INTERNATIONAL JOURNAL OF BUSINESS AND MANAGEMENT RESEARCH
P-ISSN: 1118-4256, E-ISSN:3034-4327
Vol. 5| No.1 | June 2024
Page No.: 256-278

WORKPLACE INCIVILITY AND PERFORMANCE OF FEDERAL PARASTATALS IN ANAMBRA STATE, NIGERIA

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Abstract

The study investigated the relationship between workplace incivility and performance of federal parastatals in Anambra State, Nigeria. This study adopted the correlations survey research design. The population of this study was made up of six federal government parastatals in Anambra state that were randomly selected, with a population of five hundred and fifty-eight (558) employees. Simple random sampling was used to select 40 employees in each of the parastatals selected. This yielded a total sample size of two hundred and forty (240) employees. The instrument for data collection was structured questionnaire. The reliability of the study was confirmed using the Cronbach alpha statistics which yielded coefficients of 0.769 and 0.821 for the workplace incivility questionnaire and performance of federal parastatals questionnaire. The 240 copies of questionnaire that were administered, 236 copies were returned and were certified fit for study. The data generated were analyzed using statistical package for social sciences

(SPSS). At 0.05 level of significance and 3 degrees of freedom, the calculated value t (2.99) is greater than the critical value of t (2.35). Consequently, the null hypothesis was rejected while the alternative which suggests that workers disrespectful behaviours have significant relationship with turnover intentions in federal parastatals in Anambra State was accepted. The study therefore recommends among others that, civility should be imbibed as one of their core values of these parastatals, and there is need to protect their workers against discrimination and encourage them to respect each other's differences in order to reduce labour turnover and increase employees' retention in the organizations.

Keywords: Workplace, Incivility, Performance, Federal Parastatals, Anambra State, Nigeria

Introduction

Bearing in mind that people are usually judged by their utterances, a person's attitude to one another should be a matter of utmost concerned and well censored, especially the public servants and public figures. What is unheard, unseen or unperceived counts for nothing. Never allow yourself be singled out for a negative public scrutiny. People easily remember the negative aspects of individuals than their positives.

Workers are made up of people from different walk of life, with different cultural orientation and backgrounds. One of the crucial resources of any organization is its staff. These are people who have a huge responsibility of ensuring the accomplishment of designed goals and objectives (Afful-Broni, 2004). Having staff with the right attitude to work is vital to every organization's growth as it influences its output. A workplace that encourages inter-individualistic interaction and peaceful coexistence is required not only to achieve immediate goals but also to promote organizational harmony, success, and growth of member staff. This is because, incivility of staff could have long-term effect on the sustainability and performance of the organization and the staff working therein. Workplace incivility which is seen as "organizational chaos", where duties are not properly organized or done in an uncivil manner; or where unacceptable behaviour that is repugnant

to workplace principles is prevalent (Mehmood, 2021). Workplace incivility is persistently increasing with its adverse signature affecting our current society (Xu and Kumar, 2020; Andersson & Pearson, 1999). Uncounted number of people have fall victim of workplace incivility, and it is frightening to detect that workplace incivility takes a commanding height in many organizations, ranging from Public offices to private and to non-profit organizations (Pearson and Porath, 2022). It has brought about person to person conflict, cruelty, abusive treatment, intimidation, mobbing, attacks, physical and emotional abuse, harassment amongst employees, unacceptable attitude between employers and employees (cortina et al., 2019; Hershcovis et al, 2019). These could lead to high labour turnover, heteroclite behaviour that can result in desecration of workplace principles (Andersson & Pearson, 1999). This phenomenon is gradually spreading like wild fire in virtually all organizations, and even the once that are saddled with the responsibility of shaping the people's idiosyncrasies and character are not left out (Itzkovich & Heilbrunn, 2016).

