Research Article | Araştırma Makalesi

The Role of Job Stress in the Effect of Workplace Incivility on Organizational Commitment

İşyeri Nezaketsizliğinin Örgütsel Bağlılığa Etkisinde İş Stresinin Rolü

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Abstract

Organizations must prioritize issues related to organizational behavior to achieve important gains, such as fulfilling organizational objectives and providing sustainable competitive advantages. This study's focus point is to analyze the impact of workplace incivility on organizational commitment and job stress. A unique model has been proposed that deals with workplace incivility, organizational commitment and job stress. To test this model, a survey method was utilized to collect data from individuals working in the furniture sector in the province of Kayseri (N=384). The collected data were analyzed using AMOS-22 and SPSS-27 package programs. The hypothesis tests performed with the regression-based Process Macro analysis showed workplace incivility had statistically significant positive impact on job stress, while it had a statistically significant negative impact on organizational commitment. We conducted a study on the relationship between workplace incivility and organizational commitment and analyzed the mediating role of job stress in this connection. This constitutes the original aspect of the present study. The results suggest relationship between of these two variables is mediates by job stress, revealing the originality of the proposed research model. This empirical study's findings make a significant contribution to literature by illustrating the issues that workplace incivility affects, particularly organizational behavior and work stress. Additionally, examining workplace incivility together with different organizational behavior issues is considered to make important contributions to both business management and academic literature.

Keywords: Workplace Incivility, Job Stress, Organizational Commitment.

Öz

Örgütler, örgütsel amaçları gerçekleştirmek ve sürdürülebilir rekabet avantajı sağlamak gibi önemli kazanımlar elde etmek için örgütsel davranışla ilgili konulara öncelik vermelidir. Bu çalışma, işyeri nezaketsizliğinin iş stresi ve örgütsel bağlılık üzerindeki etkilerine odaklanmaktadır. İşyeri nezaketsizliği, iş stresi ve örgütsel bağlılık ile ilgilenen özgün bir model önerilmiştir. Bu modeli test etmek için Kayseri ilinde mobilya sektöründe çalışanlardan anket yöntemi (N=384) kullanılarak veriler toplanmıştır. Toplanan veriler AMOS-22 ve SPSS-27 paket programları kullanılarak analiz edilmiştir. Regresyon tabanlı Process Makro analizi ile yapılan hipotez testleri, işyeri nezaketsizliğinin iş stresi üzerinde istatistiksel olarak anlamlı pozitif bir etkiye sahip olduğunu, örgütsel bağlılık üzerinde ise negatif ve anlamlı bir etkiye sahip olduğunu göstermiştir. Bu araştırmanın özgün yanını oluşturan işyeri nezaketsizliği ile örgütsel bağlılık arasındaki ilişkide iş stresinin aracı rolü incelenmiştir. Bu iki değişken arasındaki ilişkide iş stresinin aracılık rolüne sahip olması önerilen araştırma modelinin özgünlüğünü ortaya koymaktadır. Bu ampirik çalışmanın bulguları, işyeri nezaketsizliğinin etkilediği konuları, özellikle örgütsel davranış ve iş stresini vurgulayarak literatüre katkıda bulunmaktadır. Ayrıca işyeri nezaketsizliğinin farklı örgütsel davranış konuları ile birlikte incelenmesinin hem işletme yönetimine hem de akademik literatüre önemli katkılar sağlayacağı düşünülmektedir.

Anahtar Kelimeler: İş Yeri Nezaketsizliği, İş Stresi, Örgütsel Bağlılık.

Introductıon

The speed of globalization, digitalization trends brought about by technology, and financial and political crises that occur in different forms around the world greatly affect the business world, as well as many other areas. In this rapidly changing and uncertain environment, businesses must pay attention to numerous factors in order to maintain their activities, be productive, and remain competitive. Organizational behavior issues are among the most important of these factors, impacting businesses on various levels and in various ways. One such issue is the efficient use of human resources, which can provide significant advantages to businesses.

Workplace incivility (WI) is a common phenomenon in today's working environments. It is an antisocial behavior that is very harmful for both individuals and businesses (Guo et al., 2022). WI can be observed in almost all types of organizations, from sports clubs to health institutions, from industrial enterprises to non-profit organizations (Pearson & Porath, 2005). According to Guo et al., (2022) and Andersson & Pearson, (1999), WI directly or indirectly affects 98% of employees at different levels. WI has a significant impact on organizational behavior, particularly on organizational commitment (OC). Research shows that OC, which includes dedicating oneself to the job and the organization, and having positive feelings towards the organization, has a negative relationship with WI (Reio Jr. & Trudel, 2013; Smith et al., 2010). Mann & Harter, (2016) research reports that 87% of employees worldwide do not feel committed to their organizations, leading to the "global employee engagement crisis." These data reveal that creating employee commitment is a challenging and delicate task.

