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AUGMENTING WORKPLACE INCIVILITY BEHAVIOUR (WIB) IN THE PRESENCE OF PASSIVE LEADERSHIP (PL): A MANAGEMENT PERSPECTIVE FOR ORGANIZATIONAL PERFORMANCE

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ABSTRACT

Keywords:
Workplace incivility, Behavioral incivility, Experienced Incivility, Management by exception, Laissez-Faire, Passive leadership, Organizational Performance.

The present study endeavours to examine the impact of employee incivility on organizational culture, particularly the retaliatory and escalatory nature of such behaviour. The study revealed that the elusive nature of incivility makes it challenging to hold employees accountable for their actions. In this study, a cross-sectional design was employed in the telecom sector, utilizing a 32-item questionnaire with close-ended statements on a 5-point Likert scale. The results confirmed all three hypotheses, highlighting the negative effects of incivility on organizational culture and performance. Incivility was found to escalate and spread in a manner that negatively impacted the workplace environment. This research has several theoretical and practical implications for organizational leaders and future researchers. It underscores the need for leaders to be proactive in creating a culture of civility in the workplace and intervening promptly to prevent the escalation of incivility. Additionally, it highlights the detrimental effects of passive leadership styles, which can result in organizational cultures that tolerate or even encourage uncivil behaviour. The study contributes to the existing body of literature on employee incivility and provides empirical evidence for the negative effects of such behaviour on organizational culture and performance. The findings have practical implications for leaders seeking to improve workplace dynamics and create a positive organizational culture. Further research is needed to explore additional factors that contribute to incivility and to investigate interventions aimed at addressing this issue in the workplace.

INTRODUCTION

Leadership style has a significant impact on the outcome of an organization. A leader who is effective can guide their followers towards achieving desired goals by influencing their behaviour. Different leadership styles can affect the effectiveness or performance of an

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organization (Nahavandi, 2002). The personality of the leader is reflected in the organization's culture and way of doing business. Messick & Kramer (2004) believe that the extent of leadership traits a leader displays depends on both their personal characteristics and abilities, as well as the situation and environment they are in. Effective leadership plays a vital role in the interaction between individuals and organizations. According to Lee & Chuang (2009), an effective leader inspires their subordinates to perform better and increase efficiency, thereby helping the organization achieve its goals. Incivility is a common form of workplace dysfunction that affects all organizations. Examples of incivility include being rude on the phone, speaking negatively about co-workers, or sending a harsh email (Blau & Andersson, 2005; Martin & Hine, 2005). Although these actions are considered mild forms of undesired behaviour, they can still affect the performance of employees, their attendance, and even their health, causing a high cost to the organization (Lim S., Cortina, & Magley, 2008; Pearson & Porath, 2005, 2009). Without proper measures in place, incivility can hinder the overall performance of the organization.

The purpose of this study is to examine how workplace incivility (WI) is augmented in the presence of passive leadership and its impact on organizational performance from a management perspective. The study aims to identify strategies that managers can use to mitigate the negative effects of WI in the workplace and create a culture of civility that promotes organizational performance. The study will employ a qualitative research design, including interviews with managers and employees in various industries, to gain a deeper understanding of the impact of WI and passive leadership on organizational performance and identify best practices for addressing these issues.

The current study aims to analyse the impact of behavioural incivility and experienced incivility, particularly in organizations led by passive leaders. In Pakistan, organizations are classified into public and private sectors, with public organizations being less competitive, having a more favourable market orientation, and fewer stressors at the workplace due to government patronage. However, passive leadership can still occur in public organizations, which can lead to an environment where incivility is more likely to occur. This is because passive leaders may be unaware of the escalating nature of incivility and its negative impact on organizational climate and performance. Previous research on workplace incivility has been mainly conducted in developed and structured organizations where job stress is a significant factor in the emergence of incivility among workers. Therefore, this study seeks to determine the principles of leadership that are relevant in the public sector of Pakistan. The

findings of this study will provide valuable insights to managers and leaders in the Pakistani public sector who may encounter a passive leader breeding an atmosphere of incivility. This study has significance and greater value as it sheds light on the spiralling escalatory tendency of incivility and its negative impact on organizational performance. It adds to the existing body of literature on workplace incivility and its effects on organizational culture and performance. Additionally, this study highlights the importance of leadership styles in preventing the occurrence of incivility in the workplace. Previous research has shown that leadership styles play a crucial role in shaping organizational culture, and leaders can promote a culture of civility by modelling appropriate behaviours, enforcing policies, and providing training and support to employees. Therefore, this study emphasizes the need for managers and leaders to be proactive in preventing and addressing incivility in the workplace.

