the context of newly graduated nurses. Moreover, the study underscored the potential impact of this theory on the professional experiences and workplace dynamics of these individuals.

Heather K. Spence Laschinger et al. (2009) performed a study of the significance of leadership in fostering a dedicated nursing workforce with a specific focus on providing structural empowerment to enhance nurses' psychological empowerment. The study involved a survey conducted among 217 hospitals and 3156 nurses, and a multilevel model was applied for analysis. The research findings indicated that both unit-level leader-member relationships and structural development had direct effects on individual-level psychological empowerment and organizational commitment. Organizational commitment was assessed based on individuals' dedication to their job within the organization.

Michael Leiter and Arla Bay (2000) conducted a research project aiming to explore the factors influencing nurses' intention to leave their organizations, with a particular focus on workplace incivility experiences. The study took place in Canada and examined three critical employee retention outcomes: job satisfaction, organizational commitment, and turnover intention. The findings from hierarchical multiple regression analysis revealed that job satisfaction exhibited a significant variance. Moreover, the research delved into nurses' perceptions of empowerment, supervisor incivility, and cynicism, establishing strong associations with job satisfaction, organizational commitment, and turnover intention. These factors were crucial in shaping the nurses' attitudes toward their work environment and their commitment to the organization.

CHAPTER III
THEORETICAL FRAMEWORK

INRODUCTION

Workplace rudeness affects a lot of organizations, including healthcare facilities. It is described as low-intensity deviant behavior that violates the mutual respect standards of the workplace and has an uncertain aim to damage the target. Workplace rudeness can significantly affect nurses' commitment to their jobs, organizational commitment, and intention to leave. Nurses who encounter rudeness at work are more likely to have lower job satisfaction, a weaker commitment to the organization, and a higher intention to leave the profession. Nurses' job happiness, organizational commitment, and intention to leave the profession are all negatively impacted by workplace rudeness. This has major ramifications for healthcare organizations, including decreased productivity, higher healthcare expenditures, and lower patient care standards. As a result, it is critical for healthcare organizations to address workplace disrespect and foster a supportive workplace culture. Workplace incivility is the term used to describe low-intensity negative behaviors that go against the rules of professionalism and respect for others, such as being impolite, disrespectful, and disregarding their feelings. It is a widespread problem in many workplaces, including the nursing industry. Workplace incivility can have serious repercussions for both individuals and organizations, affecting a range of outcomes including intention to leave, job satisfaction, and organizational commitment. An individual's tendency or intention to leave their current work is referred to as turnover intention. When nurses encounter rudeness at work, it may have a negative impact on how they view their workplace, how much they like their jobs, and how they feel in general. Job satisfaction is a crucial psychological condition that represents how someone views their job and work experience overall. Nurses' job happiness can be greatly impacted by rudeness at work. Nurses may feel distressed, dissatisfied, and less motivated when they are exposed to rude behaviors. The term organizational commitment describes a person's affiliation, loyalty, and emotional connection to their place of employment. Workplace rudeness can reduce nurses' commitment to the organization by undermining their sense of support, trust, and belonging. Incivility can make nurses feel unconnected, underappreciated, and less dedicated to the organization's aims and ideals.

Investigating the precise mechanisms and pathways by which workplace incivility affects these outcomes requires an understanding of the theoretical foundations of the relationship between turnover intention, job satisfaction, and organizational commitment

among Kerala nurses and workplace incivility. Researchers can find the causes of nurse turnover, job unhappiness, and decreased organizational commitment by looking at these linkages. This information will help them develop interventions and strategies for creating a respectful and encouraging work environment for nurses in Kerala.

WORKPLACE INCIVILITY

The current zeitgeist's most popular term is rudeness. Incivility is a term that has been used to characterize actions that are deemed to be insulting, disrespectful, and demoralizing to another person in recent years. Incivility slowly seeps into organizations and spreads throughout all organizational levels. Employees behave inappropriately in subtle ways including making sarcastic remarks, failing to assist others in finishing their task, displaying contradicting body language, and shouting orders at others. While some people will express their anger openly, others are more reserved and express it by subtle sabotage, body language, and gestures. Finding the precise definition of incivility poses difficulties. It has gotten more difficult for people to define these phrases precisely as nations continue to diversify and become multinational. What one person or culture considers being courteous conduct may be seen as uncivil by another. One individual may find a joke offensive while another considers it humorous, for instance.

Andersson and Pearson (1999) first defined incivility as “low intensity deviant behavior with ambiguous intent to harm an individual, in violation of workplace norms or mutual respect”.

Categories of workplace incivility

The following will examine many categories connected to workplace incivility. There are many different types of workplace incivility.

1. **Interpersonal incivility:** When a person is walking down a hallway and another employee says hello, but that person turns away and doesn't say anything back, it is an example of this kind of rudeness. As an alternative, someone could be entering a building and not keep the door open for someone else. The behavior in these two cases may or may not be purposeful, but it is probably not. It's critical to understand the motivations of those we view as acting out. It's possible that the person acting in this way didn't see the other person, believed the other person held the door, had their

minds on something else, or even said hello but the other person didn't hear them. These elements would suggest that the actions were not deliberate. But perhaps the individual didn't say hello because they didn't want to talk to the other person or because they didn't want to keep the door open for them on purpose. This would indicate that the behaviour was deliberate and related to interpersonal strife.

2. **Cyber incivility:** Even something as basic as not responding to an email or text message can be considered rude when someone is expecting for a response, especially when using electronic media. Again, a lack of a response could indicate that the recipient is preoccupied, ill, or just didn't receive the email, or that they are awaiting information from another source before responding. These instances show that the lack of response is not motivated by personal factors. However, it is called deliberate incivility if the individual withholds their reaction in the knowledge that doing so may damage, frighten, or distress another person. The tone of an email is another action connected to perceived cyber impoliteness. A brief and to-the-point email may be seen as a prompt response by one person while being harsh and abrupt by another.
3. **Victimless incivility:** The uncivil behavior in this instance does not have a specific target in mind. For instance, it may be as simple as using the last of anything and without letting anyone know; someone might finish the last of the coffee and decide not to make another pot. The individual also couldn't leave the copier when there was a paper jam or refill the copier when it ran out of paper. In these situations, no specific individual is the object of the rudeness.

Workplace incivility behavior

- **Asking for input but ignoring it:** For instance, when someone calls a meeting for insights or requests comments but has already decided what to do. They assume that they are including people out of politeness even if they have no intention of utilizing anyone's ideas. In actuality, the guy is annoying everyone and squandering time.
- **Forgetting to share credit:** It's extremely typical to hear someone say, "I feel like I am forgetting to recognize someone." ignoring other people's contributions to a project and taking credit for work that was done by other team members
- **Looks:** glaring at someone, grinning, rolling the eyes, or giving them a filthy look or a condescending sneer. Observing someone while they are speaking to determine who might be a more significant individual to speak to. a person who, while conversing

with someone, is continuously checking their watch as if they had somewhere else to be.

- **Interruptions:** a person who talks over or interrupts other people in order to further their own agenda. When someone is speaking on the phone or in a meeting, the person frequently cuts them off or enters their office. A person who approaches a group of people who are conversing and starts another conversation or adds information that is unrelated to the current one.
- **Not listening:** a person who is using technology to distract them, talking on their phone during a meeting, or multitasking while speaking. Not actively participating in conversation by texting, reading Face book, or checking emails, etc.
- **Standing over someone:** standing over someone's shoulder while they are working or watching someone else closely while they are occupied and paying attention to something else.
- **Speaking down to others:** talking down to someone and acting as if what they have to say is unimportant. Speaking to others in a childlike manner or slowly pronouncing words to make someone else seem incompetent.
- **Teasing:** Subtle teasing that sounds innocuous but nonetheless generates hurt and uneasy sentiments, such as comments about how someone acts, looks, or performs their job.

The roots of incivility, Why it happens?

1. Research spanning nearly three decades with diverse participants shows the self-serving notion of fair distribution is false.
2. People tend to use "me and we-boosting" tactics, valuing their group while devaluing others, leading to unequal property distribution.
3. Given the option, individuals favor dividing assets to widen the gap between their group and others, even if it reduces overall profits for their group.
4. This behavior is driven by the human tendency to maximize differences between themselves and others.
5. Bosses' self-rewarding practices erode affiliation and increase alienation in the workforce.

6. Action needs to be taken to address these harmful behaviors and promote fair and equitable practices in organizations and society.

Remedies for workplace incivility

1. **Model good behavior:** The behavior that leaders wish to see in their staff must be modeled by them. This means that you must always speak courteously and respectfully to everyone if you want to foster a civil working atmosphere. No shouting, no insults, no slamming of doors, no talking over others, no sideways stares that halt workers in their tracks, and no hurtful remarks.
2. **Don't make excuses:** Don't disregard an employee's concerns if they tell you they have a problem with the way another employee addresses them because you disagree with their interpretation. No matter what you think, it doesn't matter if an employee feels insulted. Because it has bothered them so much that they have approached you, it matters what they think. Additionally, it's a warning indicator that an issue exists that could hurt production. If you catch yourself thinking or saying anything along these lines, it's time to remind yourself that employee issues can be just as costly as logistical or technological issues for a company, if not more so.
3. **Hold everyone accountable all day, every day :** People tend to keep up behaviors that don't make them uncomfortable or hurt, just like with every habit or attribute of the human species. It's crucial to deal with disrespectful behavior as soon as you become aware of it or it is brought to your attention, for this reason. It's time to pull Sam aside if you see him constantly interrupting Dana in meetings. Point out what he's doing, explain that it's rude, and encourage him to be more mindful of his meeting behavior. Likewise, you must quickly discuss in private with Margie how her behaviors damage teamwork and productivity if she keeps a teammate out of crucial conversations. As for disciplinary measures, presumptively the offender isn't being impolite on purpose. Incivility is frequently brought on by carelessness, stress, unconscious bias, or an incorrect assessment of group standards, and is frequently curbed by a gentle reminder. It can be useful to allow your teams compile a list of what constitutes appropriate and unacceptable behavior because various departments may have their own standards of conduct. For

instance, your HR department may feel more at ease when everyone takes turns speaking, whereas a hard-charging team of lawyers may be used to debating loudly and shouting over one another. Hold a meeting and have everyone agree on 5 to 10 rules of conduct to develop behavior guidelines for your team. The basis for how you all interact will be laid by this. Encourage your coworkers to follow the guidelines they've set for themselves after that. It's acceptable for each department to have some minor differences as long as they all work well together and advance the organization mission.

- 4. Define acceptable conduct:** It can be useful to allow your team compile a list of what constitutes appropriate and unacceptable behaviour because various departments may have their own standards of conduct. For instance, your HR department may feel more at ease when everyone takes turns speaking, whereas a hard-charging team of lawyers may be used to debating loudly and shouting over one another. Hold a meeting and have everyone agree on 5 to 10 rules of conduct to develop behavior guidelines for your team. The basis for how you all interact will be laid by this. Encourage your coworkers to follow the guidelines they've set for themselves after that. It's acceptable for each department to have some minor differences as long as they all work well together and advance the organization.
- 5. Hire and train for civility:** Hiring people who exhibit good manners is one strategy for creating a polite workplace atmosphere. Consider how applicants handle everyone they come into contact with, including the receptionist and possible teammates, while you interview them. Consider this: Does the candidate appear to completely listen to questions before responding? Does she talk over or interrupt others? Does he make snide comments about prior employees or locations of employment? Imagine the candidate's conduct if they engage in such unprofessional conduct during the hiring process and after they have had a chance to settle in and get comfortable. Use your personal network to inquire about a prospective candidate's reputation among past coworkers. You can usually find evidence of toxic employees' poor treatment of coworkers and subordinates by looking past their resumes, but you have to do some digging to find this information. Additionally, it makes sense to include civility education in your employee development programme. By doing this,

you may continuously reinforce the desirable behaviors you want from staff members for the duration of their employment with your business.

- 6. Pay attention to the larger world:** Behavior at work is impacted by current events. For instance, rudeness becomes accepted when it is demonstrated by famous people on television, on social media, and at public events. That rudeness often resurfaces at work three to six months later. By speaking with employees who appear anxious due to a news event, the economy, excessive work, or personal circumstances, you may stop such bad behaviors from spreading throughout your company. If you don't deal with workplace disrespect right away, you'll probably have to deal with the fallout in the form of employee attrition, low morale, and productivity gaps.

JOB SATISFACTION

A good outlook on one's job is referred to as job satisfaction. According to Feldman and Arnold, "Job satisfaction will be defined as the amount of overall positive affect (or feelings) that individuals have towards their jobs." So, having a good or positive attitude or feeling about one's employment is what is meant by job satisfaction. It is significant to note that a person may have varied attitudes towards certain job-related factors. For instance, a professor at a university can enjoy his duties but be unsatisfied with the chances for advancement. Individual traits have an impact on job happiness as well. High positive affectivity people are more likely to be content with their professions. For people with high negative affectivity, the reverse is true.

Determinants of Job Satisfaction

- **Nature of Work:** Most workers look for intellectual challenges at work. As a result, they favour professions that present them with challenges and opportunities to put their skills and abilities to use. Too little challenge, on the other hand, leads to boredom since too much challenge in the workplace leads to dissatisfaction and emotions of failure. In fact, it is when there is modest challenge that employees feel happy and satisfied.
- **Pay and Promotion:** Employees like clear compensation structures and promotion procedures that adhere to their expectations. As a result, job satisfaction is produced if they perceive compensation to be just, based on job needs, employees' skill, and

community pay norms. It should come as no surprise that employees view promotions as their greatest professional accomplishments. They are happy with their work when they succeed in it. Additionally, fair and just promotions are likely to increase job satisfaction among the staff. Good or supportive supervision builds friendly, encouraging relationships with subordinates and shows concern for their welfare. These features of supervision increase workers' job happiness. supportive coworkers Experience has shown that workers enjoy their jobs more than simply making money or achieving material goals. The main factor that makes this possible is having chances to engage with coworkers. The desire for social interaction is thus satisfied by the work team. Therefore, having encouraging coworkers also increases employees' job satisfaction.

- **Quality supervision:** Good or supportive supervision builds friendly, encouraging relationships with subordinates and shows concern for their welfare. These features of supervision increase workers' job happiness.
- **Supportive Colleagues:** Experience has shown that workers enjoy their jobs more than simply making money or achieving material goals. The main factor that makes this possible is having chances to engage with coworkers. The desire for social interaction is thus satisfied by the work team. Therefore, having encouraging coworkers also increases employees' job satisfaction.
- **Conducive Working Conditions:** Employees care about their workplace for both personal comfort and the ease of completing their jobs. As a result, having safe, tidy, comfortable, and minimally distracting physical surroundings helps people feel good or happy about their professions. One's positive attitude towards their work is a reflection of their job happiness.

Effects of Job Satisfaction

1. **On Productivity:** Are employees who are satisfied more productive than those who are not. The widespread belief is that job contentment increases productivity over the long term, if not immediately, even though research does not consistently show a positive association between satisfaction and performance. According to research, the highest producers may not always be the most contented employees. In actuality, employees perform better as a result

of their rewards. Additionally, there is evidence to support the idea that job performance influences job happiness rather than the other way around.

2. **On Absenteeism:** Despite attractive study findings, there is an inverse association between job satisfaction and absenteeism. Absenteeism is typically higher when employee satisfaction is high, and vice versa. Similar to productivity, absenteeism can be affected by a variety of variables, such as how much employees value their work. Employees who feel that their work is vital perform better than those who do not. It's also important to note that while a high level of job satisfaction is likely to lead to low absenteeism, a low level of job satisfaction is likely to do the opposite.
3. **On Turnover:** A moderate but inverse association has been found between turnover and satisfaction, much to the relationship between absenteeism and contentment. The rates of employee turnover are however also moderated by other factors. One of these elements is dedication to the organisation. Some employees can be unable to imagine working anywhere else, thus regardless of how unsatisfied they are with the business, they continue to work there. Similarly, even the unsatisfied ones will remain where they are if the state of the economy makes it difficult for individuals to obtain work. The contrary typically holds true for the overall economic environment where jobs are widely accessible. Employees are willing to leave their current positions if there are greener pastures nearby, even if they are happy there.

Other Effects of Job Satisfaction

- Employees who report high levels of job satisfaction typically have superior mental and physical health.
- They pick up new duties for their jobs more quickly and effortlessly.
- They make fewer errors, such as on-the-job accidents.
- They have fewer complaints about the job and the management and submit fewer of them.

