

Examining The Mediating Role Of Self Efficacy Between Workplace Incivility And Organizational Commitment: An Empirical Assessment

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Abstract

Incivility in the workplace has harmful repercussions; it is still a frequent problem in educational institutions. Research has repeatedly connected incivility to the incivility of female teachers, which in turn has been associated to a lack of commitment to the organization. The purpose of this research was to determine whether or not self-efficacy has a role in protecting female instructors from being subjected to incivility in the workplace. This research has shown the importance of rude behavior in relation to the degrees of organizational commitment exhibited by female faculty at educational institutions providing only to women. Data were obtained from public sector female institutions in Northern, central, and southern Punjab, Pakistan, using a cross-sectional survey design. Findings showed that both incivility on the part of co-workers and incivility on the part of principals or supervisors had a negative influence on the respondents' emotional commitment, continues commitment, and normative commitment. In addition, the data suggested that self-efficacy has a positive and substantial mediation influence between incivility shown by coworkers and incivility shown by principals or supervisors, as well as incivility shown by respondents' affective, continues, and normative commitments. This research contributes to the existing body of knowledge in the field of organizational behavior by offering a more in-depth comprehension of the connection that exists between emotional intelligence, self-efficacy, and organizational commitment found in developing countries.

Keywords: Female faculty, Supervisors Incivility, Co-worker Incivility, Organizational commitment, Self-efficacy, Punjab colleges

Introduction

The existence of unsafe workplace conditions is a major contributor to the development of health issues in workers, in addition to being one of the reasons why workers are unable to carry out the duties associated with their jobs (Chris et al.,

2022b). It is crucial to have an understanding of the extent to which personnel are able to fulfil their performance obligations notwithstanding the existence of such adverse situations (Sood & Kour, 2022). The belief that one's co-workers and boss are impolite or disrespectful to oneself or one another is a significant contributor to the

feeling of being treated poorly at work. Workplace incivility is pervasive in an increasing number of organizations (Bushra et al., 2021).

The exposure to impolite conduct deprives female teaching personnel of relevant organizational information and hinders their capacity to thrive at work (Zaheer et al., 2021). Their consequent irritation may drain workers' resource reservoirs, leading to undesirable consequences such as poor organizational commitment, job burnout, unhappiness with work, less knowledge sharing, and decreased work efforts (Smith et al., 2021). In the context of major workplace hardship such as incivility, previous research indicates that workers' personal resources may be especially important for their capacity to perform their professional duties (Agbaje et al., 2021). Accordingly, experts claim that workers' self-efficacy is a crucial factor in effective job dedication, despite the obstacle of workplace incivility (Tutar et al., 2021). Researchers argue that organizations can greatly benefit from leveraging employees' personal resource of self-efficacy to comply with civility policies, especially given the need for rapid decision making, reliance on impersonal modes of communication, and complexity in today's workplaces (Butt & Yazdani, 2021).

According to the self-efficacy hypothesis, individual mastery expectations are the primary factors that determine whether or not a behavior will change (Kim & Burić, 2020). Self-efficacy is a mutable trait that is based on an individual's assessment of their own competence in a given scenario. It has been regularly connected with gains in performance as well as other good organizational outcomes. A person's "perceived self-efficacy" is his or her belief in his or her ability to maximize his or her own performance (Alemay-Arrebola et al., 2020). Different people have different levels of self-efficacy due to differences in their beliefs, the knowledge they have access to, and the social support they get.

They realize their full potential when they put their abilities to work (Bakar et al., 2020). Commitment, on the other hand, is more about aligning oneself with the organization's objectives than with its members. Management, consumers, trade unions, and the general public are all examples of stakeholder groups (Henderson et al., 2020). Commitment to one's organization is essential to an organization's performance because of its ability to accurately forecast organizational results and one's desire to remain employed by an organization (Barni et al., 2019).

Unfortunately, incivility in education institutions has severe consequences, including the waste of valuable time that should be devoted to instructional activities and the deterioration of the classroom environment as a result of the unprofessional behavior of teaching personnel. Teachers may reconsider pursuing a profession in teaching. It may increase stress among instructors and decrease their degree of commitment (Klassen & Chiu, 2011). Consequently, the present research revealed the seriousness of this issue in higher education institutions and assisted policymakers in developing methods to combat this social evil. There is a dearth of research about incivility in Pakistan, notably within the mostly female-run higher education institutions.

The purpose of this study is to investigate whether or not there is a relationship between incivility in the workplace, self-efficacy, and commitment to the organization. According to the findings of the study, there is a considerable relationship between workplace incivility and self-efficacy. In particular, the purpose of this study is to investigate the function of self-efficacy as a mediator in the relationship between incivility in the workplace and organizational commitment. The hypotheses of the researchers suggest that employees who have a higher degree of self-efficacy have a substantial and stronger

link between workplace incivility and organizational commitment.

Research Objectives

- To investigate the relationship between Workplace Civility and Organizational Commitment
- To investigate the role of self-efficacy as a mediator between workplace incivility and organizational commitment.