LITERATURE REVIEW

Leadership is one of the most exciting and complex phenomena which is ever researched. As leader's impact is so huge on the success or failure of a group activity, that leadership has been a point of concern, research and study since ages. Leaders existed since man started living in communities. The term 'leader' existed as early as 1300s (Van Seters et. al, 1988). *There are many definitions as many people tried to attend to define leadership* (Stogdill, 1974). However, Leadership as a phenomenon for scientific research started only in the last century (Bass, 1981). This interest in the study of leadership came forth out of the fact that leaders offer guiding principle and they have to provide motivation to their followers to achieve tasks (Gill, 1998). Hence central role and capacity of the leader became pivotal in organization's success.

However, this leadership position is being questioned in the light of modern research. Earlier, the definition of leadership took leader as the focal point of group. The leader defines a problem, restructures it, devises answer to the problems, decides the priorities and start developmental tasks (Bass B., 1990). A leader was seen as a person with many popular traits of personality and character (Bass, 1990; Bingham, 1927). However, over the time the concept changed and presently, leadership study no longer take only individual characteristics in a leader and the followers as the distinguishing factor between the two (Avolio 2007; Yukl 2006). There exist numerous styles of leadership like: autocratic, bureaucratic, charismatic, democratic, participative, situational, transformational, and transactional and Laissez-faire leaderships (Mosadeghrad, 2003). Occasionally, the term leadership is associated with the term management, because fundamental functions of the both include to plan, organize, lead

and control the resources (Toor, 2011). Leaders in an organization are responsible for the workplace culture which exists in an organization. Leadership style has been the defining criterion of numerous sides of employee behavior in organizations (Kranenburg 2013). Earlier, Burns, J.M. (1984) conceptualized leadership as either transactional or transformational. Then, Bass & Avolio in 2004, through development of Multifactor leadership Questionnaire not only identify Transformational and Transactional style of leadership observed by James Mac Gregor Burns (Burns, J. M, 1978) but also the Laissez-faire leadership.

The phenomenon of leadership has been studied and has evolved over the years and numerous theories were evolved to explain it (Daft, Richard L. 2014). As from Great Man theory where it is believed that leaders are born with few qualities which make differentiates them from the followers (Bowden, 1927). The Trait Theories conceptualize that leadership traits enabled a leader to lead, and in turn; these traits may be inherited or acquired (Jenkins, 1947). It was opined that if these could be differentiated, leaders could be foretold, or even groomed, while Behavior Theories focus shifted to study what leaders actually do on the job i.e., how successful leaders fulfilled their management activities, roles and other such responsibilities and roles (Bass, 1960; Fleishman, Harris & Burt, 1955; Likert, 1961). The focal point was to study behavioral differences between successful leaders from an unsuccessful one. Similarly, Contingency or Situational Theories focus is the situational and contextual influences, under which what leadership behavior is found to be successful. Important situational variables considered were the characteristics of the work setting, follower duties, characteristics of followers and the external situation (Fiedler, 1964; Evans, 1970; House, 1971; Yukl, 1971; 1989). Relational Theories, view leadership as a relational course that significantly connects all affected and provides for each person to add in achieving the aim. Two significant relational theories are transformational leadership and servant leadership (Greene, 1975; House, 1977; Bass, 1990)

Passive Leadership and Organization Performance

Studies have revealed that the passive leadership style, which encompasses aspects of laissez-faire and management by exception (passive), is an ineffective approach to leadership. Research has found that passive leadership has a negative impact on various organizational outcomes and performance (Hater & Bass, 1988). Passive leaders may neglect to provide clear job explanations or role clarity to their employees and be indifferent to work scheduling options that promote their employees' well-being. They are often ignorant of the needs of

their subordinates and do not offer motivational support or feedback that can enhance their self-esteem and self-worth (Bass, 1990). When subordinates encounter job challenges, their low self-efficacy makes it hard for them to overcome them. Furthermore, passive leaders may fail to recognize the symptoms of problems and take appropriate action to resolve them (Bycio et al., 1995).