ORGANIZATIONAL COMMITMENT

There is no doubting that, out of all the work-related mindsets, job satisfaction has drawn the most attention. However, this does not imply that a person who is happy with his or her employment likewise feels good about the company. There is evidence to suggest that even a satisfied employee wants to leave the company as soon as feasible. Organisational commitment refers to a worker's attitude towards the organization. In terms of organisational effectiveness and success, researchers have discovered a significant correlation between job satisfaction and organisational commitment. The stress of having to do more with less and the anxiety of downsizing are pervasive in today's workplaces. Managers must create the kind of compassionate, spirited environment that can inspire employee devotion.

What is organizational commitment?

According to Fred Luthans, "Organisational commitment is an attitude reflecting employees' loyalty to their organization and is an ongoing process through which organisational participants express their concern for the organization and its continued success and well-being."

Bases of Commitment

We also need to understand why employees are dedicated to their organizations in order to completely comprehend the concept of organisational commitment. These are also referred to as the commitment basis. Meyer, Allen, and Gellatly have outlined three organisational commitment grounds in an effort to research this.

- 1. Affective Commitment:** This is the emotional connection, affiliation, and involvement of the employee with the organization. For instance, a gardener who has been involved with the organization since its inception may be emotionally engaged to it.
- 2. Continuance Commitment:** This relates to the employee's motivation to stay with the company because quitting can be more expensive and difficult to finance. For instance, a worker might decide against leaving the company if they lose their seniority for a promotion.

3. **Normative Commitment:** An employee's moral duty to stick with the company is referred to as this type of commitment. For instance, a staff member (Professor) who is in charge of the research activities at the National Institute of Financial Management, Faridabad, would feel morally obligated to stay with the organization because leaving would leave the institute without him.

Factors influencing organizational commitment

- **Job characteristics:** People who execute tasks with higher levels of responsibility tend to be more committed to their organizations. Similar to how individuals with highly enriched professions tend to have strong organisational commitment. It is therefore not surprising to find that levels of organisational commitment are significantly higher among self-employed individuals than among those who are hired by organizations. This is because these job traits are abundant in self-employed jobs.
- **Job Rewards:** The kinds of rewards employees receive from their employers have an impact on their dedication to the firm. Studies have demonstrated that the usage of profit-sharing plans like the "Employee Stock Option Plan (ESOP)" strengthens employees' loyalty to their company. The rationale behind this is that giving employees incentives relating to their work increases their sense of loyalty to the company.
- **Availability of Alternative Job Opportunities:** It makes sense that employees will be less committed to the business if there are more opportunities to choose alternative employment. In the case of continued commitment, this is especially true.
- **Personal Characteristics of Employee:** There is reason to think that an employee's personality also affects how committed they are to their organization. It has been discovered that personnel with longer stays with the company are more committed to the organization than those with shorter stays. Finding the cause is not difficult. It is a known fact that the longer someone works for a company, the more they are likely to have invested in it. According to the side-bets strategy, nobody wants to leave a company and lose the money they've invested there. Regarding disparities in organisational commitment between men and women, it is typically observed that women are less deeply dedicated to their job or organization than men are. This is due to the sort of jobs that women historically conduct as well as their family

obligations. Yes, things are gradually changing as more women join their male counterparts in holding responsible, higher-level positions.

Effects of Organizational Commitment

Organisational commitment has a significant impact on a number of important characteristics of employee conduct, which in turn affects how well an organization performs. According to study, employees who have a strong sense of commitment to their companies behave differently than those who don't—positively, of course. Major impacts of organisational commitment on an organization include the following:

- 1) High organisational commitment levels have been shown to lower turnover and absenteeism. Finding the cause is not difficult. Employees that are more dedicated are less inclined to look for better opportunities. Additionally, there is evidence to support the idea that a pleasant and welcoming workplace environment increases employee engagement levels.
- 2) "Organisational citizenship behavior (OCB)" is another product of organisational commitment. Deeply devoted workers go above and beyond the scope of their official job descriptions. These roles are known as "extra-roles! Boost the efficiency of the organization.
- 3) Individual employee concern is positively impacted by organisational commitment. Those who are really dedicated to their organization are typically expected to devote less time to their personal lives. However, research shows that those who were deeply devoted to their organization also tended to have very successful careers and personal lives. This is explained by the fact that the job satisfaction these people enjoy enables them to combine their work and personal lives.

TURNOVER INTENTION

An employee's subjective assessment of their likelihood of quitting their current position in favor of alternative chances is referred to as turnover intention. The decision to leave the job is a cognitive process, and it is the best indicator of actual turnover. Employees may elect to leave the company voluntarily or may be compelled to leave involuntarily as a result of external circumstances like layoffs or restructuring. The purpose to leave a job can be motivated by a variety of issues, such as personal factors, income discontent, a lack of

prospects for career advancement, unfavorable workplace conditions, work overload, and terrible working conditions. The intention to leave a job can have a big impact on an organization, which can lead to decreased productivity, higher costs, and poorer patient care in hospitals.

What is Employee Turnover Intention?

Employee turnover is the quantity of workers who leave their positions or an organization within a given period of time. Employee turnover rate is the common name for it and is typically expressed as a percentage. An employee's inclination or intention to voluntarily leave their job or a company is referred to as "turnover intention." Employee turnover is the overall number of employees that leave a company, whereas turnover intention is the number of employees who desire to depart.

Types of Turnover Intention

- 1) **Voluntary turnover:** An employee's intention to quit the company voluntarily occurs when they make the decision on their own, either because they have found a better employment opportunity or for personal reasons. It is the best indicator of actual turnover and is anticipated to rise in correlation with intention. Unhappiness with pay, a lack of prospects for career advancement, unfavorable workplace circumstances, work overload, and personal factors are all potential causes of voluntary turnover intention. As employees approach retirement age and choose to leave the company, retirement can be seen as a form of voluntary turnover intention.
- 2) **Involuntary turnover:** On the other side, involuntary turnover intention occurs when a company requests a worker to leave due to subpar work, organisational restructuring, or other factors. When a worker loses their employment, it may result in involuntary turnover. Organizations can address issues of poor performance, offer assistance and resources to help workers improve their performance, and put in place policies and procedures that support equity and fairness.

Factors influencing employee turnover intention

A few things may cause workers to voluntarily leave their jobs. One or more reasons may be involved when an employee leaves their position. Here are a few instances of such variables that may affect an employee's tendency to leave:

- 1. Job Satisfaction:** Job happiness is arguably the most important element in employee turnover. Employee performance, effectiveness, and productivity are all impacted by job satisfaction, which also reduces turnover and increases retention. On the other hand, poor levels of job satisfaction have a detrimental impact on employees' performances and lead to their departure. Job happiness is influenced by a variety of smaller elements. They are given considerable duties including the work itself. Workplace conditions, pay, commute difficulties, and other factors are equally important. Administration, rules, inadequate supervision, etc. are some additional, more "formal" factors. Recognition, success, and promotion are further significant drivers. Numerous businesses make the error of neglecting these factors. However, a lack of administrative assistance, prospects for growth, and other factors demotivate workers. Employees leave the organization or are demotivated and dissatisfied on the work for an extended period of time.
- 2. Colleague Relations:** Colleague relations refer to a person's relationship with their coworkers on the job or their interpersonal working relationships. Cooperation, trust, and other traits are a result of these connections. Having positive relationships with one's coworkers promotes team cohesion and a productive workplace. There isn't any pointless, detrimental competition. But a lack of harmonious relationships between coworkers can lead to disputes and unproductive competitiveness. Employees may feel uncomfortable and betrayed as a result of this. Additionally, it has a detrimental impact on their productivity, effectiveness, and performance. They might ultimately decide to leave their careers.
- 3. Communication:** Sharing personal or non-personal information is part of communication. Any decision-making process can be significantly influenced by communication. Professional communication and information exchange lead to the resolution of any issues a business or organization may be experiencing. Employees feel valued and acknowledged when coworkers or managers communicate. On the other hand, a lack of communication can make workers feel ignored and undervalued. If they don't

feel sufficiently acknowledged, appreciated, or respected at work, employees frequently quit.

- 4. Organizational Commitment:** Employee psychological ties to the company are referred to as organisational commitment. Higher organisational commitment demonstrates a worker's high level of eagerness to continue working there. Support from the organization improves employee dedication and morale. Additionally, it offers the workers. Job autonomy and organisational commitment have a strong beneficial link. Employee loyalty to the company increases with employee likelihood of leaving the company.
- 5. Organizational Justice:** The fairness of resource distribution inside the organisation is referred to as organisational justice. It also relates to the organization's objectivity. This includes the management's decisions and actions, the pay of the staff, the chances for advancement and promotion, performance reviews, etc. Employees anticipate that the business will act justly, objectively, and openly in these matters. If everything goes according to plan and the workers are treated fairly, they are likely to be inspired and content. The absence of organisational justice might demotivate workers and cause them to quit their jobs.
- 6. Organizational politics:** The workplace behavior of the employees is referred to as organisational politics. Both positive and negative effects on the business are possible. Conflicts over resources and other ethical issues may arise as a result of negative effects. The corporation or organization may have grouping, disputes, and internal conflicts as a result of these politics. Employee turnover, though, can also have an impact on an organization's policies and reputation. In the end, it is impossible to say with certainty whether organisational policies have a negative impact on employees' work ethics. The organisational policy is one of the causes in employee turnover that much is certain.
- 7. Organizational Reputation:** It is very clear from the title that organisational reputation refers to the organization's social or socioeconomic image. This symbolizes the company's worth and reputation in the nation or region. Corporate reputation is important because employees take pride in working for organizations with high standards and an excellent reputation. Trust and dependability are also connected to reputation, both with clients and employees. Employees are less likely to quit or leave their positions if the company or organization has a good reputation and a trustworthy image. Instead, they usually put in more effort to prove their worth and offer value. Employees might not make that effort if a company has a poor reputation, on the other side. Employee turnover

may therefore be high. This also holds true when certain activities have an abrupt impact on a company's reputation. Many people even take hasty judgments in light of the organizations or company's changing reputation.

How to improve work environment conditions to reduce turnover intention

Enhancing working conditions is essential to lowering employee intention to leave, particularly in healthcare settings. Here are some suggestions for enhancing the working environment:

1. **Provide a safe and healthy work environment:** Organizations must make sure that employees can work in a secure and healthy setting. To prevent accidents and injuries, this includes offering the proper tools, instruction, and resources.
2. **Foster a positive work culture:** Businesses should encourage a culture that values communication, cooperation, and respect between coworkers.
3. **Address workload issues:** The best way for organizations to deal with employee workload difficulties is by offering resources and support.
4. **Provide opportunities for career development:** Giving employees the chance to advance their careers through training and mentoring programmes can make them feel appreciated and a part of the company.
5. **Address issues of justice:** Organisations should implement policies and procedures that address issues of justice, such as unjust treatment or discrimination.
6. **Provide work-life balance:** Employers can assist employees balance their professional and family responsibilities by providing flexible work arrangements, such as telecommuting or flexible schedules.
7. **Recognize and reward employees:** To foster a healthy work environment, organisations should acknowledge and reward individuals for their contributions and accomplishments.

CHAPTER IV

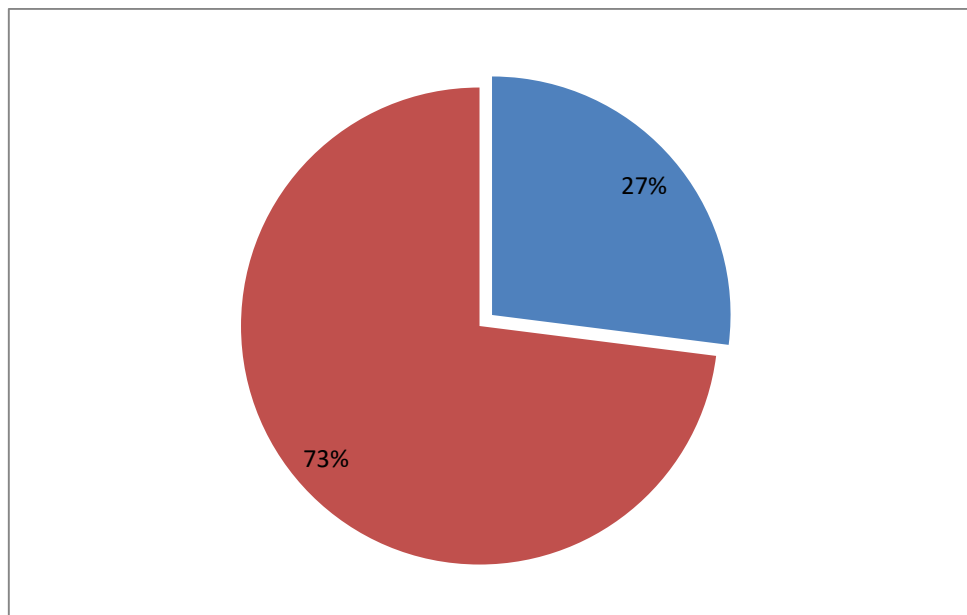
DATA ANALYSIS AND INTERPRETATION

TABLE 4.1 SHOWING GENDER WISE CATEGORY

Particulars	No. of respondents	Percentage
Male	27	27
Female	73	73
Total	100	100

Source: Primary data

FIGURE 4.1 SHOWING GENDER WISE CATEGORY



Interpretation

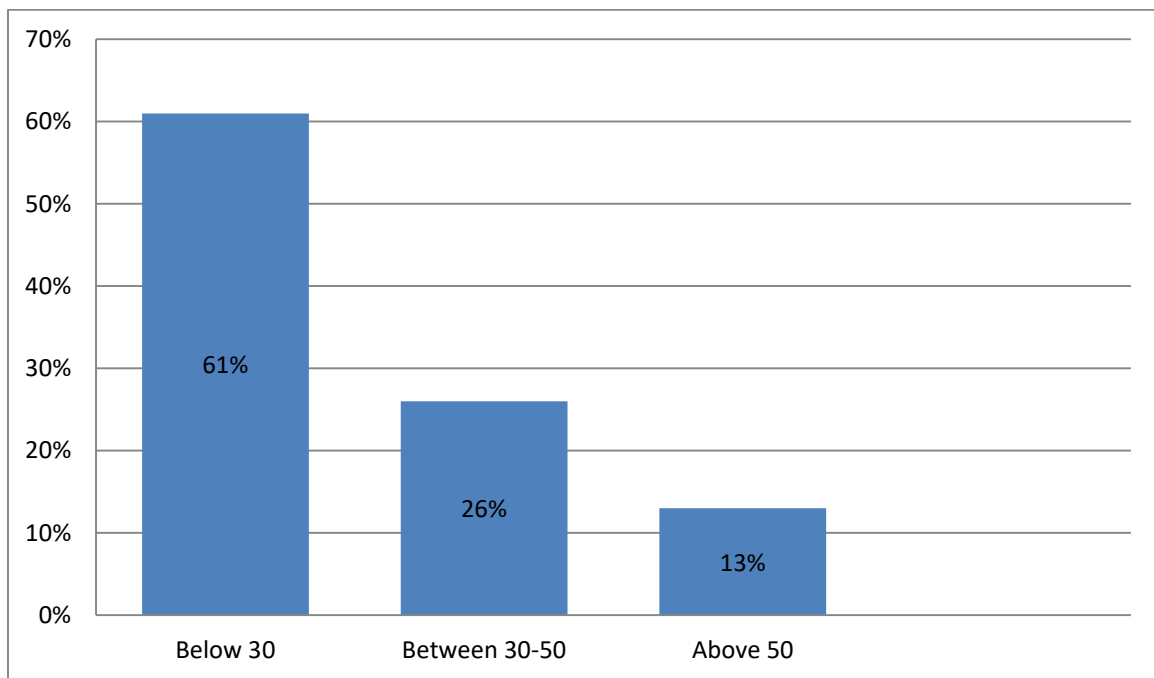
From the figure 4.1 shows respondents include 73 per-cent were female, 27 per-cent were male.