Literature Review

Conservation of resources (COR) theory

The COR theory is used as a theoretical framework by researchers to explain the impact of workplace incivility on organizational commitment and the function of self-efficacy as a mediator of this relationship. In order to explain performance-enhancing actions in the workplace, this theory highlights the importance of anticipated resource gains (Hobfoll et al., 2018). More precisely, it posits that having access to resources of one's own has a motivating effect since such resources may encourage the creation of further resources. This is due to the fact that one's own resources may be used as resources (Hobfoll et al., 2018). In particular, it proposes that the possession of personal resources has a motivating effect since they may inspire the creation of further resources (De Clercq et al., 2018). In a broader sense, the future creation of resources depends on workers' capacity to achieve the performance objectives established by their business. This is due to the fact that achieving these goals might lead to more enticing benefits, such as better pay or more respect from one's peers. Similarly, researchers believe, based on COR theory, that workers' self-efficacy represents a vital personal resource that promotes their involvement in commitment-enhancing activities owing to the related resource benefits. This is due to the fact that greater levels of work satisfaction and less stress are associated with

higher levels of self-efficacy. The conservation of resource theory (COR) (Hobfoll, 1989) served as the theoretical basis for the current investigation.

Workplace Incivility

Hodgins et al. (2014) According to Hodgins et al. (2014), workplace incivility is "low-intensity, deviant conduct to damage others and breach the norms, and ideals for mutual respect." Aggression is sparked by workplace incivility and Incivility is seen as a kind of workplace incivility that harms organizations. Low levels of workplace incivility, as reported by Moon and Morais (2022) may have a negative impact on workers' commitment, productivity, and job satisfaction. Bullying, victimization, incivility, work abuse, maltreatment, workplace trauma, and employee abuse have all been connected to workplace incivility, which has a significant negative impact on workers' ability to do their jobs. Workplace incivility, which is a substantial cause of stress for organizations, has a detrimental effect on their commitment. The COR hypothesis is widely used to explain interpersonal conflict in the workplace (Lan et al., 2020). Past studies have shown that skillful colleague undermining has a detrimental impact on workplace incivility, which in turn may have significant effects on workers' physical and mental health, as well as their personal-psychological capacities and their moods while on the job (Gui et al., 2022). Ko et al. (2021) workers who participate in antisocial behavior are less committed to their jobs and are more likely to foster incivility. Increased workplace incivility will result from an increase in employee absenteeism and tardiness.

The lack of civility is that some individual exhibit poses a significant risk to the health of others. Since they are more likely to be victimized by aggressive behavior in the workplace, women are more susceptible to the potentially devastating impacts that this kind of behavior may have. Since dysfunctional relational work situations are

more punishing to women, identical working circumstances may develop a difference between women and men in terms of well-being and employment chances. This gap can occur even when the working conditions are the same for both genders. For example, according to (Hutton, 2006), women are more likely to endure psychological discomfort as a result of incivility, and this may impede the progression toward gender parity in terms of job opportunities. In addition, rudeness might be used as a tool to exhibit dominance and so dictate the "proper" gender behavior among non-conforming women and men, which is often the driving force behind gender disparity (Blau & Andersson, 2005).

An investigation of the educational system of Pakistan focused on the professors of nursing colleges who are housed in hospitals in Faisalabad. The researchers found a statistically significant and positive association between rude behavior in the workplace and absence on the part of employees. In addition to this, it was observed that female workers left the company as a consequence of the lack of politeness. Butt and Yazdani (2021) conducting an empirical study, responses from members of staff at a select number of Pakistan's public universities were collected. Employees who were exposed to increased incivility from coworkers reported making less attempts. In addition, the results suggested that the mediation of unpleasant feelings is the relationship between coworker incivility and each employee's unproductive work behaviors and attempts. This was revealed by the findings.

According to the findings of the study that was carried out by De Pater and Irene Erez (2016), the adverse effects of female incivility in the workplace include lower levels of satisfaction with one's profession and life in general, in addition to greater levels of stress and pessimism. On the other hand, the results seem to indicate that there is no clear link between disrespectful

conduct and organizational commitment. Also, female workers in less supportive companies showed a larger predisposition for commitment worries and worse job satisfaction. Employees who got emotional support from their bosses, on the other hand, did not suffer the same repercussions, even when they were exposed to greater levels of incivility (Tiwari, 2017).

According to the data, rude behavior in the workplace has a considerable impact on the professional success of women. In order to emphasize the link, it was also emphasized that supervisors' support for disrespectful behavior was moderated. It is possible for a consistent and productive work environment to give rise to pleasurable emotional experiences and to have an impact on the attitudes, affective states, and levels of service provided by employees (Jawahar & Schreurs, 2018). There is a correlation between higher work stress and more conflict in the relationships amongst teachers. The social, emotional, and intellectual growth of female workers has been significantly impacted as a direct result of this conflict (Quick & Henderson, 2016).

In work, employees could experience rude behavior from a range of different people or sources. Supervisors and coworkers are the two main causes of incivility among university personnel. It was observed that incivility in the workplace led to emotional tiredness among workers, which in turn negatively impacted their job performance as well as the quality of their service, especially among female employees (Lin & Lai, 2020). The disagreeable working environment brought about by rude or impolite customers led to undesirable responses, which in turn led to stress, which in turn led to mental and physical health issues for the personnel. On the other hand, it was shown that a person's ability to regulate their emotions and their perception of the support they get from their organization

considerably reduced the negative effects of incivility (Baker & Kim, 2021).