Passive leadership can have a significant negative impact on organizational performance. According to Giltinane (2013), passive leaders may lack the motivation or ability to take charge and make decisions, leading to uncertainty and confusion among employees. This can result in decreased productivity, decreased morale, and increased turnover rates. In addition, passive leaders may be less likely to address workplace incivility, which can further exacerbate the negative effects on organizational performance. A study by Schilpzand, De Pater, and Erez (2016) found that employees who experience workplace incivility are more likely to experience job burnout and intention to leave their organization. Therefore, it is crucial for organizations to address the issue of passive leadership and promote a culture of active and effective leadership to improve organizational performance. Furthermore, prior studies show that passive leadership can have negative effect and this effect can be stronger in-service industries (Li et al., 2022).

When supervisors exhibit passive and unfair behavior, it can trigger stress and anger in employees, leading them to react. Laissez-faire leadership style is linked with negative personality traits that don't align with effective leadership. Such leaders tend to be passive, uncertain in their leadership skills, and avoid engaging with their subordinates. This can lead to procrastination, neglect of employees' needs, and a heavy burden for subordinates. Additionally, laissez-faire leaders may not possess the characteristics typically seen in effective leaders. This can result in decreased employee satisfaction and motivation, and negatively impact the performance of both the leader and the group or organization.

***Hypothesis 1:** There is a negative and significant impact of Passive leadership on organizational performance.*

Moderating role of behavior incivility in presence of passive leadership and organization performance

Violence, aggression, bullying, oppression, harassment, deviance, and non-customary behavior all fall under the category of interpersonal maltreatment in the workplace. This includes even milder forms of psychological abuse, known as workplace incivility, where the intention behind the behavior may not be as clear. These different forms of mistreatment have

been extensively studied by researchers in the field (Baron et al., 2002; Neuman & Baron, 1997). The moderating role of behaviour incivility in the relationship between passive leadership and organizational performance has been studied extensively in recent years. A study by Schilpzand, De Pater, and Erez (2016) found that the negative effects of passive leadership on organizational performance were significantly stronger when behaviour incivility was high. This suggests that organizations with high levels of behaviour incivility may be particularly vulnerable to the negative effects of passive leadership. Similarly, a study by Goltz and Giessner (2018) found that behaviour incivility moderated the relationship between passive leadership and employee job satisfaction. These studies highlight the importance of addressing behaviour incivility in organizations and promoting active and effective leadership to improve organizational performance. Hence, we proposed:

Brown and Levinson (1987) defined incivilities as "subtle violations of social norms that show a lack of traditionally accepted behavior". Andersson and Pearson (1999) described workplace incivility as "low-level and unexpected behavior with an unclear intention to harm the recipient, violating workplace norms of mutual respect." Incivility can range from breaches of etiquette to professional misconduct (Carter, 1998; Gladwell, 1996; Johnson, 1988; Martin, 1996). It refers to rude and disrespectful behavior that disregards norms of politeness. Incivility is a form of deviant behavior by an employee (Robinson and Bennett, 1995) and a subset of disruptive employee behavior (Giacalone and Greenberg, 1997). Rau-Foster (2004) defined workplace incivility as "slightly rude or disrespectful behavior that demonstrates a lack of respect for others".

***Hypothesis-2:** The relationship between Passive leadership and Organizational Performance is moderated by behavioral incivility prevalent in the organization*

Moderating role of Incivility Experience in the presence of Passive Leadership and Organizational Performance.

