INFLUENCE OF WORKPLACE INCIVILITY AND OSTRACISM ON ORGANIZATIONAL TRUST

[1] Ojo Adeshina Akinwumi (Ph.D.)

Lead City University, Ibadan, Nigeria.
Department of Psychology, Faculty of Management and Social Sciences Telephone: +234-807-442-5271

[2] Obisesan Oluwatobi Samuel

Department of Psychology, Faculty of Management and Social Sciences Lead City University, Ibadan, Nigeria

[3] Adewusi Timilehin Heradat

Lead City University, Ibadan, Nigeria.
Department of Psychology, Faculty of Management and Social Sciences

[4] Bolaji Christianah Damilola

Lead City University,Ibadan, Nigeria.
Department of Psychology, Faculty of Management and Social Sciences

[5] Boladale-Lawal Folarin

Lead City University, Ibadan, Nigeria.
Department of Psychology, Faculty of Management and Social Sciences

Abstract

The causal direction between workplace incivility, Ostracism on Organizational Trust is been investigated at the University College;. The study was anchored on the Theory Conservation of Resource (COR) to support and substantiate our theoretical predictions of this study. The cross sectional survey design was used for this study while the simple random sampling technique was used to select a sample size of three hundred and fifty (350) respondents who were staff of the University College Hospital in Ibadan. The result shows that workplace incivility had no significant influence on organizational trust [t (279) = 4.24; P<.05]. Further analysis revealed that respondents with low workplace incivility (Mean = 69.95; SD = 15.67) reported higher on organizational trust compared to those with high level of workplace incivility (Mean = 52.82; SD = 7.23). It also revealed that respondents with high ostracism (Mean = 32.17; SD = 4.72) reported lower on organizational trust compared to those with low level of psychological well-being (Mean = 69.06; SD = 19.74). The result also revealed that workplace incivility and ostracism had no significant joint influence on organizational trust. Lastly, Demographic factors (age, educational qualification, work experience, salary increment and promotion) had neither joint nor independent influence on organizational trust [R = .07; R2 = .02; F (2, 102) = 1.32; P>.05].In summary, workplace incivility did not predict organisational trust, low level of ostracism will significantly report higher on organisational trust than those with high level of

ostracism, workplace incivility and ostracism had significant no joint influence on organisational trust and that demographic factors (age, educational qualification, work experience, salary increment and promotion) had a neither a joint nor independent influence on organisational trust. Therefore, the study concluded that workplace incivility and workplace ostracism did not predict organisational trust among healthcare workers in Ibadan.

Keywords: Workplace Incivility, Workplace Ostracism, Organisational trust.

INTRODUCTION

The perception of unfairness can result in mistrust, due to the employees feeling that they have been treated unjustly compared to, for example, other employees. A lack of trust in the workplace is the virus that can create a diseased workplace culture and incivility. Organizational trust has been identified as a key component that is vital for the proper working of an organization. It is important to mention that certain issues in the workplace have come to disrupt the organizational trust that employees have developed within the organization. Several workplace issues have affected organizational trust which includes violence, aggression, bullying, tyranny, harassment, deviance and injustice. Bad or rude behaviour encompassing impoliteness, with diminished use of basic courtesies such as please and thank you, along with abrupt and curt language when using technological communications with a singular lack of respect for leaders and colleagues, can all be regarded as minor but can still have consequences that are overwhelming at the workplace. Behaviours constituting belittling, harassing, interrupting and ignoring others, spreading rumours and gossip, or sending nasty e-mails to colleagues all could increase employee stress and turnover and reduce overall organizational productivity. This situation can harm the workplace as well as the individual. From these issues it has been identified that the main culprit for the breach in organizational trust is workplace incivility and ostracism.

Organizational Trust

The perception of unfairness can result in mistrust, due to the employees feeling that they have been treated unjustly compared to, for example, other employees. It becomes imperative to mention that trust as a concept needs first to be understood before the conversation touches on organizational trust. There are a lot of definitions of trust especially in the disciplines of philosophy, psychology, sociology and economics.