A number of past research seek to establish a correlation between WI and OC. Mahmood, Yasmeen, Ramzan & Zafar, 2023; Rehman et al., 2022; Liu, Zhou & Che, 2019). However, studies on the mediating variables between these two factors are very limited. No study has been conducted to examine the role of stress, which refers to the emotional reactions developed by employees against negative situations in the workplace, in the relationship between WI and OC. Although the JS variable, WI, and OC have all been discussed separately, these three variables haven't been examined in the same study, even in the absence of any relationship between them. Eliminating this gap in the literature is considered to be the most important original aspect of this study. As such, the research goals to make a valuable contribution to the literature and guidance for future studies in the same field. Furthermore, the quantitative determinations resulting from this study are expected to support existing or future theoretical studies in similar fields.

This research aims to benefit both the business world and academic literature by illustrating the effects of organizational behavior issues, which act an important role in ensuring employee productivity and, in turn, business success. The focus of this research is to analyze how WI impacts OC and job stress (JS). Additionally, the study examines the relationship between JS and OC. Moreover the research examines the mediating role of JS in relation between WI and OC. This unique aspect of the study sets it apart from previous research. 384 workers acting in large and medium-sized furniture companies in Kayseri province attended the study.

Resources conservation theory was utilised as its theoretical framework, which is widely used (Lan et al., 2020) to explain interpersonal conflict in the workplace. It is expected that the results obtained by testing the determined hypotheses will align with both the literature and the conservation of resources theory. The theory suggests that WI will have

a positive effect on JS and a negative effect on OC, with JS fully mediating the relationship between WI and organizational behavior.

Literature Review

WI is defined as harming others, albeit with low intensity, by violating the rules of mutual respect in the business environment (Hodgins et al., 2014). Behaviors that cause WI are;

- verbal rather than physical,
- implicit rather than overt,
- indirect rather than direct, and
- passive rather than active.

Due to the low intensity, those who commit incivility can easily reject the intention, arguing that it was accidental rather than deliberate. Therefore, there is often confusion between WI and other behaviors (negative), such as antisocial behavior, aggression theft or misuse of resources, and violence (Andersson & Pearson, 1999).

Increasing WI can cause serious damage to businesses by igniting aggression (Mahmood et al., 2023). Empirical studies by Moon & Morais, (2022) and Schilpzand et al., (2016) have emphasized that WI negatively affects employees' OC, productivity, and job satisfaction. Behaviors such as bullying, job abuse, maltreatment, workplace trauma, and employee abuse that can occur in businesses are associated with WI, which seriously harms employees' ability to perform their jobs (Mahmood et al., 2023).

OC is the desire of employees to believe in and accept the aims of the organization, and to stay in the organization (Malthis & Jackson, 2006). Luthans, (2012) defines OC as a strong desire to remain a member of the organization, exert effort in accordance with organizational demands, and adopt organizational beliefs, values, and goals. Research shows that job satisfaction is positively related to OC, while dissatisfaction leads to weak commitment and a tendency to leave (Luthans, 2012; Ridwan et al., 2020). Kreitner & Kinicki, (2014) suggest that OC shows the scope to which an individual identifies with the organization and is aligned with their goals.

According to Ko et al., (2021), employees with an antisocial nature are less committed to their work and more likely to behave rudely. This situation emphasizes that WI, which is an important source of stress in the enterprise, also harms OC. Additionally, WI triggers absenteeism and tardiness behavior among employees (Ko, Kim & Choi, 2021).

Past research (Chris, Provencher, Fogg, Thompson, Cole, Okaka, Bosco & González-Morales et al., 2022; Gui, Bai & Wang, 2022; Sharma et al., 2022) has shown that talented employees are more likely to be exposed to WI, which in turn affects their personal-psychological capacities, moods, as well as their physical and mental health. One of these negative effects is stress. WI can cause different effects on people's health. For instance, women are more susceptible to the potentially destructive effects of aggressive behavior at work, as they are more likely to be exposed to such behavior (Mahmood et al., 2023). According to research that was conducted by Schilpzand, De Pater & Erez, (2016), incivility towards women in the work leads to high levels of stress and pessimism, impacting not only their job satisfaction but also their overall enjoyment of life. The study found that, contrary to general literature, WI does not directly affect OC. However, a separate study on teachers noted that high JS can increase WI, and conflict resulting from rudeness

significantly affects the social, emotional, and intellectual development of female teachers (Quick & Henderson, 2016).

Pearson & Porath (2005), argue that contemporary organizations are constantly changing, putting pressure on employees. These changes include restructuring, downsizing, empowerment, continuous development, complicated tasks, and different work arrangements (such as compressed or flexible work hours, and deadlines) (Holm et al., 2016). As a result of the constant changes in the workplace, employees experience higher of anxiety and stress, leading to increased levels of WI (Raza et al., 2023).