There are multiple factors contributing to the rise of uncivil and aggressive behavior in the workplace, such as changes in jobs, budget cuts, and a hierarchical work environment. Other causes include anger, stress, poor communication, increased workload, job uncertainty, and disorganized work. The effects of organizational changes, like overworking and limited resources, can also result in incivility, along with the use of technology like emails and teleconferencing, which can increase stress and lead to misunderstandings. Fast-paced, high-tech, and cross-cultural interactions may also contribute, as people may feel they don't have time to be polite and cultural differences can cause miscommunication. Finally, workplace

incivility can also be linked to greater worker diversity and decreased job satisfaction among employees.

Power dynamics play a significant role in workplace incivility, as it's more likely that the target is from a lower status than the instigator. Research shows that incivility is three times more likely to be initiated by someone with a higher status, and twice as likely to be initiated by a male. (Schweitzer, M. E., Ordóñez, L., & Douma, B. 2004). Lower-status employees may be treated as invisible, be subjected to irritation or annoyance when asking for help, be demeaned behind their backs, or have their contributions taken for granted (Pearson, Andersson, & Porath, 2000). Incivility in the workplace can come from any employee, regardless of their position within the company. It can also be instigated by outsiders, such as customers and contractors, who have dealings with the organization. (Bies & Moag, 1986). Although the behaviour may be low intensity, it can still harm relationships and distract from the organization's goals, even if it is only occasional and made up for with apologies (e.g., Glew, 1996). Moreover, it has been observed that in few organizations, some employees seem to have and they gather power when acting disrespectfully. These instigators are found to be beyond criticism regardless of their displays of incivility for others. For the targets of these uncivil acts, witnesses all around the set-up, regular perpetrators can get away with uncivil incidents because of their special skills or qualifications or their access to organizational wielders of power (Schweitzer et. al., 2004).

The moderating role of incivility experience in the relationship between passive leadership and organizational performance has also been studied. A study by Liang, Brown, and Wang (2019) found that incivility experience significantly moderated the relationship between passive leadership and job satisfaction. The negative effects of passive leadership on job satisfaction were stronger among employees who had experienced incivility in the workplace. This suggests that employees who have experienced incivility may be more sensitive to the effects of passive leadership on organizational performance. These findings underscore the importance of addressing workplace incivility and promoting effective leadership to improve organizational performance.

Performance is a context-dependent concept (Hofer, 1983), and the performance of an organization can be considered as "value creation." As long as the value created by an organization's performance surpasses or meets the expectations of the investors who provided the assets, the organization will continue to receive investments. Hence, value creation, as perceived by the resource providers or investors, is a critical performance metric

for any organization (Carton, Robert. B., 2004). Researchers often consider organizational performance when studying organizational phenomena like structure, strategy, planning, and leadership (Gregory G. Dess et al. 1984).

Hypothesis 3: *The relationship between Passive leadership and Organizational Performance is moderated by incivility experienced by the employees of the organization*

Theoretical Framework

This study explores the effect of workplace incivility (both behavioral and experienced, in presence of passive leadership on overall organizational performance. An organization led by passive leader will have its effects visible in its performance. Moreover, an organization having passive leadership is likely to have prevalent uncivil behavior amongst its management and workforce. Uncivil behavior will result in consequent experiencing incivility. Both these ill effects will further impinge upon the organizational performance.