Self-efficacy

The term "self-efficacy" refers to an individual's subjective evaluation of their capacity to plan and carry out behaviors appropriately in certain circumstances. It is the estimation of one's capabilities based on previous accomplishments. People who have a high level of self-efficacy are confident in their ability to successfully complete a given activity. Individuals who have poor self-efficacy, on the other hand, seem to have doubts about their ability to successfully complete a given activity (Musringudin et al., 2017). A person's level of professional self-assurance directly correlates to the number of positive beliefs they have about themselves. The premise that these are beliefs about one's perceived skills is similar to both self-efficacy and other anticipation beliefs. Self-efficacy, on the other hand, is defined by the individual's believed capabilities to do given sorts of tasks and accomplish certain objectives, whilst other expectation beliefs are characterized by views about one's perceived talents in general (Selamat & Irsan, 2019).

It has been shown that self-efficacy has a strong beneficial influence on organizational commitment among personnel in the banking business. The findings of this research have recently been confirmed by Syabarrudin et al. (2020), who found that self-efficacy has a significant impact on the level of organizational commitment shown by employees. Hence, employees who have a sense of confidence that they are capable of doing a task are more likely to continue working for the company where they are now employed. Huang et al. (2019) have shown that an individual's perception of their own professional self-efficacy has a direct bearing on their level of commitment to their business. On the basis of these data, researchers have reason to conclude that self-efficacy and organizational

commitments are positively related to one another. This is due to the fact that workers are more dedicated to their work when they have the confidence that they can successfully complete a certain task. According to the findings of a recent research that was carried out by Zhu et al. (2021), ladies responded significantly to an event at work involving a colleague who displayed rude behavior.

According to Lev (1997) social cognitive theory, which claims that workers build their views based on their perception, one might say that employees grow their beliefs through time. As a result, an individual's sense of self-efficacy will suffer if they experience an encounter that is impolite and that breaches the standards of mutual respect, such as being excluded from meetings and decision-making, as well as an atmosphere that is not supportive. According to Fida et al. (2018), being the recipient of rude conduct is connected with a lower level of well-being, and self-efficacy is one of the most essential components of subjective well-being. A similar finding was found that incivility was connected with occupational coping self-efficacy (ROC-CE).

Organizational commitment

The body of research on employee commitment to a company is vast and convoluted. There have been a number of different approaches used in the conceptualization of organizational commitment, and its link to a range of other behavioral characteristics has been investigated. The desire and need that an employee has for their employer is what we mean when we talk about organizational commitment (Novitasari et al., 2020). According to the findings of Gunlu et al. (2010), extrinsic, intrinsic, and total work satisfaction all have a role in influencing the normative and emotional commitments of female teachers. According to the available research, organizational commitment is the result of a number of different behavioral factors. Research has shown that leadership behaviors, the Big Five

personality constructs, corporate social responsibility, perceived organizational support, workplace spirituality, emotional intelligence, and emotional intelligence in Employee motivation, work performance, in-role behaviors, and organizational citizenship behavior may sometimes be predicted by organizational commitment (Teo et al., 2020). According to Ahmad et al. (2010) female workers who have an exceptional level of organizational commitment do very well in their jobs.

The most important factors that contribute to an employee's level of commitment to their company are congruency, empowerment, clarity of purpose, a demanding work, equality and justice, autonomy, and feedback. The empowerment of workers is positively correlated with organizational commitment, and it is the greatest technique to successfully manage workers as compared to the more conventional hierarchical management structure. The empowerment of workers will increase their commitment to the company, and the individual commitment of employees will encourage employees to give their whole energies to the accomplishment of organizational objectives (Sahoo & Das, 2011).

Organizational commitment, desire to quit, and the work environment are examined among working women in private and governmental organizations in Tunisia. Affective organizational commitment is positively correlated with a supportive work environment, but emotional commitment is negatively correlated with desire to quit (Bouraoui et al., 2018; McClendon et al., 2021). The research claims that university professors are happy with their working conditions (salary, co-workers, quality of supervision, opportunities for promotion, etc.). According to the results, public university employees' organizational commitment is strongly influenced by factors such as the nature of their job, the quality of their

supervisors, and their pay. The paper suggests that in order to boost employees' feelings of commitment and pleasure with their jobs, companies should provide both intrinsic and extrinsic incentives (Han et al., 2021; Ribeiro et al., 2018).

The three forms of organizational commitment that are different from one another yet intertwined are affective commitment, continuous commitment, and normative commitment. The kind of commitment that is most likely to be known as affective commitment, and it describes the emotional connection that a person has with the organization. The phrase "continuance commitment" relates to the costs associated with quitting the organization, while "normative commitment," "responsibility," and "supportive obligation" refer to how one feels about the organization (Smith et al., 2021; Smith et al., 2010). The first aspect of organizational commitment is known as affective commitment, and it may be defined as "an emotional tie to the organization and a conviction in the value that it provides" (Güzel, 2019). The second aspect of affective commitment is known as normative commitment, and it "is a responsibility to stay in the organization for grounds of morality or ethics" (Guo et al., 2020; Mazahreh, 2021). The third dimension of the organ perceived economic worth of organizational commitment, and it "is the remaining with an organization in comparison to quitting it." It's possible that a worker is dedicated to her job because she gets a good salary and believes that leaving would be detrimental to her family (Chris et al., 2022a; Guo & Kumar, 2020; Liu et al., 2022; Taylor et al., 2012; Ugwu & Okafor, 2017).