The attitude of employee of federal parastatals in Anambra, Nigeria Sate can determine to a large extent the quality of output and contributions they make to society. Consequently, staff attitude to work and their official comportment is fundamental in calculating the quality of inroads made in the discharge of their official duties. Incivility in federal parastatals in Anambra State, Nigeria have been seen as a burgeoning concern and a public phenomenon which scholars should beam their research searchlights on. Preponderance of evidence in literature adjudged incivility to be a concept associated with asocial and repugnant behaviour that have been perceived in various places of work. It is an indicative of disrespect, heedless disregard for something, sexual harassment, overt and covert embarrassment, employment racketeering, gossiping, mockery to mention but a few which have characterized these parastatals of federal government. If not nipped in the bud, it has the strength of violating the organizational norms, culture, and the capacity to threaten the well-being, shakes the fundamental principles on which these organizations are built upon, and equally have the capacity of destroying an entire work environment, with its calculated

adverse effect on organization never in doubt. The fact that these parastatals of government remain where the employee deal with people of diverse background and demands, workplace incivility can adversely affect the staff mental health and temperamental well-being, creep in depression and fatigue, and scuttle staff developmental work abilities, and equally affects employees' performance. So, there is need for civil and peaceful work environment in order for the workers to meet the demands of these parastatals, and not a hostile environment marred with incivility.

It is against this background that, the researchers explore the relationship between workplace incivility and performance of federal parastatals in Anambra State, Nigeria. Specifically, this study seeks to determine the extent of relationship that exists between workers' disrespectful behaviour, and turnover intentions in federal parastatals in Anambra State, Nigeria.

2. CONCEPTUAL AND THEORETICAL ISSUES

2.1. Workplace incivility

Incivility in workplaces refers to low-intensity deviant behaviour characterized by rudeness, disrespectful attitude, lack of consideration for others in the organization. It has to do a range of discourteous or impolite actions and interactions that negate workplace norms, professionalism, and cooperation amongst employees. Workplace incivility is said to be less austere than outright harassment or bullying, but it still has significant negative impacts on employees, teams, and organizational norms (Shin, and Zhou, 2021).

So, workplace incivility is any spontaneous behaviour that could thwart the laid down policies of an organization, and equally threatens organizational welfare, progress, its collaborators, or both (Jafri, 2020). According to Andersson and Pearson (1999), Workplace incivility is a low-intensity deviant workplace behaviour with an ambiguous

intent to harm. Incivility in workplace is the most occurring asocial behavior in most organizations in recent times (Schilpzand *et al*.,2016). It could also be labeled to mean a heteroclite behavior that encourages belittlement and contempt (Anderson and Pearson, 1999). In the words of McShane & Glinow (2018), incivility in workplace is fundamentally, a planned and deliberate behaviour that might damage the concentration of the organization either steadfastly or otherwise through brokenhearted the workers which persistently affects their input in the organization Workplace incivility is a hard to grasp bad mannered or disrespectful behaviour that shows lack of respect for others (Rae and Good, 2018),

Incivility amongst employees of federal parastatals or with their clients or the public is now very common (Moon and Morais, 2021). This is because, the organization is becoming more technologically complexed, and culturally diverse. The accumulation of thoughtless actions that leave employees feeling disrespected and ignored by co- employees or clients, or publicly belittled can affect the performance of any organization. Every being, whether off or on duty expect respectful behaviour from one another in order to achieve one outcome or the other. Mutual respect is necessary to avoid deviant work behaviors, sustain operations and drastically reduce labour turnover in every organization that desires growth. When people feel disrespected, it eats away at them and their potential.

Deviant behaviour in workplace has emerged as a point of discourse in the organization behavior literature. Evidence abound on how various types of adverse workplace behaviour influences organization's productivity and hampers the degree of rapport between or among employees. Emotional distress, burnout, decreased performances are usually associated with employees who witness uncivility in their workplaces, with resultant effect of leaving their job (Ahmed et al, 2021). When employees are contented with the happenings in their work environment, they tend to put in their best in achieving

organizational goals (Poon, 2020). The synergistic effect of working together without hitches comes with uncountable benefits (Sharkie, 2021). The performance of employees is also supported through the sharing of work-related ideas and the soliciting for advice amongst the employees and management. This will only happen when and where there is harmony in the workplace. When a staffer is treated in a discourteous manner, he/she tries to distance himself from the superior, colleagues and clients as well. This avoiding behaviour puts a clog in gathering and disseminating of information necessary in carrying out assigned duties, thereby hampering organizational progress. Workplace incivility can manifest in various dimensions that can affect various aspects of organizational life. Some of them are:

Disrespectful Behaviour

Disrespectful behavior in the workplace is such behaviour that are non-professional, unsuitable for a particular situation, unpleasant, and offensive. These behaviour often hurt others and cause stress among team members and management of an organization. It also includes total disregard for others, harsh and using insulting languages on people. It equally encompasses such things as- ignoring, mockery, making sarcastic comments about co-workers, being unresponsive to co-workers' wishes and needs, interfering in fellow workers' private lives, threats, gossip, and being hostile to co-workers (Akinwumi et al, 2021). The perception of this disrespectful behaviour in every workplace could ignite mistrust, infighting, backbiting due to the employees feeling that they have been treated disrespectfully. Behaviours constituting belittling, harassing, interrupting and ignoring others, spreading rumours and gossip, or sending nasty e-mails to colleagues all could increase employee emotional warn out and turnover, and can lead to reduction in employee’s collective and individual output to the organization.