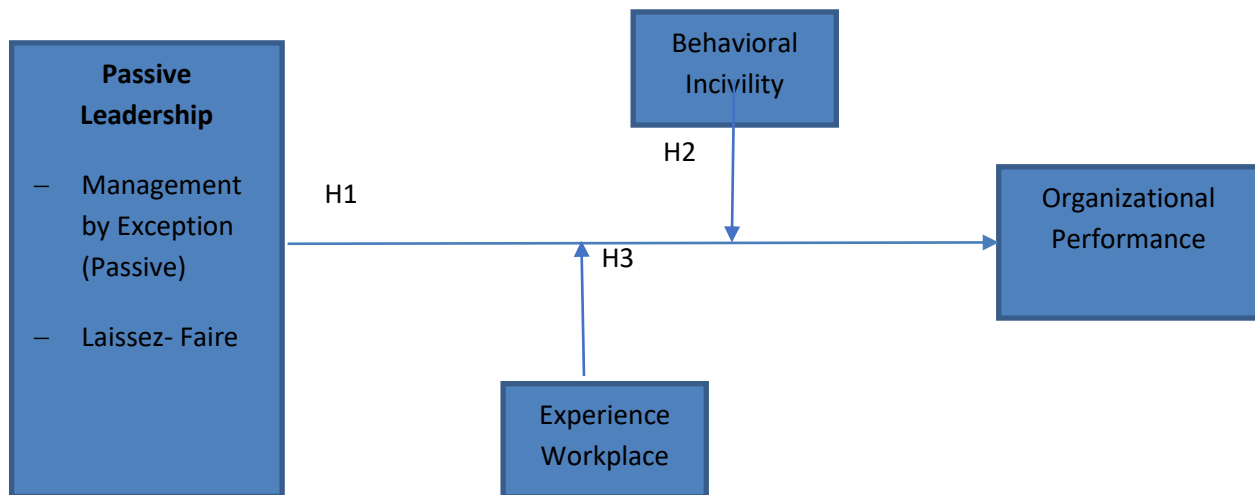


Figure 5: Theoretical Framework

METHODOLOGY

A self-administered questionnaires was employed to collect data from telecom sector of Pakistan. It was collected in one shot referring it to a cross-sectional study with a study setting as non-contrived, natural environment and the unit of analysis is individual. In a cross-sectional study the interference of the researcher is limited (Sekaran & Bougie, 2010). Hard copies of the questionnaire was circulated and filled answers were obtained the same day. In Pakistan, telecom sector can be classified differently based on the nature of operations, dealing with the public and legal status of the organization. Firstly, it can be classified based on the nature of operations and dealing with the public i.e., service providers and equipment manufactures. Service provider firms are more into public dealing i.e., B2C, while the

manufacturers are more into B2B businesses and deal with the service firms. On the other hand, while categorizing on the basis of legal status, organizations are classified as public corporations, private limited companies, and partnership firms. For the purpose of study, the data has been collected from the services firms working in telecom sector irrespective of their legal status. Services sector was selected considering that fact that most of the organizations working in telecom services have their headquarters in Islamabad. The total population for this study is as following;

- | | | |
|-------------|---|------------------------|
| 1. Mobilink | - | 17,000 (Approximately) |
| 2. Zong | - | 11,000 (Approximately) |
| 3. Ufone | - | 13,000 (Approximately) |
| 4. Warid | - | 9,000 (Approximately) |
| 5. Telenor | - | 9,000 (Approximately) |

Total population: 59, 000 (Approximately) (PTA Annual Report, 2014)

Sampling relates to a process that deals with the choosing an appropriate number of respondents that may be generalized to represent the whole population under study (Sekaran & Bougie, 2010; Hair, Babin, Money & Samouel, 2003). Different approaches relating to size of sample have been proposed by numerous researchers. Roscoe (1975) suggested that for an appropriate sample the size should be within the range of 30 to 500. However, recent study conducted by Yuksel, Yuksel & Bilim (2010) recommends that to achieve reliability, a sample size of at least 200 is considered appropriate. The sample under this study was collected using non probability sampling method based on convenience sampling. A total of 400 self-administered questionnaires were distributed and 272 were received back making it an appropriate number as recommended. The total response rate was 68%.

For the purpose of data collection, a self-administered instrument was adapted having a total of 32 questions. The questionnaire was categorized according to the different variables to be measured and demographic data i.e., into five (05) sections. The first section measures passive leadership (IV) and includes both of its two dimensions i.e., management by exceptions (passive) and laissez-faire (Barbuto et al., 2007, Nielsen et a., 2010). It has a total of 8 questions. Second section is relating to behavioral incivility and has 7 questions. Next section measures experienced workplace incivility and have 7 questions (Cortina et al., 2001). Section four determines the study variable i.e., organizational performance through 10 questions (Byrne et al., 2008). While the last section deals with the general demographic

profile of the respondents. All questions relating to study variables were asked using a 5-point Likert scale anchored as strongly agree = 1 and strongly disagree = 5.

