

DOWN TOP WORKPLACE INCIVILITY AND ORGANIZATIONAL HEALTH OF DEPOSIT MONEY BANKS IN NIGERIA

Dr. L.I. Nwaeke

Department of Management in Rivers State University, Port-Harcourt

Akani, Vivian Chinogounum

Postgraduate Student, Department of Management, Rivers State University
Port-Harcourt

ABSTRACT: *This study examined the effects of down top workplace incivility on organizational health of deposit money banks in Rivers State. The objective was to investigate the nature of relationship between down top workplace incivility and organizational health. The independent variable proxy was down top workplace incivility while organizational health proxy was goal focus, resource utilization and cohesiveness. This study explored quasi-experimental research design. The population of the study comprises of 17 deposit money banks operating in Port Harcourt quoted in the Nigeria Stock Exchange. Three hundred and forty six respondents were obtained as sample size, using the Taro Yemen's formula. Spearman rank correlation was used to test the null hypotheses at 0.05 level of significance computed within SPSS software. The study found that there negative and no significant relationship between down top workplace incivility and resource utilization, negative and no significant relationship between down top workplace incivility and cohesiveness. Furthermore, the study also revealed a negative and no significance relationship between down top incivility and goal focus. The findings of this study support the need to appraise organizational incivility, especially among high-status employees, as perceived across all hierarchical levels considering the significant relationships between structure and workplace incivility and organizational health. The study concluded that down top workplace incivility are not significantly associated with the measures of organizational health of deposit money banks in Rivers State. We recommended that management of organizations should deal with the causative factors of workplace incivility by way of strengthening ethical procedures, policies, effective communication plan, information infrastructures, good governance, direction and response so as to reduce workplace incivility to the barest minimum.*

KEYWORDS: down top, workplace incivility, organizational health, goal focus and cohesiveness

INTRRODUCTION

Every corporate organization is made up of individuals organized in group, departments and units. They are empowered by the norms of the organizations to carry out some functions which require both formal and informal communication. The communication can be top down, down top or

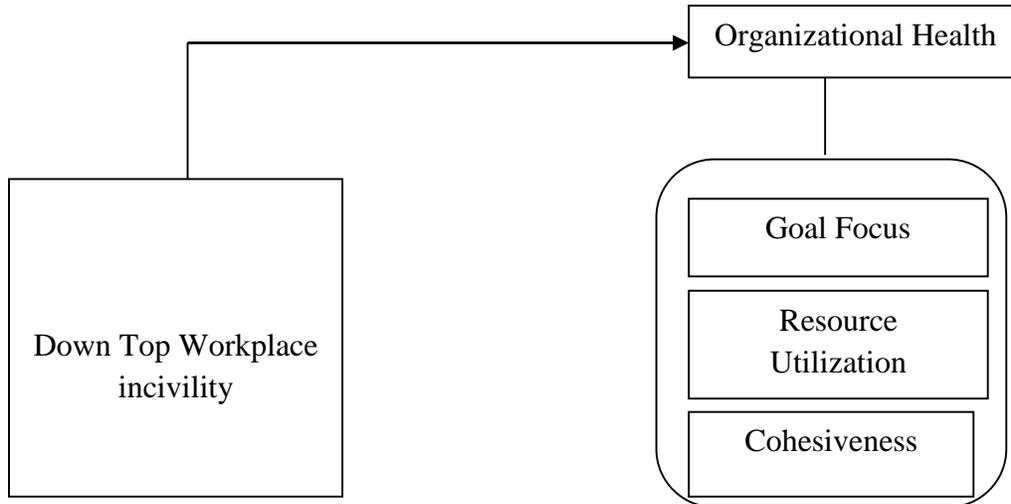
lateral. Upward communication in an organization flows from a lower-level employee to an upper-level employee. Upward communication is used to keep managers informed of what is going on in the work and what the subordinates are feeling. Specifically, it provides management with the information they need for doing their work, such as data for making decisions, the current status of projects, and information on new problems. Through upward communication, superiors also get to know their subordinates' feelings about their work, colleagues, and the organization, so that they can adjust for better individual and organizational performance. Upward communication can confirm to corporate norms (workplace civility) and sometimes contradict corporate norms (workplace incivility).

