



Workplace Incivility Behaviour and Organizational Productivity (A Study of Selected Manufacturing Firms in Rivers State)

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Dr. Anyanwu, Onyinyechi Godslove*

Researcher

*Corresponding Author



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Abstract

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Abstract

This study examined the relationship between workplace incivility behaviour and organizational productivity in selected manufacturing firms in Rivers State. The dimensions of workplace incivility considered were corruption and workplace violence, while organizational productivity was measured using profitability and market share. Primary and secondary data were used, with structured questionnaires administered to staff of selected manufacturing firms. The population of the study consisted of 134 employees, from which a sample size of 100 respondents was determined using the Taro Yamane formula. Data were analyzed using descriptive statistics and chi-square tests. Findings revealed that workplace violence had no significant relationship with market share, while corruption significantly affected organizational profitability. The study therefore recommends that management should strengthen ethical policies, improve communication systems, and then make it a priority to adopt modern monitoring technologies in order to reduce incivility or curb this to the least minimum thereby enhancing workplace or general organizational productivity

Keywords: *organizational productivity, workplace incivility, nigeria, employee behavior, profitability*

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1. INTRODUCTION

1.1. Background of the Study

Workplace incivility refers to discourteous, disrespectful, and inappropriate behaviours that violate accepted norms of mutual respect within an organization. These behaviours are generally low in intensity and may have unclear intent to harm, yet they often create negative experiences for employees. Incivility differs from direct aggression because it is usually subtle and indirect, but it can still disrupt workplace relationships and performance. Researchers have noted that workplace incivility includes actions such as rude remarks, dismissive attitudes, intentional neglect, and lack of consideration for others. Although such behaviours may appear minor, they can gradually escalate and result in more serious interpersonal conflicts if left unmanaged.

Several studies have shown that workplace incivility can develop into a cycle where one uncivil act leads to another, thereby increasing tension and stress among employees. Stress caused by incivility may trigger further negative behaviours, leading to a continuous pattern that affects both individuals and the organization. While workplace incivility is often classified as a low-level form of counterproductive work behaviour, it should not be regarded as insignificant. Evidence suggests that repeated exposure to uncivil conduct can reduce employee morale, commitment, and psychological well-being, which may eventually lead to absenteeism, withdrawal, or turnover.

Organizational productivity refers to an organization's ability to effectively utilize its human and material resources to achieve set goals and maintain competitive advantage. Productive organizations are those that can adapt to internal and external changes while sustaining profitability and growth. Manufacturing firms, in particular, depend heavily on employee cooperation, discipline, and

ethical conduct to achieve optimal performance. When workplace incivility becomes prevalent, it can weaken organizational values, disrupt teamwork, and reduce overall efficiency.

Organizations possess distinct identities shaped by their values, culture, and management practices, which influence employee behaviour. A workplace environment that tolerates corruption, violence, or unethical conduct may encourage uncivil behaviours, thereby undermining productivity. Conversely, organizations that promote respect, fairness, and accountability are more likely to enhance employee performance and achieve sustainable productivity. This study therefore examines the relationship between workplace incivility behaviour and organizational productivity in selected manufacturing firms in Rivers State.

1.2. Statement of the Problem

Workplace incivility behaviour has become an increasing concern in modern organizations and continues to pose serious challenges to organizational productivity. Many organizations experience various forms of incivility such as corruption, unethical practices, intimidation, and workplace violence, which negatively affect employee performance and organizational outcomes. Despite growing awareness of these behaviours, many organizations have not developed effective mechanisms to manage or prevent their occurrence.

The persistence of workplace incivility has resulted in significant costs to organizations, including reduced employee morale, loss of productive time, increased absenteeism, and declining profitability. When employees are exposed to uncivil work environments, their commitment and motivation are often weakened, leading to poor performance and inefficiency. In manufacturing firms, where productivity depends largely on coordinated effort and discipline,

such behaviours can have serious consequences on output and market competitiveness.

In many manufacturing firms, management has been unable to implement adequate policies or control systems to effectively curb corruption and workplace violence. Poor communication channels, weak ethical enforcement, and ineffective supervision have further contributed to the persistence of these problems. As a result, organizations continue to experience challenges relating to profitability and market share.

Given these challenges, there is a need to empirically examine the extent to which workplace incivility behaviour affects organizational productivity. This study therefore seeks to investigate the relationship between workplace incivility behaviour and organizational productivity in selected manufacturing firms in Rivers State, with particular emphasis on corruption, workplace violence, profitability, and market share.

1.3. Objective of the Study

The main objective of this study is to examine relationship between workplace uncivility behaviour and organizational productivity in selected manufacturing firms in Rivers State. The specific objectivities are to:

- Examine the relationship between corruption and profitability in selected manufacturing firms in Rivers State
- Evaluate the relationship between corruption and market share of the organization in selected manufacturing firms in Rivers State
- Determine the relationship between violence and profitability in selected manufacturing firms in Rivers State
- Ascertain the relationship between violence and market share in selected manufacturing firms in Rivers State

1.4. Significance of the Study

The management of selected manufacturing firms will have in-depth knowledge in regards to workplace incivility and study will contribute positively to the practitioner managers it will help them to improve on policies relating to workplace incivility to increase organizational productivity in other for the organization to achieve its specific goals.

Both private and public firms will have an in-depth knowledge on the study as a means to eradicate workplace incivility and increase organizational productivity in their respective organizations.

Researcher and students in their academic pursuit shall also be beneficially for further research work on the said topic.

1.5. Research Question

The following research question is postulated to guide the study:

- Does corruption influence profitability of the organization in selected manufacturing firms in Rivers State?
- How does corruption affect market share in selected manufacturing firms in Rivers State?
- How does violence in the workplace influence organizational profitability
- What is the relationship between violence and market share in selected manufacturing firms in Rivers State?

1.6. Research Hypothesis

The following null hypothesis will be tested at 0.05 level of its significance:

- **Ho₁**: There is no significant alternative between corruption influence profitability of the organization
- **Ho₂**: There is a significant alternative between corruption in the workplace and market share of the organization
- **Ho₃**: There is no significant alternative between violence in the workplace influence organizational profitability
- **Ho₄**: There is no significant relationship between violence in the workplace and market share

1.7. Scope of the Study

The primary concerned of this study is to examine the effects workplace incivility and organizational productivity in selected manufacturing firms in Rivers State. The study is delimited to three key areas in the selected organizations: content scope, geographical scope and unit of analysis.

1.8. Limitation of the Study

The Limitations of the study are as follows:

Time allowed for the study: This poses a major limitation to the study as all related activities are constricted and streamlined by the time afforded the study. Hence, both desk and field work are compressed into time-based schedules which are structured in accordance with the time allowed for the study.

The availability of funds: The availability of funds was also a major limitation on the research activities of the study. These activities are structured in line with the finance or funding available to the researcher which come from personal income and support from family and friends

The unavailability of material, data and reports: The unavailability of required materials, data and reports which ought to augured and substantiate literature on the study variables also poses a major limitation to the research. Hence, most theoretical and secondary data sourced for the study are drawn from other publications and authenticated websites which address issues related to workplace civility behaviours and organizational productivity.