Data Analysis

Data analysis techniques comprise three main steps; compiling the data, data screening & checking the data’s reliability and finally the hypotheses testing (Hair, Anderson, Tatham & Black., 1995). Data were analyzed using SPSS 21. It was used for the purpose of data cleaning, and preliminary analysis. SPSS is considered as one of the powerful and user-friendly software package to manipulate and statistically analyze data in social sciences (Miller & Acton 2009).

ANALYSIS AND RESULTS

This part of the results deal with the profile of the respondents as per the asked demographic variables. Below mentioned tables provide the details of all the demographic variables;

Table 1 : Statistics of the Survey carried out

	Gender	Age	Qualification	Experience
N Valid	272	272	272	272
Missing	0	0	0	0

Table 1 gives the details of all the demographic variables and suggests that there are no missing values for all the demographic variables.

Table 2: Gender Distribution of the Respondents (N = 272)

Category	Frequency	Percentage
Male	222	81.6
Female	50	18.4
Total	272	100.0

Table 2 shows that the data was collected from 222 males i.e., 81.6% in comparison to 50 females who constituted to only 18.4 % of the total respondents.

Table 3: Age Distribution of the Respondents (N = 272)

Category	Frequency	Percentage
21-25 years	52	19.2
26-30 years	79	29.0
31-35 years	64	23.7
36-40 years	38	13.9
41-45 years	19	6.8
46-50 years	11	4.1
51 & above years	9	3.3
Total	272	100.0

Table 3 deals with the age distribution of the respondents who were divided into 7 age groups. It was found that the largest number of respondents were in the age group between 26

to 30 years i.e., 29% followed by 31 to 35 years 23.7%. Only 9 respondents were above the age of 50 making it only a 3.3% of the total respondents.

Table 4: Distribution of Respondents with Respect to Education (N = 272)

Qualification	Frequency	Percentage
Undergraduate	22	8.1
Graduate	106	38.9
Masters	121	44.6
Higher studies (M Phil/PhD)	23	8.4
Total	272	100.0

Table 4 gives the educational qualification-based distribution of respondents. It was found that most of the employees working in the target population have done masters or graduation at least. Highest frequency was of masters' qualification with 123 employees having masters' degrees making it 44.6% followed by 106 graduates i.e., 38.9%. Only 22 employees among the respondents were undergraduates making in 6.3% while 23 employees had MPhil or PhD degrees.

Table 5: Total Job Experience (N = 272)

Experience	Frequency	Percentage
1-5 years	118	43.3
6-10 years	72	26.5
11-15 years	53	19.5
16-20 years	12	4.4
21 & above	17	6.3
Total	272	100.0

Table 5 provides the total job experience of the employees considering their total number of years worked for their current and other organizations. Most of the employees i.e., 43.3% had less than five years of experience. Second highest number was in the 6-to-10-year work experience bracket where 72 employees were found. On the other hand, only 12 employees had experience between 16 to 20 years followed by 17 employees who were having experience more than 21 years, making it the second lowest bracket.

Table 6: Descriptive Statistics of Study Variables (N = 272)

Scale	Mean	S.D.	Skewness	Kurtosis	Cronbach's Alpha	Total Items		
			Statistic	Std. Error	Statistic	Std. Error		
PL	3.36	0.856	-0.519	0.148	-0.607	0.294	.869	8
BI	3.66	0.869	-0.832	0.148	0.052	0.294	.856	7
EI	3.56	0.839	-0.766	0.148	-0.258	0.294	.859	7
OP	2.63	0.831	0.782	0.148	-0.008	0.294	.924	10

Table 6 presents the mean, standard deviation, normality and reliability statistics of the instruments used in this study. It was proposed by Tabachnick & Fidell (2013) that the values of skewness or kurtosis should be below +1.5 and above -1.5. The results provided in the table 10 show that the data collected meets the stipulated ranges for kurtosis and skewness and acceptable, therefore, normality exists.