Butt & Yazdani, (2021) conducted an empirical study that supports the general literature. The study' results say that there is a statistically significant and positive relationship between WI and absenteeism. This situation also triggers unproductive work behaviors and avoidance behaviors. Finally, the study's findings state that there is a positive relationship between WI and OC.

Based on the aforementioned literature explanations and the resources conservation theory, H1 and H2 hypotheses have been proposed:

H1: Workplace incivility has a significant and positive impact on JS.
H2: Workplace incivility significantly and negatively affects organizational commitment.

Stress is an adaptive response to a situation that threatens a person's peace and well-being and can worsen their mental health (Pandey, 2020). JS, on the other hand, is defined as the mental reactions of employees who are trying to perform tasks that surpass their abilities in a work environment with high expectations but few rewards (McGrath, 1976). Work stress leads to decreased employee performance, higher error rates, lower job quality, high employee turnover, and absenteeism due to common disorders such as anxiety, job-life imbalance, depression, headaches, gain in weight, and heart attacks. In other words, JS refers to the reactions people have when they face job demands and pressure that exceed their ability to cope with their knowledge and abilities (Pandey, 2020).

JS has a negative impact on many organizational behavior issues and situations. Numerous studies indicate that JS directly or indirectly affects OC, typically in a negative way (Christy & Priartini, 2019; Velnampy, 2013; Dewe, O'Driscoll & Cooper, 2010; Huang & Hsiao, 2007; Vandenberg & Lance, 1992). Rulestri L.H. & Eryanto, (2013) also suggest that JS leads to a decrease in job satisfaction and OC, making it an organizational problem. Therefore, as JS increases, employee engagement decreases.

Elangovan, (2001) highlights that his empirical research shows the relationship between JS and OC is indirect, mediated entirely by job satisfaction. When employees experience stress due to the fact that a lack of resources necessary to make their job, their OC, which is evaluated based on their energy, mental toughness, perseverance, and dedication, diminishes (Abdelmoteleb, 2019; Hakanen et al., 2008). In an other saying, the lack of resources causes disappoinment and unsuccess, leading to a negative behaviour towards work, including OC (Mauno, Kinnunen & Ruokolainen, 2007). According to resources conservation theory (Hobfoll, 1989), individuals try to reduce resource losses when they encounter stress. Since resources are people's most important weapons in coping with stress, the loss of resources can cause serious problems (Hobfoll, 1989b). Contrarily, when staff are relaxed, they develop more resources to compensate for possible

losses. Therefore, an increase in an individual's organizational resources increases job engagement (Gorgievski & Hobfoll, 2008) and thus OC.

Cropanzano et al., (2003) emphasize that employees feel high levels of JS in the work environment as a violation of their rights, causing them to feel alienated from the organization they work for. The same study argues that excessive JS reduces the benefits that can be obtained from organizations and ultimately hinders employees' OC.

According to Abubakar, (2018), WI is linked to stress among female workers in Nigeria. The research highlights that rudeness in the workplace can cause stress and undermine women's professional capacity to work productively and harmoniously with their co-workers.

Viotti et al., (2018) made a study in the education and health sectors to investigate the relation between WI, employee productivity, and fatigue. The study's findings suggest that incivility has a negative effect on employee fatigue, which in turn affects productivity. The study also highlights that incivility, which results from a loss of mutual respect and civilized behavior, negatively impacts OC.

Based on the aforementioned literature explanations and the resources conservation theory, this hypothes have been proposed;

H3: Job stress has a significant and negative impact on organizational commitment.

When JS is considered as a mediator variable, the literature shows that many organizational behavior issues affect their relationships (Raza et al., 2023). Stress not only affects the health of employees but also their daily operational efficiency. It significantly damages the functioning of organizations, particularly by increasing the intention of employees to quit (Ongori & Agolla, 2008). JS negatively affects many organizational approaches by influencing the performance, psychological well-being, and mental health of employees (Sackey & Sanda, 2009; Wright, 2007). Employees experiencing stress display behavioral responses such as emotional exhaustion or burnout, lack of interest, cynicism, WI, and lack of success (Maslach et al., 2001). In summary, when examining the literature, JS generally acts as a mediator between WI and OC due to the complications it causes.

Based on the aforementioned literature explanations and the resources conservation theory, the following hypothes have been proposed :

H4: Job stress has a mediating role in the impact of workplace incivility on organizational commitment.

Theoretical Framework

This study uses the resources conservation theory to explain how WI affects OC, and how JS mediates this relationship. The theory emphasizes the importance of expected resource gains in increasing the productivity of individuals and businesses (Hobfoll et al., 2018). In other words, it assumes access to one's resources has a motivating effect because it can encourage even more resource creation. This is because a person can use their resources more easily and effectively (Hobfoll, Halbesleben, Neveu & Westman, 2018). According to De Clercq, Haq & Azeem, (2018), personal resources have a motivating effect on individuals by inspiring them. The creation of more resources in the future depends on employees' ability to achieve the performance goals set in their jobs. Meeting these goals provides employees with attractive benefits, such as greater or better pay

respect from their peers. Based on resource conservation theory, researchers also believe that employee self-efficacy stands for a vital resource about personal that encourages their participation in engagement-enhancing activities because of the associated benefits. Higher levels of self-efficacy are associated with higher levels of OC and less stress (Hobfoll, 1989).