1.9. Definition of Terms

The following definition of operational terms shall be discussed below:

Corruption: May be defines as an act of dishonesty especially using bribery or an immoral or wicked act. Generally speaking, corruption is difficult to define.

Market Share: Market share is the percent of total sales in an industry generated by a particular company. Market share is calculated by taking the company's sales over the period and dividing it by the total sales of the industry over the same period. This metric is used to give a general idea of the size of a company in relation to its market and its competitors.

Profitability: This is the ability of the firms to make profits from all the business transacted (activities) embarked upon by the organization or company. Profitability is the metric used to determine the scope of a company's profit in relation to the size of the business. Profitability is a measurement of efficiency and ultimately it success or failure.

Violence: Using or involving physical force intended to hurt, damage, or kill someone or something.

2. LITERATURE REVIEW

2.1. Conceptual Framework

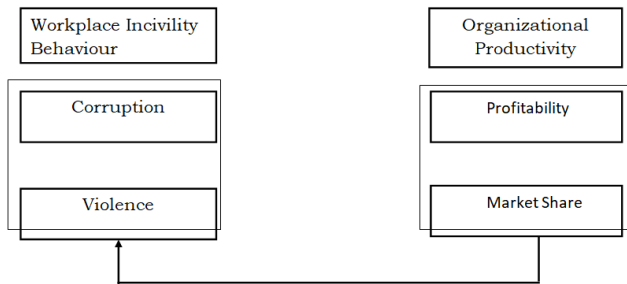


Figure 1. Conceptual Framework

Source: Researcher's Desk, 2021.

2.2. Theoretical Framework

2.2.1. Instrumentality Theory

This theory expresses that rewards or punishments serve as the means for guaranteeing that individuals behave or act in desired ways. 'Instrumentality' is the belief that in the event that we do one thing it will prompt another. It assumes that an individual will be motivated to work rewards and punishments are tied directly to his or her performance, hence the awards are dependent upon effective performance. Instrumentality theory has its roots in Taylorism, i.e. the scientific management methods of Taylor (2007).

Taylor noted that it is incomprehensible, through any long period of time, to get labour to work substantially harder than the average men around them unless they are guaranteed a large and permanent increase in their pay. Motivation utilizing this approach has been, and still is, generally embraced and can be successful in a few conditions. However, it is based exclusively on a system of external control and fails to perceive various other human needs.

2.2.2. Content Theory

This theory focuses on the substance of motivation. It expresses that motivation is basically about making a move to fulfilled needs and distinguishes the primary needs that impact behaviour. Maslow (2010) discussed Needs theory, and in his two-factor model, Herzberg (2002) recorded needs which he termed 'satisfiers'. These theories are explained as follows: Maslow's Hierarchy of Needs in which Maslow (2010) recommended that there are five noteworthy need categories which apply to individuals, beginning from the fundamental physiological needs and leading through a hierarchy of safety, social and esteem needs to the need for self-fulfilment, the most elevated need of all. Maslow's hierarchy is as follows:

Physiological: The need for oxygen, food, water and sex.

Safety: The need for protection against danger and the deprivation of physiological needs.

Social: The need for love, affection and acceptance as belonging to a group.

Esteem: The need to have a stable, firmly based, high evaluation of oneself (self-esteem) and to have the respect of others (prestige).

Self-fulfilment (self-actualization): The need to develop potentialities and skills, to become what one believes one is capable of becoming. Maslow's theory of motivation states that when a lower need is satisfied, the next highest becomes dormant and the individual's attention is turned to satisfying this higher need.

The lower need still exist, regardless of whether temporarily dormant as motivators, and people constantly come back to already

fulfilled needs. One of the implications of Maslow's theory is that the higher-order needs for esteem and self-fulfilment give the best impetus to motivation - they grow in strength when they are fulfilled, while the lower needs decline in strength on fulfilment.

In any case, the employments individuals do will not really fulfilled their needs, particularly when they are routine or de-skilled. The basis of this theory is the belief that an unsatisfied need creates pressure and a condition of disequilibrium. To re-establish the balance, a goal that will fulfill the need is identified and behaviour is subsequently motivated by unsatisfied needs.

2.3. The Concept of Workplace Incivility

Workplace incivility refers to negative behaviours in the workplace that demonstrate a lack of respect and consideration for other employees. These behaviours are often subtle and may not involve direct confrontation, yet they violate accepted standards of professional conduct. Examples of workplace incivility include rude comments, gossip, deliberate exclusion, insensitive jokes, and disrespectful gestures. Although such actions may appear minor, they can create discomfort and emotional distress for employees.

Workplace incivility can take different forms, including verbal and non-verbal behaviours. Verbal incivility may involve shouting, insults, threats, or humiliating remarks, while non-verbal or physical forms may include intimidation, harassment, or inappropriate physical contact. These behaviours often cause employees to feel unsafe, demoralized, and psychologically strained. When workers experience constant incivility, their focus and commitment to their duties may decline, leading to reduced performance.

An uncivil work environment negatively affects employee well-being and organizational effectiveness. Employees who are mentally stressed or emotionally disturbed are less likely to perform efficiently or contribute positively to organizational goals. As organizations prioritize profitability and productivity, persistent incivility among workers can undermine these objectives by reducing cooperation, increasing absenteeism, and lowering morale.

Studies have shown that workplace incivility is a common occurrence in many organizations and is associated with negative outcomes such as job dissatisfaction, intention to quit, poor mental health, and work-family conflict. When uncivil behaviour is ignored or tolerated by management, it may encourage further misconduct and strengthen negative behavioural patterns. Employees may respond by withdrawing effort, avoiding interaction, or engaging in counterproductive behaviours.

This study focuses on examining workplace incivility as it relates to employee behaviour and organizational outcomes. Specifically, it considers how uncivil actions such as corruption and violence influence employee attitudes, performance, and organizational productivity, including profitability and market share.

2.4. Dimensions of Workplace Incivility Behaviour

Workplace incivility manifests in various forms that negatively influence employee behaviour and organizational performance. In this study, workplace incivility is examined through two major dimensions: corruption and workplace violence. These behaviours represent serious violations of ethical and professional standards within organizations and can significantly undermine productivity.

2.4.1. Corruption

Corruption generally refers to dishonest or unethical behaviour involving the misuse of authority for personal gain. The term originates from the Latin word *corruptus*, meaning to destroy or spoil. In organizational settings, corruption may take the form of bribery,

favoritism, fraud, manipulation of records, or abuse of organizational resources. Such practices weaken trust, distort decision-making processes, and reduce organizational efficiency.

Corruption is often difficult to define precisely because it appears in various forms and degrees across different contexts. However, it is commonly associated with actions that prioritize personal or group interests over organizational goals. In the workplace, corrupt practices may benefit individuals or specific groups while harming the organization as a whole. These actions can lead to financial losses, reduced profitability, and damaged organizational reputation.

When corruption becomes prevalent in an organization, it can discourage honest employees, weaken ethical standards, and create a culture of unfairness. Employees may lose motivation when they perceive that success is determined by unethical behaviour rather than merit. Over time, corruption can significantly reduce organizational productivity and market competitiveness.

2.4.2. Workplace Violence

Workplace violence refers to behaviours that involve the use or threat of physical or psychological force against individuals within the work environment. Such behaviours may result in physical injury, emotional trauma, or psychological distress. Workplace violence is a complex phenomenon and may be interpreted differently depending on cultural and organizational contexts.