TABLE 4.2 SHOWING AGE GROUP

Particulars	No. of respondents	Percentage
Below 30	61	61
Between 30-50	26	26
Above 50	13	13
Total	100	100

Source: Primary data

FIGURE 4.2 SHOWING AGE GROUP



Interpretation

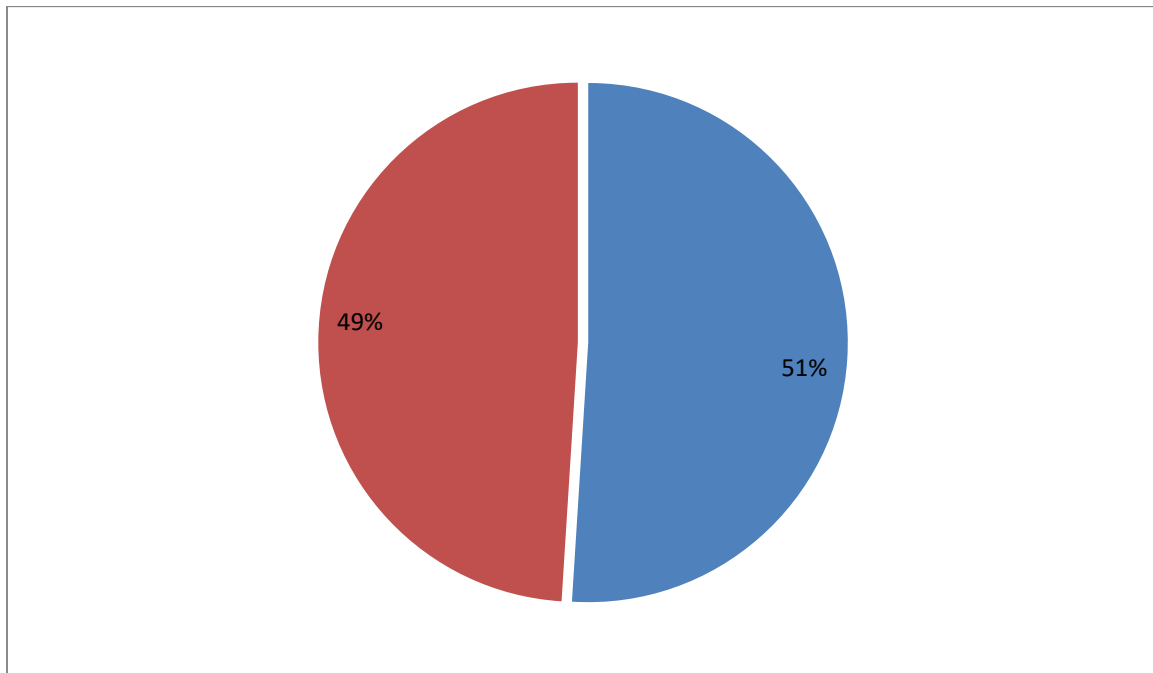
Figure 4.2 shows 61 per-cent are below 30, 26 per-cent between 30-50 and 13 per-cent \. Were above 50 which describe the age category.

TABLE 4.3 SHOWING MARTIAL STATUS

Particulars	No. of respondents	Percentage
Married	51	51
Unmarried	49	49
Total	100	100

Source: Primary data

FIGURE 4.3 SHOWING MARTIAL STATUS



Interpretation

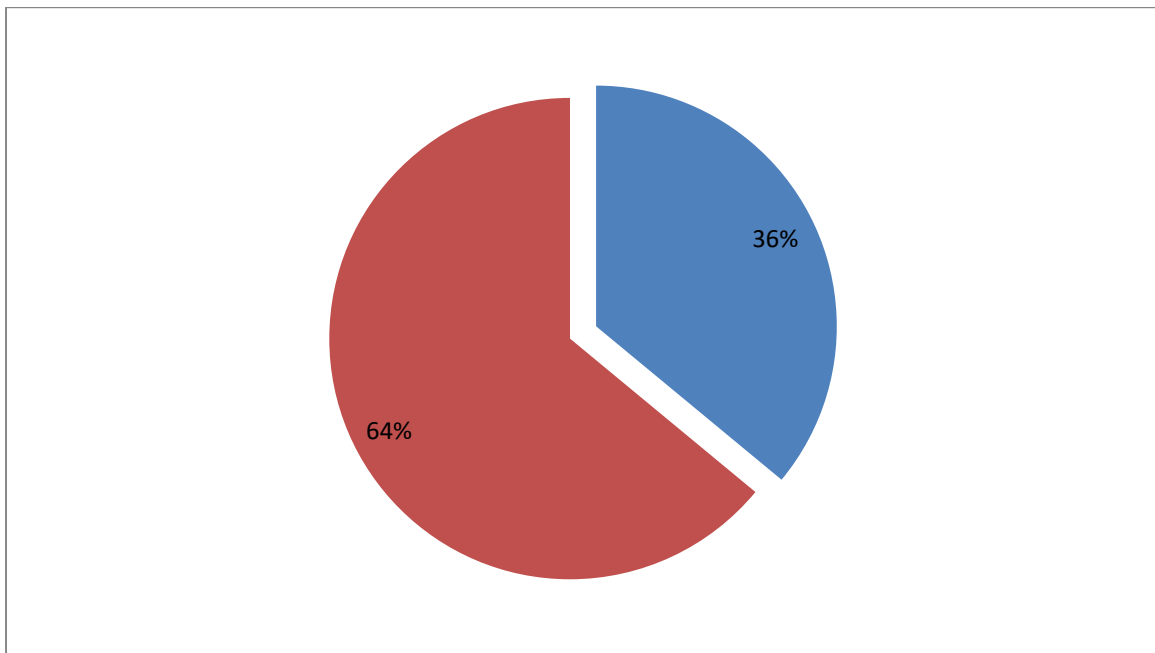
Figure 4.3 shows that 51 per-cent respondents are married. 49 per-cent respondents are unmarried.

TABLE 4.4 SHOWING RESPONDENTS WORKING SECTOR

Particulars	No. of respondents	Percentage
Government	36	36
Private Sector	64	64
Total	100	100

Source: Primary data

FIGURE 4.4 SHOWING RESPONDENTS WORKING SECTOR



Interpretation

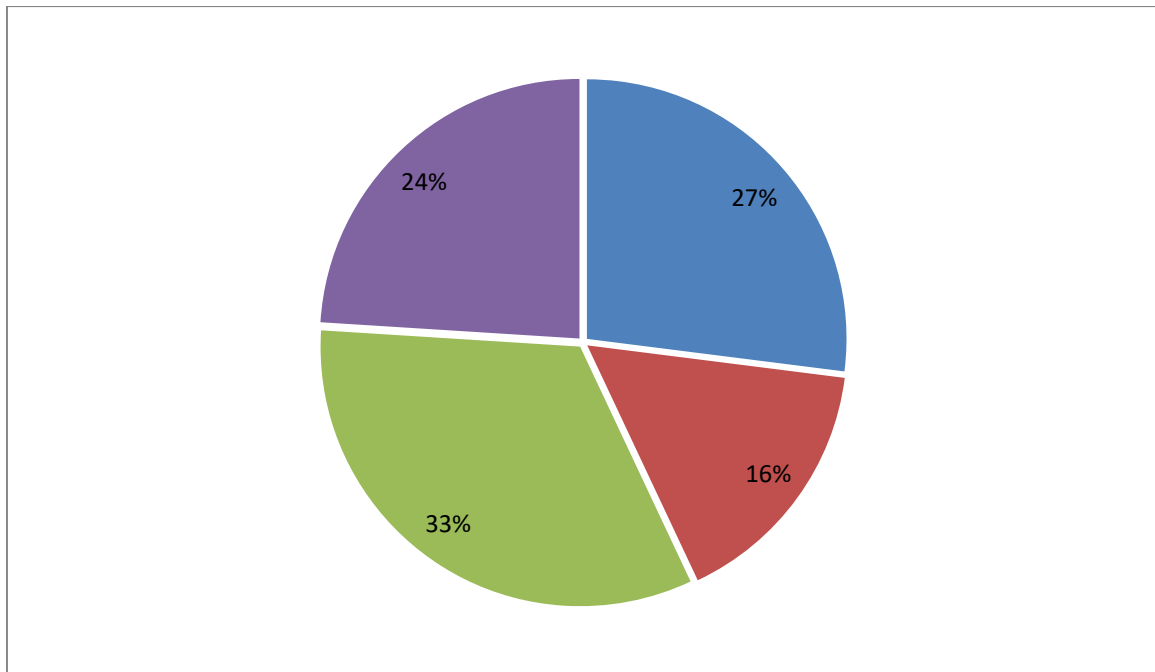
It is found that 36 per-cent respondents are working in government sector. 64 per-cent respondents are working in private sector.

TABLE 4.5 SHOWING POSITION IN THE ORGANIZATION

Particulars	No. of respondents	Percentage
Certified Nursing Assistant	27	27
Licensed Practical Nurse	16	16
Registered Nurse	33	33
Non-clinical Practical Advanced nurse	24	24
Total	100	100

Source: Primary data

FIGURE 4.5 SHOWING POSITION IN THE ORGANIZATION



Interpretation

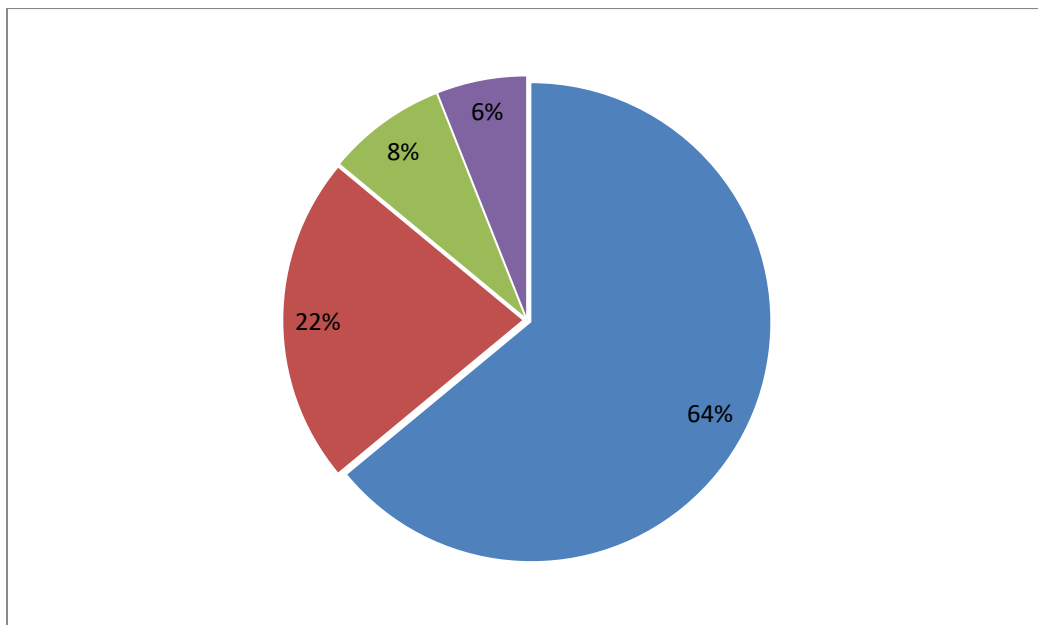
33 per-cent respondents are registered nurse. 24 per-cent respondents are non-clinical practical advanced nurse. 27 per-cent respondents are certified nursing assistant and 16 per-cent are licensed practical nurse, in this study majority respondents are registered nurse.

TABLE 4.6 SHOWING WORK EXPERIENCE

Particulars	No. of respondents	Percentage
0-5 years	64	64
6-10 years	22	22
11-15 years	8	8
Above 20 years	6	6
Total	100	100

Source: Primary data

FIGURE 4.6 SHOWING WORK EXPERIENCE



Interpretation

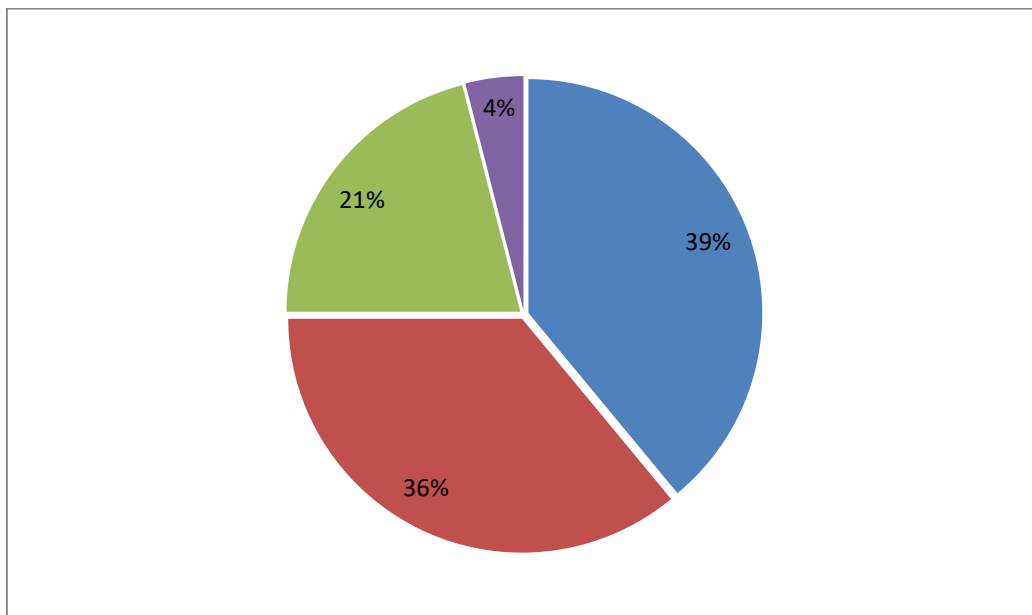
64 per-cent respondents work experience is 0-5 years.22 per-cent respondents work experience is 6-10 years.8 per-cent respondents work experience is 11-15 years and 6 per-cent respondents Above 20 years.

TABLE 4.7 SHOWING MONTHLY INCOME

Particulars	No. of respondents	Percentage
Below 25000	39	39
25000-50000	36	36
50000-75000	21	21
Above 75000	4	4
Total	100	100

Source: Primary data

FIGURE 4.7 SHOWING MONTHLY INCOME



Interpretation

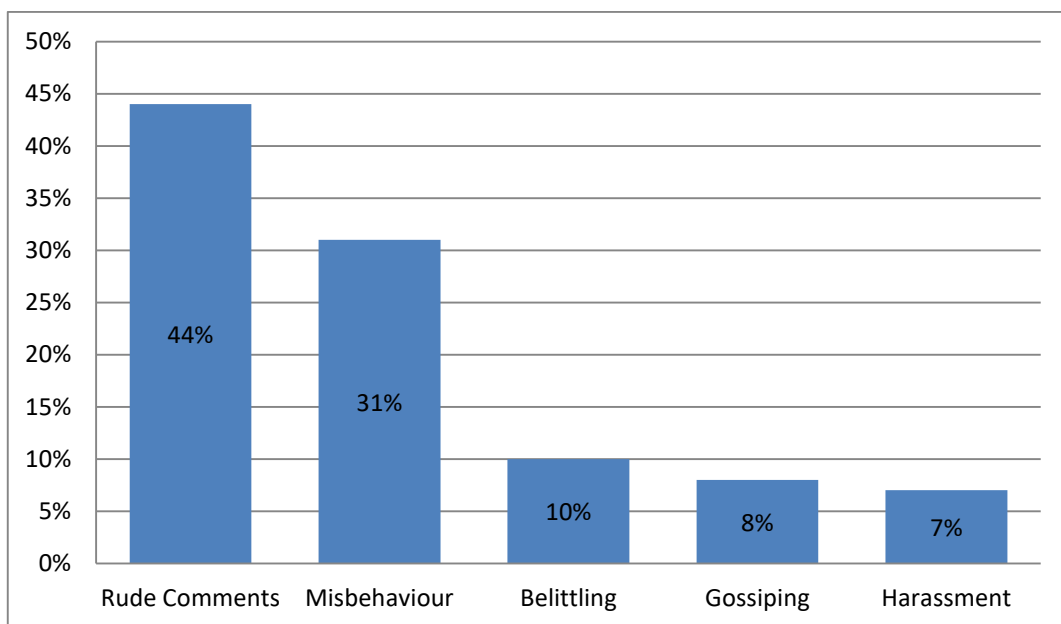
39 per-cent respondents monthly income below 25000. 36 per-cent respondents have 25000-50000. 21 per-cent respondents monthly income have 50000-75000 and 4 per-cent respondents have below 75000.