The conservation of resources theory posits that individuals have a tendency to maintain, preserve or acquire objects, energies, traits, and conditions. In turn, workplace stress occurs when employees face threats or loss of defined resources (Hobfoll, 1989). The first principle of the theory states that resource loss is always more pronounced than resource gain, leading to a stressful environment. Employees are particularly sensitive to such stressors and may be wary of change since organizational change can cause resources to be redistributed, rearranged, or even reduced (Hobfoll, 1989).

Methodology

Purpose and Significance of the Research

WI not only reduces organizational performance, but also causes negative consequences such as absenteeism, tardiness, and inefficient work. Therefore, it is important to address WI in organizations, as it can negatively impact employee performance and organizational efficiency. This study focuses on the consequences of WI, specifically how it affects OC and work stress. We aim to determine whether JS mediates the effect of WI on OC. Our findings will conduce to the literature on the issue and serve as valuable resource for next research on the consequences of WI.

Research Model

The resulting model of research, shown in Figure 1, is based on a literature review that identified WI, JS, and OC as relevant factors.
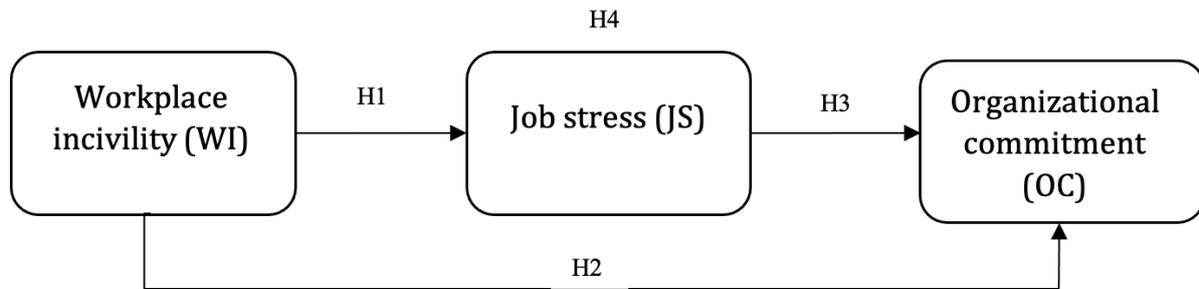
Figure 1. *Research model*

Research Population and Sample

The furniture industry in Türkiye is concentrated in provinces such as Istanbul, Kayseri, Bursa, Ankara, and Izmir. Kayseri alone accounts for nearly 19% of the turnover of the Turkish furniture industry, making it a crucial player in the industry. As a result, furniture workers in Kayseri were selected as the research population. According to the Kayseri Furniture Industry 2017-2023 Strategic Action Plan, there are 740 major medium and large-scale furniture companies in Kayseri that employ a total of 20,280 people. Since it is not feasible to survey the entire population, a sample size of 384 was deemed acceptable (Altunışık et al., 2007).

Data Collection and Measurement Tools

The questionnaire forms was used to collect data for this research, employing a simple random sampling method in the survey application. Services were obtained from a research company to conduct the surveys. A total of 396 participants were reached through face-to-face surveys. However, upon examining the questionnaires, it was discovered that some of the questionnaire data were empty, and some were marked with only one option. To ensure the reliability of the research results, these 12 questionnaires were excluded from the analysis, and the research was conducted on the remaining 384 questionnaires. The data were collected with ethical permission from Cyprus World Peace University, numbered WPU-ETK-2023-16.

The research questionnaire form consists of 33 questions and four parts. Questionnaire' first part includes the WI Scale, the second part includes the JS Scale, the third part includes the OC Scale, and the last part includes a demographic information form for determining the participants' demographic structure.

To measure *WI*, the scale that developed by Cortina, Magley, Williams & Langhout, (2001) was used, whose reliability and validity study was conducted by Kaya, (2015). The one-dimensional scale consists of seven statements and is rated on a 5-point Likert scale. The sample questions on scale include: "During the last year you worked at this workplace, did any of your colleagues belittle or criticize you?"

The work stress experienced by the participants was determined using the scale developed by Netemeyer, Maxham & Pullig, (2005), which was validated and tested for reliability in Turkish by Koçer, (2015). The one-dimensional scale consists of four statements and is a 5-point Likert scale. Sample questions in the scale include "My job directly affects my health" and "I feel nervous or uneasy because of my job."

To measure OC in participants, a scale developed by Meyer & Allen, (1991) was used, along with a validity and reliability study conducted by Han et al., (2018) in Turkish. This OC scale consists of 18 statements and uses a 5-point Likert scale. Sample questions on the scale include "This organization deserves my loyalty (devotion)" and "I owe a lot to this organization."

