ROLE STRESSORS, INJUSTICE AND WORKPLACE INCIVILITY IN BANKING SECTOR: MEDIATING EFFECT OF NEGATIVE EMOTION AND MODERATING EFFECT OF SELF-MONITORING

By

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Abstract

In the context of service sector, uncivil behavior toward customers is likely to harm the effectiveness of the service provider. This study aimed at identifying the level of instigated workplace incivility in the banking sector in Malaysia, particularly in Kuala Lumpur and Penang. Built upon the stressor-emotion model of counterproductive work behavior developed by Spector and Fox in 2005, the study was also to determine the causes of instigated workplace incivility among bank employees by proposing that role conflict, role ambiguity and interactional justice might provoke uncivil behaviors through the mediation of negative emotion. In addition, self-monitoring was introduced as a moderator between negative emotion and instigated workplace incivility. Two-hundred and eleven employees of commercial banks were selected using a multistage cluster sampling technique. In general, it was found that workplace incivility was not an uncommon occurrence among employees in the banking sector. The results from the structural equation modeling (SEM) showed that role conflict had a direct effect on instigated workplace incivility. This effect was partially mediated by negative emotion. Interactional justice had an impact on instigated workplace incivility through a full mediation of negative emotion. However, role ambiguity was not found to provoke a negative emotion and uncivil behaviors at all. Results also indicated that self-monitoring moderated the relationship between negative emotion and instigated workplace incivility. High self-monitors were less likely to instigate uncivil behaviors at the workplace although they encountered negative emotion. Practically, these findings could help banks in the country to mitigate the impact of role conflict and interactional justice, and incorporate self-monitoring as one of the employee selection criteria. Limitations and future directions are also highlighted in the study.

Keywords: workplace incivility, stressors, negative emotion, self-monitoring

Abstrak

Dalam konteks sektor perkhidmatan, tingkah laku tidak sopan terhadap pelanggan mampu menjejaskan keberkesanan pembekal perkhidmatan. Kajian ini bertujuan untuk mengenal pasti tahap tingkah laku tidak sopan di sektor perbankan di Malaysia, terutamanya di Kuala Lumpur dan Pulau Pinang. Berdasarkan model tekanan-emosi tingkah laku kerja tidak produktif yang dibangunkan oleh Spector dan Fox pada tahun 2005, kajian ini juga bertujaun untuk menentukan punca tingkah laku tidak sopan dalam kalangan kakitangan bank dengan mencadangkan bahawa konflik peranan, kekaburan peranan, dan keadilan interaksi mungkin mencetuskan tingkah laku tidak sopan melalui pengantaraan emosi negatif. Di samping itu, pemantauan diri diperkenalkan sebagai penyederhana antara emosi negatif dan tingkah laku tidak sopan di tempat kerja. Dua ratus sebelas pekerja bank perdagangan telah dipilih dengan menggunakan teknik persampelan kelompok berbilang. Secara umum, kajian ini mendapati bahawa tingkah laku tidak sopan di tempat kerja bukanlah satu fenomena luar biasa dalam kalangan pekerja dalam sektor perbankan. Keputusan pemodelan persamaan struktur (SEM) menunjukkan bahawa konflik peranan mempunyai kesan langsung terhadap tingkah laku tidak sopan di tempat kerja. Emosi negatif ditunjukkan mengantara sebahagian kesan ini. Keadilan interaksi memberi kesan terhadap ketidaksopanan di tempat kerja melalui pengantaraan penuh emosi negatif. Walau bagaimanapun, peranan kesamaran tidak dilihat mencetuskan emosi negatif dan tingkah laku tidak sopan sama sekali. Keputusan juga menunjukkan bahawa pemantauan diri menyederhana hubungan antara emosi negatif dan tingkah laku tidak sopan di tempat kerja. Individu yang mempunyai pemantauan kendiri yang tinggi kurang berpotensi untuk menghasut kelakuan tidak sopan di tempat kerja walaupun mereka menghadapi emosi negatif. Secara praktikalnya, penemuan ini boleh membantu bank-bank di negara ini untuk mengurangkan kesan konflik peranan dan keadilan interaksi, dan menggabungkan pemantauan kendiri sebagai salah satu kriteria pemilihan pekerja. Kekangan kajian dan hala tuju kajian masa depan juga diketengahkan dalam kajian ini.

Kata kunci: tingkah laku tidak sopan tempat kerja, tekanan, emosi negatif, pemantauan kendiri

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List of Abbreviations

CWB   Counterproductive Work Behaviour
JAWS   Job-related Affective Well-being Scale
HSM   High Self-monitor
LSM   Low Self-monitor
OCB   Organisational Citizenship Behaviour
SEM   Structural Equation Modelling
WIS   Workplace Incivility Scale

CHAPTER 1

INTRODUCTION

1.1   Introduction

Chapter 1 serves as an introduction to the present study. This chapter begins with a

description of the background of the study. Section 1.3 presents the problem statement.

Research questions and research objectives are stated in Section 1.4 and 1.5,

respectively. Section 1.6 discusses the significance of the study while Section 1.7

reveals the scope of the study. Definitions of the key terms are shown in Section 1.8.

Lastly, Section 1.9 presents the outline of this dissertation.

1.2   Background of the Study

Malaysia, a tiny country blessed with affluent natural resources, has been demonstrating

resilient and promising economic growth since its independence in 1957. Once the

largest producer of rubber and tin in the world, Malaysia now is largely manufacturing

oriented. But both agriculture and manufacturing sectors have contributed tremendously

to the last few decades of growth. According to the World Development Indicators

database, Malaysia is ranked number 35th in terms of Gross Domestic Products (GDP) in

2014 (World Bank, 2016). It is also the third largest economy in Southeast Asia. In

2010, Malaysia managed to record an impressive GDP growth rate of 6.0% despite the

gloomy world economic outlook (World Bank, 2016). The remarkable economic growth

achieved by Malaysia has been mainly driven by the private sector investment over the

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