An appropriate work environment that facilitates interpersonal interaction is required not only to achieve short term goals such as increase in employee performance but also enhance organizational health, this is because incivility of employees has long-term effect on the sustainability of a firm most especially in a capitalist and competitive economy like the Nigerian economy. In this context, research and transference of managerial tools aimed at eliminating uncivil behaviors in the workplace has become critical (Pousa, 2012; Pousa & Mathieru, 2010). The rising problem of workplace incivility warrants immediate attention because uncivil workplace behavior can affect the entire organization negatively by poisoning workers' psychological and physical wellbeing; leaning motivation, and productivity. The unfortunate organizational climate this situation creates can contribute ultimately to an organization's inability to remain competitive (Reio, 2011).

Workplace incivility has definite impacts on workers in terms of productivity, health, finance; environment, structure, and administration; all of which are various categories of variables at the organizational level that could be affected by acts of workplace incivility. It has been observed that in contemporary times there is wide spread incivility in organizations, such that it has eaten the attitudinal nature of some employees, resulting to bad working relationships between employees. As a matter of fact, over the years employees have had bitter experience of some level of incivility from their colleagues, supervisors, etc. (Porath, 2016, Sanni, 2006 & Sinclair, et al, 2002). The accumulation of thoughtless actions that leave employees feeling disrespected or intentionally ignored, undermined by colleagues, or publicly belittled by an insensitive manager are some forms of uncivil behaviours that are injurious to organizational health, and of course the health of organizations is a matter of concern to all stakeholders. A healthy organization takes resources from the environment; transforms same to finished goods for consumption and semi finish goods for industrial use. Healthy organizations pay tax to the government, create employments, pay employees wages and salaries and perform other corporate social responsibilities. To ensure organizational health it behooves on the management of organization to combat early shoots of workplace incivility, but contrary to this, some organizations are accommodating uncivil behaviours. While the effect of workplace incivility has been well

documented in literature, the effect of down top workplace incivility on organizational health of deposit money banks in Nigeria is lacking in literature.

Conceptual Framework



Source: Researcher’s conceptualization (2018)

Figure 1: Conceptual Framework of down Top Workplace Incivility and Organizational Health

LITERATURE REVIEW

Workplace Incivility

Workplace incivility is described as low intensity deviant behaviour with ambiguous intent to harm the target, in violation of workplace norms of mutual respect (Anderson & Pearson, 1999). Incivility can be seen as a milder form of deviant behavior in which the intention to harm is less apparent (Lim, Cortina & Magley, 2008). Incivility includes all forms of subtle harassment like gossiping, spreading rumors or acting rude, but it is not limited to verbal mistreatment. Incivility also includes nonverbal behaviors like excluding others, ignoring colleagues (Lim et al., 2008). Furthermore, workplace incivility manifests as intentional distractions during meetings, lateness to work, not being attentive to colleagues and improper behaviours, suspending and ignoring others, discouraging other, not attaching importance to colleague’s’ discussion, withholding information from colleagues, taking credit for others’ effort, careless handling of equipment and materials, shifting blames to colleagues and spreading rumours about colleagues (Pearson, Anderson & Porath, 2000) Uncivil employees may use demeaning language and voice tone, disparage others’ reputations, or ignore others’ requests.

Down Top Workplace Incivility

Upward informal communication in an organization flows from a lower-level employee to an upper-level employee. Upward communication is used to keep managers informed of what is going on in the work and what the subordinates are feeling. Specifically, it provides management with the information they need for doing their work, such as data for making decisions, the current status of projects, and information on new problems.

Incivility is considered down top if they were reported as being perpetrated by subordinate to superior. Workplace incivility has also been found to be common in supervisor and subordinate relationships (Hornstein, 1996). Down top incivility manifests in many ways in the work relationship between subordinate and supervisor, Pearson and Porath (2009) found that incivility that starts from the bottom of the organizational hierarchy and directs upwards is exerted in other ways than incivility exerted in the opposite direction, employees can use passive-aggressive methods to sabotage supervisor and to undercut his or her power.