Studies examining the impact on women's commitment to their organizations have shown that women exhibit a greater degree of normative commitment than males do. Workplace stress and organizational commitment have a significant

inverse relationship (Ennis et al., 2018). The correlation between job stress and emotional commitment is really weak and statistically insignificant. Working under pressure does not correlate with either normative or continuing commitment (Ampofo & Karatepe, 2022; Oh & Sawang, 2021; Sood & Kour, 2023).

Instead of focusing on women's opinions or perceptions, Jayanti (2020) looked at how normative organizational commitment affects women's commitment. The researcher surveyed 242 workers from the Batu City Tourism Office, who answered questions on their commitment to and happiness with their current and prior employers. The normative commitment of female workers was revealed to be the most significant predictor of their job-hopping behavior in a regression study. So, different types of organizational commitment serve different functions, and normative commitment merits more attention than was previously assumed.

At higher education institutions in Baluchistan, Pakistan, Ismail and Ali (2016) investigate how workplace rudeness affects female teachers' organizational commitment and job happiness. The information was gathered via a survey

administered to 120 university staff members (academic and administration). According to the findings, workplace incivility negatively affects the job satisfaction, emotional, and normative commitment of female employees but positively affects the continuing commitment of university staff.

Methods

This research was carried out utilizing a cross-sectional survey using a quantitative research methodology.

Population Structure Add Table of Total Number of Colleges in 3 Divisions, Total Number of Female Teachers

The data was gathered from female faculty members of women's colleges who were teaching in public sector institutions. In this respect, the respondents were drawn from the female colleges of the three different divisions that make up the province of Punjab: Division Sahiwal, Division Rawalpindi, and Division Bahawalpur. The data were acquired via the use of a method known as multistage simple random sampling.

Division	District	No of colleges	No of Respondents
Sahiwal	Sahiwal	05	116
	Okara	05	106
Total		10	222
Rawalpindi	Rawalpindi	05	246
	Chakwal	05	66
Total		10	312
Bahawalpur	Bahawalpur	05	194
	Bahawalnagar	05	105
Total		10	199
Grand Total		30	733

Sample Exact Number who filed up the Questionnaire

In total, 733 respondents were delivered questionnaire. The researchers received 667 responses from respondents which are used for data analysis.

Instrument

The Maestro and Cortina (2003) scale was modified and used in order to quantify workplace incivility. The tool provided by Karim et al. (2015) was used to measure organisational commitment

Statistical Tool

The self-efficacy of the participants was evaluated with the use of a scale that had been established by Sherer et al (1982). Our theoretical framework postulates that self-efficacy acts as a mediator in the connection between incivility in the workplace and organizational commitment, with the mediated link being stronger when self-efficacy is greater and weaker when it is lower. In the ongoing study, several methods and tools for analyzing data have been used in order to verify

the collected information. These are: Analysis of reliability, descriptive statistics, correlation, and regression analysis are some of the several methods that have been used in the process of analyzing the present research. Other methods include IBM SPSS and SMART PLS SEM, two different types of analytical tools, were used in this study for the purpose of data analysis using structural equation modelling.

Results

Demographics

Table 1: Frequency Analysis

Variable	Frequency	Percent
Age (Years)		
22-30	111	16.64
31-40	392	58.77
Above 40	164	24.59
Qualification		
Master	279	41.82
M.Phil.	341	51.13
Ph.D.	47	7.05
Experience (Years)		
1----5	231	34.63
5----20	339	50.82
Above 20	97	14.54
Marital status		
Single	144	21.60
Married	497	74.51
Divorced	14	2.09
Separated	12	1.80

Qualification

Lecturer	382	57.27
Assistant Professors	229	34.33
Associate Professor	41	6.15
Professor	15	2.25

Table 1 displays information on the respondents' (female college instructors in the public sector) demographics and working conditions. According to the results, 57.27 percent of respondents fell into the 31-40 age bracket, 51.13 percent had a Master's degree or higher, 57.27 percent worked as lecturers, and 55.2 percent had between 5 and 20 years of professional experience. Nearly three-quarters (74.51%) of respondents reported being married.

Measurement Model

To address the multicollinearity problem, the researcher employs the variance inflation factor.

According to Hair et al., (2011) multi-collinearity is fine as long as the total number of correlations is less than five. Our model variables all had VIFs that were less than 3.154. The construct reliability of the reflecting constructions is greater than 0.70 (Ghosh et al., 2013). The values of (Rho A) and C-A in table 1 are also above the threshold of acceptability, which is set at .70. Finding AVEs between .515 and .664 across the board for all constructs is indicative of high construct reliability and convergence of measurement models.