According to Herzberg trusting another person means having a trusting attitude towards the other person. Thus, trust is implicit, not conditional and always rational. Philosophers emphasize a trusting attitude, often subconscious, as being a part of the basic conduct of life. Gibb, a psychologist, theorized that trust is instinctive and as a feeling, it is comparable to love. Trust in everyday life is a mix of feelings and rational thinking. Personality psychologists such as Wrightsman and Rotter view trust as a personality trait that reflects the general expectations of the trustworthiness of others. These expectations are relatively stable dispositional characteristics that depend on personal experiences and previous socialization. Whereas psychologists define trust in terms of the tendency to hold positive expectations of the intentions or behavior of

others, sociologists view trust as either having to do with the socially embedded properties of relationships among people or with the characteristics of the institutional environment.

Workplace incivility

Workplace incivility refers to unacceptable behaviour workplace principle. Uncivil behaviours are usual in the workplace. Uncivil behaviour is characterized by rudeness and disrespect towards others, and in the workplace, incivility is manifested in both explicit and implicit behaviours. Explicit uncivil behaviours are easily noticeable disrespectful and rude behaviours such as humiliating, ignoring, and making sarcastic comments about co-workers, being unresponsive to co-workers' wishes and needs, interfering in co-workers' private lives, not greeting co-workers, and threats, shouting, and aggression aimed at co-workers. In contrast, implicit behaviours are invisible or less visible, such as arriving late for meetings, belittling others' views, conveying false information, excluding others from social activities.

According to Andrusyszyn and Laschinger perceived co-worker uncivil behaviour has a significant impact in organization. According to Person and Porath, it is an alarming to detect that workplace incivility dominates in many organization oscillating from government agencies, medical organizations, National sports organization to academic and many other non-profit and profit organization. Workplace Incivility has been labelled as "organizational chaos" where work is not well organized or coordinated.

Uncivil workplace experiences were also connected with greater psychological distress; On the other hand index of psychological and physical health were relatively unaffected. Incivility "implies rudeness and disregard for others in a manner that violates norms for respect. The work characteristics such as social maintain, interdependence and ecological risk and the individual characteristics such as negative affectivity are the important experience of the workplace incivility

Ostracism

The concept of ostracism is defined as ignoring and ignoring people in their environment. Ostracism can be seen in all environments as well as in workplaces. This situation can harm the workplace as well as the individual. Because of the need to be part of a group, ostracism is sad and not pleasant. Examples of ostracized behaviour in the workplace include: limitation of necessary knowledge, avoidance of speech and eye contact, and indifference.

Workplace Ostracism varies by individual. Ostracism perceived by one may not be perceived as ostracism by another. Ostracism includes other situations as well as lack of verbal communication. It can include keeping a person quiet, treating him as if he is completely invisible. It also includes rejecting the person by sending them to another place, or secretly blocking their physical presence in the organization. Workplace Ostracism is defined as disregard or exclusion by one or more employees

METHODOLOGY

This study adopted a cross sectional survey design. It was designed to generate answers to the research questions through the responses gathered from sampled population which will enable

researcher to test, analyze or verify the formulated hypothesis. This study was conducted in the University College Hospital in Ibadan. The study was limited to the University college hospital in Ibadan for the following reasons. Firstly, It is the first teaching hospital in Nigeria. Secondly, because the university college Hospital (UCH) was strategically located in the largest city in West Africa, It has adequate space for researches and well conducive for the study. Thirdly, there is good number of staff employed in units of different departments.

The sample size was determined using Krejcie and Morgan (1970) sample size determination tables as obtained from table below: As obtained from the table, using 95% confidence level and 5.0% level of significance as margin error, 365 sample sizes was obtained. In the course of cross validation in this study, non medical and medical staffs were included in this study with the aim of investigating the influence of workplace incivility and ostracism on organizational trust in the University College Hospital Ibadan. In the course of this study, questionnaire was used as the data collection instrument.