Ethics Committee Permission

Within the framework of the decision taken during the meeting by World Peace University Ethics Committee dated 10/05/2023 and numbered WPU-ETK-2023-16; the study does not contain any ethical issues.

Analysis of Research Data

To analyzed research data was used AMOS-22 and SPSS-27 package programs. Descriptive statistical analyses were used to define the demographic features of the participants, as well as the reliability and validity of the scales used in the research. Correlation analysis was performed to determine the relation between the variables. To test our hypotheses, the regression-based Process Macro was utilized. This add-on to SPSS has been used in many recent studies.

Results

Descriptive Statistics

According to the demographic features of the participants, 322 were male and 62 were female. Of these participants, 231 were married and 153 were single. In terms of age, 34

participants were 20 years old or younger, 73 were between 21 and 25, 148 were between 26 and 35, 91 were between 36 and 45, and 38 were 45 years old or older. Regarding education level, 275 had a high school education or below, 46 had associate, 58 had a bachelor's degree, and five had graduate degree.

Interpretive Statistics

To test for validity and reliability, composite reliability (CR), average variance extracted (AVE), Cronbach's alpha(α), and factor loadings were calculated. Table 1 presents the results of these tests, showing the reliability and validity of the variables in the research.

Table 1. Validity and Reliability Analysis

Variables	Factor Loadings	Cronbach Alpha	CR	AVE
Workplace Incivility(WI)	0,578 – 0,912	0,881	0,896	0,556
Job Stress(JS)	0,699 – 0,881	0,877	0,881	0,651
Organizational Commitment(OC)	0,541 – 0,925	0,839	0,849	0,501

To assess the reliability of the scales, both the Cronbach's Alpha(α) value and the Composite Reliability value were taken into account. The literature suggests that values of 0.7 and above indicate good reliability (Sürücü et al., 2023; Sürücü & Maslakçı, 2020). Table 1 represents that both the Cronbach's alpha(α) and combine reliability values are above 0.7, indicating good reliability. Furthermore, the fact that the AVE values and standardized factor loadings of the scale items are above 0.5 indicates convergent validity (Hair, Black, Babin & Anderson et al., 2010).

In the analyses to be conducted, the distribution of the data should first be determined (Sürücü et al., 2023; Sürücü & Maslakçı, 2020). To this end, an analysis was performed to determine the data distribution. The results are presented in Table 2.

Table 2. Distribution of Data

Variables	Mean	Sd	Skewness	Kurtosis
Workplace Incivility	3,05	1,11	0,159	-0,777
Job Stress	2,88	0,89	0,251	1,123
Organizational Commitment	3,56	0,71	0,817	-0,842

According to Tabachnick & Fidell, (1996), if the kurtosis and skewness values fall within the range of ±1.5, the data is assumed to be normally distributed. Table 2 presents findings that indicate the kurtosis and skewness values are within the range of normal distribution reference values, suggesting that the data is normally distributed.

After determining that the data showed a normal distribution, we performed a correlation analysis using the Pearson correlation coefficient. The results obtained are shown in Table 3.

Table 3. Correlation of Variables

Variables	1	2	3
1. Workplace Incivility	1		
2. Job Stress	0,166**	1	
3. Organizational Commitment	-0,209**	0,349**	1

The results of the correlation analysis indicate that WI has a positive relationship with JS (r=0.166, p<0.05), so H1 was supported. And WI has a negative relationship with OC

(r=-0.209, p<0.05), this also means that H2 was supported. Additionally, JS has a negative relationship with OC (r=0.349, p<0.05). And H3 was supported.

After establishing the relationships between the variables, hypothesis tests were conducted using Model 4, a regression-based Process Macro that is an add-on to SPSS and has been used in many recent studies. Instead of the significance (p) coefficient, the Process Macro checks confidence interval values to determine whether an effect is significant (Sürücü et al., 2023). Specifically, if the lower and upper confidence intervals do not include the number "zero," the effect is considered significant (Sürücü et al., 2023). The results of the analyses, which were performed with 5000 bootstrapping and 0.95 confidence intervals, are shown in Table 4.

Table 4. Hypothesis Tests

Effect Path	β	Sd	%95 Confidence Interval	
			LLCI	ULCI
Workplace Incivility (WI) > Job Stress (JS)	0,104**	0,06	0,214	0,459
Workplace Incivility (WI) > Organizational Commitment (OC)	-0,145**	0,08	-0,630	-0,415
Job Stress (JS) > Organizational Commitment (OC)	-0,244**	0,28	-0,345	-0,169
Workplace Incivility (WI) > J ob Stress (JS) > Organizational Commitment (OC)	-0,088**	0,12	-0,112	-0,078

The analysis results indicate that WI has a positive effect on JS (β=0.104, p<.05, CI=0.214; 0.459), and a negative effect on OC (β=-0.145, p<.05, CI=-0.630; -0.415). Furthermore, JS has a negative impact on OC (β=-0.244, p<.05, CI=-0.345; -0.169).