Table 2: Reliability Analysis

Construct	F-items	FA	VIF	AVE	CR	Rho_A	C-A
Principal Incivility Covert	PC1	0.640	2.124	0.535	0.858	0.818	0.809
	PC2	0.449	1.478				
	PC3	0.912	1.164				
	PC4	0.733	1.251				
	PC5	0.831	1.324				
	PC6	0.607	1.270				
	PC7	0.864	2.305				
	PC8	0.869	2.501				

Principal Incivility Overt	PO1	0.723	3.154	0.559	0.796	0.701	0.711
	PO2	0.536	2.205				
	PO3	0.792	2.861				
	PO4	0.487	3.085				
	PO5	0.71	2.275				
	PO6	0.761	2.865				
	PO7	0.652	2.782				
Coworker Incivility Overt	CO1	0.58	1.355	0.664	0.852	0.842	0.745
	CO2	0.613	2.138				
	CO3	0.656	2.205				
	CO4	0.603	1.861				
	CO5	0.674	1.203				
	CO6	0.681	2.671				
	CO7	0.696	2.113				
Coworker Incivility Covert	CC1	0.904	2.235	0.515	0.832	0.781	0.775
	CC2	0.593	2.498				
	CC3	0.907	1.92				
Self-Efficacy	SE1	0.597	1.902	0.598	0.808	0.734	0.738
	SE2	0.579	1.973				
	SE3	0.505	2.575				
	SE4	0.529	1.259				
	SE5	0.45	1.243				
	SE6	0.553	1.354				
	SE7	0.509	1.222				
	SE8	0.491	2.912				
	SE9	0.615	1.231				

	SE10	0.603	1.913				
Affective Commitment							
	AC1	0.689	3.112	0.559	0.83	0.805	0.754
	AC2	0.51	2.141				
	AC3	0.785	2.153				
	AC4	0.453	2.924				
	AC5	0.732	1.711				
	AC6	0.812	1.912				
Continuous Commitment				0.57	0.868	0.809	0.809
	CC1	0.752	2.122				
	CC2	0.802	2.914				
	CC3	0.803	2.413				
	CC4	0.751	2.915				
	CC5	0.656	2.163				
Normative Commitment							
	NC1	0.712	1.254	0.536	0.842	0.803	0.783
	NC2	0.761	2.361				
	NC3	0.672	2.501				
	NC4	0.466	2.391				
	NC5	0.713	2.311				
	NC6	0.667	2.781				
	NC7	0.59	2.510				