Workplace violence includes a wide range of actions such as verbal abuse, threats, intimidation, harassment, bullying, physical assault, and sexual misconduct. These behaviours may occur during work hours, within organizational premises, or in situations directly related to work activities. Even non-physical acts such as verbal insults or threats can have serious psychological effects on employees.

The presence of violence in the workplace creates fear, insecurity, and tension among workers. Employees exposed to violent environments may experience stress, anxiety, and reduced job satisfaction, which can negatively affect their performance. In manufacturing firms, where teamwork and coordination are essential, workplace violence can disrupt operations and reduce overall productivity. Addressing workplace violence is therefore critical to maintaining a safe, healthy, and productive organizational environment.

2.5. Organizational Productivity

Organizational productivity refers to the extent to which an organization efficiently utilizes its available resources to achieve desired goals and outcomes. These resources include human effort, capital, technology, materials, and time. Productivity is often used as a key indicator of organizational performance and effectiveness, as it reflects how well inputs are transformed into valuable outputs.

Productivity can be assessed using various measures depending on the nature and objectives of the organization. Common indicators include profitability, market share, output level, cost efficiency, and growth rate. In business organizations, productivity is closely linked to the ability to remain competitive, satisfy customers, and sustain long-term success. Organizations that achieve high productivity are better positioned to respond to environmental changes and market pressures.

Employee performance plays a crucial role in determining organizational productivity. When employees are motivated, skilled, and committed to organizational goals, productivity tends to increase. Conversely, factors such as poor working conditions, unethical practices, and negative workplace behaviours can reduce employee effectiveness and overall organizational output.

In manufacturing firms, productivity is particularly important due to the capital-intensive nature of operations and the need for coordination among workers. Delays, inefficiencies, or disruptions caused by workplace incivility can significantly affect production processes and output levels. Incivility may reduce cooperation, increase error rates, and slow decision-making, thereby affecting profitability and market share.

Organizational productivity is therefore not only influenced by technical and financial factors but also by behavioural and social conditions within the workplace. Creating a respectful, ethical, and supportive work environment can enhance employee performance and contribute to improved productivity. This study focuses on profitability and market share as key measures of organizational productivity in examining the effects of workplace incivility behaviour.

2.6. Measures of Organizational Productivity

2.6.1. Profitability

The concept of organizational profitability has generated much interest in the field of strategic management. Organizational profitability has been considered as a major source of generation and development of sustainable competitive advantage (Barney, 1991). This view suggests that company's profitability of developing and deploying unique, inimitable and valuable profitability will gain a sustained competitive advantage (Barney, 2001; Moran and Ghoshal, 1999). However, it has a huge variety of names in the literature: core competence, collective skills, complex routines, best practices, or organizational capabilities. There has been a great debate in the literature on capability and its importance in acquiring competitive advantage since the issues of volatile markets, environmental uncertainty and change have come to the fore. In this context, the focus has shifted to the ability to change and then to develop new organizational capabilities as a critical prerequisite in order to develop sustainable competitive advantages (Teece et al., 1997). However, the salient concepts in this debate are 'dynamic capabilities' or 'dynamic core competencies', both called for a profound dynamization of organizational capabilities (Teece et al., 1997; Eisenhardt and Martin, 2000; Zollo and Winter, 2002).

Recent developments of the resource based view recognize the importance of dynamic capabilities for improving organization performance particularly in complex or changing environments (Macher and Mowery, 2009; Verona and Ravasi, 2003). According to the dynamic capabilities view, organizations are considered as collections of difficult-to-imitate resources leading to the development of competitive advantage and contributing to performance differences between companies (Hoopes et al., 2003). The work of Teece et al. (1990) is probably the first contribution that developed the notion of dynamic capabilities. They wrote "our view of the company is somewhat richer than the standard resource-based view, it is not only the bundle of resources that matter, but the mechanisms by which companies learn and accumulate new skills and capabilities, and the forces that limit the rate and direction of this process" (p.11).

2.6.2. Market Share

In recent years, a growing number of business practitioners and theorists have postulated that one way for a company to increase its return is by increasing its market share, and studies appear to have confirmed this relationship. But the authors of this article refuse to accept the blanket inference that "more" is necessarily always going to mean "better" (Hoopes et al., 2003). A large market share, they point out, can spell more trouble as well as more profit for a company; a given project promising higher returns than others will

surely entail greater risks as well. Given this direct link between profit and risk, it behooves companies to manage their market shares with the same diligence as they would manage any other facet of their businesses (Hoopes et al., 2003). This concept of managing market shares leads to some intriguing possibilities. Although most companies can profit by attempting to increase their market shares, some may conclude that they are at (or possibly beyond) the point at which expected costs and risks outweigh expected gains. The authors suggest various strategies that these companies might consider in attempting to manage their market shares (Macher and Mowery, 2009; Verona and Ravasi, 2003).

Capturing a dominant share of a market is likely to mean enjoying the highest profits of any of the companies serving that market. It can also mean winning the leadership, power, and glory that go with such dominance. But high market share can also mean headaches. Companies possessing it are tempting targets for actual and potential competitors, consumer organizations, and government agencies. IBM, Gillette, Eastman Kodak, Procter & Gamble, Xerox, General Motors, Campbell's, Coca-Cola, Kellogg, and Caterpillar are cases in point. Their market shares have been their blessing and their curse: their curses because they must make their decisions and manage their operations with much more care than do their competitors. These companies cannot aggressively seek larger shares because further gains may break the dam and let the waters of antitrust action pour in. In some cases, these companies may even have to give up some share in order to stem the tide (Macher and Mowery, 2009; Verona and Ravasi, 2003).

The company that acquires a very high market share exposes itself to a number of risks that its smaller competitors do not encounter. Competitors, consumers, and governmental authorities are more likely to take certain actions against high-share companies than against small-share ones. Smaller competitors, for example, can direct certain types of attack against larger organizations, attacks that would not work as well against companies of equal or smaller size (Verona and Ravasi, 2003).

2.7. Empirical Review

Several empirical studies have examined the relationship between workplace incivility and organizational outcomes, particularly employee performance and productivity. These studies provide evidence that uncivil behaviour in the workplace negatively affects both individuals and organizations.

A study conducted by Andersson and Pearson examined workplace incivility as a form of low-intensity deviant behaviour and found that repeated exposure to incivility often leads to negative emotional reactions among employees. The study revealed that uncivil acts, though subtle, can escalate over time and result in retaliatory behaviours, reduced cooperation, and declining job performance. The findings suggest that workplace incivility can gradually undermine organizational effectiveness if not properly managed.

Cortina and colleagues investigated the prevalence and consequences of workplace incivility among employees in different organizational settings. Their study revealed that employees who experienced incivility reported higher levels of job dissatisfaction, stress, and intention to leave their organizations. The researchers concluded that workplace incivility contributes to a hostile work environment and negatively affects employee well-being and productivity.

Pearson and Porath examined the impact of rude and disrespectful behaviour on employee performance and organizational outcomes. The study found that employees who were targets of incivility were

more likely to reduce work effort, avoid collaboration, and make more errors. The authors noted that workplace incivility not only affects individual performance but also leads to financial losses for organizations due to reduced productivity and increased turnover.