TABLE 4.8 SHOWING EXPERIENCED INCIVILITY OF RESPONDENTS

Particulars	No. of respondents	Percentage
Rude Comments	44	44
Misbehavior	31	31
Belittling (Insulting you)	10	10
Gossiping	8	8
Harassment	7	7
Total	100	100

Source: Primary data

FIGURE 4.8 SHOWING EXPERIENCED INCIVILITY OF RESPONDENTS



Interpretation

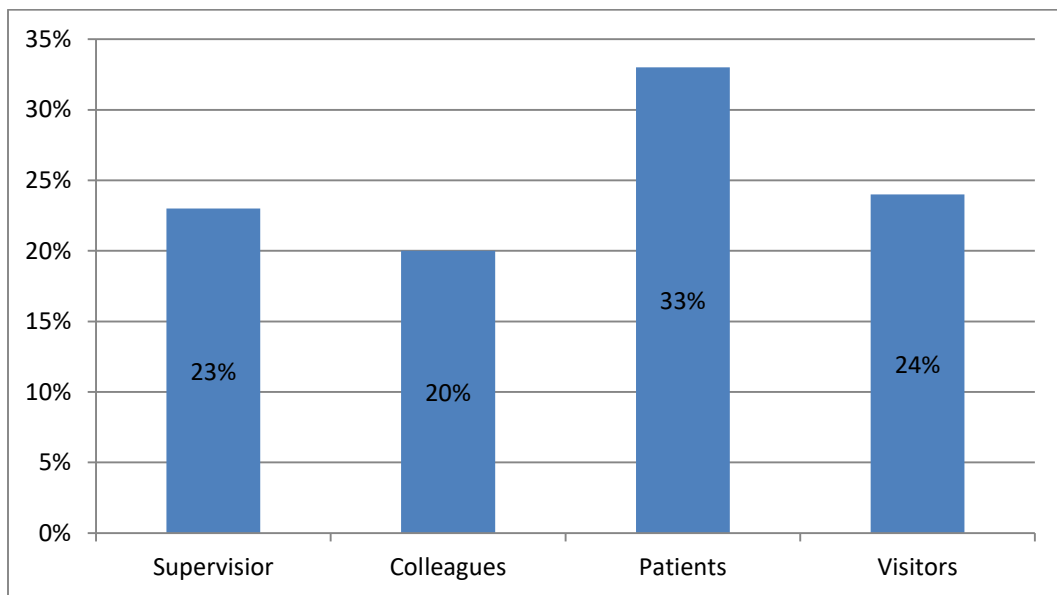
44 per-cent respondents had experienced by rude comments. 31 per-cent respondents had experienced by misbehavior, 10 per-cent respondents had belittling.8 per-cent respondents had experienced by gossiping and 7 per-cent respondents had experienced harassment.

TABLE 4.9 SHOWING PRIMARY OFFENDER IN THE WORKPLACE RUDENESS

Particulars	No. of respondents	Percentage
Supervisor	23	23
Colleagues	20	20
Patients	33	33
Visitors	24	24
Total	100	100

Source: Primary data

FIGURE 4.9 SHOWING PRIMARY OFFENDER IN THE WORKPLACE RUDENESS



Interpretation

33 per-cent respondents show that patients are the highly primary offender in the workplace rudeness. 24 per-cent of respondents show visitors 23 per-cent respondents shows supervisor are the primary offender in the workplace rudeness and 20 per-cent respondents shows colleagues.

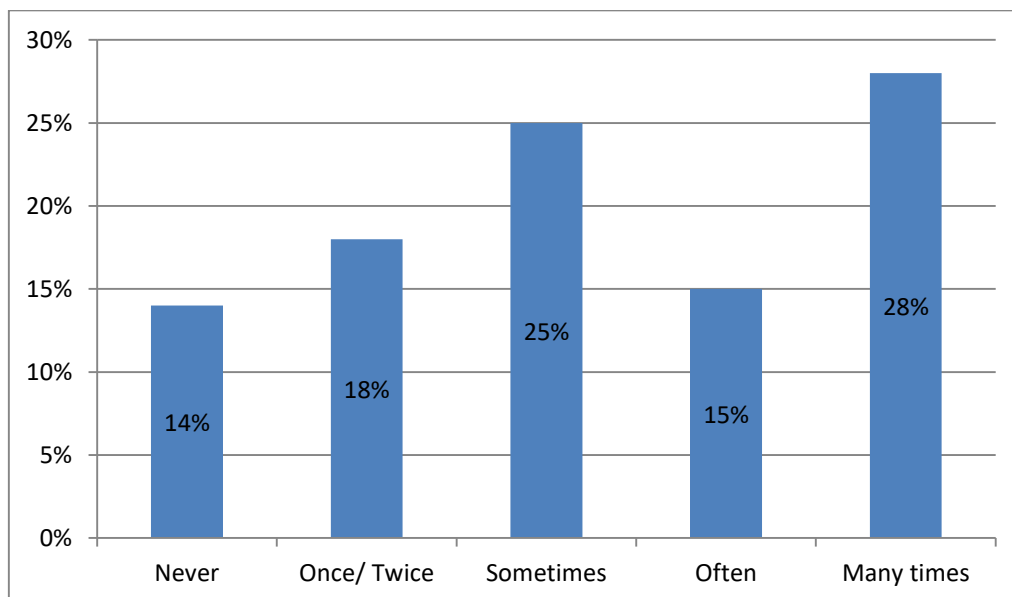
During the past year, were you ever in a situation in which any of supervisor, colleagues, patients or visitors

TABLE 4.10 SHOWING PAID LITTLE ATTENTION TO STATEMENT

Particulars	No. of respondents	Percentage
Never	14	14
Once or Twice	18	18
Sometimes	25	25
Often	15	15
Many times	28	28
Total	100	100

Source: Primary data

FIGURE 4.10 SHOWING PAID LITTLE ATTENTION TO STATEMENT



Interpretation

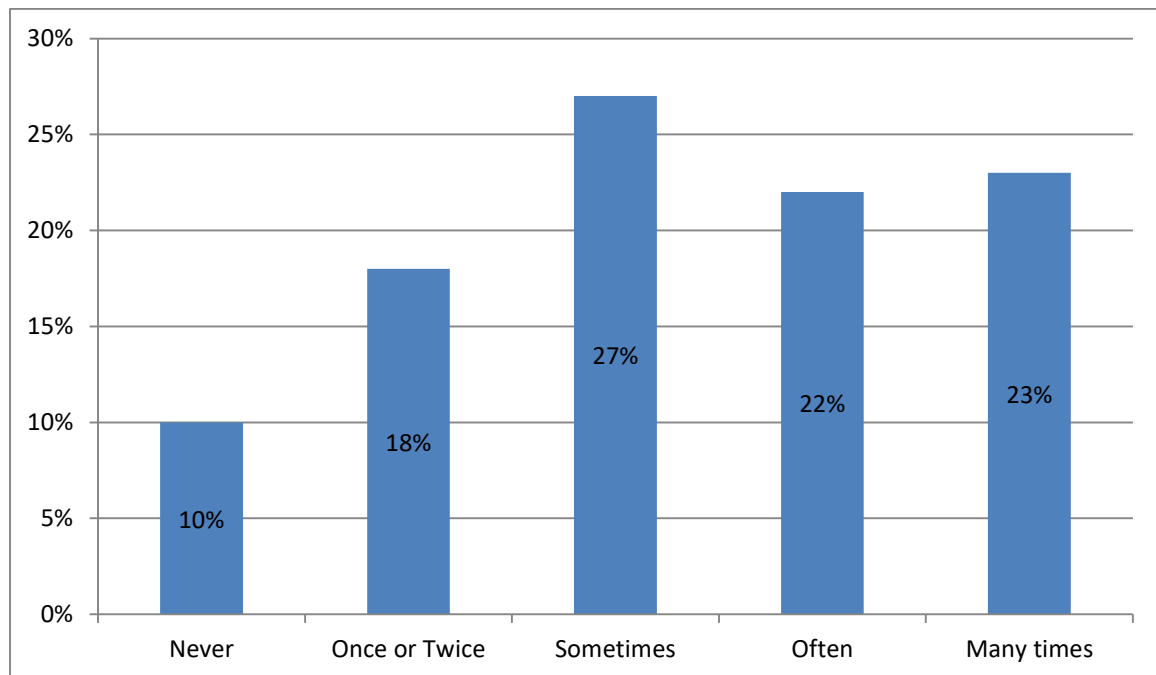
28 per-cent respondents have many times little attention to statements, 25 per-cent respondents have sometimes,18 per-cent respondents have once or twice, 15 per-cent respondents have often and 14 per-cent respondents have never little attention to statements.

TABLE 4.11 SHOWING DOUBTED JUDGEMENT ON MATTER

Particulars	No. of respondents	Percentage
Never	10	10
Once or Twice	18	18
Sometimes	27	27
Often	22	22
Many times	23	23
Total	100	100

Source: Primary data

FIGURE 4.11 SHOWING DOUBTED JUDGEMENT ON MATTER



Interpretation

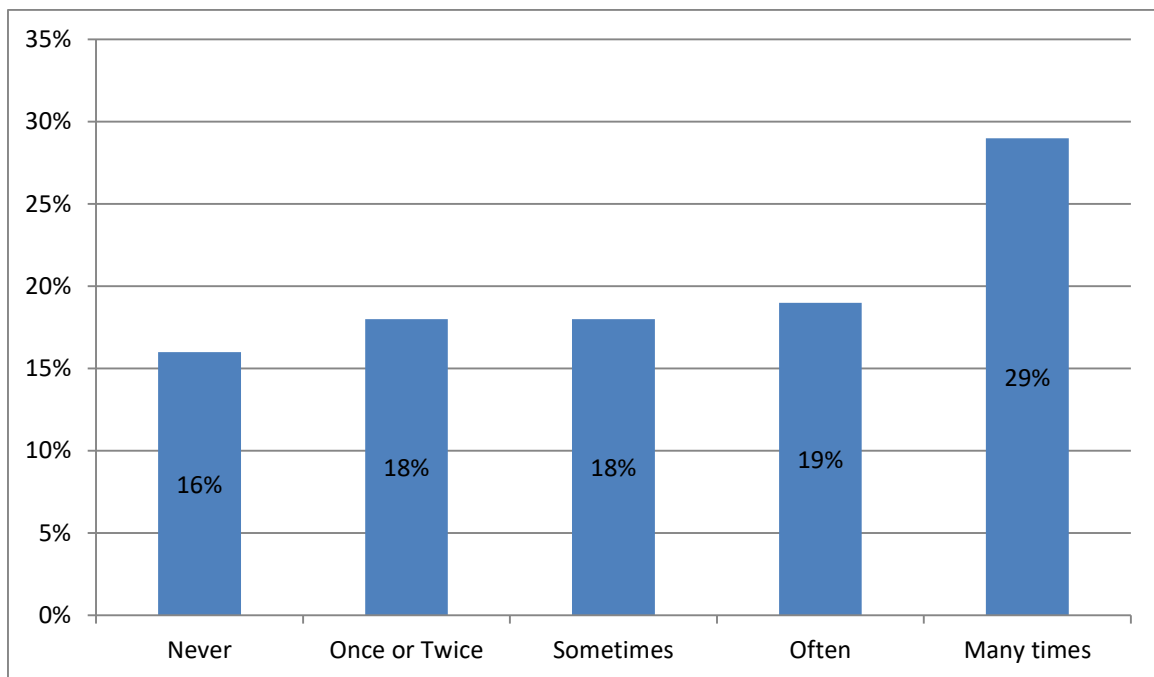
27 per-cent respondents sometimes had the doubted judgment, 23 per-cent respondents have many times, 22 per-cent respondents have many times, 18 per-cent respondents once or twice and 10 per-cent respondents never had a doubted judgment.

TABLE 4.12 SHOWING HOSTILE LOOKS AND STARES

Particulars	No. of respondents	Percentage
Never	16	16
Once or Twice	18	18
Sometimes	18	18
Often	19	19
Many times	29	29
Total	100	100

Source: Primary data

FIGURE 4.12 SHOWING HOSTILE LOOKS AND STARES



Interpretation

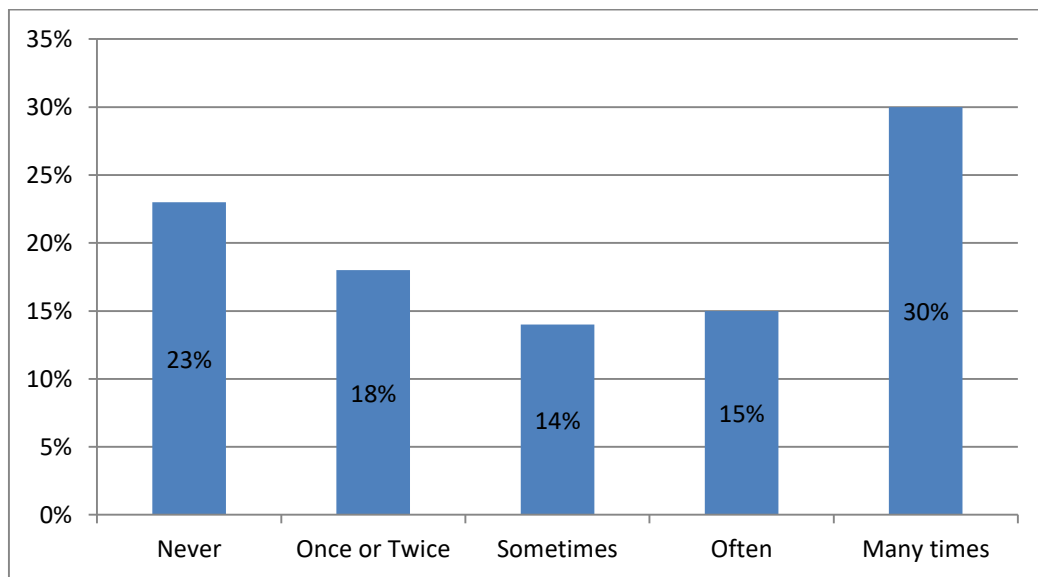
In this figure talks about the hostile looks and stares. 29 per-cent respondents have many times, 19 per-cent respondents had often, and 18 per-cent respondents have sometimes and once or twice. 16 per-cent respondents are never having a hostile looks and stares.

TABLE 4.13 SHOWING ADDRESSED IN UNPROFESSIONAL TERMS

Particulars	No. of respondents	Percentage
Never	23	23
Once or Twice	18	18
Sometimes	14	14
Often	15	15
Many times	30	30
Total	100	100

Source: Primary data

FIGURE 4.13 SHOWING ADDRESSED IN UNPROFESSIONAL TERMS



Interpretation

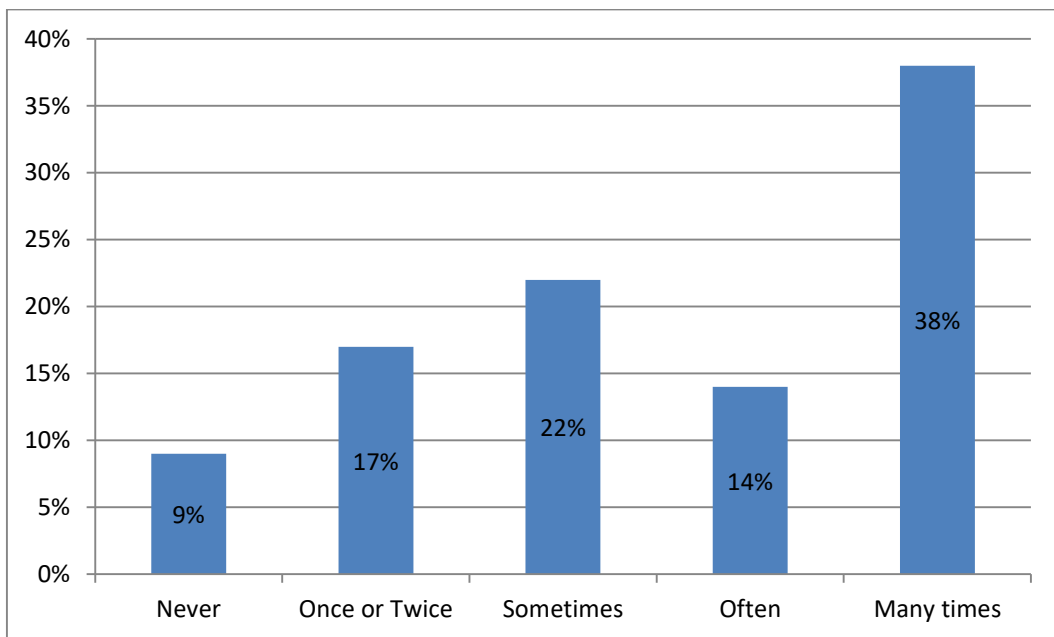
It is found the addressed in unprofessional terms. 30 per-cent respondents had many times, 23 per-cent respondents had never, 18 per-cent respondents have once or twice, and 15 per-cent respondents have often. 14 per-cent respondents have sometimes addressed in unprofessional terms.