Organizational Health

The concept organizational health was first put forward by Matthew Miles (1969) in a simulation developed on the climate of schools, and was used to define the relationship between students' teachers, and managers in schools (Miles, 1969; Polatci, Ardic, & Keya, 2008). This concept was originally attributed to schools; however it is applicable to other organizations. Hills (2003) defined organizational health as an organization's ability to function effectively, to cope adequately, to change appropriately, and to grow from within. McKenzie (2009) describes it as the ability of an organization to align, execute, and renew itself faster than their competitors; Organizational health is about adapting to the present and shaping the future faster and better than the competitors, healthy organizations don't merely learn to adjust themselves to their current context or to challenges that lie just ahead; they create a capacity to learn and keep changing over time. The According to Miles (1969) healthy organization is one that does not survive only in the environment it exists, but also constantly develops in the long term, improve its coping and surviving skills. Ardic and Polatci (2007) as cited in Schein (1992), argued that organizational health is a concept that studies the employee welfare and organizational effectiveness together. Many researchers have expressed their approach to organizational health in terms of definitions and dimensions, but no general definition is agreed upon, however there is a general agreement that the concept lays emphasis on, the wellbeing and soundness of employee for effective functioning and organizational goal attainment, Koseoglu and Karayormuk (2009) describes organizational health in connection with the health and wellbeing of employee. Altun (2001) puts organizational health is expressed as the capabilities possessed by an organization to adapt to its environment, successfully, create corporation between its members and achieve its targets.

Measures of Organizational Health

Goal focus

Goal focus is concerned with clarity, acceptance, and support for goals/ objective making it achievable by all organizational members, as Miles (1969) puts, objectives are easily understandable, acceptable and achievable by all organizational members, for goals to be achieved all organizational members must show support for the goals and continuously sensitize one another towards goal attainment. In the context of educational institutions, McKinsey (1999) in his organizational health index (OHI) defines goal focus as the ability of persons, groups, or organizations to have clarity, acceptance, support, and advocacy of school-wide goals and objectives.

Resource Utilization

This refers to the capacity to coordinate and maintain inputs, particularly personnel, effectively with a minimal sense of strain (Marvin & McLean, 2011). It is characterized by the ability to maintain a relatively equitable distribution of influence between the leader and members of the work unit, an organization that have the ability to be and allow others to be inventive, diverse, creative, and risk-taking and workers are given the freedom to fulfill roles and responsibilities that have been clearly distributed, Miles (1969) notes, distribution in the organization is done in the most effective way; neither nor more than is required

Cohesiveness

This is the state when persons or groups have a clear sense of identity, are attracted to membership, want to stay, and are willing to influence and to be influenced (McKinsey, 1999). Cohesiveness plays out in organizations where persons or groups share a common identity, are attracted to membership, have feelings of security, satisfaction, well-being, and find pleasure in the organization. According to Miles (1969) cohesiveness states that employees like the organization and want to stay there. They are influenced by the organization and spend all their power for the unity of the organization. Cohesiveness reflects togetherness in the working relationship between employees, task are carried out hand in hand not in isolation of colleagues but as a team.

Down Top Workplace Incivility and Organizational Health

Sliter, Sliter, and Jex (2012) found that co-worker incivility was a significant predictor of absenteeism. They explained their findings by applying the conservation of resources theory, which suggests that to deal with the social stress of workplace incivility; employees might withdraw from work and/or reduce their performance. Bennebroek-Gravenhorst et al. (2006) found that along with the role of management on the contribution of the workforce to the impending change, distribution of information and actual communication regarding the need for the change and the objectives of the modification in business organization are also critical Husain (2013) identified that the role played by communication during change in the business

organizations as essential for successful change management. Kibe (2014) investigated the effects of communication strategies on organizational performance. A descriptive research design was used in this study. 132 questionnaires were distributed employees. The findings of this research showed the importance of both the theoretical level and practical level.

Bery, Otieno, Waiganjo & Njeru (2015) explored the effect of employee communication on organization performance in Kenya's horticultural sector. A total of 2460 respondents were targeted by the study out of which 1888 responded giving a response rate of 76.7%. Correlation and regression analysis were used to test on the relationship between the variables of the study. The study found that communication facilitates exchange of information and opinion with the organization, that communication helps in improving operational efficiency thus improving organization performance. Neves & Eisenberger (2012) reviewed that management communication was positively associated with a temporal change in POS, mediates the relationship between management communications and implications of practice. Specifically, it revealed that management communication affects performance mainly because it signals that the organization cares about the well-being and values the contributions of its employees. Rho (2009) assessed the impacts of organizational communication on the perception of red tape by comparing internal communication with external, especially client-oriented, communication in both public and nonprofit organizations. Inedegbor, Ahmed, Ganiyat, & Rashdidat (2012) practices of effective business communication, were related to the category of business (service versus manufacturing) and its size. Ogbo, Onekanma&Ukpere (2014) emphasized that flexibility in inventory control management is an important approach to achieving organizational performance. The study found that there is a relationship between operational feasibility, utility of inventory control management in the customer related issues of the organization and cost effectiveness technique are implemented to enhance the return on investment in the organization.