A study by Lim and Teo focused on the relationship between workplace incivility and counterproductive work behaviour. The findings indicated that employees who experienced incivility were more likely to engage in withdrawal behaviours such as absenteeism and reduced commitment. The study emphasized the role of organizational culture and leadership in preventing uncivil behaviour and promoting positive employee conduct.

In Nigeria, studies on workplace behaviour have shown that corruption and workplace violence remain significant challenges in many organizations. Research has indicated that unethical practices and violent behaviour in the workplace reduce employee morale and weaken organizational performance. Manufacturing firms, in particular, are vulnerable to productivity losses when such behaviours are prevalent due to the need for teamwork and operational discipline.

Overall, existing empirical studies suggest that workplace incivility has a significant negative relationship with organizational productivity. However, there is limited empirical evidence focusing specifically on manufacturing firms in Rivers State. This gap highlights the need for the present study to examine the relationship between workplace incivility behaviour and organizational productivity, with emphasis on corruption, workplace violence, profitability, and market share.

2.7.1. Impact on Organizations

Although the impact of incivility on individuals can be debilitating, incivility is also reported to have far-reaching effects on organizations. In fact, rude and discourteous behavior at work can have far more detrimental effects on an organization than many managers may anticipate. A study by Pearson et al. (2000) revealed that more than one third of the workers they surveyed indicated that they intentionally reduced their work efforts, stopped doing tasks and activities beyond their job descriptions, and ceased voluntary efforts. Some stopped helping new-comers, and others stopped offering assistance to colleagues. As a result, organization performance and profit were adversely affected. The incivility targets may also make less contribution to the organization by withdrawing from task forces, committees, and efforts to generate or inspire innovation. Almost 50% contemplated quitting and 12% of the targets actually quit.

Management and supervisory incivility effects can be profound with regards to organizations. Tepper (2000) found that subordinates of abusive supervisors had higher turnover rates and less favorable attitudes toward their jobs and the organization in general. As Hornstein (1996) confirmed:

“Disrespectful abuse by bosses is clearly more than a breach of good manners. It is an assault on individual well-being and organizational productivity. Intimidation, one of the key components of abuse, erodes subordinates' faith in them. Intimidated workers relinquish autonomy and work hard to avoid being hit by their boss's other shoe when it drops, forgoing self-direction in favor self-protection. Instead of exercising self-control, they yield, gripped by passivity and restraint, to the boss's control. Subordinates learn quickly to survive by advancing with extreme caution, reducing their

exposure to bosses' wrath by employing as little independent judgment and discretion as possible. (pp. 79-80)

Incivility can also reach into critical social networking and social capital that are essential for organizational performance and success (Nahapiet & Ghoshal, 1998). Social capital refers to resources available in and through personal and business networks (Baker, 2000). When employees have negative experience with incivility at work, they are likely to withdraw and depart from social networks and consequently impact social capital. Although not yet empirically explored, Gonthier (2002) contended that incivility can impact outside stakeholders such as customers and clients. Workers who are victims of incivility sometimes take out their frustrations on customers or clients and/or may also voice discontent to those customers and clients about the incivility.

2.7.2. Co-worker Beliefs

Another element that can influence workplace incivility is the coworker beliefs or group norms. Strong cultures that monitor behavior for consistency with the organizational culture will insist on subordination of personal beliefs to organizational beliefs (Schein, 1992). In such a case, individual beliefs must be consistent with organizational values or sanctions will be forthcoming (Schein, 1992). However, if the culture does not clearly convey behavioral expectations, incivility may prevail because of personal beliefs. In fact, researchers (e.g., Baumeister & Leary, 1995; Fiske, 2000) noted that the need for belonging and acceptance by in-group members is a powerful motivator for human behavior. It is then not surprising that people often "adapt their cognitions, emotions and behaviors to fit better into the social world of work" (Cortina, 2008, p. 62). Hence, "when coworkers convey expectations for or model biased behavior, an employee is more likely to follow suit" (Cortina, 2008, pp. 62-63).

2.7.3. Mental Disorders

Incivility may be the result of mental disorders, aberrant behavior outside the norms prescribed by the organization, society, or both. These are behaviors that are deviant or abnormal (Davison & Neale, 1986). Davison and Neale (1986) defined abnormal as when an individual's behavior creates great distress and torment to himself or herself. Violations of social norms or behavior such as incivility that threaten or make individuals anxious by observing it are also defined as abnormal behavior. However, various forms of unusual behavior can be considered normal, depending on the prevailing culture (Davison & Neale, 1986), suggesting that screaming at a coworker might not be abnormal in an organization depending on the circumstances. In fact, abnormality, for example, behaviors that make other people feel uncomfortable or threatened, is viewed "as an interaction between individuals and the social and cultural context" (Zimbardo, Weber, & Johnson, 2003, p. 493). Miller (2003) pointed out that the personality disorder is particularly disruptive in the workplace.

It is worth noting that stress is not listed among mental disorders because people respond differently to stress based on personality and perceptions and the way they have learned to respond to stress (Zimbardo et al., 2003). Nevertheless, Hornstein (1996) stated that the changing nature of work and management has significantly increased the stress on the managerial team, which could alter and make the work environment less civil. He further suggested that pressure on supervisors could push them to mistreat subordinates.

2.7.4. Moral Maturity

Prevalence of workplace incivility may be partially understood using Kohlberg's theory of moral maturity development (Kohlberg & Hersh, 1977). All morality exists in a system of rules with the essence of morality being the respect one acquires for those rules (Piaget, 1965). Organizations may have well-defined behavioral rules but have and hire employees who ignore them. Kohlberg's theory includes six stages of moral maturity: (1) punishment and obedience; (2) reciprocity; (3) behavior that pleases others; (4) doing one's duty, respect for authority, and social order for its own sake; (5) individual rights as determined by the entire society; and (6) right being defined by decisions of conscience. Stages 1 and 2 are pre-convention levels. Stages 3 and 4 are conventional levels. Stages 5 and 6 are post-conventional or principled levels. If an organization's objective is to minimize incivility, then people who are hired need to be at least at the conventional levels Stages 3 or 4. Those hired at stages below the conventional level of 3 may readily engage in uncivil acts because of their propensity to lack respect for rules, which typically include norms for mutual respect among workers in organizations. The pre-conventional levels of moral maturity are marked by the lack of "respect for an underlying moral order" and/or lack of concern for "loyalty, gratitude, or justice" (Kohlberg & Hersh, 1977, p. 55).

2.7.5. Psychological Contract

The psychological contract, defined as an implied set of unwritten expectations in a relationship (Levinson, Price, Munden, Mandl, & Solley, 1962), may serve as another means for targets of incivility to determine if the experience is uncivil. However, the psychological contract may not stand alone. Organizational culture and management philosophy may attempt to influence the perception on, meaning of, and reaction to a coworker's behavior (Schein, 1965, 1992).

The psychological contract is perceptual, unwritten, and hence not necessarily shared by the other party to the exchange. Consequently, employees and employers may hold different views on the content of the contract and the degree to which each party has fulfilled the mutual obligations of the exchange (Levinson et al., 1962; Robinson & Rousseau, 1994; Schein, 1965). Two employees hired into the same positions at the same time may develop idiosyncratic interpretations of their psychological contracts (Robinson & Rousseau, 1994).