Cronbach alpha is used as the most common and acceptable measure for internal consistency of the instruments used in a given study (Sekaran & Bougie, 2010). Its resulting values provide the degree to which a scale is consistently measuring what it is supposed to. The acceptable value for Cronbach alpha is 0.6 while values above 0.9 are treated to be exceptional (Sekaran & Bougie, 2010). The values of Cronbach’s alpha achieved in this study suggest that these are well within the acceptable values as proposed by the researchers. The Cronbach's alpha for passive leadership is 0.869 and it has 8 items. The instrument used for behavioral incivility has a value of 0.856 and it has 7 items. Then it was found that experience workplace incivility and the value for Cronbach alpha is 0.859 of instrument of 7 items. In case of organizational performance, the instrument has 10 items and its Cronbach’s value is 0.924. Therefore, all the values of Cronbach’s alpha are well within limits suggested.

Hypotheses Testing

Pearson correlation is conducted in for the purpose of testing hypotheses and ascertaining correlations between the data collected against each variable to check the direction of their relationship i.e., positive or negative towards each other.

Correlation Analysis

Table 7: Inter scale Correlation Matrix - all Variables (N = 272)

Variable	I	II	III	IV
I PL	-			
II BI	.514**	-		
III EI	.459**	.810**	-	
IV OP	-.549**	-.330**	-.273**	-

***. Correlation is significant at the 0.01 level (2-tailed).*

The value of coefficient ranges between -1 and +1, where value towards +1 represents positive relationship with value =1 being a perfect positive correlation. On the other hand, value towards -1 represents negative relationship with value = -1 being a perfect negative relationship. While value = 0, represents no relationship between the study variables (Sekaran & Bougie, 2010). Pearson correlation matrix shows that the passive leadership is positively correlated with the behavioral incivility (r = .514, P < 0.01) and experience workplace incivility (r = .459, P < 0.01). However, passive leadership and organizational

performance are negatively correlated ($r = -.549, p < 0.01$). Furthermore, there is a significant positive correlation between behavioral incivility and experience workplace incivility ($r = .810, p < 0.01$); on the other hand, behavioral incivility and organizational performance are negatively correlated ($r = -.330, p < 0.01$). Lastly, a significant negative correlation was found between experience workplace incivility and organizational performance ($r = -.273, P < 0.01$).

Regression Analysis

The results of the step-wise regression analysis are presented in Tables 12 and 13 to test the moderation effect.

Table 8: Relationship between the Passive Leadership, Behavioral Incivility and Organizational Performance

Model	R ²	Adj R ²	Standardized Coefficients Beta	t	Sig.
1 PL – OP	0.35	0.337	-0.569	-11.38	.000
2 BI – OP	0.15	0.135	-0.347	-6.078	.000
3 INT - OP	0.37	0.352	-0.932	-2.651	.009

The results provided in table 8 show the direct relationship between passive leadership and organizational performance (IV and DV direct relationship); and behavioral incivility and organizational performance (moderator and DV relationship). The results depict that all the relationships are highly significant i.e., $p < .01$ and the findings in the model 1 validate 33.7 % of variation in the organizational performance is explained by passive leadership out of the total variation. However, the value of Standardized Coefficients Beta ($\beta = -0.569, t = -11.38, p < .01$) indicate a significant but negative relationship between passive leadership and organizational performance. While 13.5 % of variation in the organizational performance is explained by behavioral incivility as suggested by model 2 with a Beta value ($\beta = -0.347, t = -6.078, p < .000$) indicating a significant but inverse relationship between behavioral incivility and organizational performance.

For the purpose of testing moderation hypothesis i.e., presence of behavioral incivility moderates the relationship between passive leadership and organizational performance, a hierarchical multiple regression analysis was conducted. All the results were found to be significant, $p < .01$. After the introduction of moderator i.e., interaction term, the results from model 3, suggest that there is a significant moderation. The interaction term significantly accounted for an additional variance in the relationship ($adjR^2 = 0.352$) provides an evidence

that the contribution of passive leadership in organizational performance has a variance due to introduction of a moderator. The value of adjusted R^2 is changed from .337 to .352 with a changed beta ($\beta = -0.932$, $t = -2.651$, $p < .01$) from ($\beta = -0.569$, $t = -11.38$, $p < .01$). These results suggest that behavioral incivility from the employees contributes significantly in reducing the organizational performance.