Organizational Trust was measured with (17) item Scale developed by Scott (1981). The Scott scale uses a five point Likert scale to measure organizational trust among employees. The items had a reliability score of (a=0.70). Workplace Incivility was measured by a scale that was developed by Cortina, et al (2011). This is a 12-item questionnaire measuring the frequency of participants' personal experiences of uncivil conduct. Participants indicated their level of agreement for each item on a 5-point Likert scale (0 = never to 4 = many times). This scale has been reported to have a high internal consistency (a =. 83). Workplace Ostracism Scale was measured by a 10 items scale developed by Lance Ferris (2008). About work-related facets that are believed to contribute to work satisfaction. This scale has been reported to have a high internal consistency ($\alpha = 0.95$). The questionnaire was rated on a scale of 1 (Never) to 7 (Always).

The researcher obtained approval from the University College Hospital in Ibadan to conduct the research scheduled to particular days. The participants were told that the research was being carried out for academic purposes and that no information they will be disclosed or used against them. The copies of the questionnaires collected after filling were scored according to the manual of scale.

FINDINGS

A total of 365 copies of the questionnaires were administered and 300 copies of the questionnaire were valid and use for the analyses of this study.

Presentation of Data

Table 1: Socio-Demography of Respondents

Variable	Option	Frequency	Percentage
Sex	Male	166	55.3%
	Female	134	44.7%
	Total	**300**	**100.0%**
Age	20-25	67	22.3%
	26-30	83	23.7%
	31-35	100	33.3%
	36-40	33	11%
	41-45	12	4%
	46 and above	5	1.7%
	Total	**300**	**100.0%**
Educational Qualification	HND	48	16%
	Degree	178	59.3%
	Masters	67	22.3%
	Others	7	2.3%
	Total	**300**	**100.0%**
Work Experience	1-5 years	79	26.3%
	6-10 years	87	29%
	11-15 years	73	24.3%
	16-20 years	49	16.4%
	21-25 years	12	4%
	Total	**300**	**100%**

The table above shows the socio-demographic background of the respondents. The majority of the respondents are male, in the age range of 31-35 years, with the highest educational qualification has been Bachelor's Degree as their highest educational qualification. The highest number of work experience among the respondents is 6-10 years.

Test of Hypotheses

Hypothesis One
Respondents with high level of workplace incivility will significantly report lower on organizational trust than those with low level of workplace incivility. This was tested using t-test for independent samples and the result is presented on Table 4.1;

Table 2: Summary of T-test Table Showing the Influence of Psychological Well-Being on Job Satisfaction

Dependent	Workplace Incivility	N	Mean	SD	T	df	P
	High	45	52.82	7.23			
Organizational Trust					4.24	279	<.05
	Low	234	69.95	15.67			

Table 2 presents results on the influence of workplace incivility on organizational trust. It is shown that workplace incivility had no significant influence on organizational trust [t (279) = 4.24; P<.05]. Further analysis revealed that respondents with low workplace incivility (Mean = 69.95; SD = 15.67) reported higher on organizational trust compared to those with high level of workplace incivility (Mean = 52.82; SD = 7.23). This confirms the stated hypothesis, hence, was accepted in this study.

Hypothesis Two
Respondents with high level of ostracism will significantly report lower on organizational trust than those with low level of ostracism. This was tested using t-test for independent samples and the result is presented on Table 4.2;

Table 3: Summary of T-test Table Showing the Influence of Psychological Well-Being on Job Satisfaction

Dependent	Ostracism	N	Mean	SD	T	Df	P
	High	28	32.17	4.72			
Organisational Trust					4.24	279	<.05
	Low	251	69.06	19.74			

Table 3 presents results on the influence of psychological well-being on job satisfaction. It is shown that psychological well-being had significant influence on job satisfaction [t (279) = 4.24; P<.05]. Further analysis revealed that respondents with high ostracism (Mean = 32.17; SD = 4.72) reported lower on organizational trust compared to those with low level of psychological well-being (Mean = 69.06; SD = 19.74). This confirms the stated hypothesis, hence, was accepted in this study.