When employees are considerate and respectful toward co-workers, it promotes a positive work environment. On the other hand, disrespectful behaviour amongst employees can adversely affect a healthy workplace environment. Looking down on colleagues and undermining their efforts destroys trust. When employees can't depend on each other, they become restrained, making team collaboration difficult. Disrespectful behaviour in workplaces decrease social interactions, as it does not only violate organizational norms but also clash with the basic human need for positive social tie (Wang and Chen, 2020). Disrespectful behaviour experienced in workplaces negatively influences the victims' work productivity and, consequently castrates organizational productivity, and greater level of job burnout, and high employee turnover among employees. These repugnant behaviour in workplaces as supported by preponderance of evidence in literature to be causing problem within the workplace is affecting the employees' emotional and physical stability. The snowballing effect could move into progressively intense behaviour with a starting and tipping points (Andersson, 1999). So, at times, the outcomes could become precusors to continue the cycle of rudeness. Evidence abound that workplace uncivil behaviour is associated to causing depression, anxiety, and work-to-family conflict for the target (Lim & Lee, 2021). It is also linked with increased levels of employee turnover intentions, counterproductive work behaviour, decreased job satisfaction with resultant effect leading to reduced organizational productivity and performance (Taylor & Kluemper, 2022).

Verbal and Cyber Incivility

Verbal incivility involves rude or disrespectful communication, such as interrupting others, using condescending tones, or making derogatory remarks. While Non-verbal Incivility refers to such actions as eye-rolling, ignoring or excluding colleagues, or displaying dismissive body language fall into this category. Cyber Incivility on the other hand, with the advent of digital communication, uncivil behaviour can also occur through emails,

instant messaging, or social media platforms. This includes sending offensive messages, spreading rumors, or engaging in cyberbullying.

Workload Incivility and Leadership Incivility

Workload Incivility occurs through excessive demands, unreasonable deadlines, or intentionally overloading colleagues with work can create a stressful and uncivil work environment. While Leadership Incivility is exhibited by those in positions of authority, such as managers or supervisors, it equally has a significant impact on the organizational culture and employee morale.

Discriminatory Incivility

This involves biased behaviour or remarks based on characteristics such as race, gender, age, or religion, which can lead to discrimination or harassment. These affect employee well-being, job satisfaction, and overall organizational performance. Addressing these dimensions of workplace incivility require a multifaceted approach that involves fostering a culture of respect, providing training on communication and conflict resolution, and implementing clear policies and procedures for addressing uncivil attitudes.

2.1.2 Turnover Intentions

Turnover intentions refer to an employee's thoughts or plans towards leaving their current job or organization (Bai, Zhou, He, 2023). These intentions are key aspect of employee turnover, as they could make insights into the likelihood that an employee will actually quit their job in the near future. According to Yoon, and Thye (2020), turnover intentions can manifest in various ways, such as actively seeking other job opportunities, discussing plans to leave with colleagues, or contemplating resignation due to dissatisfaction with the current job.

Turnover intentions can significantly affect organizational performance decreasing productivity levels within the organization. When employees are contemplating leaving their jobs, they may become disengaged, leading to lower output and efficiency (Harrison, Newman, and Roth, 2020). It often results in higher turnover rates, which can incur significant costs for organizations. These costs include recruitment, training, and lost productivity during the transition period. Turnover intentions can disrupt team dynamics and unity, especially if key members express intentions to leave. This disruption can distort synergism, innovation and teamwork, which can ultimately affect organizational performance.