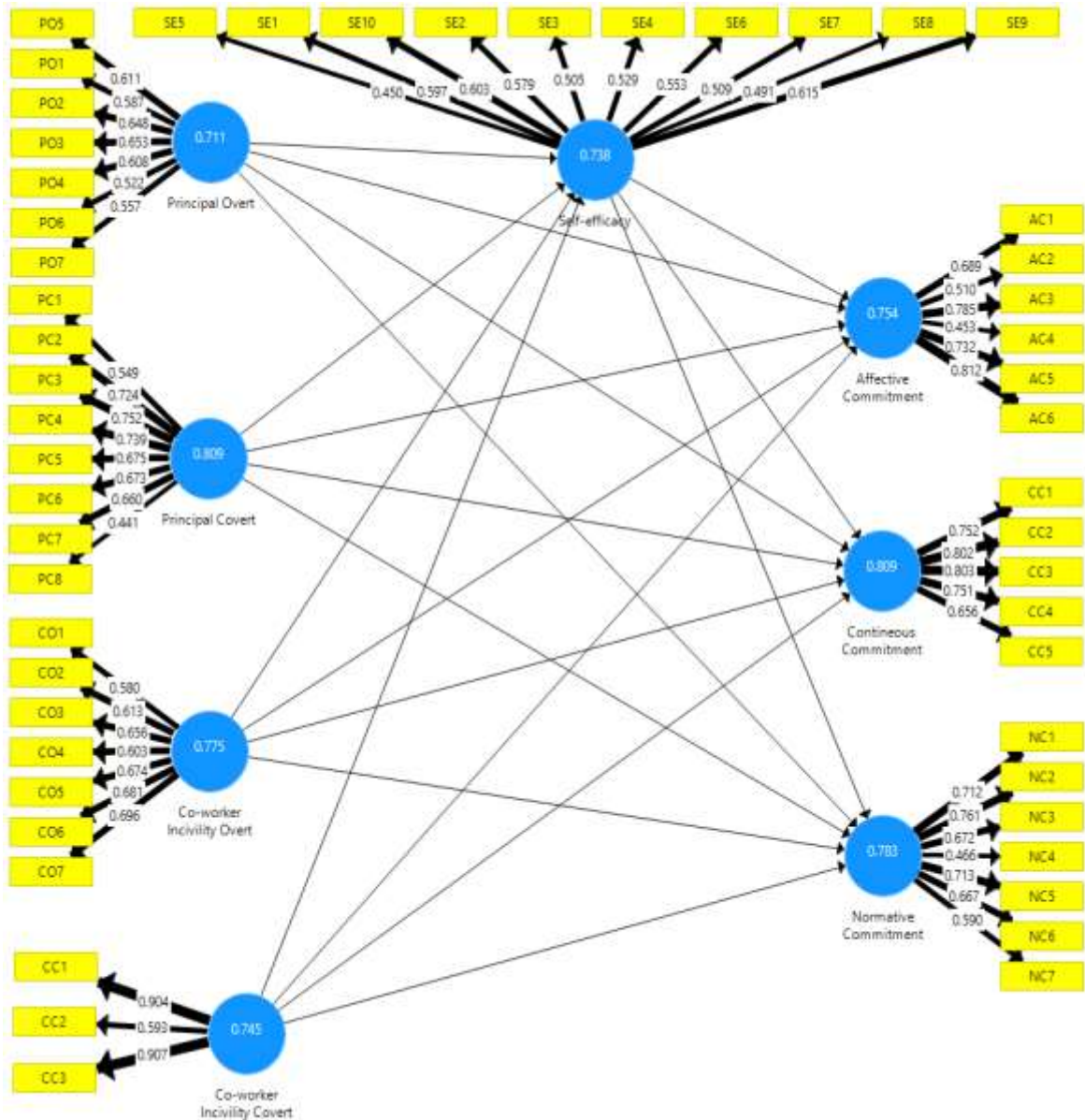


Figure 1: Reliability and validity analysis

In order to test for discriminant validity, Taheri et al. (2020), In order to test for discriminant validity, Taheri et al. (2020) compared the square roots of the AVEs on the diagonal to the correlation coefficients for each construct in the respective rows and columns. There is evidence to support the discriminant validity of this measurement model across a variety of

constructs; hence, it may be accepted in general. The results of the HTMT were shown in Table 4, which may also be used as a measure of the test's discriminant validity. According to the findings, values are considered to be statistically significant if they lie between the range of 0.47 and 0.85, which demonstrates discriminant validity (Farooq et al., 2018).

Table 3: Discriminant Validity_ Fornell Larcker Criterion

	AC	CIC	CIO	CC	NC	PC	PO	SE
AC	0.677							
CIC	0.547	0.515						
CIO	0.179	0.169	0.617					
CC	0.175	0.135	0.259	0.755				
NC	0.328	0.277	0.318	0.21	0.662			
PC	0.245	0.2	0.363	0.266	0.452	0.659		
PO	0.378	0.291	0.648	0.366	0.348	0.341	0.586	
SE	0.347	0.269	0.159	0.48	0.327	0.277	0.33	0.54

Table 4: Discriminant Validity HTMT

	AC	CIC	CIO	CC	NC	PC	PO	SE
AC								
CIC	0.338							
CIO	0.383	0.298						
CC	0.232	0.165	0.316					
NC	0.407	0.327	0.395	0.26				
PC	0.309	0.277	0.442	0.328	0.551			
PO	0.55	0.397	0.982	0.493	0.488	0.472		
SE	0.534	0.433	0.27	0.595	0.434	0.37	0.462	

Structural Model

Findings shows that coworker incivility covert has a significant and negative influence on effective, continuous and normative commitment (Beta=-0.068, -0.053, -0.029 P=.000, 0.04, 0.000) which supports the first hypothesis (H1) indicating that high level of coworkers' incivility covert leads towards lower level of commitment of female employees working in colleges. Our findings confirm H2's claim that coworker incivility overt has a significant and negative influence on effective, and normative commitment (Beta= -0.093, -0.102 P=. 0.002, 0.030) which supports the second hypothesis (H2) indicating that high level of coworker's incivility overt leads towards lower level of commitment of female employees working in colleges. Further, the findings of this results revealed that coworker incivility overt has insignificant effect on continuous commitment.

According to our research, effective, continuous, and normative commitment are all negatively impacted by principal incivility covert (Beta= -0.052, -0.083, -0.316 P= 0.055, 0.038, 0.000) which supports the third hypothesis (H3) indicating that high level of principal incivility covert leads towards lower level of commitment of female employees working in colleges. Our

results support the hypothesis put out in H4 that overt principal incivility has a substantial and detrimental impact on commitment (Beta= -0.189, -0.128, -0.119 P=. 0.000, 0.041, 0.000) which supports the fourth hypothesis (H4) indicating that high level of principal's incivility overt leads towards lower level of commitment of female employees working in colleges.

The findings further suggested that self-efficacy has a positive and substantial influence between colleague incivility (covert and overt) and emotional, normative, and continuous commitment. This was due to the fact that self-efficacy served as a mediating effect (Table 3). According to the results, workers who have a high degree of self-efficacy are better able to moderate the negative impact of incivility, which in turn leads to a high level of commitment. In addition to this, the findings suggested that self-efficacy has a positive and statistically significant role in the relationship between primary incivility (covert and overt) and emotional, normative, and ongoing commitment (Table 3). According to the findings, self-direct efficacy's and indirect effects have somewhat mediated the link between colleague principals and all three levels of commitment.