Nnamani & Ajagu (2014) examined the relationship between the employees and their work environment, to assess the extent of employee performance on productivity and to find out the extent environmental factor has enhanced to performance. Study reveal that there was unsafe and unhealthy work place environment, poor motivation, lack of innovation, high cultural interference and allow organizational interpretation process caused low productivity in the company. Weimann, Hinz, Scott & Pollock (2010) reviewed that communication culture and tools of the distributed teams of a large German manufacturer is nether perfect nor complete due to the communication behaviours and tools used by these real distributed teams working together in different settings on international projects. The findings show that regular face-to-face meetings, email and phone still play a pivotal role in team communications, even though a variety of communication tools is available.

Schiller & Mandviwalla (2007) suggests that media vary in the levels of richness they provide. Media might differ in the number of cues they are able to convey, the timeliness of feedback, and the capacity for natural expression. The more of these factors a medium covers the richer it is. Therefore face-to-face can be considered as the richest medium. It permits timely feedback, allows the simultaneous communication of multiple cues like body language, facial expression and tone of voice, and uses high-variety natural language that conveys emotion. Video conferencing, phone, chat email, text messaging, addressed written documents and unaddressed documents follow face-to-face communication in media richness in a descending order. Elving (2005) examined the implication of communication in resistance to change. The framework leads to six propositions in which aspects of communication, such as information, feelings of belonging to a community, and feelings of uncertainty, have an influence on resistance to change, which will affect the effectiveness of the change effort. The findings reviewed that a distinction between the informative function of communication and communication as a means to create a community was made.

Shafique, Ahmad, Abbas & Hussain (2015) identified the problem of enhancing the organizational performance through customer relationship management capabilities (Customer interaction management Capability and Customer relationship upgrading Capability) in the presence of competition. The findings show that, Customer relationship management capabilities had positive relationship with organizational performance and Customer interaction management capability had positive relationship with organizational performance. Adegbuyi, Adunola, Worlu, Rowland & Ajagbe (2015) studied business strategies have major role to play in organizational performance. Recognizing the causes of organizational performance is important especially in the perspective of the current global crises because it helps an organization to identify those factors that should be given priority attention in order to improve the organizational performance. However, they failed to address the effect of communication on attitude of lecturers to students and their work. New technology and innovations are welcomed development to the educational environment.

Gouveia, Vuuren & Crafford (2005) examined if workplace gossip could have direct implications on trust in workplace relationships, might undermine principles espoused by corporate governance and could therefore lead to higher staff absenteeism and turnover. The study found positive relationship between gossip and trust. McLarnon & Rothstein (2013) results showed that resilience partially mediated the relation between workplace incivility, particularly from co-workers, and mental health outcomes implying that resiliency can mitigate the negative effects caused by incivility.

METHODOLOGY

This study adopted survey and descriptive research design to examine the effect of lateral workplace incivility on the health of deposit money banks in Rivers State. Adopting the descriptive

survey design, the study employed predictive regression models for predicting dependent variables and estimating the relationship between the dependent variables and the independent variables.

Population of the Study

The population of the study comprises of 17 deposit money banks operating in Port Harcourt which consist of 2550 employees. The list of all deposit money banks operating in Port-Harcourt were drawn from publications of Central Bank of Nigeria and annual reports. The list is further updated using two comprehensive lists which are soft and hard from the website of Nigerian Stock Exchange.