When employees with valuable skills and knowledge manifests turnover intentions, organizations risk losing critical expertise. The departure can impact organizational performance, particularly in highly skillful areas where expertise knowledge is essential for organizational growth and success (Chen, Sun, and Ployhart, 2021). This can create a feeling of discord and unpredictability among other employees within the organization, leading to decreased morale and job satisfaction. This decline in morale might increase turnover rates and severely impact organizational performance (Norton, Parker, and Butler, 2018). Employee turnover can negatively affect customer satisfaction, patronage, and perception of the organization. High turnover rates may bring about inconsistency and low-quality service delivery, which can stain customer perception and satisfaction and equally affects the organization's goodwill.

Understanding turnover intentions is crucial for organizations to identify potential turnover risks and implement strategies to mitigate them. By identifying and addressing the underlying factors contributing to turnover intentions, organizations can improve employee retention, maintain workforce stability, and ultimately enhance organizational performance. It's important to note that turnover intentions may not always bring actual turnover, as employees may choose to stay for various reasons despite their intentions to

look for greener pastures elsewhere. However, monitoring and addressing turnover intentions can help organizations proactively manage employee turnover and foster a positive work environment conducive to employee satisfaction and engagement. So, turnover intentions can have multiple effects on organizational performance, encompassing productivity, costs, team dynamics, knowledge retention, morale, and customer satisfaction. Addressing turnover intentions through effective retention strategies is crucial for maintaining a high-performing workforce and sustaining organizational growth and performance.

2.1.3 Organizational Performance

Organizational performance refers to how well an organization is consummating its goals and objectives, which includes various aspects such as financial performance, operational efficiency, customer satisfaction, innovation, employee satisfaction, and overall effectiveness (Javed, & Iqbal, 2021).

Effective management and leadership play an important role in improving organizational performance through the setting of achievable and clear goals, nurturing collaboration, equipping the employees, and making data-driven decisions. Regular performance monitoring, reliable feedback systems, and continuous improvement efforts are essential for sustaining high performance over time. Organizational performance is a holistic concept that goes beyond financial metrics, encompassing various dimensions such as operational efficiency, customer satisfaction, innovation, employee engagement, strategic alignment, and social responsibility. It requires a blended approach that considers the interests of multiple stakeholders, civility amongst the employees and employers. Engaging satisfied employees contribute positively to organizational performance by being more productive, innovative, and committed. Organizations that prioritize employee well-being, development opportunities, and a positive work environment always have an edge over their competitors. So, engagement of dissatisfied employee or uncivil behaviour of

an employee can directly hinder employee performance and productivity. This is because, employees who witness uncivil behaviour may experience heightened stress, distraction, and decreased focus on their work tasks, which can ultimately lead to lower productivity levels and unacceptable performance score-line. Organizational performance is equally influenced by how well its activities is in consonance with its strategic goals and overall objectives. A Clearly defined vision, mission, and strategic planning help guide decision-making and resource allocation, ensuring focus and coherence across the organization (Johns, 2020). Organizational performance is also ascertained by its impact on society and the organization's immediate environment. Sustainable practices, ethical behaviour, and corporate social responsibility initiatives contribute to long-term success and stakeholder confidence.

So, addressing improving organizational performance in the context of employee civility, requires a concerted effort from organizational leaders to foster a culture of respect amongst the employees and employers, empathy, and accountability. This involves implementing clear policies and procedures for addressing uncivil behaviour, providing training and education on respectful communication and conflict resolution, and promoting a supportive work environment where employees feel valued, heard, and empowered (Cheng and McCarthy, 2018). By proactively addressing incivility, organizations can safeguard their performance, reputation, and long-term success.

2.2 Theoretical Framework

This work is anchored on Stress and Frustration theory. The Stress and Frustration theory is not directly linked to a single proponent or originator in the same way social learning and some other theories are traced to an individual or people. Instead, it's a concept that has been developed and discussed by various researchers in psychology, sociology, organizational behavior, and related disciplines over time.

The stress and frustration theory, in a cursory depiction, explains how Stress and frustration can lead to negative behaviour, including workplace incivility. High levels of stress, frustration, or job dissatisfaction can lead to increased likelihood of uncivil behaviour among employees. An employee who feel overworked, undervalued, embarrassed, angered or unsupported may resort to uncivil actions as a way to cope with their negative emotions.

The link between the theory and this work is that, high levels of learned behaviour in the workplace, stress and frustration among employees can have detrimental effects on organizational performance. This is because, when individuals are stressed or frustrated or mimic their fellow workers, their cognitive abilities, decision-making skills, and productivity may suffer.