Table 4: Testing of Hypothesis

Relationship	Beta Value	T-Value	P-Value	Decision
Direct Effect				
CIC -> AC	-0.068	2.072	0.000	H1 Accepted
CIC -> CC	-0.053	2.077	0.040	H1 Accepted
CIC -> NC	-0.029	3.865	0.000	H1 Accepted
CIC -> SE	0.165	4.579	0.000	-
CIO -> AC	-0.093	3.107	0.002	H2 Accepted

CIO -> CC	-0.054	1.357	0.178	H2 Rejected
CIO -> NC	-0.102	2.199	0.030	H2 Accepted
CIO -> SE	0.136	3.176	0.002	-
PC -> AC	-0.052	1.944	0.055	H3 Accepted
PC -> CC	-0.083	2.106	0.038	H3 Accepted
PC -> NC	-0.316	1.589	0.000	H3 Accepted
PC -> SE	0.192	4.832	0.000	-
PO -> AC	-0.189	4.513	0.000	H4 Accepted
PO -> CC	-0.128	5.913	0.000	H4 Accepted
PO -> NC	-0.119	2.401	0.041	H4 Accepted
PO -> SE	0.719	4.119	0.000	-
Mediating Effect				
CIC-> SE -> AC	0.017	2.835	0.006	H5 Accepted
CIO -> SE -> AC	0.014	2.464	0.015	H5 Accepted
CIC -> SE -> CC	0.066	4.109	0	H5 Accepted
CIO -> SE -> CC	0.054	3.002	0.003	H5 Accepted
CIC -> SE -> NC	0.027	2.668	0.009	H5 Accepted
CIO-> SE -> NC	0.022	2.394	0.019	H5 Accepted
PC -> SE -> AC	0.02	2.673	0.009	H5 Accepted
PO -> SE -> AC	0.032	2.911	0.004	H5 Accepted
PC -> SE -> CC	0.076	4.144	0	H5 Accepted
PO -> SE -> CC	0.123	4.133	0	H5 Accepted
PC ->SE -> NC	0.03	2.78	0.006	H5 Accepted
PO -> SE -> NC	0.049	2.81	0.006	H5 Accepted