Hypothesis Three
Workplace Incivility and Ostracism will jointly and independently predict organizational Trust. This was tested using multiple regression analysis and the result is presented on Table 4.3;

Table 4: Multiple Regression Summary Table Showing Personality Traits and Psychological Well-being as Predictors of Job satisfaction

Criterion	B	T	P	R	R^2	F	P
Workplace Incivility	.12	2.77	>.05				
Ostracism	.07	1.42	<.05				

Table 4.3 presents result on the influence of workplace incivility and ostracism on organizational trust. It is shown on Table 4.3 that workplace incivility and ostracism had no significant joint influence on organizational trust. This therefore negates the stated hypothesis and thus was rejected.

Hypothesis Four

Age, educational qualification, work experience, salary increment and promotion will jointly and independently predict organizational trust. This was tested using multiple regression analysis and the result is presented on Table 4.4;

Table 5: Multiple Regression Summary Table Showing Demographic Factors as Predictors of Job satisfaction

Criterion	B	T	P	R	R^2	F	P
Age	.13	1.87	>.05				
Educational qualification	.11	1.04	>.05	.07	.02	1.32	>.05
Work experience	.19	.99	>.05				
Salary increment	.17	3.14	>.05				
Promotion	.39	2.44	>.05				

Table 5 presents result on the influence of demographic factors (age, educational qualification, work experience, salary increment and promotion) on organizational trust. It is shown on Table 4.4 that demographic factors (age, educational qualification, work experience, salary increment and promotion) had neither joint nor independent influence on organizational trust [R = .07; R^2 = .02; F (2, 102) = 1.32; P>.05]. This negates the stated hypothesis, hence was rejected in this study.

Discussion of Findings

The result of this study has shown that there is a significant relationship between workplace incivility and organizational trust. The study discovered that in cases where the respondents observed a low level of workplace incivility, they reported a high level of organizational trust. This therefore meant that the lack of workplace incivility among healthcare workers ensured that there was a better chance of establishing organizational trust. The study has shown that the healthcare sector in Oyo state reports low on the presence of workplace incivility. The lack of workplace incivility has ensured that the trust of employees in the organization are well protected. This however could be due to several other factors that this study did not focus on. The study also reported that there were low levels of workplace ostracism among the employees of UCH.

The study showed that the employees proved that there was an absence of workplace ostracism among the workers and thus reports high on organizational trust. The results of this study negates the report of Sarwar A, Abdullah MI, Hafeez H and Chughtai which discovered that stress mediated between the association of workplace ostracism and service sabotage behaviour. The present study showed that there was an absence of workplace ostracism among medical employees in Oyo state.

Interpretation of Findings

In Understanding the joint influence of both the workplace incivility and ostracism on the organizational trust of employees, it was discovered that the absence of both workplace incivility

and ostracism in the UCH as meant that there was no significant influence that the two concepts had on organizational trust. This result negated the findings of Mahfooz, Z., Arshad, A., Nisar, Q. A., Ikram, M., and Azeem, M and Madeeha, Yan, Samma, Xiao and Shahzad who discovered that there were significant influences of workplace incivility and ostracism on employee performance among medical workers.

The study finally found that demographic variables of the respondents did not have any influence on the employee's level of organizational trust. This implied that the characteristic of the respondents did not in any way have an influence on whether the employees trusted there organization. This finding negates the report of Liu and Xia which states that workers demography are more likely to influence employee organizational trust.

Summary Table of Findings
The summary of the findings of this study are presented in the following
The result of this study has shown that there is a significant relationship between workplace incivility and organizational trust. The study discovered that in cases where the respondents observed a low level of workplace incivility, they reported a high level of organizational trust. The study also reported that there were low levels of workplace ostracism among the employees of UCH. The absence of both workplace incivility and ostracism in the UCH as meant that there was no significant influence that the two concepts had on organizational trust. Finally, there was no joint influence of demographic factors on employee organizational trust.