As mentioned earlier, workers were found to have had expectations related to interactional justice (Bies, 2001). In Bies's (2001) study, the participants were concerned about four issues: (a) derogatory judgments made about themselves by others, (b) deception relating to one's words versus actions, (c) invasion of privacy related to legitimacy of disclosing personal information about one person to another, and (d) disrespect, the signs and symbols relating to the intrinsic value and worth of the individual.

2.7.6. Characteristics of Incivility

Civility means being mindful of the dignity of the human being (Gonthier, 2002). Behaviors such as not returning phone calls and e-mails, shouting at someone, habitually interrupting others, not keeping appointments, and belittling people who think differently are considered uncivil. Johnson and Indvik (2001) noted that obnoxious behavior has become endemic in the workplace. Although at the low end of the continuum of workplace abuse, incivility may relentlessly grind down collegial work relationships. Johnson and Indvik identified 11 most common uncivil behaviors: (a) condescending and demeaning comments, (b) overruling decisions without offering a reason, (c) disrupting meetings, (d) giving public reprimands, (e) talking about someone behind his or her back, (f)

giving others the silent treatment, (g) ignoring people, (h) not giving credit where credit is due, (i) sexually harassing employees, (j) giving dirty looks or negative eye contact, and (k) insulting and yelling at others. Similarly, Pearson et al. (2000) highlighted five types of behavior as uncivil: (a) receiving a nasty or demeaning note, (b) being treated like a child, (c) being berated for action in which one played no part, (d) being excluded from a meeting, and (e) having one's credibility undermined in front of others.

Davenport et al. (2002) argued that incivility, or mobbing in their terminology, may be mundane, for example, changing rules and regulations frequently, adding additional controls and oversight, not keeping promises, not offering help, and minimizing contact. Gonthier (2002) pointed to intrusive cell phone conversations and rude e-mails. As mentioned earlier, Pearson et al. (2000) indicated that a distinguishing feature of incivility is its ambiguity. Unlike acts of aggression (vandalism, threats, or sabotage) or acts of violence (physical assault or homicide) in which the harm is obvious, the intent to harm or injure is not obvious. An instigator may harm the target and yet not be cognizant of the underlying intent, denying or burying the intent by ignoring the effect. The instigator may claim that the target has misinterpreted the behavior or is hypersensitive. It is worth noting that incivility and sexual harassment have similar characteristics. For example, they both caused lost time, reduced productivity, and increased turnover. However, they are also different. Incivility is less likely to be reported than sexual harassment because similar protective mechanisms do not exist for those reporting uncivil behavior (Pearson & Porath, 2005). Due to the absence of protective mechanisms, organizations are less likely to be aware of incivility. Consequently, incivility is more likely to spread than sexual harassment and incivility becomes more difficult to curtail.

2.7.7. Trends

Ample evidence shows that workplace incivility is on the rise because of the changing nature of work at the turn of the new millennium (Farkas & Johnson, 2002; Pearson et al., 2000; Putnam, 2000). Gonthier (2002) stated that stability in the workplace had been replaced with downsizing, reengineering, budget cuts, temporary workers, and disrespectful and demeaning treatment. The workplace has become highly transient, and this has profoundly affected our values. Pearson and Porath (2004) reasoned that corporate schemes to rearrange, recast, or reduce the workplace often make long-standing norms and values irrelevant. The resulting work and information overload and time pressure allow less time for the "niceties" of business life (p. 407). Organizations that focus on individual, short-term contributions and outcomes may foster uncivility as the individual's contribution to the organization and group becomes less emphasized over time. It seems that "people come to the business world with little or no sense of what is right or wrong" (Pearson & Porath, 2004, p. 407). A "siege mentality," producing more with fewer resources, was found to be a contributing factor to supervisor-subordinate incivility (Hornstein, 1996, p. 26).

2.8. Causes of Workplace Uncivility

Evidently, whether it is an emerging or existing phenomenon, incivility has permeated today's workplace (Cortina et al., 2001; Davenport et al., 2002; Gonthier, 2002; Hornstein, 1996; Pearson & Porath, 2004). This section discusses three additional contributing factors besides those included in the conceptual framework.

Worker Demographics: Workplace incivility relates to demographics. As Zemke, Raines, and Filipczak (2000) stated, "There is a problem in the workplace—a problem not derived from downsizing,

right sizing, change, technology, foreign competition, pointy-haired bosses, bad breath, cubicle envy, or greed. It is a problem of values, ambitions, views, mindsets, demographics and generations in conflict." (pp. 9-10). These researchers further noted that the workplace of today is awash with the conflicting voices and views of the most age- and value-diverse workforce since this country's industrial revolution.

Workplace Informality: Gonthier (2002) argued that when the workplace "went casual," the lines between what is and is not appropriate became blurred. "Many people became confused and ultimately concluded that anything goes" (p. 7). As work environments have become informal, some long-standing cues about respect and politeness may also have vanished consequently. Without the trappings of formality it can be more difficult for some employees to discern acceptable behavior from unacceptable behavior (Pearson et al., 2000). Informality in the organization and hot temperaments also facilitate the formation and escalation of such spirals that can permeate an organization. In fact, the probability of the occurrence and/or escalation of incivility are enhanced in an informal environment (Andersson & Pearson, 1999).

Power and Social Status: Ample research evidence supports that power and social status affect the nature and movement of incivility at work. Pearson and Porath (2005) found that those with greater power have more ways to be uncivil and get away with it. To make matters worse, top-down incivility can start a self-reinforcing cycle. If incivility is committed downward, hierarchical differences can make the incident seem inconsequential. Cortina et al. (2001) concluded that the less powerful and influential employees tend to be targets. In their study of federal court employees, secretaries and attorneys were found to experience less incivility than other federal court employees. In each case, those employees worked for federal judges. Incivility is an "equal opportunity offence" in that both men and women are likely to be targets (Pearson & Porath, 2005, p. 11). Instigators are generally described as people who tend to be rude to their peers, disrespectful of their subordinates, and hard to get along with in general (Pearson et al., 2000). Both male and female instigators showed a slight preference for same sex targets; however, men are twice as likely to be the instigator. Instigators slightly prefer targets of their own sex, are older, and have more tenure in the organization. Male targets are more likely to engage in direct, overt retribution against their instigators to try to "get even." Women tend to try to avoid the instigator. They are less likely to "spread the word" about the instigator as men will (Pearson et al., 2000, p. 127). Although few instigators had initiated workplace violence, 25% of them were known to have threatened someone at work (Pearson et al., 2000). Lim and Cortina (2005) found in a study of 1,662 federal court employees that there is a greater chance of higher scale abuse, sexual harassment, taking place against a backdrop of generalized workplace disrespect. Based on the findings of the study, they pointed out that aggressors may instigate several forms of mistreatment, both sexual and in general, in efforts to debase women and reinforce or raise their own social advantage.