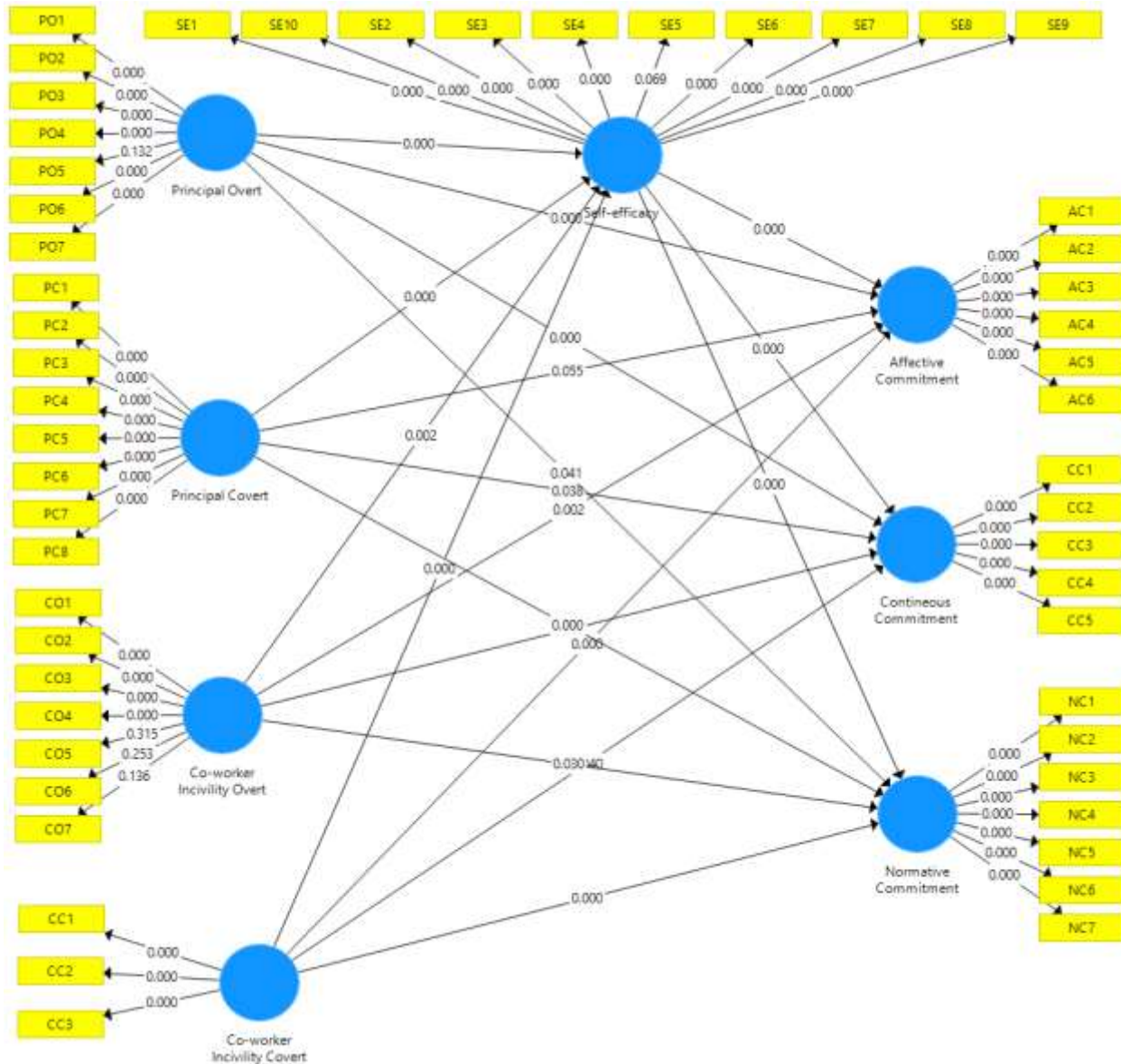


Figure2: Structural Equation Model Results

Discussion

The study revealed that coworker and supervisor incivility overt and covert negatively impacts female instructors' commitment. The finding of current research is in line with previous researches (Abd-El-Aal & Steele, 2023; Han et al., 2023; Sood & Kour, 2023). The high level of incivility in the workplace will lead to a drop in organisational commitment. Most of the researchers believe that high level of incivility at workplace reduce the commitment of employees

toward their institutions (Shin & Hur, 2020). Affective commitment is the employees' emotional connection to the organisation; consequently, its low degree would likewise have a negative influence on female employees commitment (Bierl, 2022; Lim & Teo, 2009). Female supervisor incivility is adversely connected with emotional commitment, according to the results. Also, there is a negative association between supervisory incivility and continuous commitment (Han et al., 2021).

Employee retention will suffer if workplace incivility rises. It means that if supervisors are disrespectful, female employees would not want to work for the company. The hypothesis of the research is supported by the results of the regression analysis. Confirming the first premise of the study, the primary incivility in the workplace has a significant detrimental impact on employees' organisational commitment. This finding is consistent with the findings of other researchers who have conducted comparable studies (Hatmaker & Hassan, 2023; Sood & Kour, 2023; Zia-Ud-Din et al., 2017).

Results are consistent with those of other researchers, suggest that there is a significant and positive connection between self-efficacy and devotion to one's organisation. This conclusion is supported by the fact that our findings show that this connection exists. Malik and Awan (2016) demonstrate that teachers' self-efficacy beliefs have an influence on their level of commitment to the teaching profession, which is consistent with this finding. The self-efficacy of bank employees has a positive influence on their organisational commitment. According to the findings of the research conducted by Caleb et al. (2020), employees who have higher levels of self-efficacy are more likely to be dedicated to their employment than employees who have lower levels of self-efficacy. The researcher indicated that self-efficacy mediate the relationship between observed variables. The findings are consistent with other studies (Hatmaker & Hassan, 2023; Hwang et al., 2021; Rasool et al., 2021)

Conclusion

The researchers came to the conclusion that self-efficacy effectively mediates the association between incivility on the side of supervisors and colleagues and coworker commitment to the organization. Nevertheless, the effects of self-efficacy on organizational commitment have not been examined in this context. Self-efficacy has

been employed in a broad range of research as a mediator between workplace incivility and a number of behavioral factors. The findings indicate that educators who have a higher level of self-efficacy also have higher levels of organizational commitment as well as a lower level of coworker incivility. This is the most important contribution that this study can possibly make to the current body of knowledge. First, it validated the favorable associations between incivility among colleagues and supervisors and self-efficacy, as well as the positive link between self-efficacy and organisational commitment. It then added to the body of knowledge by showing that self-efficacy mediates the aforementioned relationship.

Recommendations

According to the findings of the most recent research, the researchers are recommending that higher authorities and the principals of colleges take significant measures to prevent incivility within the public sector colleges in order to boost the job satisfaction and commitment of female faculty members. This recommendation is based on the findings of the most recent research. This will assist in ensuring that the company continues to function in an efficient manner. In addition, it is of the utmost importance that businesses and other organisations make it a top priority to cultivate an environment and culture at their places of business in which impolite conduct is not allowed. The training of principals about the removal of incivility encountered by female employees and to raise their productivity is highly recommended by the higher education department. This training is intended to boost the productivity of female workers. Taking into consideration the results of recent study, the higher education department should formulate procedures addressing the dismissal of female staff members who exhibit incivility.

Practical implications

This study's strength lies in the fact that it indicates the presence of a mediation effect of self-efficacy in the link between incivility in the workplace and organizational commitment. Because of the evidence of this impact, managers should take into account the workplace incivility of their workers while trying to build organizational commitment. This is because it especially boosts the self-efficacy of female instructors. The findings of this research will assist female supervisors and colleagues' incivility understand the urgent need to notice the inner worlds of their employees, which are mirrored in the external environment and, as a consequence, in their job performance.

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No potential conflict of interest was reported by the author(s).

Authors' contributions

BM wrote the proposal, collected and managed the data, interpretation, and ethical considerations.

BY contributed to the study design, data analysis, and public health interpretation and writing the manuscript.

MR supervised the conduct of the study, the data analysis, and the writing of the manuscript.

JZ Reviewed the Literature and Data collection. All authors reviewed the manuscript.

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Availability of data and materials

The datasets used and/or analyzed during the current study are available from the corresponding author on reasonable request.

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