DISCUSSION AND CONCLUSION
The study set out to contribute to the advancement of knowledge in the field of industrial and organizational psychology concerning the role of workplace incivility and ostracism on organizational trust. Earlier studies have laid more emphasis on the other factors that have come to serve as indicators of organizational trust among Nigerian workers and workers in the world in general. However, little attention had being paid to the influence workplace incivility and ostracism had on employee organizational trust. From this observed shortcoming and stemming from literatures, this study developed a conceptual framework to explain the influence of workplace incivility and ostracism on organizational trust.

The general overview of the result revealed that low workplace incivility and low ostracism relates to a high organizational trust. This is in line with the work of O'Reilly, J., et al. who found that workplace ostracism reduces employee satisfaction; that ostracism would reduce workplace citizenship behaviour and then lead to counter-productive behaviour, and that finally workplace ostracism is also an influential variable used to explain why employees made poor performance. Also, this study negates the findings of Rosenstein and O'Daniel who discovered that a large number of healthcare experts experience workplace incivility in profession.

The first hypothesis which stated Respondents with high level of workplace incivility will significantly report lower on organizational trust than those with low level of workplace incivility and the likely implication of this is in disagreement with the work of Rosenstein and O'Daniel (2008) who reported that more than three-quarters of healthcare employees have witnessed incivilities by physicians and almost two-thirds incivilities by nurses. Also, this

disagreed with the study of by Small, Porterfield and Gordon who found that 85% of the nurses reported having personally experienced incivilities in the past year.

The second hypothesis which stated that respondents with high level of ostracism will significantly report lower on organizational trust than those with low level of ostracism and the likely implication of this is in consonant with the work of Wu et al (2012) and Leung (2011) which confirmed that workplace ostracism was significantly positively related to employees' psychological pressure including work tense, emotional exhaustion, and depression and these pressures could affect their work, family and health, such as job satisfaction and work conflict. Also, Williams's model linked ostracism with demand finding that ostracism would consume the capacity that was used to maintain resources to meet their needs and achieve the desired, and thus cause pressure and anxiety on work, such as work requirements, expected performance.

The third hypothesis which states that workplace incivility and ostracism will jointly and independently predict organizational trust and the likely implication of this is in consonance with the work of Leung (2011), who found that workplace ostracism affected employees' job performance and found that workplace ostracism had a significant negative impact on job performance. Also, Hongdan Zhao (2013) found that there was a large relationship between workplace ostracism and workplace incivility on employees.

The fourth hypothesis which states that Age, educational qualification, work experience, salary increment and promotion will jointly and independently predict organizational trust and the likely implication of this is in disagreed with the work of Yan, Zhou, and Liu (2016), who found that demographic variables such as age, educational qualification and work experience did not influence organizational trust. Another study by Chung found that there was a connection between the demographic variables of the respondents and organizational trust.

The following results were obtained after the analysis:
It showed that workplace incivility did not predict organizational trust.
Respondents with low level of ostracism will significantly report higher on organizational trust than those with high level of ostracism. It is important to note that ostracism had a negative influence on organizational trust.

It was discovered that workplace incivility and ostracism had significant no joint influence on organizational trust.

The fourth hypothesis which dealt with the influence of the demographic variable on organizational trust, it was found that demographic factors (age, educational qualification, work experience, salary increment and promotion) had a neither a joint nor independent influence on organizational trust.

Based on the findings of the study, it was hereby concluded that workplace incivility did not predict organizational trust among healthcare workers in Ibadan. Respondents with low levels of ostracism will significantly report higher on organizational trust than those with low level of ostracism. It is important to note that ostracism had a negative influence on organizational trust.

This therefore means that organizations are encouraged to invest more in creating workplace environment that is devoid of incivility and ostracism. It is expected that the human resource department of this organization are strengthened so much so that they are to provide regular training exercise for employees so as to constantly equip them with the knowledge on how to keep the work place incivility and ostracism free.