TABLE 4.14 SHOWING INRERUPTED OR SPOKE OVER

Particulars	No. of respondents	Percentage
Never	9	9
Once or Twice	17	17
Sometimes	22	22
Often	14	14
Many times	38	38
Total	100	100

Source: Primary data

FIGURE 4.14 SHOWING INRERUPTED OR SPOKE OVER



Interpretation

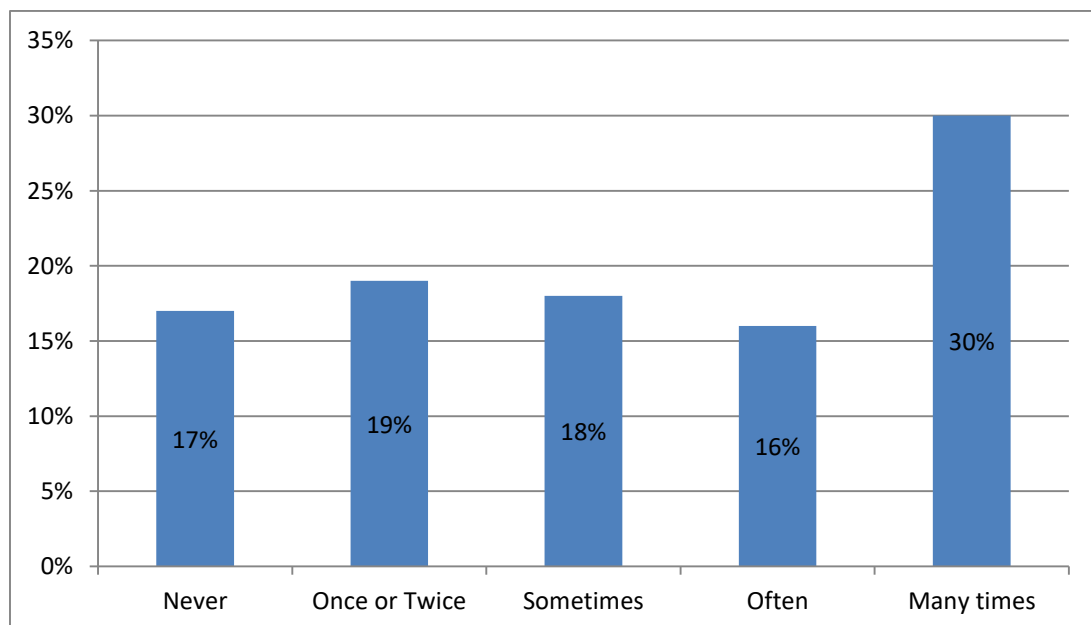
38 per-cent respondents are many times, 22 per-cent respondents respond sometimes, 17 per-cent respondents are once or twice, 14 per-cent respondents are often, 9 per-cent respondents are neutral. Most respondents face many times interrupted or spoke over.

TABLE 4.15 SHOWING RATED LOWER THAN DESERVING EVALUATION

Particulars	No. of respondents	Percentage
Never	17	17
Once or Twice	19	19
Sometimes	18	18
Often	16	16
Many times	30	30
Total	100	100

Source: Primary data

FIGURE 4.15 SHOWING RATED LOWER THAN DESERVING EVALUATION



Interpretation

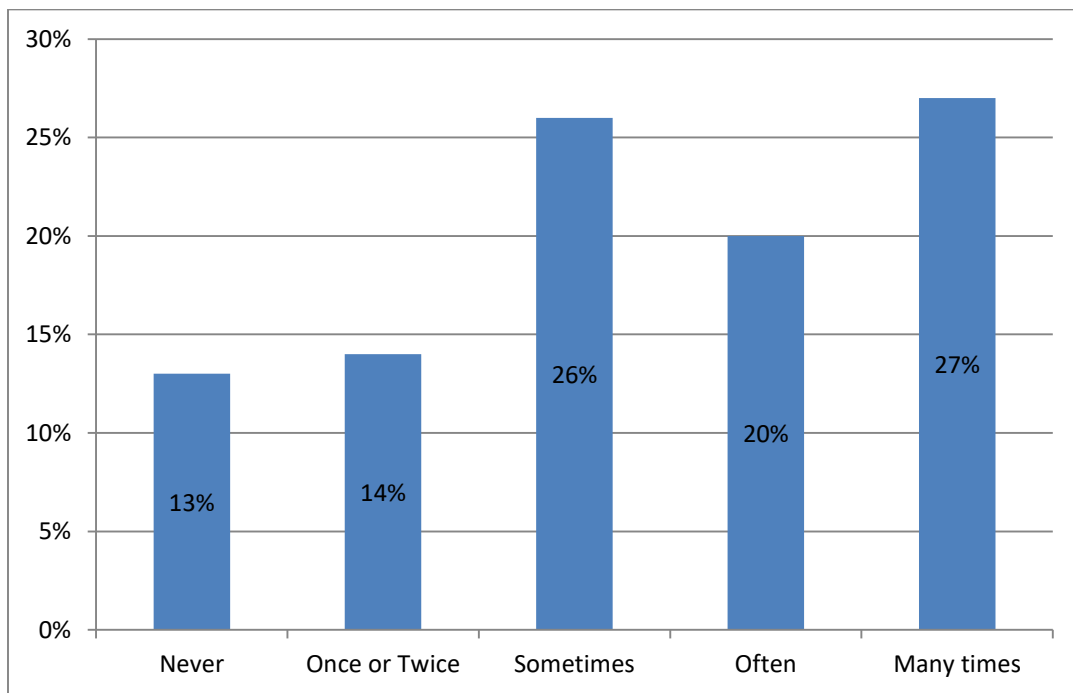
It is found that 30 per-cent respondents are rated lower than deserved an evaluation at many times, 19 per-cent respondents are once or twice, 18 per-cent respondents are sometimes, 17 per-cent respondents are never, 16 per-cent respondents are often.

TABLE 4.16 SHOWING YELLED AND SHOUT

Particulars	No. of respondents	Percentage
Never	13	13
Once or Twice	14	14
Sometimes	26	26
Often	20	20
Many times	27	27
Total	100	100

Source: Primary data

FIGURE 4.16 SHOWING YELLED AND SHOUT



Interpretation

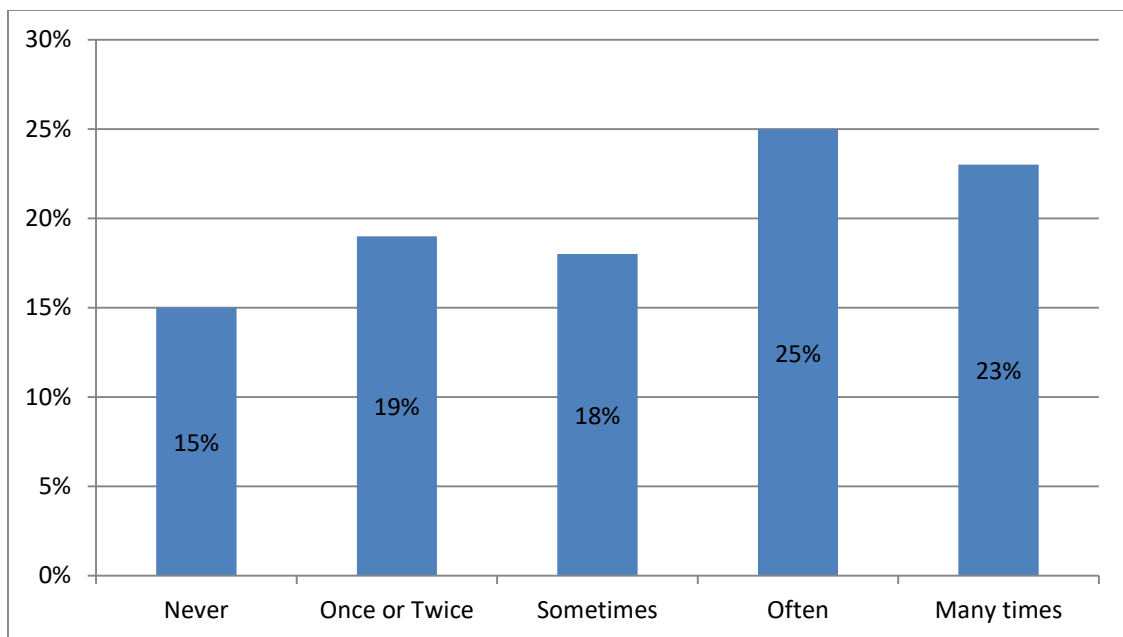
In this figure talks about the yelled and shouted. 27 per-cent respondents respond many times, 26 per-cent respondents respond sometimes, 20 per-cent respondents are often, 14 per-cent respondents are once or twice, 13 per-cent respondents are respond never.

TABLE 4.17 SHOWING INSULTING OR DISRESPECTFUL REMARKS

Particulars	No. of respondents	Percentage
Never	15	15
Once or Twice	19	19
Sometimes	18	18
Often	25	25
Many times	23	23
Total	100	100

Source: Primary data

FIGURE 4.17 SHOWING INSULTING OR DISRESPECTFUL REMARKS



Interpretation

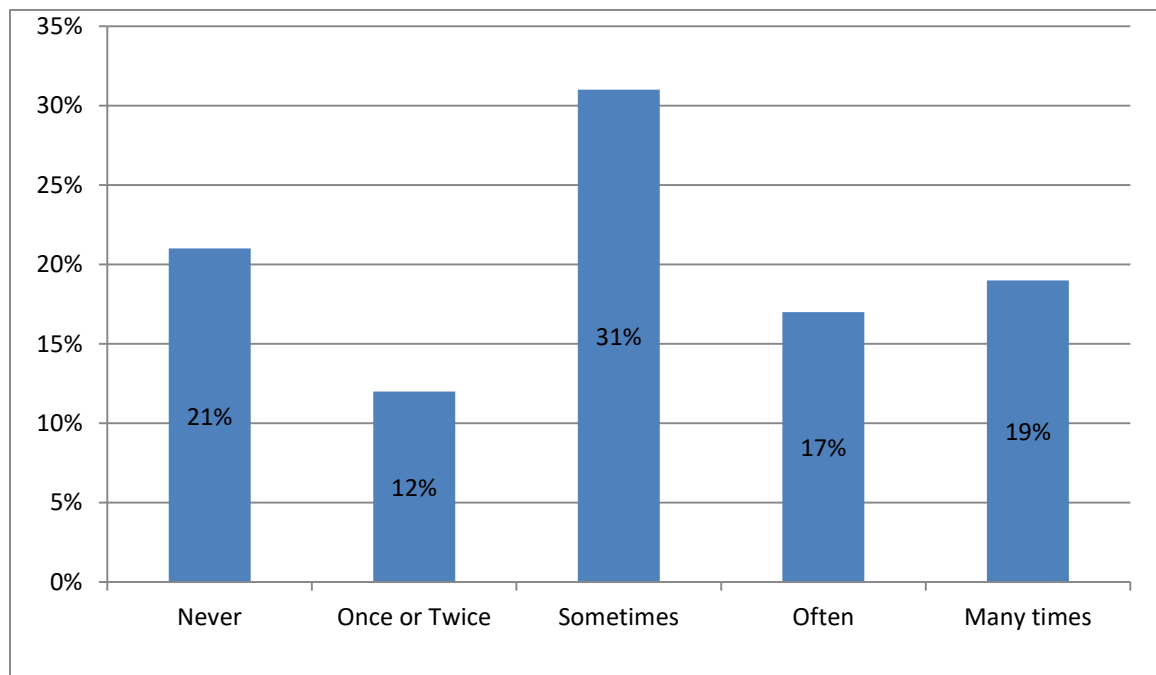
25 per-cent respondents respond often, 23 per-cent respondents are many times, 19 per-cent respondents are once or twice, 18 per-cent respondents are sometimes, 15 per-cent respondents are never. Here made insulting or remarks are often faced.

TABLE 4.18 SHOWING IGNORANCE IN THE WORKPLACE

Particulars	No. of respondents	Percentage
Never	21	21
Once or Twice	12	12
Sometimes	31	31
Often	17	17
Many times	19	19
Total	100	100

Source: Primary data

GRAPH 4.18 SHOWING IGNORANCE IN THE WORKPLACE



Interpretation

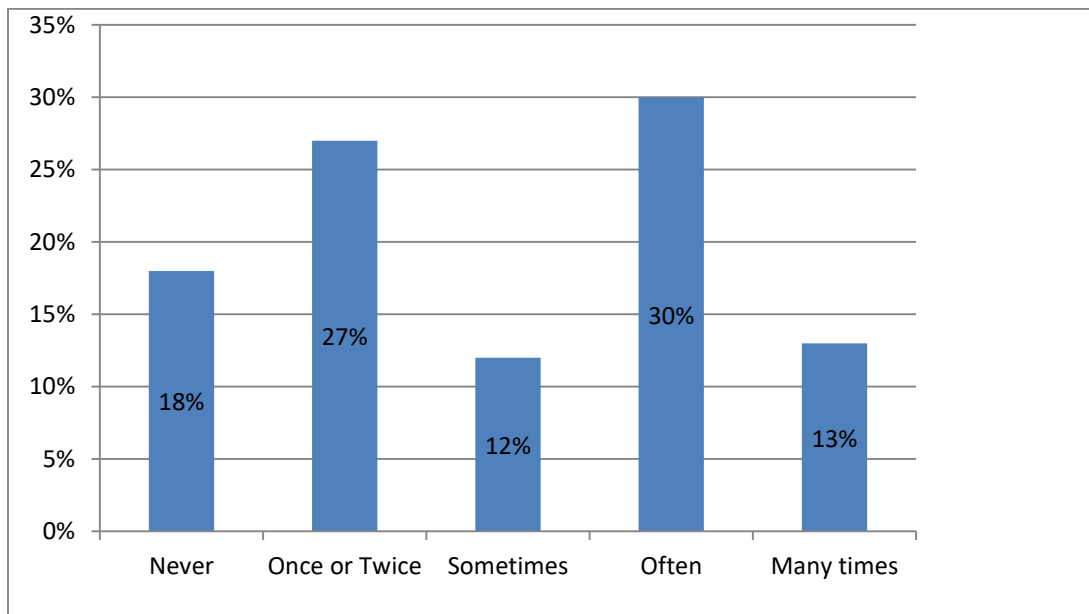
31 per-cent respondents respond sometimes, 21 per-cent respondents are never, 19 per-cent respondents are many times, 17 per-cent respondents are often, 12 per-cent respondents are sometimes.

TABLE 4.19 SHOWING ACUSED OF INCOMPETENCE

Particulars	No. of respondents	Percentage
Never	18	18
Once or Twice	27	27
Sometimes	12	12
Often	30	30
Many times	13	13
Total	100	100

Source: Primary data

FIGURE 4.19 SHOWING ACUSED OF INCOMPETENCE



Interpretation

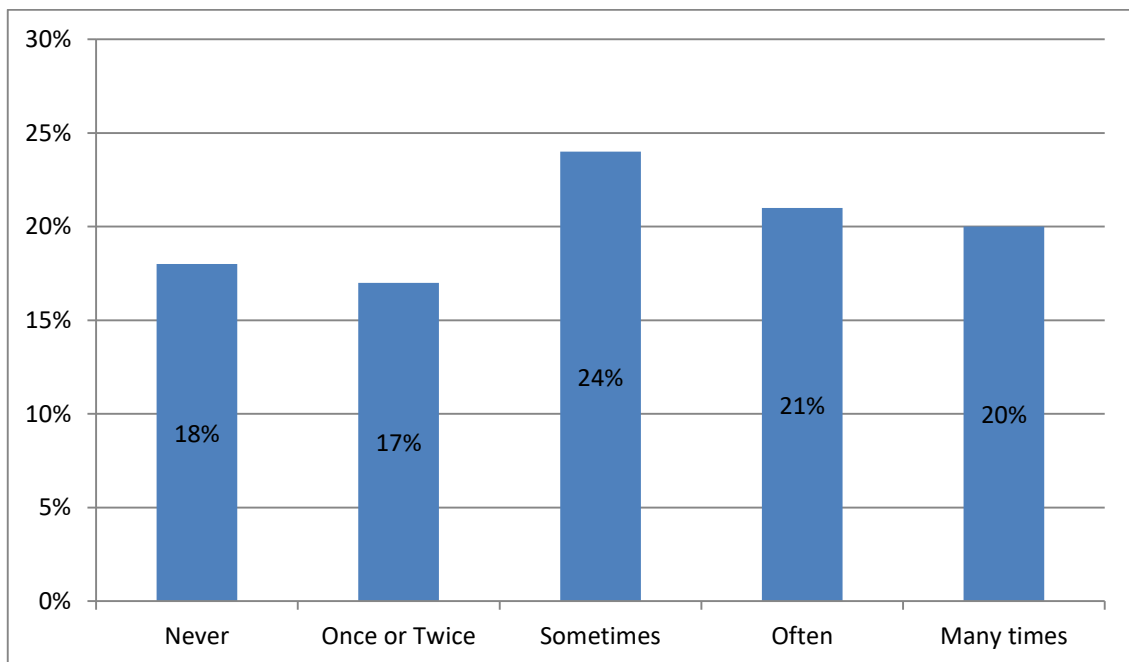
30 per-cent respondents respond often, 27 per-cent respondents are once or twice, 18 per-cent respondents are never, 13 per-cent respondents are many times, 12 per-cent respondents are sometimes.