The impact of status is also commonly seen between superiors and subordinates (Hornstein, 1996). Hornstein (1996) found much evidence of supervisors and managers spitting, throwing things, smashing objects, being rude, lying, screaming obscenities, viciously ridiculing, calling the subordinates names, and even physically assaulting subordinates. He described these behaviors as "frequent" and "toxic" (p. 6). Lutgen-Sandvik (2003), expanding upon Leymann's (1990) four-phase linear model of workplace mobbing, identified a six-stage communicative cycle of the more powerful with the less powerful such as a supervisor-employee relationship.

Lutgen-Sandvik utilized muted group theory (Spender, 1984) as her foundation. Muted group theory posits that an abuser controls the substance and form of communication. The Lutgen-Sandvik model proposed that Stage 1 is the communicative cycle, which begins with the initial incident. The cycle advances to Stage 2, progressive discipline in the unsatisfactory performance review. Stage 3 is the cycle in which the abuser's communication becomes increasingly negative, personal, and bombastic. At the 4th stage, upper management may become aware. Not all targets experience this stage as not all targets take their complaint to upper management, or a system of upper management review may not exist. This is a critical stage as upper management may interrupt the cycle by giving "voice" (awareness of the complaint) to targets' experiences. However, management responses commonly address making changes in the target rather than the abuser. The 5th stage is isolation and silencing due to fear and intimidation, and the final 6th stage is expulsion and regeneration. The regeneration of the abuse cycle suggests that the problem does not reside in a specific problem but is an explicitly or implicitly supported norm of the organizational culture.

2.9. Summary of Empirical Review

This chapter reviewed relevant literature related to workplace incivility behaviour and organizational productivity. The review examined key concepts such as workplace incivility, its dimensions, and organizational productivity. Particular attention was given to corruption and workplace violence as major forms of workplace incivility, as well as profitability and market share as measures of organizational productivity.

The literature revealed that workplace incivility is a common phenomenon in many organizations and has negative consequences for both employees and organizational outcomes. Previous studies have shown that uncivil behaviours such as disrespect, unethical practices, and violence can reduce employee morale, increase stress, and weaken job commitment. These factors often result in reduced efficiency, poor performance, and lower productivity.

Empirical studies reviewed in this chapter indicate that workplace incivility is associated with negative outcomes including job dissatisfaction, absenteeism, reduced cooperation, and increased intention to leave the organization. In manufacturing firms, where coordination and discipline are essential, the presence of incivility can significantly disrupt operations and affect profitability and competitiveness.

Although several studies have examined the effects of workplace incivility on organizational performance, limited attention has been given to manufacturing firms in Rivers State. This gap in the literature justified the need for the present study, which seeks to examine the relationship between workplace incivility behaviour and organizational productivity in selected manufacturing firms in Rivers State.

2.10. Social Systems and Social Interactions

One element that may directly affect human behaviors at work is social systems and social interactions. As a human system, organizations create the need for proximity and dependence of people on each other. Proximity and dependency, as conditions of social life, harbor the threats of human conflict, capricious antisocial behavior, human relationship instabilities, and uncertainty about the nature of the social structure with its concomitant roles (Scott, 1977). The cement that holds members of the organization together is psychological, anchored in attitudes, perceptions, beliefs, motivations, habits, and expectations of human beings. The social-psychological basis of social systems includes the role behaviors of

members, the norms prescribing and sanctioning these behaviors, and the values in which these norms are embedded. When organizations change their focus from group social to individual behavior, individual productivity may displace civility. Pearson and Porath (2004) reported that more than 40% of people they surveyed suggested that time pressure fuels uncivil behavior and that civility takes too much time. Although productivity is certainly a critical organizational focus, so too is the social-psychological well-being of workers.

Social systems and social interactions satisfy not only the demand for organizational output and outcomes but also a fundamental need for dignity at work (Hodson, 2001). Coworkers help provide meaning in work through sharing of work-life experiences and through friendships. Hodson (2001) related dignity to being treated with respect by both the employer and coworker while satisfying a person's need to grow, but not without complexity. Coworkers can also make daily life at work a nightmare through gossip, cliques, interference, scope gloating, ostracism, and setting up roadblocks to another accomplishing his or her work. Significant abuse at work can come from both the employers and coworkers, Hodson noted.

3. RESEARCH METHODOLOGY

The purpose of this study is to examine the relationship between workplace uncivility behaviours and organizational productivity in selected manufacturing firms in Rivers State. This chapter of the study implements the choice of methodology and design for empirically investigating the relationship between the two variables. The chapter therefore concerns itself with issues and subjects such as research design, population of the study, source of data, instrument for data collection, sampling techniques for the study, questionnaire design, method of data analysis, reliability, and validity.

Kervin (1992) describes the methodology as the choice of techniques and research processes as well as the reasons for those choices. It is considered as the plan which defines and structures the format through which the variables and their relationships are to be empirically examined and therefore forms a sensitive aspect of the study.

3.1. Research Design

The study utilized a simple descriptive design. Saunders et al. (2013) defined simple descriptive design as one in which a group of people (firms) or items is studied by collecting and analyzing data from only a few people or items considered to be representative of the entire population. The research design used for this study is the simple survey method. In this approach, a questionnaire was constructed and administered to respondents and analyzed against the research questions in chapter one. Hence, this study empirically delineates the nature of the relationship between workplace incivility behaviours and organizational productivity in selected manufacturing firms in Rivers State.

3.2. Population of the Study

Blaxter (1998) described the population of a study as referring to the entire individuals, persons, group of persons, or things of interest the researcher wishes to investigate. The population, according to Kervin (1992) is defined by the feature or characteristic which defines its boundaries and which is of interest to the researcher.

The population of this study is designed to constitute all managers, senior and junior staff in selected manufacturing firms such as: Coke-cola PLC, First Aluminium Company Nig Ltd, Dangote Cement, Nigerian Bottling Company Limited, and Flour Mills Company Limited in Rivers State. However, for the purpose of time constraint,

the population of the study was made to be 134; the reason for this choice is that concrete and adequate information relating to the study under investigation resides among this set of people randomly selected.

3.3. Sample Size and Sampling Techniques

This is the procedure for identifying all elements of the target population. The target population of interest of the researcher is the managers, senior and junior staff of manufacturing firms such as: Coke-cola PLC, First Aluminium Company Nig Ltd, Dangote Cement, Nigerian Bottling Company Limited, and Flour Mills Company Limited in Rivers State.

Convenience sampling procedure was adopted for easy accessibility and courage of the sample size. The sampling size is 134. (Saunders et al., 2013). In determining the sample size for the study, the researcher adopted the Taro-Yamane's statistics formula as utilized by Baridam (2001). This is given as follows:

$$n = \frac{N}{1 + N(e)^2} \tag{1}$$

Where:

n = sample size

N = population of the study

e = tolerable error of 5% (0.05)

Therefore:

$$\begin{aligned} n &= \frac{134}{1 + 134(0.05)^2} \\ n &= \frac{134}{1 + 134(0.0025)} \\ n &= \frac{134}{1 + 0.335} \\ n &= \frac{134}{1.335} \\ n &= 100.37 \approx 100 \end{aligned}$$

Thus, the sample size is determined to be 100.

3.4. Questionnaire Design

This is specifically for data collection, recording and measuring data or research variables. There are various research instruments, but only a questionnaire form and interview method were used in this study.