Finally, the indirect effect of WI on OC (through JS) is also significant (β=-0.088, p<.05, CI=-0.112 to -0.078). This is supported by the fact that the lower and upper confidence intervals do not contain zero. As a result, Hypotheses (H1, H2, H3 and H4) are supported by the findings.

Discussion and Conclusıon

This study debates the role of WI, JS, and OC in the literature, and examines the level of influence these variables have on each other. The study tested the hypothesis (H1) that WI affects employees' JS. The findings suggest that WI has a significant and positive effect on JS, which is consistent with previous studies in the literature (Abubakar, 2018; Viotti et al., 2018) and the Resources Conservation Theory. This research (H2) examines the effect of WI on employees' OC. Consistent with previous literature (Moon & Morais, 2022; Schilpzand et al., 2016), the results define that WI has a negative and significant impact on OC. In plain terms, employees who experience rude treatment in the workplace tend to have weaker connections with the organization and may be more likely to seek opportunities elsewhere. (H3) Examining the effect of JS on employees' OC was another focus of this study. The findings indicate that JS has a negative impact on the OC of employees. In other words, there is a negative and significant relationship between JS and OC. So, employees who get away from job stress feel that has more commitment to the organization. These results are consistent with previous studies on these variables in the literature (Christy & Priartini, 2019; Velnampy, 2013; Dewe, O'Driscoll & Cooper, 2010; Vandenberg &Lance, 1992) and the theory of conservation of resources. This research' focus was to test the mediating role statement of JS in the effect of WI on OC, which is expected to provide the most support to the literature (H4). This study is unique because this model has never been used before in both national and international literature,

and it has made it possible to guide studies in this direction. According to the analysis, JS has a mediating role in the effect of WI on employees' OC. Since there is no study in the literature that deals with these three variables in this context, it was not possible to compare them with the literature in general. The analysis showed that all the hypotheses of the research (H1, H2, H3, and H4) were supported.

This model, which has not been discussed in the literature before, focuses on recommendations from studies on WI. Previous studies (Mahmood et al., 2023; Moon & Morais, 2022; Schilpzand et al., 2016) have emphasized the importance of examining the relation between WI and different organizational behavior topics. This research helps to fill these gaps in literature by addressing this relationship.

The quantitative analysis revealed a positive and significant effect of WI on JS, which supports similar studies in the literature. When framework of respect in the workplace is violated and rude behavior is displayed, it negatively affects the psychological state of employees and increases their stress levels. This situation leads to negative effects such as exhaustion of energy, mental exhaustion, a decrease in endurance levels, and a significant reduction in their interest in work. If this situation continues to increase or lasts for a long time, it can also affect the OC of employees, leading them to seek job opportunities elsewhere (Abdelmoteleb, 2019; Raza, Imran, Rosak-Szyrocka, Vasa & Hadi, 2023). The results of this study show that WI and stress factors alone can reduce OC. In other words, WI can directly harm the OC of employees, even without triggering stress. These findings are occured with theoretical approaches and the literature. In summary, the results of this support theoretical framework and literature.

This study examines the mediating role of work stress and WI on OC, which is a key dimension in the literature. The results represent that JS caused by WI has a negative impact on OC, with work stress acting as a full mediator in the relationship between these two variables. This research concludes employees in organizations where rude behavior and psychological negativity are prevalent will have weaker OC. To increase productivity and maintain high levels of OC, it is important for businesses to avoid factors that contribute to incivility towards their employees and address issues that may lead to stress. This study introduces a new and original model to the literature, which is expected to provide guidance for businesses and researchers.

In order to enrich the literature on WI, future researchers should examine its relationship with different organizational behavior issues. In addition, studying different sample groups would be beneficial in supporting this study, which is focused on the furniture sector in the province of Kayseri.

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İşyeri Nezaketsizliğinin Örgütsel Bağlılığa Etkisinde İş Stresinin Rolü

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Genişletilmiş Özet

Küreselleşme hızı, teknolojinin getirdiği dijitalleşme eğilimleri, dünyada farklı şekillerde ortaya çıkan finansal ve politik krizler, birçok alanda olduğu gibi işletme dünyasını da önemli ölçüde etkilemektedir. İşletmelerin hızlı ve belirsiz değişimlerin yaşandığı bu ortamda faaliyetlerini sürdürebilmeleri, verimli olabilmeleri ve rekabet edebilmeleri için birçok parametreye ilgi göstermeleri gerekmektedir. Örgütsel davranış konuları bu parametrelerin başında gelmekte olup, işletmeleri çok farklı konu ve düzeyde etkilemektedir. En önemli sermayelerden olan insan kaynağının verimli kullanılabilmesi, bu açıdan işletmelere birçok avantaj sağlamaktadır.