TABLE 4.20 SHOWING TARGETED ANGER OUTBURTS

Particulars	No. of respondents	Percentage
Never	18	18
Once or Twice	17	17
Sometimes	24	24
Often	21	21
Many times	20	20
Total	100	100

Source: Primary data

FIGURE 4.20 SHOWING TARGETED ANGER OUTBURTS



Interpretation

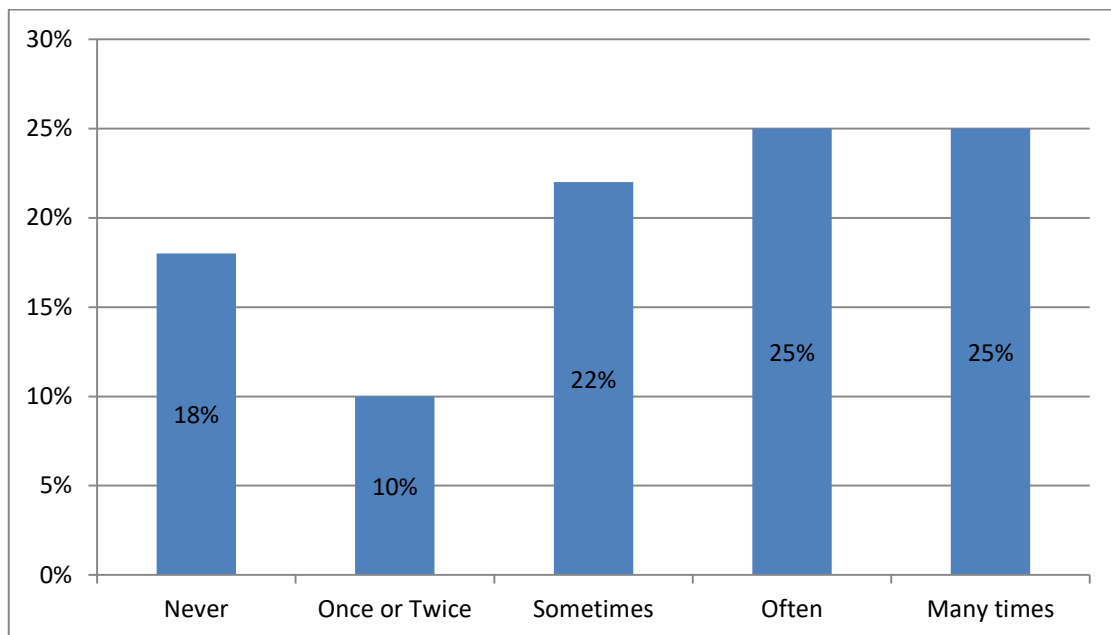
From the above figure 4.20, 20 per-cent respondents respond sometimes, 21 per-cent respondents are often, 20 per-cent respondents are many times, 19 per-cent respondents are never, 17 per-cent respondents are once or twice.

TABLE 4.21 SHOWING MADE JOKES AT EXPENSES

Particulars	No. of respondents	Percentage
Never	18	18
Once or Twice	10	10
Sometimes	22	22
Often	25	25
Many times	25	25
Total	100	100

Source: Primary data

FIGURE 4.21 SHOWING MADE JOKES AT EXPENSES



Interpretation

25 per-cent respondents are many times, 25 per-cent respondents are sometimes, 22 per-cent respondents are sometimes, 18 per-cent respondents are never, 10 per-cent respondents are once or twice.

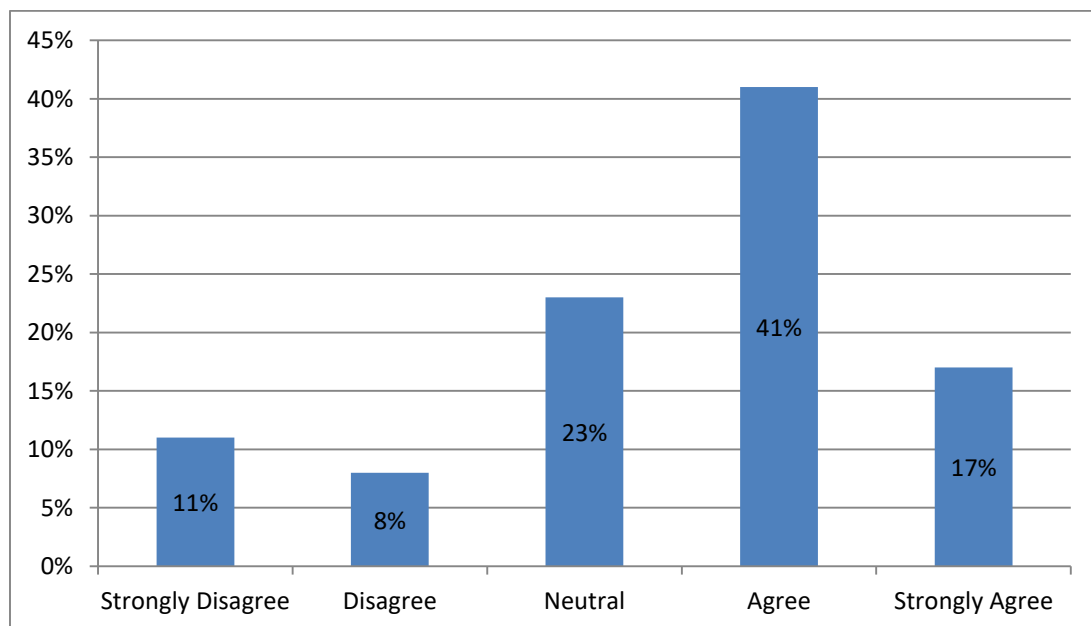
Opinion regarding the Organizational Commitment

TABLE 4.22 SHOWING JOB ASSIGNMENT

Particulars	No. of respondents	Percentage
Strongly Disagree	11	11
Disagree	8	8
Neutral	23	23
Agree	41	41
Strongly Agree	17	17
Total	100	100

Source: Primary data

FIGURE 4.22 SHOWING JOB ASSIGNMENT



Interpretation

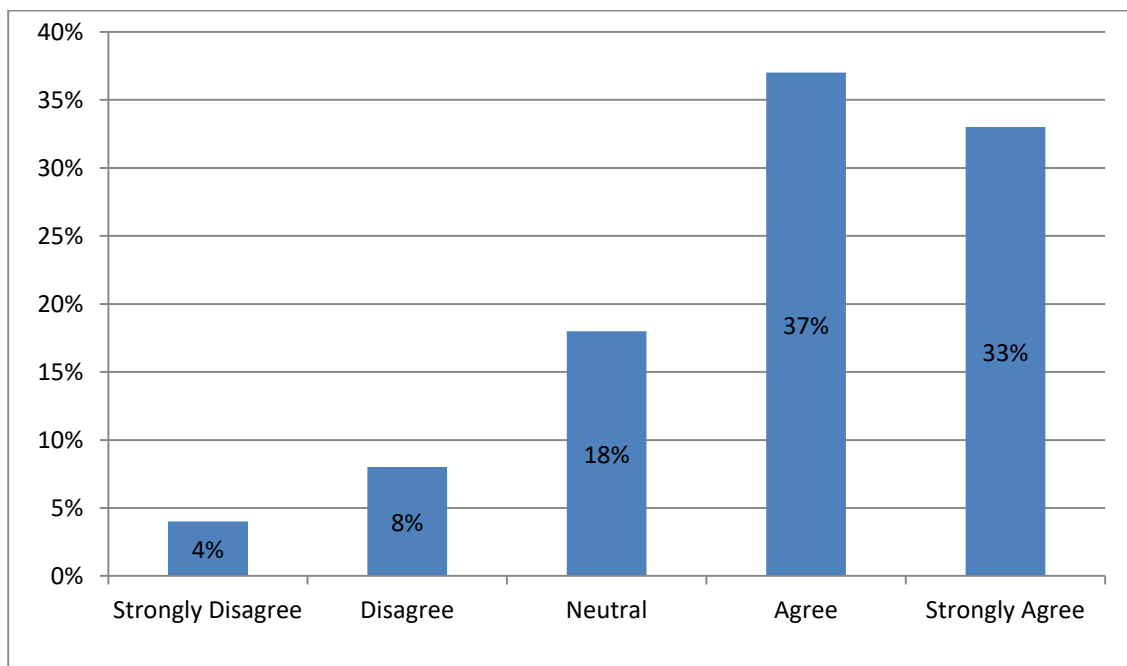
41 per-cent respondents are agreed, 23 per-cent respondents are neutral, 17 per-cent respondents are strongly agreed, 11 per-cent respondents are strongly disagree, 8 per-cent respondents are disagree. Study reveals that 41 per-cent respondents opinion almost any type of job assignment in order to keep working for this hospital.

TABLE 4.23 SHOWING LOYALTY TO HOSPITAL

Particulars	No. of respondents	Percentage
Strongly Disagree	4	4
Disagree	8	8
Neutral	18	18
Agree	37	37
Strongly Agree	33	33
Total	100	100

Source: Primary data

FIGURE 4.23 SHOWING LOYALTY TO HOSPITAL



Interpretation

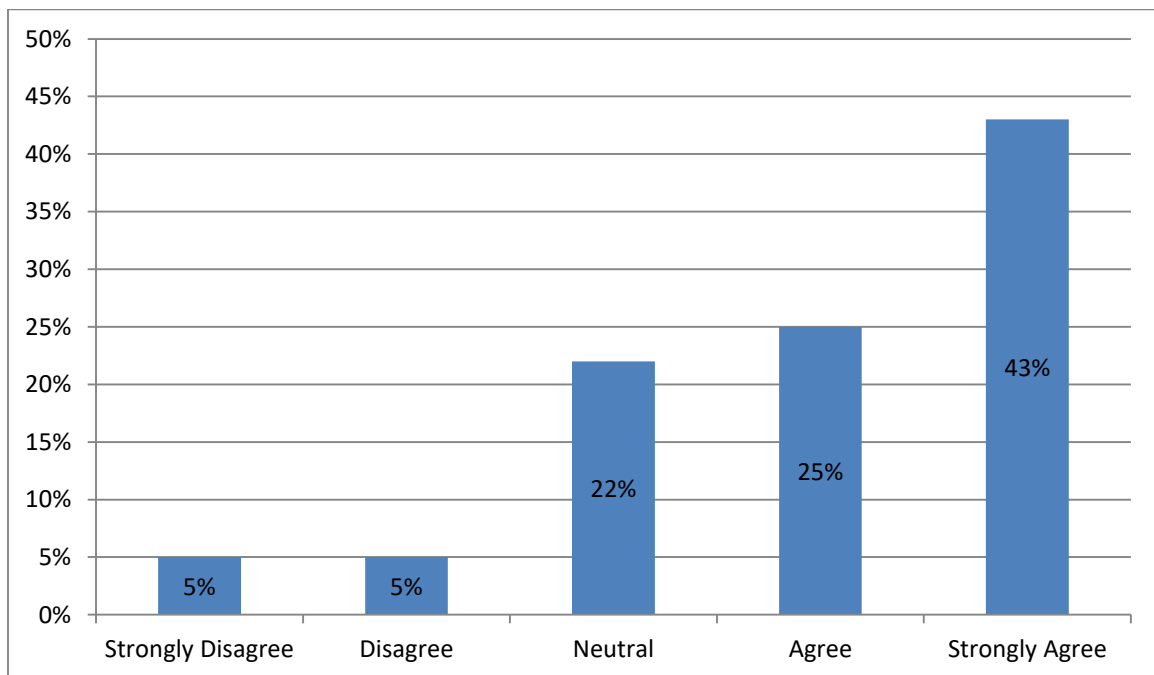
37 per-cent respondents are agreed, 33 per-cent respondents are strongly agreed, 18 per-cent respondents are neutral, 8 per-cent respondents are disagree, 4 per-cent respondents are strongly disagree.

TABLE 4.24 SHOWING PROUD TO PART OF THIS ORGANIZATION

Particulars	No. of respondents	Percentage
Strongly Disagree	5	5
Disagree	5	5
Neutral	22	22
Agree	25	25
Strongly Agree	43	43
Total	100	100

Source: Primary data

FIGURE 4.24 SHOWING PROUD TO PART OF THIS ORGANIZATION



Interpretation

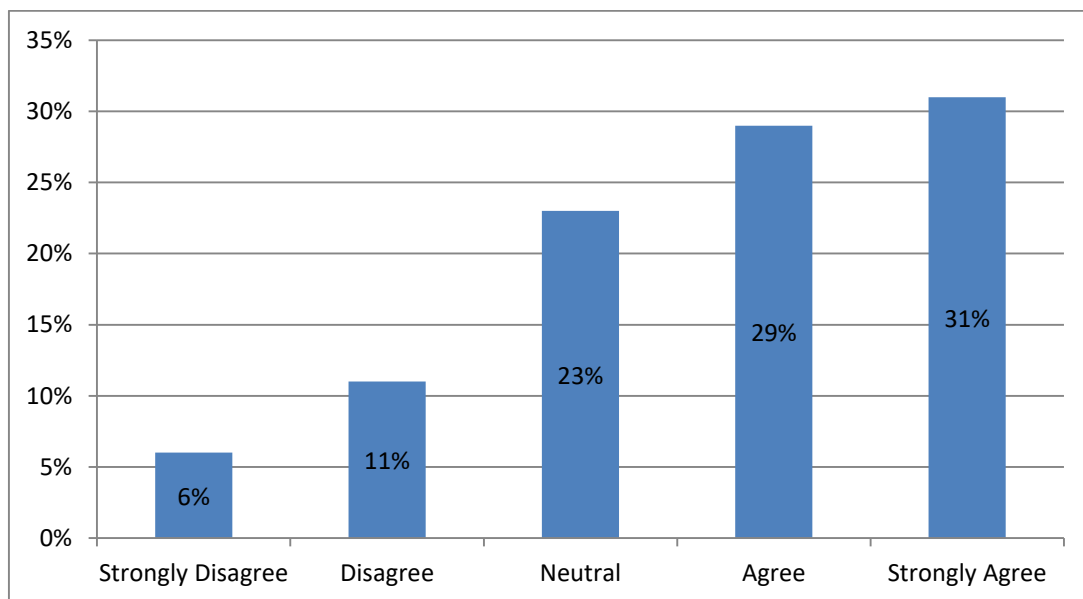
43 per-cent respondents are strongly agree, 25 per-cent respondents are agree, 22 per-cent respondents are neutral, 5 per-cent respondents are disagree, per-cent 5 respondents are strongly disagree.

TABLE 4.25 SHOWING GREAT ORGANIZATIONS TO WORK FOR

Particulars	No. of respondents	Percentage
Strongly Disagree	6	6
Disagree	11	11
Neutral	23	23
Agree	29	29
Strongly Agree	31	31
Total	100	100

Source: Primary data

FIGURE 4.25 SHOWING GREAT ORGANIZATIONS TO WORK FOR



Interpretation

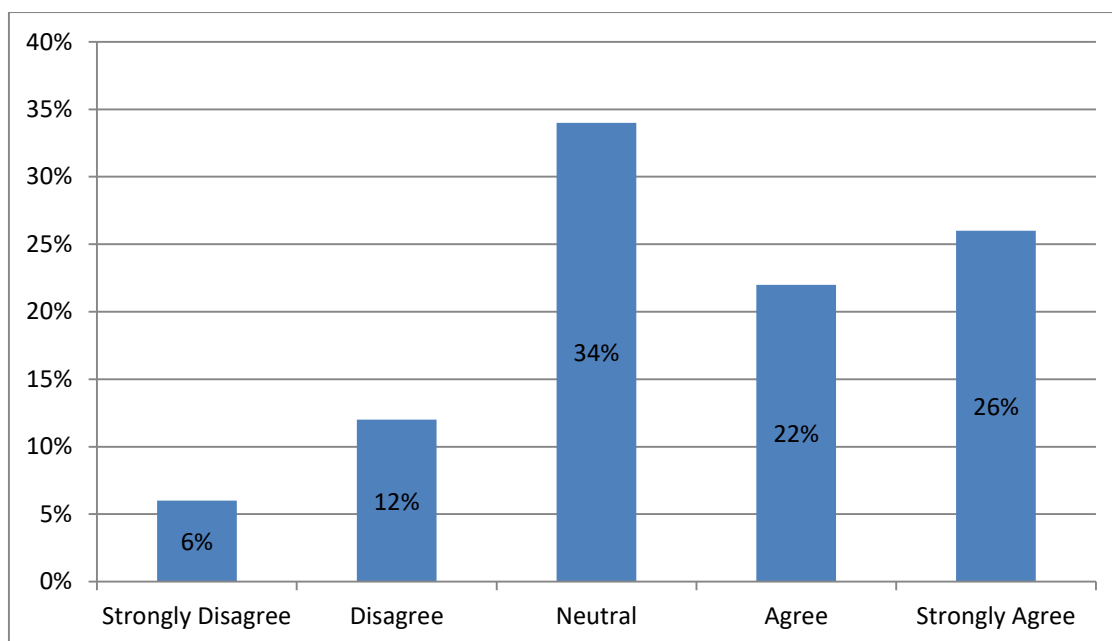
Study shows 31 per-cent respondents were strongly agreed the talk up the hospital to friends as an great organization to work for, 29 per-cent respondents agree, 23 per-cent respondents are neutral, 11 per-cent respondents are disagree, 6 per-cent respondents are strongly disagree.