2.3 Empirical Review

Odujoko at al (2022) examined the impact of workplace civility on corporate image of financial organization in Nigeria with focus on First Bank Nigeria Plc. The study evaluated relational decency, professionalism and ethical behaviour as workplace civility construct. The work is a survey research design which employed a structured questionnaire to elicit data from the respondents. A sample size of one hundred and seventy-five (175) respondents was selected using simple random sampling, out of which one hundred and fifty-six (156) questionnaire returned and certified valid for the study. Data gathered were presented and analyzed using descriptive statistics. Pearson correlation and regression analysis were employed to test hypotheses formulated with the aid of SPSS 20.0. The findings revealed courtesy, relational decency, professionalism and ethical behaviour have positive and significant relationship with corporate image.

The effect of workplace incivility and employee performance: does trust in Supervisors matter? (a dual theory perspective) was examined by Saleem, Malik, Asif, Qasim (2022).

The study aims at examining the impact of workplace incivility on employee performance. The data generated were analyzed using structural equation modeling with Smart PLS. The findings reveal that incivility negates employees' performance in the organization, and that, having trust in supervisors helps employees to perform well. The trust in the supervisor significantly mediates the incivility–performance relationship.

Achara, Onyemaechi, and Eberechi, (2020) examined examine the effect of workplace incivility on employee retention in the hospitality industry in Nigeria. The aims of the study were to find out the effect of discrimination on employee retention, determine the effects of sexual harassment on employee retention and examine whether organizational culture as a moderating factor significantly affect the relationship between workplace incivility and employee retention. The study adopted a survey research design. The population of the study was 609 employees of the selected hotels and 242 was arrived was the sample size. Descriptive statistics, ordinal least square and Spearman Rank Correlation Coefficient were employed in analyzing the data collected. The findings of the study reveal that discrimination, sexual harassment has significant effect on employee retention. It was also found out that organizational culture as a moderating factor significantly affects the relationship between workplace incivility and employee retention.

3.METHODS

This study adopted the correlations survey research design. The essence of this is to determine the degree of relationship that exist between two or more variables. The data generated in this study were analyzed using inferential statistical tools. It was employed for this study to establish the predictive effect of the independent variables on the dependent variable. The population of this study is made up of six federal government parastatals in Anambra state that were randomly selected, with a population of five hundred and fifty-eight (558) employees. Their selection was necessitated due to their long

existence in the State, and their enormous staff strength. Simple random sampling was used to select 40 employees in each of the parastatals selected. This yielded a total sample size of two hundred and forty (240) employees. The instrument for data collection was structured questionnaire. The pilot testing of the instrument was done by administering fifty (50) copies of the structured questionnaire to the employees of the parastatals that were randomly selected by the researchers. The reliability of the study was confirmed using the Cronbach alpha statistics which yielded coefficients of 0.769 and 0.821 for the workplace incivility questionnaire and performance of federal parastatals questionnaire. The questionnaire was administered through a direct delivery approach by the researchers. The 240 copies of questionnaire that were administered, 236 copies were returned and were certified fit for study. The data generated were analyzed using statistical package for social sciences (SPSS).

4. DATA PRESENTATION AND ANALYSIS

The data generated in this study were analyzed in this section quantitatively using both descriptive and inferential statistical tools. Whereas descriptive statistics of percentages were used in answering the research question, which is already in a Likert scale format. Correlation was used to verify the claim of the null hypothesis formulated to guide the objective as well as strengthen the analysis.

4.1. Research Question

The research question raised to guide the study sought to determine the extent of relationship between workers' disrespectful behaviour and turnover intentions in Federal Parastatals in Anambra State. Accordingly, the opinion of respondents on the issue are presented in Table 4.1 in Likert scale format.

Table 4.1: Workers' Disrespectful Behaviours and Turnover Intentions in federal parastatals in Anambra State.