İşyeri nezaketsizliği, iş ortamında karşılıklı saygı kurallarını ihlal ederek düşük yoğunluklu da olsa başkalarına zarar vermek olarak tanımlanmaktadır (Hodgins vd., 2014). İşyeri nezaketsizliğine sebep olan davranışlar, açıktan ziyade üstü kapalı, fizikselden ziyade sözlü, aktiften ziyade pasif ve doğrudandan ziyade dolaylı olarak ortaya çıkmaktadır.

Örgütsel bağlılık, çalışanların örgütün amaçlarına inanma, bunları kabul etme ve örgütte kalma arzuları olarak tanımlanmaktadır (Malthis & Jackson, 2006). Luthans'a (2012) göre ise örgütsel bağlılık, örgütün bir üyesi olarak kalmaya yönelik güçlü bir istek, örgütün isteklerine göre çaba gösterme, örgüte ait inançlar, değerler ve hedeflerin benimsenmesi olarak tanımlanmaktadır. Yapılan araştırmalar, işlerinden memnun olan çalışanların örgüte daha fazla bağlı olduklarını, memnun olmayan çalışanların ise örgütsel bağlılıklarının zayıf olduğunu ve ayrılma eğiliminde olduğunu vurgulamaktadır (Luthans, 2012; Ridwan vd., 2020).

İş stresi belirtilen durumların yanında birçok örgütsel davranış konusunu da olumsuz olarak etkilemektedir. Yapılan araştırmalar, örgütsel bağlılığın iş stresinden doğrudan ve dolaylı olarak etkilendiğini ve bu etkinin de genellikle olumsuz yönde olduğunu vurgulamaktadır (Christy & Priartini, 2019; Velnampy, 2013; Dewe vd., 2010; Huang & Hsiao, 2007; Vandenberg & Lance, 1992) .

Bu araştırmanın amacı, çalışanların ve dolayısıyla işletmelerin de verimliliğinin sağlanmasında önemli rolü olan örgütsel davranış konularının birbiri üzerindeki etkilerinin resmedilerek hem iş dünyasına hem de akademik literatüre fayda sağlamaktır. Bu kapsamda; iş yeri nezaketsizliğinin iş stresi ve örgütsel bağlılığa etkisi ayrı ayrı ele alınmıştır. Ayrıca iş stresinin de örgütsel bağlılık üzerindeki etkisi incelenmiştir. İncelenen diğer bir konuda iş yeri nezaketsizliğinin örgütsel bağlılık üzerindeki etkisinde iş stresinin aracılık rolü olmuş ve bu denklem yukarıda da bahsedildiği gibi araştırmanın özgün yönünü oluşturmuştur. Araştırma örneklemini olarak Kayseri ilinde mobilya sektöründe faaliyet gösteren büyük ve orta ölçekli işletmelerde çalışan 384 çalışan oluşturmuştur.

Bu araştırmada teorik çerçeve bakımından; iş yerinde kişiler arası çatışmayı açıklamak için yaygın olarak kullanılan (Lan vd., 2020) kaynakların korunması teorisi seçilmiştir.

Belirlenen hipotezlerin test edilmesiyle birlikte edilecek sonuçların, hem literatür hem de kaynakların korunması teorisi ile benzerlik göstermesi beklentisiyle; iş yeri nezaketsizliğinin iş stresi üzerinde pozitif, örgütsel bağlılık üzerinde negatif yönlü bir etkisi olacağı ve iş stresinin iş yeri nezaketsizliği ve örgütsel davranış ilişkisine tam aracılık etmesine yönelik bir model belirlenmiştir.

Bu çalışmada iş yeri nezaketsizliğinin örgütsel bağlılık üzerindeki etkisini ve bu ilişkinin aracısı olarak iş stresinin işlevini açıklamak için kaynakların korunması teorisi kullanılmaktadır. Belirtilen değişkenlerin bireylerin ve işletmelerin verimlerini artırma şekillerini açıklamak amacıyla kullanılan kaynakların korunması teorisi, öncelikle beklenen kaynak kazanımlarının önemini vurgulamaktadır (Hobfoll vd., 2018). Başka bir ifadeyle, kişinin kendi kaynaklarına erişiminin motive edici bir etkiye sahip olduğunu, çünkü bu tür kaynakların daha da fazla kaynak yaratılmasını teşvik edebileceğini varsaymaktadır. Bu durum, kişinin kendi öz kaynaklarını daha kolay ve etkin olarak kullanabileceği gerçeği ile açıklanmaktadır (Hobfoll vd., 2018). Ayrıca bireylerin kişisel kaynaklara sahip olmalarının onlara ilham vererek motive edici bir etkiye sahip olduğunu öne sürmektedir (De Clercq vd., 2018).