TABLE 4.26 SHOWING CIRCUMSTANCES TO CAUSE TO LEAVE

Particulars	No. of respondents	Percentage
Strongly Disagree	6	6
Disagree	12	12
Neutral	34	34
Agree	22	22
Strongly Agree	26	26
Total	100	100

Source: Primary data

FIGURE 4.26 SHOWING CIRCUMSTANCES TO CAUSE TO LEAVE



Interpretation

It is found that the present circumstances to cause to leave. 34 per-cent respondents are neutral, 26 per-cent respondents are strongly agree, 22 per-cent respondents agree, 12 r per-cent respondents are disagree, 6 r per-cent respondents are strongly disagree.

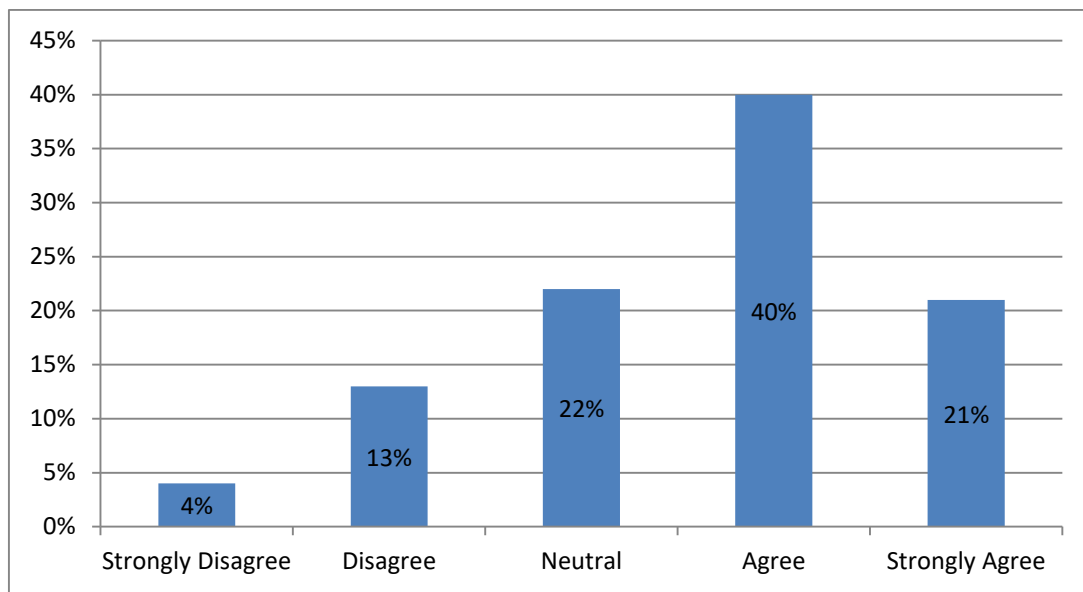
Opinion regarding Job Satisfaction

TABLE 4.27 SHOWING PLEASSED WITH WORK

Particulars	No. of respondents	Percentage
Strongly Disagree	4	4
Disagree	13	13
Neutral	22	22
Agree	40	40
Strongly Agree	21	21
Total	100	100

Source: Primary data

FIGURE 4.27 SHOWING PLEASSED WITH WORK



Interpretation

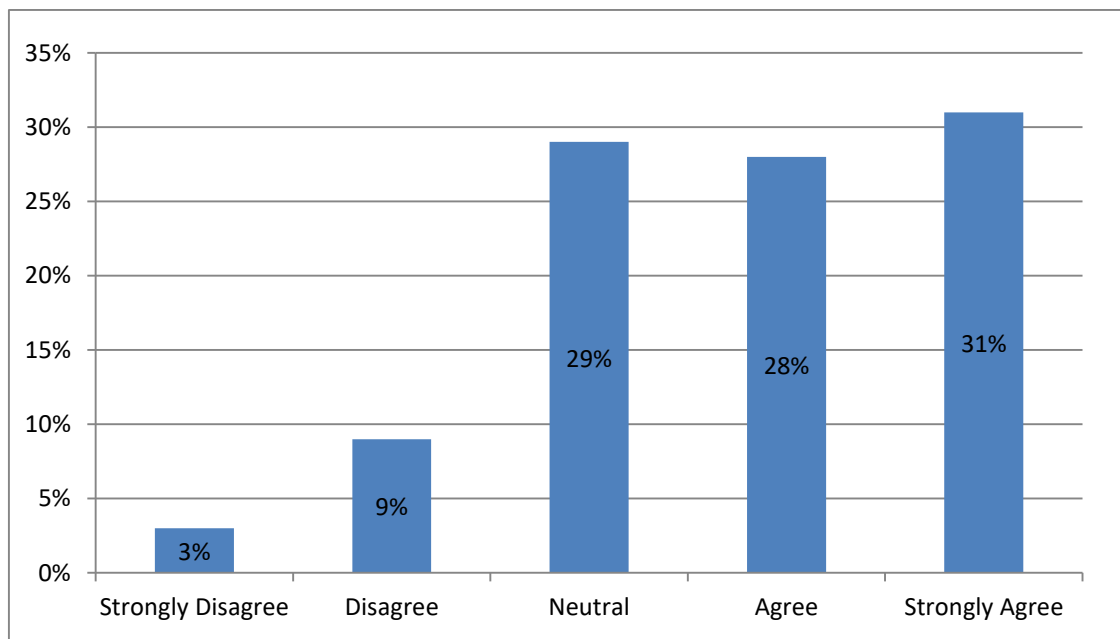
40 per-cent respondents are agree, 22 per-cent respondents are neutral, 21 per-cent respondents strongly agreed, 13 r per-cent respondents disagreed. 4 per-cent respond strongly disagree pleased with work.

TABLE 4.28 SHOWING SATISFACTION IN CURRENT PRACTICE

Particulars	No. of respondents	Percentage
Strongly Disagree	3	3
Disagree	9	9
Neutral	29	29
Agree	28	28
Strongly Agree	31	31
Total	100	100

Source: Primary data

FIGURE 4.28 SHOWING SATISFACTION IN CURRENT PRACTICE



Interpretation

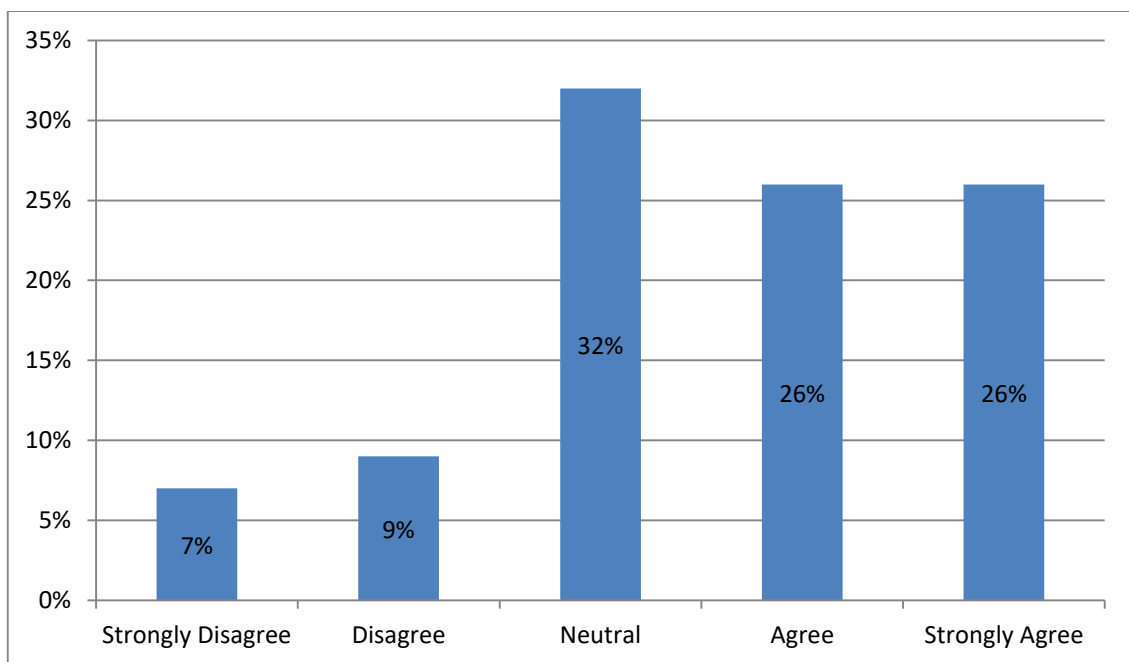
31 per-cent respondents are strongly agreeing, 29 per-cent respondents are neutral, 28 per-cent respondents are agreed, 9 per-cent respondents are disagreed and 3 per-cent respondents strongly disagree with satisfied in current practice.

TABLE 4.29 SHOWING WORK PRACTICE MET EXPECTATIONS

Particulars	No. of respondents	Percentage
Strongly Disagree	7	7
Disagree	9	9
Neutral	32	32
Agree	26	26
Strongly Agree	26	26
Total	100	100

Source: Primary data

FIGURE 4.29 SHOWING WORK PRACTICE MET EXPECTATIONS



Interpretation

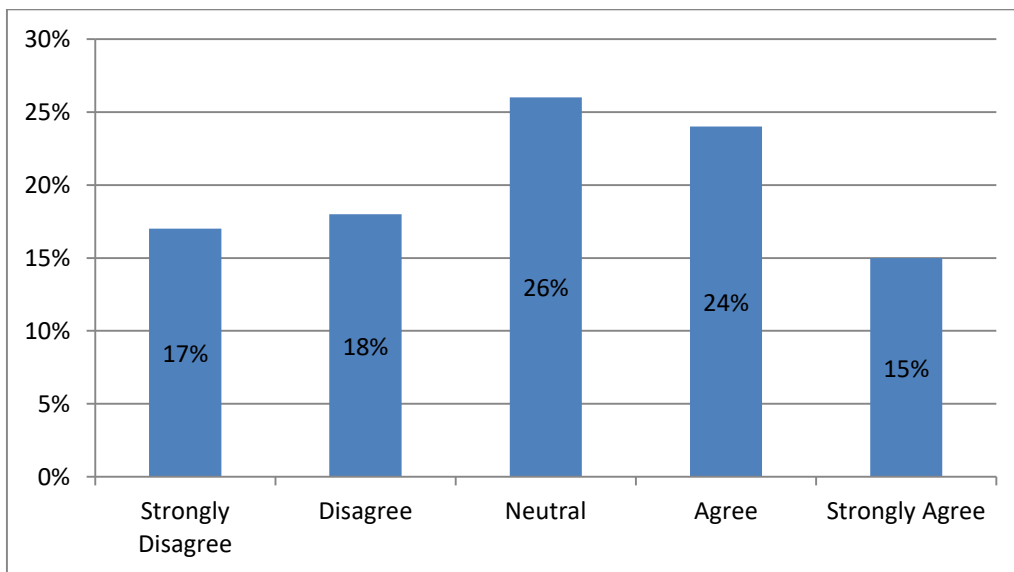
From the above figure 4.29, 32 per-cent respondents are neutral, 26 per-cent respondents are agreed, 26 per-cent respondents are strongly agreed strongly agreed, 9 per-cent respondents are disagreed and 7 per-cent respondents are strongly disagreed.

TABLE 4.30 SHOWING CURRENT WORK SITUATION NOT A MAJOR FRUSTRATION

Particulars	No. of respondents	Percentage
Strongly Disagree	17	17
Disagree	18	18
Neutral	26	26
Agree	24	24
Strongly Agree	15	15
Total	100	100

Source: Primary data

FIGURE 4.30 SHOWING CURRENT WORK SITUATION NOT A MAJOR FRUSTRATION



Interpretation

26 per-cent respondents are neutral, 24 per-cent respondents are agreed, and 18 per-cent respondents are disagreed. 17 per-cent respondents strongly agreed, 15 per-cent respondents are strongly agreed. Study reveals that 26 per-cent respondents opinion current job is not a major frustration.

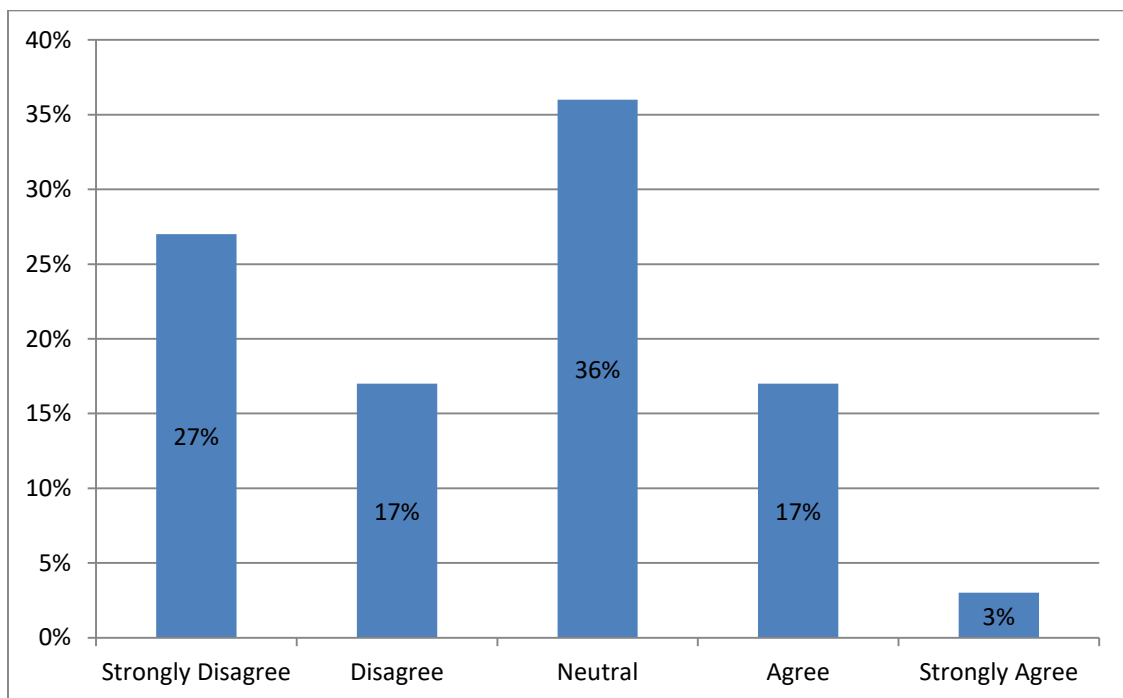
Opinion regarding Turnover Intention

TABLE 4.31 SHOWING QUITTING CURRENT JOB

Particulars	No. of respondents	Percentage
Strongly Disagree	27	27
Disagree	17	17
Neutral	36	36
Agree	17	17
Strongly Agree	3	3
Total	100	100

Source: Primary data

FIGURE 4.31 SHOWING QUITTING CURRENT JOB



Interpretation

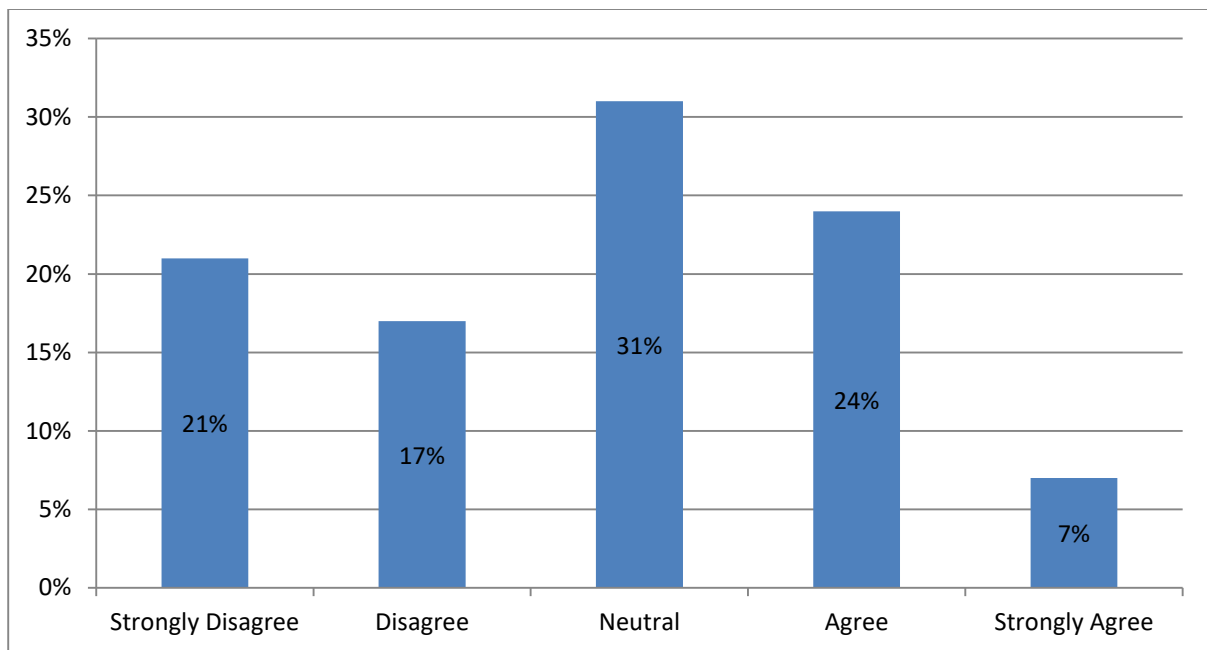
Figure shows 3 per-cent 6 respondents are neutral, 27 per-cent respondents are strongly disagreeing, 17 per-cent respondents are disagree and agreed, and 3 per-cent respondents are strongly agreed.