Sample Size Determination

The sampling for this study constitutes of top level employees, middle level employees, low level employees and other employees who comprises of contract staff and graduates trainees of deposit money banks in Port Harcourt. The sample size for this study will be determined mathematically using the Taro Yemen's (1967), formula:

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

Where:

n	=	sample size
N	=	population
e	=	error of tolerance
i	=	statistical constant

From equation 1 we have

N	=	2,550
e	=	0.05
i	=	constant

Therefore:

$$n = \frac{2,550}{1+2550 (0.0025)}$$

$$n = \frac{2,550}{1+6.375}$$

$$n = \frac{2,250}{7.375}$$

$$n = 345.7 \approx 346$$

A stratified sampling method was used. A stratified sampling method involves division of the population into classes or groups with each group or stratum having some definite similar characteristics or features. It is used so as to give a proper representation to the designated banks in the ratio using proportionality formula.

$$\text{Thus } = Q = A/w \times \frac{n}{1} \quad (2)$$

Where:

- Q = the number of substance to be allocated to each bank
 A = the population of each bank
 W = the total population of all the banks
 n = the estimated sample size used in the study.

From equation 2 above, we determine the number of questionnaires that will be administered to each of the level of employees in the 17 reporting deposit money banks operating in Port Harcourt.

Method of Data Collection

Primary data was collected, using a structured, self-administered survey questionnaire. The researcher delivered the questionnaire to each branch of the commercial banks through self-administered questionnaire. The questionnaires was collected later after constant follow up was made through telephone calls, e-mails and personal visits to find out if the questionnaires had been completed. The questionnaire was designed in such a way that every study objective is captured. Self-administered survey questionnaire is the preferred data collection tool because of the high literacy levels, the large size and nature of the respondents and the large unit of analysis covered in the study.

The tool also provided the opportunity for the researcher to collect original data for the first time on diverse phenomena, which cannot be directly observed, such as satisfaction and commitment, from sampled population, at one point in time, in order to capture the population's characteristics and test the hypotheses. The structured questionnaire was easy to administer because each item is followed by alternative answer(s) and is easier to analyze since the tool is in its immediate usable form. In order to enhance cooperation from the respondents, the researcher will present letters of introduction and the researcher sort for the permission letter from the faculty dean and the head of department.

The top level manager or the equivalent completed one set of the survey questionnaire, while the other set was completed by middle level and lower level managers. The questionnaire has eight parts. Part A of the questionnaire is designed to capture the bio data. Part B focuses on goal focus, Part C focuses on resource utilization, Part D focuses on cohesiveness, Part E focuses on top down incivility, Part F focuses on down top incivility, Part G focuses on lateral incivility and Part H focuses on moderating effects of organizational structure. The questionnaire is design as a series of statements measuring dimensions of each variable on a Likert-type scale of 1-5, where 1

represent very high, 2 high, 3 neutral, 4 low and 5 very low. The Likert-type scale has been widely used in social science studies.

Test of Validity and Reliability

The key indicators of the quality of data collection instrument are the validity and reliability of the measures. The questionnaire was given to the researcher's supervisors for review and pre-test was conducted, by administering the instrument to two conveniently selected managers to fill without disclosing to them that this is the final research. The two managers were requested to evaluate the statement items for relevance, meaning and clarity. On the basis of their response, the instrument was adjusted appropriately before embarking on data collection.

Reliability of the instrument refers to the extent to which results are consistent over time. If the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable (Balta, 2008). A three-step measure was used to achieve reliability.

First, the items that were tested for reliability by other researchers was adopted, with slight modification to suit the context, Secondly, the researcher collected data from employees of the deposit money banks participating firms. In most cases, the questionnaires were filled as the researcher waited, thus providing an opportunity to offer clarification where and when necessary. This approach raised further the reliability of the instrument and data collected.

Third, the Cronbach's Alpha coefficient was used to measure the internal consistency of the constructs. This is a scale measurement tool, which is commonly used in social sciences to measure the internal consistency of items or factors within and among variables of study. Ahiauzu(2004) argued that an alpha coefficient of .700 or above is an acceptable measure, this study anchors on this. Three types of tests of reliability involving quantitative research have been identified, they include: the degree to which a measurement, given repeatedly, remains the same; the stability of a measurement over time, and the similarity of measurements within a given time period. Combining both reliability and validity tests ensure that the measurement instruments achieve accuracy and precision (Coopers& Schindler, 2006; Field, 2009). The Cronbach's Alpha for the major variables in the conceptual framework is expected to record a score of .80 to .90 as shown. This shows that the data was reliable for analysis.