S/N	Items of the Questionnaire	Likert Scale Options					Total
		SA	A	D	SD	UND	
1.	There is need to build social capital and strengthen collaboration in workplace so that productivity and overall workplace performance can be enhanced.	101 (42.8)	105 (44.5)	20 (8.5)	7 (3.0)	3 (1.3)	236 (100)
2.	Workplace disrespectful behaviour is a form of deviant behaviour, it is a loco-intensity behaviour that has no intention to harm but still violates social norms and hurts the feelings of target employees.	97 (41.1)	111 (47.0)	15 (6.4)	10 (4.2)	3 (1.3)	236 (100)
3.	Workplace disrespectful behaviour is an important source of stress and as such, it can be a strong reason for turnover intention.	89 (37.7)	120 (50.8)	17 (7.2)	5 (2.1)	5 (2.1)	236 (100)
4.	If someone experiences disrespectful behaviour at the workplace, the chances are that he/she would want to leave the workplace for a better workplace with a conducive atmosphere.	91 38.6)	107 (45.3)	20 (8.5)	10 (4.2)	8 (3.4)	236 (100)
5.	Workplace disrespectful behaviour, especially in public sector organizations where insubordination is condoned unlike the private sector organizations, the tendency for turn over intention is usually very high.	81 (34.3)	120 (50.8)	20 (8.5)	10 (4.2)	5 (2.1)	236 (100)
	Total	459	563	92	42	24	1180
	Percentage of Total	(38.9)	(47.7)	(7.8)	(3.6)	(2.0)	(100)

Note: (SA = Strongly Agree; A = Agree; D = Disagree; SD = Strongly Disagree and UND = Undecided). (Figures in parentheses are percentages)

The Likert scale analysis of the research question presented in Table 4.1 shows that on the average, 459 representing 38.9 percent of the respondents strongly agreed with all the statement of the items, 563 of them representing 47.7 percent also agreed with the statements but not strongly, 92 of them representing 7.8 percent disagreed, 42 of them representing 3.6 percent of the sample strongly disagreed while 24 representing 2 percent of them were undecided on all the issues raised in the section.

4.2. Test of Hypothesis

The hypothesis sought to determine the extent of the relationship between disrespectful behaviours and turnover intentions of workers in federal parastatals in Anambra State. Accordingly, the null hypothesis was stated as follows:

H_O: Workers' disrespectful behaviours have no significant relationship with the turnover intentions in federal parastatals in Anambra State, Nigeria.

To test the hypothesis, the result of Pearson product moment correlation coefficient was used by applying the t-test for significance of correlation coefficient (r) on it.

Procedure for estimating t-test for significance of correlation coefficient (r) is given as follows:

$$r = r\sqrt{\frac{n-2}{1-(r)^2}}$$

Substituting in the formula, we have:

$$t = 0.863\sqrt{\frac{5-2}{1-(0.863)^2}}$$

$$t = 2.99$$

Decision Rule:

At 0.05 level of significance and 3 degrees of freedom, the calculated value t (2.99) is greater than the critical value of t (2.35). Consequently, the null hypothesis was rejected while the alternative which suggests that workers disrespectful behaviours have significant relationship with turnover intentions in federal parastatals in Anambra State was accepted.

4.3 Discussion of Research Result

The result of the test of hypothesis showed that disrespectful behaviour among the workers in the federal parastatal in Anambra State has significant positive correlation with turnover intentions. The result is consistent with that of Namin, Ogaard and Roislien (2022) when they found from their study of workplace incivility and turnover intentions that there exists strong positive relationship between workplace incivility and turnover intention of academics in the United States of America than in other countries. Workplace incivility or disrespect to co-workers is not a new development rather, it has increasingly become a source of turnover intentions for employees both in private as well as in the public sector of the economy and the phenomenon has engaged researchers interest in recent times.

5. CONCLUSION

Incivility in workplace is a very important and inevitable issue for every organization because it can be detrimental to both employees and organizations. The results suggest that employees' experience of workplace incivility has a negative impact on work-related outcomes and turnover intentions. The idea of workers' disrespectful behaviour, and turnover intentions has increased a lot of consideration over some period of time because of its hindering effects on employees and their performance in workplace. The result of the test of hypothesis showed that disrespectful behaviour among the workers in the federal parastatal in Anambra State, Nigeria has significant positive correlation with turnover intentions, and these findings are in tandem with work of Saleem, Malik, Asif, Qasim

(2022) which also observed that incivility negates employees' performance in the organization, and that, having trust in supervisors helps employees to perform well.

5.1 Recommendation

Following the findings of the study, it is recommended that:

Civility should be imbibed as one of their core values of these parastatals, and there is need to protect their workers against discrimination and encourage them to respect each other's differences in order to reduce labour turnover and increase employees' retention in the organizations. Standard of behaviour should be clearly written, stating what is acceptable and what is not and should be communicated across board.

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