TABLE 4.32 SHOWING LOOKING JOB IN ANOTHER HOSPITAL

Particulars	No. of respondents	Percentage
Strongly Disagree	21	21
Disagree	17	17
Neutral	31	31
Agree	24	24
Strongly Agree	7	7
Total	100	100

Source: Primary data

FIGURE 4.32 SHOWING LOOKING JOB IN ANOTHER HOSPITAL



Interpretation

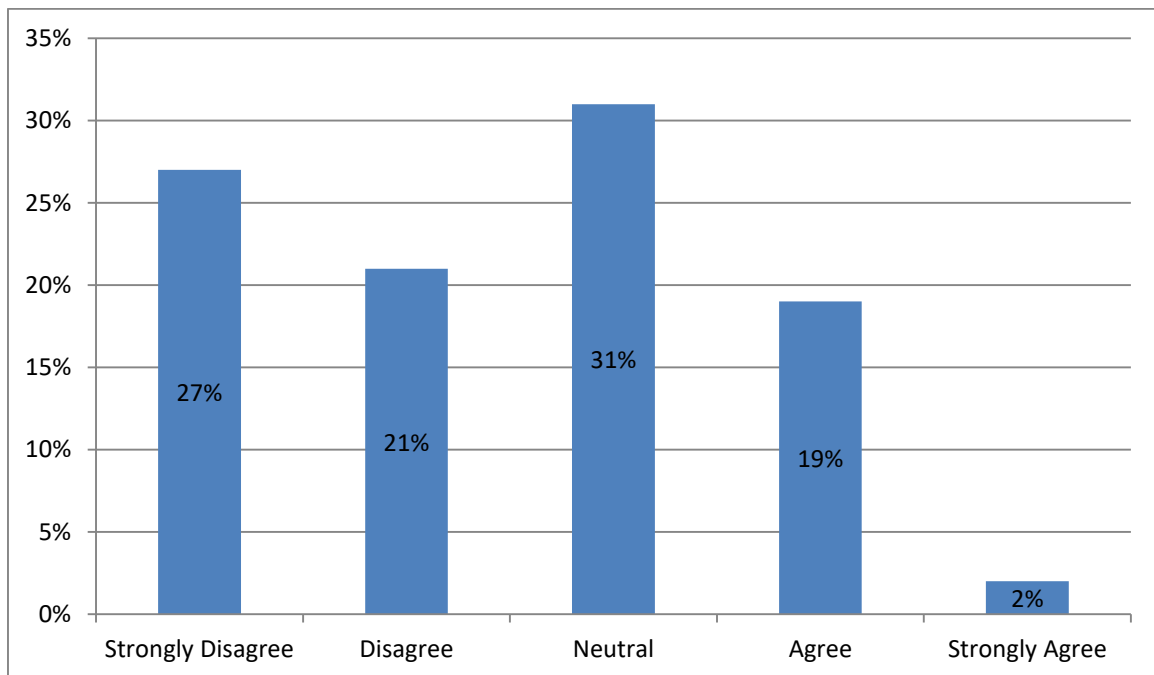
Study reveals opinion regarding the looking job in another hospital. Here 31 per-cent respondents are neutral, 24 per-cent respondents are agree, 21 per-cent respondents are strongly disagree, 17 per-cent respondents are disagree, 7 per-cent respondents are strongly agree.

TABL 4.33 SHOWING LEAVING JOB SOON

Particulars	No. of respondents	Percentage
Strongly Disagree	27	27
Disagree	21	21
Neutral	31	31
Agree	19	19
Strongly Agree	2	2
Total	100	100

Source: Primary data

FIGURE 4.33 SHOWING LEAVING JOB SOON



Interpretation

31 per-cent respondents are neutral, 27 per-cent respondents are strongly agree, 21 per-cent respondents are disagree, 19 per-cent respondents are agree, 2 per-cent respondents are strongly agree.

H₀₁: Workplace incivility does not have an influence on job satisfaction

**TABLE 4.34 MODEL SUMMARY OF REGRESSION TEST BETWEEN
WORKPLACE INCIVILITY AND JOB SATISFACTION**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	-.426 ^a	.182	.174	.85545	1.774

a. Predictors: (Constant), WI

b. Dependent Variable: JS

The coefficient of determination (R-squared) for the model is 0.182, which indicates that approximately 18.2% of the variance in the dependent variable (Job Satisfaction) can be explained by the independent variable (Workplace Incivility). The adjusted R-squared considers the number of predictors and degrees of freedom and is 0.174. The standard error of the estimate is 0.85545, representing the average distance between the observed values and the predicted values.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.941	1	15.941	21.784	.000 ^b
	Residual	71.716	98	.732		
	Total	87.657	99			

a. Dependent Variable: JS

b. Predictors: (Constant), WI

The regression model as a whole is statistically significant, as indicated by the low p-value (0.000). This means that the independent variable (Workplace Incivility) significantly affects the dependent variable (Job Satisfaction). The sum of squares for the regression is 15.941, indicating the amount of variability explained by the model. The sum of squares for the residuals (unexplained variability) is 71.716, and the total sum of squares is 87.657.

Coefficients

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	3.257	.276		8.172	.000
	WI	-.380	.081	-.426	-4.667	.000

a. Dependent Variable: JS

Interpretation

The regression equation is $JS = 3.257 - 0.380 * WI$. The constant term (intercept) is 3.257. The coefficient for the independent variable (WI) is -0.380, which means that for each unit increase in WI, JS is expected to decrease by 0.380 units. The standardized coefficient (Beta) represents the standardized effect size of WI on JS. The t-value of -4.667 suggests that the coefficient is statistically significant (p-value: 0.000). The null hypothesis is rejected and the alternate hypothesis is accepted. So, workplace incivility has an influence on job satisfaction

H₀₂: There is no correlation between workplace incivility and turnover intention

TABLE 4.35 CORRELATION TEST BETWEEN WORKPLACE INCIVILITY AND TURNOVER INTENTION

		WI	TI
WI	Pearson Correlation	1	.076
	Sig. (2-tailed)		.453
	N	100	100
TI	Pearson Correlation	.076	1
	Sig. (2-tailed)	.453	
	N	100	100

Interpretation

The correlation coefficient between Workplace Incivility and Turnover Intention is 0.076, which indicates a very weak positive correlation. The p-value is 0.453, which is greater than the conventional significance level of 0.05. Therefore, we accept the null hypothesis that there is no correlation between Workplace Incivility and Turnover Intention.

H₀₃: Workplace incivility has no effect on organizational commitment

**TABLE 4.36 MODEL SUMMARY OF REGRESSION TEST BETWEEN
WORKPLACE INCIVILITY AND ORGANIZATIONAL COMMITMENT**

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Durbin-Watson
1	-.534 ^a	.285	.277	.79502	1.774

a. Predictors: (Constant), WI

b. Dependent Variable: OC

The coefficient of correlation (R) is -0.534, indicating a negative correlation between the independent variable (WI) and the dependent variable (OC). The coefficient of determination (R-squared) is 0.285, which means that approximately 28.5% of the variance in the dependent variable can be explained by the independent variable. The adjusted R-squared accounts for the number of predictors and is 0.277. The standard error of the estimate is 0.79502, representing the average distance between the observed values and the predicted values.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.657	1	24.657	39.010	.000 ^b
	Residual	61.942	98	.632		
	Total	86.598	99			

a. Dependent Variable: OC

b. Predictors: (Constant), WI

The regression model as a whole is statistically significant, as indicated by the low p-value (0.000). This suggests that the independent variable (WI) significantly affects the dependent variable (OC). The sum of squares for the regression is 24.657, indicating the amount of variability explained by the model. The sum of squares for the residuals (unexplained variability) is 61.942, and the total sum of squares is 86.598.

Coefficients

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	3.572	.257		8.461	.000
	WI	-.473	.076	-.534	-6.246	.000

a. Dependent Variable: OC

Interpretation

The regression equation is $OC = 3.572 - 0.473 * WI$. The constant term (intercept) is 3.572. The coefficient for the independent variable (WI) is -0.473, indicating a negative influence. For every unit increase in WI, OC is expected to decrease by 0.473 units. The standardized coefficient (Beta) represents the standardized effect size of WI on OC and is -0.534. The t-value of -6.246 suggests that the coefficient is statistically significant (p-value: 0.000). The null hypothesis is rejected and the alternate hypothesis is accepted. Workplace incivility has an effect on organizational commitment.

CHAPTER V
FINDINGS, SUGESSTIONS AND CONCLUSION

FINDINGS

- Most of the respondents are female category with 73%.
- Majority of respondent's i.e.61% are aged below 30, which reveals the youngster's representation in the study.
- Based on their marital status, 51% of the respondents are married.
- 64% of all respondents work in the private sector.
- Many respondents (33%) were Registered Nurses.
- Near 64% have less than five years of experience.
- Majority of the respondents have 39% Income below 25000.
- The most common forms of incivility reported by respondents were Rude Comments (44%).
- It is found that respondents express patients were the greatest offenders in the workplace for rudeness, with 33% of visitors.
- It shows that (33%) patients are the highly primary offender in workplace rudeness.
- It is shown that 28% of respondents have many times little attention to their statements
- 27% of respondents show that sometimes they had the doubted judgment
- Most of the respondents with 29% have many times hostile looks and stares.
- 30% of respondents had many times addressed in unprofessional terms.
- It reveals most of the respondents face many times interrupted or spoke over (38%).
- Almost 30% of respondents are rated lower than deserved an evaluation many times.
- 27% of respondents respond many times to yelling and shouting at the workplace.
- The research also discloses that 25% of respondents are responding often for made insulting remarks.
- Sometimes they had ignorance of (31%) in the workplace.
- It shows 30% of those accused of incompetence are often.
- Nearly 20% of respondents respond sometimes targeted with anger outbursts.
- 25% of respondents show they made jokes at expenses many times.
- Majority of the respondents agreed that any type of job assignment to keep working for this hospital any type of job assignment to keep working for this hospital. It's about 41%.
- 37% of respondents agreed to feel very loyal to the hospital.

- In the opinion of 43% strongly agree respondents that are proud to tell part of this hospital.
- 31% of respondents strongly agreed that talking up the hospital to friends is a great organization to work for.
- It is found that present circumstances caused them to leave, 34% of respondents are neutral.
- Majority of the respondents are strongly agreeing with pleased with the work. It's about 31%.
- 31% of respondents are strongly agree that satisfied with the current practice.
- Most of the respondents with 32% are neutral, which means work practice met the expectations.
- 26% of respondents are neutral; their current job is not a major frustration in life.
- It presents 36% of respondents often quitting their current job.
- Study reveals opinion regarding looking job in another hospital, 31% of respondents are neutral.
- Out of 100 responses, most respondents are neutral with 31% of them probably leaving their job soon.
- Workplace incivility has a negative influence on Job satisfaction. Reduce workplace incivility and it will increase the levels of job satisfaction
- Workplace incivility does not have a significant relationship with turnover intention. They prioritize keeping their jobs within the organization.
- Workplace incivility has a negative effect on organizational commitment. Reduce rudeness at work, and the organization will be more committed.

SUGGESTION

- Nurses should be aware of the rude comments and mentally strong to face that kind of incivility.
- Address incivility and create a supportive workplace culture.
- Need an improvement in patient's and nurse's healthcare relationship.
- They must want to take an initiative step to find out the workplace incivility causes.
- Implement workplace incivility awareness programs to educate employees about respectful behavior and the impact of incivility on the overall work environment.
- Encourage employees to provide feedback and suggestions for enhancing the work environment.

CONCLUSION

After studying the effect of workplace incivility on turnover intention, job satisfaction and organizational commitment among nurses in Kerala, it realized that in today's medical field workplace incivility plays an adverse role. This study was conducted in Kerala. Rude comments are the main form of workplace incivility faced by the patient's side. It shows that when serving them nurses face this kind of incivility in their working field. The study also found that workplace incivility influences job satisfaction. This study reveals that workplace incivility and turnover intention do not have a relationship. The study poses workplace incivility affects organizational commitment. Most of the nurses were interrupted or spoke over the main situation during the past year and patients are the main reason for that. The finding shows the importance of addressing workplace incivility to ensure a positive work environment and enhance job satisfaction and organizational commitment. In conclusion, workplace incivility poses significant challenges for nurses in Kerala, impacting their job satisfaction and organizational commitment.

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APPENDIX

QUESTIONNAIRE

Dear Respondent, this questionnaire is aimed at understanding the workplace incivility in nursing field. Your response will be dealt with strict confidentiality and it will be used only for academic purpose. Thank you for spending time to fill this questionnaire.

1. Gender

Male Female

2. Age group

Below 30 Between 30-50 Above 50

3. Marital status

Married Unmarried

4. In which sector do you currently work

Government private sector

5. What is your current position in the organization

Certified nursing assistant Licensed practical nurse
Registered nurse Non-clinical practice advanced registered nurse

6. Work experience

0-5 years 6-10 years 11-15 years Above 20 years

7. Monthly Income

Below 25000 25000-50000 50000-75000 Above 75000

8. Which of the following have you experienced in your workplace

Rude comments Misbehavior
 Belittling (insulting you/ criticizing your skills/intelligence) Gossiping
 Harassment

9. According to your opinion, who is the primary offender in the workplace rudeness

Supervisor Colleagues Patients Visitors

10. During the past year, were you ever in a situation in which any of supervisor, colleagues, patients or visitors

Statements	Never	Once or twice	Sometimes	Often	Many times
Paid little attention to your statements/ showed little interest in your opinions					
Doubted your judgement on a matter over which you had responsibility					
Gave you hostile looks, stares/ sneers					
Addressed you in a unprofessional terms, either publically/ privately					
Interrupted or "spoke over" you					
Rated you lower than you deserved on an evaluation					

Yelled, shouted or swore at you					
Made insulting or disrespectful remarks about you					
Ignored you/ failed to speak to you (eg: gave you “the silent treatment”)					
Accused you of incompetence					
Targeted you with anger outburst or “temper tantrums”					
Made jokes at your expense					

11. Opinion regarding the Organizational Commitment

Statements	SD	D	N	A	SA
I would accept almost any type of job assignment in order to keep working for this hospital					
I feel very loyal to this hospital					
I am proud to tell others that I’m part of this hospital					
I talk up this hospital to my friends as a great organization to work for.					
It would take very little chances in my present circumstances to cause me to leave					

(SD- Strongly Agree, D- disagree, N-neutral, A-agree, SA- strongly agree)

12. Opinion regarding Job Satisfaction

Statements	SD	D	N	A	SA
I am pleased with my work					
I am satisfied in my current practice					
My work in this practice has met my expectations					
My current work situation is not a major source of frustration in my life					

(SD- Strongly Agree, D- disagree, N-neutral, A-agree, SA- strongly agree)

13. Opinion regarding Turnover Intention

Statements	SD	D	N	A	SA
I often consider quitting my current job					
I am actively looking for a job in another hospital					
I will probably leave my job soon					

(SD- Strongly Agree, D- disagree, N-neutral, A-agree, SA- strongly agree)



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