Reliability Scale for down top Workplace Incivility

		N	%
Cases	Valid	272	100.0
	Excluded ^a	0	.0
	Total	272	100.0
Cronbach's Alpha		No. of Items	
		.876	4

Reliability Scale for Down Top Workplace Incivility

		N	%
Cases	Valid	272	100.0
	Excluded ^a	0	.0
	Total	272	100.0
Cronbach's Alpha		No. of Items	
		.856	4

Reliability Scale for Goal Focus

		N	%
Cases	Valid	272	100.0
	Excluded ^a	0	.0
	Total	272	100.0
Cronbach's Alpha		No. of Items	
		.902	4

Reliability Scale for Resource Utilization

		N	%
Cases	Valid	272	100.0
	Excluded ^a	0	.0
	Total	272	100.0
Cronbach's Alpha		No. of Items	
		.785	4

Reliability Scale for Organizational Cohesiveness

		N	%
Cases	Valid	272	100.0
	Excluded ^a	0	.0
	Total	272	100.0
Cronbach's Alpha		No. of Items	
		.886	4

Source: SPSS Output Version 22.0

The result of the reliability test is summarized as follows:

- i. The reliability test for down top as shown in the table revealed Cronbach's alpha of .856 for the variables in the questionnaires used for the study implies that the instrument is reliable. Hence, instrument reliability is satisfactory as far as internal consistency is concerned. That is, the instrument can give consistent results on the down top work place incivility.
- ii. The results in table above proved Cronbach's alpha of .902 for goal focus in the questionnaires used for the study implies that the instrument is reliable. Hence, instrument reliability is satisfactory as far as internal consistency is concerned. That is, the instrument can give consistent results on goal focus.
- iii. The item for resource utilization proved Cronbach's alpha of .785 for the variables in the questionnaires used for the study implies that the instrument is reliable. Hence, instrument reliability is satisfactory as far as internal consistency is concerned. That is, the instrument can give consistent results on resource utilization.
- iv. The Cronbach's alpha result for organizational cohesiveness is .785 for the variables in the questionnaires used for the study implies that the instrument is reliable. Hence, instrument reliability is satisfactory as far as internal consistency is concerned. That is, the instrument can give consistent results on cohesiveness.

Operationalization of the Research Variables

All variables were operationalized as continuous and measured perceptually on a scale of 1-5. Top down workplace incivility was measured using 5 items that capture higher level manager communication and control over the lower level managers. Down top workplace incivility was measure using 5 items that capture employee attitude and lower level managers communication to top and middle level managers. Lateral workplace incivility was measured using 5 items that examined negative employee attitude and wrong methods of communication, misconduct and informal communication.

Data Analysis and Interpretation of Statistics

Descriptive and inferential statistics were used to analyze the data for this study. The descriptive statistics was used for the analyzing and understanding of numerical data, which gives a clear snap shot of the demographics. The inferential statistics was utilized to make generalization, predictions and/or estimations about a given data. In this study, we also use percentage ratios, frequency distribution, tables, and other relevant statistical tools. Specifically, the spearman rank correlation coefficient (r) was used to assess linear relationship between dependent and independent variables and also to measure the relationship between raw numbers in the data.

The coefficient indicates the strength and direction of relationship between variables of study. The relationship is strong when $r = 0.5$ and above, moderately strong when r is between 0.3 and 0.49, weak when r is below 0.29 and a correlation of 0 indicates no relationship. The statistical significance of each hypothesized relationship is interpreted based on the t and p - values.

RESULTS AND DISCUSSION OF FINDINGS

Survey Response Rate

The study targeted a sample of 346 employee of deposit money banks operating in Port Harcourt, Rivers State, and the sample size was drawn using the Taro Yemen's sampling techniques. A total of 17 deposit money banks was selected, a response rate of 78.6 percent was recorded, this implies that 272 questionnaire administered was retrieved. This response rate was found to be appropriate, compared to previous studies done in the same area nationally and internationally. For example, Daniel and Eze (2016) achieved 76 percent, Fay and Kline (2012),Majaye and Dedekuma (2015) had 53.9 percent and Berry, (1996) had 68 percent, Kibe (2014) achieved 56 percent while Nebo et al., got 49 percent. The study adopted the use of drop and pick method, personal visits, and follow-up telephone calls and e-mail communication to the respondents, explaining the purpose of the study and its usefulness to the management improved the response rate. This was supplemented with a letter of introduction from Department of management to the deposit money banks in Port Harcourt. Some respondents did not complete the questionnaire for either lack of time or ongoing strategic re-alignment in the organization, or were simply reluctant to divulge information for reasons best known to them. However, 16.8 percent of the questionnaire was not retrieved, this represents 58 questionnaires, and 16 questionnaires were invalid due to error, which represent 4.6 percent.