The questionnaire was divided into two separate parts: section A and section B. Section A sought information on the biographical data of staff working in the organization. The second part (section B) focuses on the subject. This consists of the questions related to how participative leadership style influences organizational progress. Thus the impact and benefits of this study is on manufacturing firms such as: Coke-cola PLC, First Aluminium Company Nig Ltd, Dangote Cement, Nigerian Bottling Company Limited, and Flour Mills Company Limited in Rivers State.

3.5. Source and Method of Data Collection

The instrument used in the data collected is the interview and questionnaire method which are seen as being more effective and stable for a research of this nature. The drafted instruments for data collection (questionnaire) were given and presented to the research supervisor who after going through made necessary correction, amendments and ratification that helped to ensure that the questionnaire actually measured what it is planned to measure.

Other sources of data collection were as follows:

Primary Data Collection: In order to get facts to the subject matter of this research, the researcher visited selected manufacturing firms such as: Coke-cola PLC, First Aluminium Company Nig Ltd, Dangote Cement, Nigerian Bottling Company Limited, and Flour Mills Company Limited in Rivers State. The questionnaire was filled by the managers and staff of these firms who provided the needed information.

Secondary Data Collection: The secondary data which includes textbooks, periodic journals and other relevant materials were also used. This was majorly used in the review of related literature in chapter two.

3.6. Data Analytical Method

The method used to analyze the data was the simple survey method stated in tables and expressed in percentage. The researcher in the course of this research work formulated hypotheses which were stated to give bearing for the research work.

In order to test the validity of the already stated hypotheses, the chi-square (X^2) statistical test was used due to the nature of the questionnaire designed for the purpose of the hypothesis testing. The chi-square test requires the following steps:

The simple computation formula is:

$$X^2 = \sum \frac{(f_o - f_e)^2}{f_e} \tag{2}$$

Where:

f_o = observed frequency

f_e = expected frequency

3.7. Reliability and Validity

Reliability is the extent to which an experiment, test, or any measuring procedure yields the same result on repeated trials. Validity refers to the degree to which a study accurately reflects or assesses the specific concepts that the researcher is attempting to measure.

Research should be concerned with both external and internal validity. External validity refers to the extent to which the result of a study is generalizable or transferable. Internal validity refers to the extent to which the result of a study represents the truth in the population being studied.

The important role in research is reliability, which is critical for many parts of our lives including manufacturing, medicine, and sports.

4. DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1. Data Presentation

In this chapter, we carefully analyze and present the data collected for the study. The data are presented and analyzed with their appropriate titles to reflect the research questions. The researcher used questionnaires for this study; a total of 100 copies were administered, out of which 80 copies were fully retrieved.

4.1.1. Data Collection and Presentation

The table shows the total number of questionnaires:

A total number of 100 questionnaires were presented to the largest population sample out of which 80 copies were dully filled and returned. From the result above, 25% of the respondents are in human resource department of various firms. The findings also

Table 1. Questionnaire Distribution and Retrieval

| Firm | No. Sent Out | Number Returned | Percentage |
|---------------------------------|--------------|-----------------|-------------|
| Coke-cola PLC | 25 | 20 | 25% |
| First Aluminium Company Nig Ltd | 25 | 20 | 25% |
| Dangote Cement | 20 | 16 | 20% |
| Bottling Company Limited | 15 | 12 | 15% |
| Flour Company Limited | 15 | 12 | 15% |
| Total | 100 | 80 | 100% |

Source: Field Survey Study, 2021.

indicate that 20% and 15% of the respondents are in finance and marketing, production department respectively.

4.2. Data Analysis

Table 2. Showing the Levels of Employees

| Respondents | Distributed | Returned | % of Response |
|---------------------|-------------|-----------|---------------|
| Managers | 25 | 20 | 25% |
| Supervisor | 25 | 15 | 25% |
| Operational manager | 20 | 15 | 20% |
| Senior | 30 | 30 | 30% |
| Total | 100 | 80 | 100% |

Source: Field Survey Study, 2021

Table 3. Showing Position/Rank of Respondents

| Level/Position | Number of Respondent | Percentage % |
|-------------------|----------------------|--------------|
| Top management | 30 | 37.5% |
| Middle management | 26 | 32.5% |
| Lower management | 24 | 30% |
| Total | 80 | 100% |

Source: Field Survey Study 2021

The above table shows that 30 respondents representing 37.5% account for top management, 26 respondents representing 32.5% account for middle management while 24 respondents representing 30% account for lower management.

Table 4. Showing the Age of Respondents

| Age | Number of Respondents | Percentage % |
|--------------|-----------------------|--------------|
| 20-29 | 40 | 50% |
| 30-39 | 36 | 45% |
| 40 and above | 4 | 5% |
| Total | 80 | 100 |

Source: Field Survey Study, 2021

The table above shows that 50% of the respondents account for 20-29 years age group, 45% account for between the ages 30-39 year while 5% of the respondents account for between the ages of 40 years and above.

Table 5. Showing the Educational Qualification of Respondents

| Education | Number of Respondents | Percentage % |
|--------------------|-----------------------|--------------|
| FSLC | 13 | 15% |
| SSCE | 15 | 16% |
| NCE/ND | 19 | 19% |
| B.SC/HND and above | 40 | 50% |
| Total | 80 | 100% |

Source: Field Survey Study, 2021

The table above shows that 15% of the respondents account for FSLC, 16% account for O'Level (SSCE), 19% account for NCE/ND while 50% account for B.Sc and above.

Table 6. Extent to which corruption influence profitability

| Description | No. of Respondents | Percentage % |
|--------------|--------------------|--------------|
| Yes | 55 | 69% |
| No | 25 | 31% |
| Total | 80 | 100% |

Source: Field Survey Study, 2021.

Question One: Does corruption influence profitability of the organization in selected manufacturing firms in Rivers State?

Table 6 shows that 55 respondents representing 69% say yes that corruption influences profitability of the organization while 25 respondents representing 31% are undecided.

Question Two: How does corruption affect market share in selected manufacturing firms in Rivers State?

Table 7. Extent to which corruption affect market share

| Description | No. of Respondents | Percentage % |
|--------------|--------------------|--------------|
| Yes | 72 | 90% |
| No | 8 | 10% |
| Total | 80 | 100% |

Source: Field Survey Study, 2021.

Table 7 shows that 72 respondents representing 90% say yes that corruption affects market share while 8 respondents representing 10% of the total population under study said no.

Question Three: How does violence in the workplace influence organizational profitability?

Table 8. Extent to which violence affects organizational profitability

| Description | No. of Respondents | Percentage % |
|--------------|--------------------|--------------|
| Yes | 55 | 63% |
| No | 25 | 37% |
| Total | 80 | 100% |

Source: Field study, 2021.

Table 8 shows that 55 respondents representing 63% say yes that violence in the workplace affects organizational profitability while 25 respondents representing 37% said no.

Question Four: What is the relationship between violence and market share in selected manufacturing firms in Rivers State?

Table 9. Relationship between violence and market share

| Description | No. of Respondents | Percentage % |
|--------------|--------------------|--------------|
| Yes | 45 | 56% |
| No | 35 | 44% |
| Total | 80 | 100% |

Source: Field Survey Study, 2021.

In Table 9, 45 respondents representing 56% said yes while 35 respondents representing 44% said no regarding the relationship between violence and market share.