Based on the findings of this study it is recommended that organizations are to pay adequate attention to case of incivility and ostracism in their organization by creating avenues for these issues to be reported discreetly and ensure that adequate investigation are carried out to ensure that the cases are revolved before they degenerate and spread among the employees. This therefore means that human resource managers are expected to design programs that employees can easily report when the encounter cases of incivility and ostracism in the organization.

Finally, it is imperative to mention that trust is built and maintained among the employees of these organizations and that this can only be done when issues that concern the employees are constantly and promptly addressed. Since this study focused on the influence workplace incivility and ostracism on organizational trust on medical personnel in Oyo state. However, further studies should be carried out to investigate the workplace incivility and ostracism among other employees in the other sectors of the Nigerian economy.

REFERENCES

Farndale, E., Hope-Hailey, V., and Kelliher, C. High commitment performance management: The roles of justice and trust. Personnel Review, 2011, 40(1), 5-23. doi:10.1108/00483481111095492

Lowry, P. B., Posey, C., Bennett, R. B. J., and Roberts, T. L. Leveraging fairness and reactance theories to deter reactive computer abuse following enhanced organizational information security policies: An empirical study of the influence of counterfactual reasoning and organizational trust. Information Systems, 2015, 25(3), 193-273. doi:10.1111/isj.12063

DeConinck, J. B. The effect of organizational justice, perceived organizational support, and Perceived Supervisor Support on Marketing Employees' Level of Trust. Journal of Business Research, 2010, 63(12), 1349-1355. doi:10.1016/j.jbusres.2010.01.003

Rousseau, D. M., Sitkin, S. B., Burt, R. S., and Camerer. C. Not so different after all: A cross-discipline view of trust. Academy of Management Review, 1998, 23(3), 393-404.

Wrightsman L.S., Personality and attitudinal correlates of trusting and trustworthy behaviors in a two-person game, Journal of Personality and Social Psychology, 4, 328–332, 1966

Rotter J.B., Generalized expectancies for interpersonal trust, American Psychologist, 26 (5), 443–452, 1971.

Rotter J.B., Generalized expectancies for interpersonal trust, American Psychologist, 26 (5), 443–452, 1971.

Granoveter M., Economic action and social structure, American Journal of Sociology, 91 (3), 481– 510, 1985.

Zucker L.G., Production of trust: institutional sources of economic structure 1840–1920, Research in Organizational Behaviour, 8, 53–111, 1986.

Ganesan S., Determinant of long-term orientation in buyer–seller relationships, Journal of Marketing, 58 (April), 1–19, 1994.

Aulakh P.S., Kotabe M., Sahay A., Trust and performance in cross- border marketing partnerships: A behavioral approach, International Business Studies, 27 (5), 1005–1032, 1996.

Scott, D. (1981). The development of four new organizational measures of trust. In D. Ray (Ed.) The relationship between theory, research, and practice: An assessment of fundamental problems and their possible resolution (pp. 107-109): Southern Management Association.

Burnell, K. Organisational Trust, Psychological Scales, 2020.

Cortina, L. M., Magley, V. J., Williams, J. H., &Langhout, R. D. 2001. Incivility in the workplace: Incidence and impact. Journal of Occupational Health Psychology, 6: 64-80.

Cortina, L. M., Kabat-Farr, D., Leskinen, E. A., Huerta, M. and Magley, V. J. Selective Incivility as Modern Discrimination in Organizations: Evidence and Impact, Journal of Management, 2011, 20(10).

O'Reilly, J. Is Negative Attention Better than No Attention? The Comparative Effects of Ostracism and Harassment at Work. Organization Science, 2014, 26, 774-793.

Rosenstein, A. H, O'Daniel M. A. survey of the impact of disruptive behaviours and communication defects on patient safety. JtComm J Qual Patient Saf, 2008;34:464–71.

Rosenstein AH, O'Daniel M. A survey of the impact of disruptive behaviours and communication defects on patient safety. JtComm J Qual Patient Saf 2008;34:464–71.

Small CR, Porterfield S, Gordon G. Disruptive behaviour within the workplace. ApplNurs Res 2015;28:67–71.