İş yeri nezaketsizliği, örgütsel performansı azaltmanın yanı sıra işten ayrılma, işe geç gelme, verimsiz çalışma gibi istenmeyen sonuçları da ortaya çıkarmaktadır. İlave olarak iş yeri nezaketsizliğinin çalışan performansı ve örgütün verimliliği düşürdüğü düşünüldüğünde, örgütlerde iş yeri nezaketsizliğinin azaltılması önemlidir. İş yeri nezaketsizliğinin sonuçlarına odaklanan bu çalışmada iş yeri nezaketsizliğinin örgütsel bağlılığı ve iş stresini nasıl etkilediği; iş stresinin iş yeri nezaketsizliğinin örgütsel bağlılığa olan etkisinde aracılık yapıp yapmadığı tespit edilmeye çalışılmıştır. Çalışmanın iş yeri nezaketsizliğinin sonuçlarına yönelik yapılacak araştırmalara kaynak teşkil edeceği ve literatüre katkı sağlayacağı öngörülmektedir.

Bu araştırmada, iş yeri nezaketsizliği, iş stresi ve örgütsel bağlılığın literatürdeki yeri resmedilerek, bu değişkenlerin birbirilerini etkileme düzeylerini incelemektedir. Bu kapsamda; (H1) iş yeri nezaketsizliğinin çalışanların iş stresi üzerinde etkisi olduğu önerilerek test edilmiştir. Elde edilen bulgular, iş yeri nezaketsizliğinin iş stresini anlamlı ve pozitif yönlü olarak etkilediğine dair ipuçları vermiştir. Bu durum literatürde yer alan çalışmalar (Abubakar, 2018; Viotti et al., 2018) ve kaynakların korunması teorisi ile de benzerlik göstermektedir. Bu çalışmada odaklanılan diğer bir husus ise (H2) iş yeri nezaketsizliğinin çalışanların örgütsel bağlılıkları üzerindeki etkisi olmuştur. Bu konuda yapılan test sonucunda erişilen bulgular, literatürün genelinde olduğu gibi (Moon & Morais, 2022; Schilpzand vd., 2016) iş yeri nezaketsizliğinin örgütsel bağlılık üzerinde negatif yönlü ve anlamlı bir etkisi olduğu görülmüştür. En basit ifadeyle, iş yerinde kabaca muameleye maruz kalan çalışanların örgüt ile aralarında bağlarının zayıfladığı ve örgütten ayrılmak için fırsat kolladıkları ortaya çıkmıştır. (H3) İş stresinin çalışanların örgütsel bağlılıkları üzerindeki etkisinin incelenmesi, bu çalışmanın başka bir odak noktası olmuştur. Bu kapsamda elde edilen bulgular, çalışanların iş stresi yüklendikçe örgütsel bağlılıklarının olumsuz olarak etkilendiğini ortaya koymuştur. Yani iş stresinin örgütsel bağlılık üzerinde negatif yönlü ve anlamlı bir etkisi olduğu gözlemlenmiştir. Bu denklem de literatürde bu iki değişken üzerinde yapılan çalışma sonuçlarına (Christy & Priartini, 2019; Velnampy, 2013; Dewe vd., 2010; Huang & Hsiao, 2007; Vandenberg & Lance, 1992) ve kaynakların korunması teorisine benzerlik göstermektedir. Araştırmanın literatüre en fazla destek vermesi beklenen odak noktası ise (H4) iş yeri nezaketsizliğinin örgütsel bağlılık üzerindeki etkisinde iş stresinin aracılık rolünün test edilmesi olmuştur.

Hem ulusal hem de uluslararası literatürde bu modelin daha önce hiç kullanılmamış olması, bu çalışmayı özgün kılarak bu yöndeki çalışmalara rehberlik edebilir konuma getirmiştir. Yapılan analiz sonucunda iş stresinin iş yeri nezaketsizliğinin çalışanların örgütsel bağlılığına olan etkisi üzerinde aracı rolünün olduğu gözlemlenmiştir. Literatürde bu üç değişkenin bu kapsamda ele alındığı bir çalışma olmadığı için literatür geneliyle kıyaslama imkanı olmamıştır. Böylece yapılan analizler, araştırmanın tüm hipotezlerinin (H1, H2, H3 ve H4) kabul edildiğini göstermiştir.

Literatürde daha önce ele alınmamış olan bu model, ayrıca iş yeri nezaketsizliği konusunda yapılan çalışmaların tavsiye kısımlarına da odaklanmıştır. Bu çalışmalarda (Mahmood vd., 2023; Moon & Morais, 2022; Schilpzand vd., 2016), iş yeri nezaketsizliğinin farklı örgütsel davranış başlıklarıyla ilişkisinin incelenmesinin gerekliliği vurgulanmaktadır. Bu araştırma, bu bakımdan literatürdeki açıklıkların giderilmesine yönelik de bir nitelik taşımaktadır.

Anahtar Kelimeler: İş Yeri Nezaketsizliği, İş Stresi, Örgütsel Bağlılık.