4.3. Testing of Hypothesis

The null hypotheses were tested at 0.05 level of significance using the chi-square (X^2) formula:

$$X^2 = \sum \frac{(O - E)^2}{E} \quad (3)$$

Where: O = observed frequency E = expected frequency

4.3.1. Hypothesis One

Ho₁: There is no significant relationship between corruption and organizational profitability.

Table 10. Observed frequencies for Hypothesis One

| QUESTIONS | Q ₁ | Q ₂ | TOTAL |
|--------------|----------------|----------------|------------|
| Yes | 55 | 60 | 115 |
| No | 25 | 20 | 45 |
| Total | 80 | 80 | 160 |

Source: Field Study, 2021

Computation of Expected frequencies (E):

Yes (Q₁): $E = \frac{115 \times 80}{160} = 57.5$

Yes (Q₂): $E = \frac{115 \times 80}{160} = 57.5$

No (Q₁): $E = \frac{45 \times 80}{160} = 22.5$

No (Q₂): $E = \frac{45 \times 80}{160} = 22.5$

Table 11. Chi-square computation for Hypothesis One

| OPTION | O | E | O-E | (O-E) ² | (O-E) ² /E |
|--------------|----|------|------|--------------------|-----------------------|
| Yes | 55 | 57.5 | -2.5 | 6.25 | 0.11 |
| Yes | 60 | 57.5 | 2.5 | 6.25 | 0.11 |
| No | 25 | 22.5 | 2.5 | 6.25 | 0.28 |
| No | 20 | 22.5 | -2.5 | 6.25 | 0.28 |
| Total | | | | | 0.78 |

Decision Rule: Degrees of Freedom (DF) = (R – 1)(C – 1) = (2 – 1)(2 – 1) = 1. The critical value at 0.05 significance level is 3.84. Since the calculated X² value (0.78) is less than the critical value (3.84), the null hypothesis (Ho₁) is accepted. There is no significant relationship between corruption and organizational profitability.

4.3.2. Hypothesis Two

Ho₂: There is a significant alternative between corruption in the workplace and market share of the organization.

Table 12. Observed frequencies for Hypothesis Two

| QUESTIONS | Q ₂ | Q ₆ | TOTAL |
|--------------|----------------|----------------|------------|
| Yes | 72 | 55 | 127 |
| No | 08 | 25 | 33 |
| Total | 80 | 80 | 160 |

Source: Field Study, 2021

Expected Frequencies (E):

Yes (Q₂): $E = \frac{127 \times 80}{160} = 63.5$

No (Q₂): $E = \frac{33 \times 80}{160} = 16.5$

Table 13. Chi-square computation for Hypothesis Two

| OPTION | O | E | O-E | (O-E) ² | (O-E) ² /E |
|--------------|----|------|------|--------------------|-----------------------|
| Yes | 72 | 63.5 | 8.5 | 72.25 | 1.14 |
| Yes | 55 | 63.5 | -8.5 | 72.25 | 1.14 |
| No | 08 | 16.5 | -8.5 | 72.25 | 4.38 |
| No | 25 | 16.5 | 8.5 | 72.25 | 4.38 |
| Total | | | | | 11.04 |

Decision Rule: DF = 1. The calculated X² value (11.04) is greater than the critical value (3.84). Therefore, the null hypothesis (Ho₂) is rejected. There is a significant relationship between corruption in the workplace and market share of the organization.

4.3.3. Hypothesis Three

Ho₃: There is no significant relationship between violence in the workplace and organizational profitability.

Table 14. Chi-square computation for Hypothesis Three

| Option | Fo | Fe | Fo-Fe | (Fo-Fe) ² | (Fo-Fe) ² /Fe |
|--------------|-----------|------|-------|----------------------|--------------------------|
| Agreed | 30 | 26.7 | 3.3 | 10.89 | 0.41 |
| Undecided | 30 | 26.7 | 3.3 | 10.89 | 0.41 |
| Disagreed | 20 | 26.7 | -6.7 | 44.89 | 1.68 |
| Total | 80 | | | | 2.50 |

Decision Rule: The calculated chi-square is 2.50. Tabulated value for 2 DF at 0.05 significance level is 5.99. Since 2.50 < 5.99, Ho is accepted. There is no significant relationship between violence in the workplace and organizational profitability.

4.3.4. Hypothesis Four

Ho₄: There is no significant relationship between violence in the workplace and market share.

Table 15. Chi-square computation for Hypothesis Four

| Option | Fo | Fe | Fo-Fe | (Fo-Fe) ² | (Fo-Fe) ² /Fe |
|--------------|-----------|------|-------|----------------------|--------------------------|
| Agreed | 40 | 26.7 | 13.3 | 176.89 | 6.63 |
| Undecided | 30 | 26.7 | 3.3 | 10.89 | 0.41 |
| Disagreed | 10 | 26.7 | -16.7 | 278.89 | 10.45 |
| Total | 80 | | | | 17.49 |

Decision Rule: The calculated chi-square is 17.49. Tabulated value for 2 DF at 0.05 significance level is 5.99. Since 17.49 > 5.99, Ho is rejected. It is therefore concluded that there is a significant relationship between violence in the workplace and market share.

4.4. Discussion of Findings

The research findings reveal that 50% of the respondents account for 20-29 years age group, 45% account for between the ages of 30-39 year while 5% of the respondents account for between the ages of 40 years and above.

The findings show that 15% of the respondents account for FSLC, 16% account for O'Level, 19% account for NCE/ND while 50% account for B.Sc and above. The findings also reveal that 55 respondents representing 69% believe that corruption affects profitability of the organization. 72 respondents representing 90% indicate that corruption affects market share. 50 respondents representing 63% agree that violence in the workplace affects organizational profitability.

The statistical tests show that there is no significant relationship between corruption and organizational profitability (Ho₁ accepted). However, there is a significant relationship between corruption and market share (Ho₂ rejected). Regarding violence, the study finds no significant relationship with organizational profitability (Ho₃ accepted) but a significant relationship with market share (Ho₄ rejected).

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Summary of Findings

The main purpose of this study was to determine the relationship between workplace incivility behaviour and organizational productivity. This study has summarized, and made conclusions on the discussion of findings obtained from each of the chapters and also made analysis to give meaning to the study as it derived facts from results obtained in the study, as well made recommendations that can be implemented or used for future research for each of the research objectives.

5.2. Conclusions

From the findings of this study, the following conclusions were drawn:

Workplace incivility behaviour affects organizational productivity which occurs as a result of violence and corruptions in the workplace restrict organizational profitability and market share of the organization. Consequently, workplace ethics as a determinant factor to control workplace incivility in the organization is not established.

5.3. Recommendations

From the findings and conclusion of the study, the following recommendations are made:

1. The management of the organization should endeavour to implement organizational policies which would control the behaviour of the employee conduct of the organization.
2. Flexibility of protocols and exchange of information should be encouraged within the organization to restrict the issues of incivility conduct within the organizations.
3. Ethical code policies should be communicated to all employees at all levels in order to restrict corruptions and violence in the organization.
4. The management of selected manufacturing firms in Rivers State should establish procedures that will monitor the performance of their employees in their organization.
5. The management in selected manufacturing firms in Rivers State should ensure to use modern technological applications to monitor the performance of their employees.

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