Table 9: Relationship between the Passive Leadership, Experience Workplace Incivility and Organizational Performance

Model	R ²	Adj R ²	Standardized Coefficients Beta	t	Sig.
1 PL – OP	0.35	0.337	-0.569	-11.38	.000
2 EI – OP	0.12	0.10	-0.294	-5.073	.000
3 INT - OP	0.37	0.355	-.977	-2.998	.003

To test the moderation hypothesis i.e., presence of experience workplace incivility moderates the relationship between passive leadership and organizational performance, a hierarchical multiple regression analysis was conducted. All the results were found to be significant, $p < .01$. After the introduction of moderator i.e., interaction term, the results from model 3, provide evidence that there is a significant moderation. The interaction term significantly accounted for an additional variance in the relationship ($adjR^2 = .355$) suggest that the contribution of passive leadership in organizational performance has a variance due to introduction of a moderator. The value of adjusted R^2 is changed from .337 to .355 with a changed beta ($\beta = -.438$, $t = -2.998$, $p < .01$) from ($\beta = -0.569$, $t = -11.38$, $p < .01$). These results suggest that experience workplace incivility from the employees contributes significantly in reducing the organizational performance. The findings support a) significant and inverse relationship between passive leadership and organizational performance b) behavioral incivility moderates the relationship between passive leadership and organizational performance and c) experience workplace incivility moderates the relationship between passive leadership and organizational performance, therefore, hypothesis 1, 2 and 2 are accepted.

Table 10: Status of Hypotheses

No	Hypotheses	Status
H_1	There is a negative and significant impact of Passive leadership on organizational performance.	<i>(Supported)</i>
H_2	The relationship between Passive leadership and Organizational Performance is moderated by behavioral incivility prevalent in the organization.	<i>(Supported)</i>
H_3	The relationship between Passive leadership and Organizational Performance is moderated by incivility experienced by the employees of the organization.	<i>(Supported)</i>

DISCUSSION

The three hypotheses were proposed, first states that passive leadership has a negative and significant impact on organizational performance, and it is accepted. The second hypothesis suggests that the relationship between passive leadership and organizational performance is moderated by the prevalence of behavioural incivility in the organization, and it is also accepted. Finally, the third hypothesis proposes that the relationship between passive leadership and organizational performance is moderated by the employees' experience of incivility, and this hypothesis is also accepted. In other words, the results indicate that passive leadership has a negative impact on organizational performance, and this relationship is stronger in organizations where behavioural incivility is prevalent and employees have experienced incivility. These findings emphasize the importance of addressing passive leadership and workplace incivility to improve organizational performance. Several previous studies have also examined the relationship between passive leadership, workplace incivility, and organizational performance. For instance, Schilpzand et al. (2016) found that behaviour incivility moderated the relationship between passive leadership and organizational performance, which is consistent with the current study's findings. Similarly, a study by Liang et al. (2019) found that incivility experience moderated the relationship between passive leadership and job satisfaction, indicating that the negative effects of passive leadership are more pronounced among employees who have experienced incivility. These findings are in line with the current study's findings, which also suggest that passive leadership has a stronger negative impact on organizational performance in the presence of behaviour incivility and incivility experience. These consistent findings across studies highlight the importance of addressing passive leadership and workplace incivility to promote organizational effectiveness.

CONCLUSION AND FUTURE RECOMMENDATIONS

Based on the analysis conducted in this study, it can be concluded that passive leadership negatively affects organizational performance, and this effect is exacerbated by the presence of behavioural incivility and the consequent experience of incivility within the organization, both of which moderate the original relationship. The study aimed to examine the relationship between passive leadership and organizational performance and the moderating role of workplace behavioural and experience incivility between these two variables. The results showed that there is a negative relationship between passive leadership and organizational performance, and this relationship is moderated by both behavioural and experience incivility in the workplace. The findings suggest that the presence of incivility in the workplace has a significant moderating role in the relationship between passive leadership and organizational performance. These conclusions were based on data collected from Islamabad, from telecommunication organizations run under Pakistani or foreign management practices, all of which are service providers. These findings highlight the importance of addressing passive leadership and workplace incivility to improve organizational performance, and suggest that organizations need to create a positive work environment to promote a positive and effective workplace culture.

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