Table 1: Down top workplace incivility and organizational health of deposit money banks in Rivers State

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very High	113	41.5	41.5	41.5
High	89	32.7	32.7	74.2
Neutral	17	6.3	6.3	80.5
Low	39	14.3	14.3	94.8
Very Low	14	5.1	5.1	100.0
Total	272	100.0	100.0	

Source: Authors Research Desk, 2019

Table1 shows that 113 (41.5%) of the survey agree to the statement that down top workplace incivility affect organizational health of deposit money banks in Rivers State to very high extent, 89(32.7%) agree that down top workplace incivility affect organizational health of deposit money banks in Rivers State to a high extent, 17(6.3%) have no idea to the statement,39 (14.3%) agree that down top workplace incivility affect organizational health of deposit money banks in Rivers

State to a low extent while 14(5.1%) agree that down top workplace incivility influence organizational health of deposit money banks in Rivers State to a very low extent.

Table 2: the Extent of incivility in down Top in this Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very High	21	7.7	7.7	7.7
High	31	11.4	11.4	19.1
Neutral	46	16.9	16.9	36.0
Low	71	26.1	26.1	62.1
Very Low	103	37.9	37.9	100.0
Total	272	100.0	100.0	

Source: Authors Research Desk, 2019

Table 2 indicates that 21 (7.7%) of the respondents have the perception that incivility in of down top in this organization to a very high extent, 31(11.4%) of the respondents have the perception that incivility in of down top in this organization to a high extent, 46(16.9%) are neutral, 71(26.1%) of the respondents have the perception that incivility in of down top in this organization to a low extent while 103 (37.9%) of the respondents have the perception that incivility in of down top in this organization to a very low extent.

Table 3: The Extent to which Employees' Attitude to Supervisors Discourteous

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very High	19	6.9	6.9	6.9
High	48	17.6	17.6	24.5
Neutral	38	13.9	13.9	38.4
Low	83	30.5	30.5	68.9
Very Low	84	30.8	30.8	100.0
Total	272	100.0	100.0	

Source: Authors Research Desk, 2019.

The result in table 3 indicates that 19 (6.9%) of the participants agreed that employees attitude to supervisors discourteous to a very high extent, 48(17.6%) of the participants agreed that employees attitude to supervisors discourteous to a high extent, 38(13.9%) are neutral, 83(30.8%) of the participants agreed that employees attitude to supervisors discourteous to allow extent while 84 (30.8%) of the participants agreed that employees attitude to supervisors discourteous to a very low extent.

Table 4: Summary of Mean and Standard Deviation of all Items on down top Workplace Incivility

	N	Minimum	Maximum	Mean	Std. Deviation
To what extent is down top workplace (Junior Employees-Senior Employee) incivility in this organization?	272	1.00	5.00	2.25986	2.20277
What extent in this organization is employee's attitude to their supervisors discourteous?	272	1.00	5.00	2.39474	2.28567
To what extent do employees' in this organization show disrespect to their senior employees?	272	1.00	5.00	2.57034	1.86805
To what extent do employees' in this organization reply their senior employee with hash voice tone?	272	1.00	5.00	2.46186	2.19064
Valid N (listwise)	272				

Source: Authors Research Desk, 2019

From the table, the Mean and Standard Deviation scores of the responses for down top work place incivility are as follows: The mean scores for the statements are: Statement 1=2.25986; Statement 2 = 2.39474; Statement 3=2.57034; Statement 4 = 2.46186 while the Standard Deviation for the statements are; Statement 1 = 2.20277; Statement 2 = 2.28567; Statement 3 = 1.86805while Statement 4 = 2.19064.

Table 5: The Extent to Which Clear Goals Understand In This Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very High	163	59.9	59.9	59.9
High	86	31.6	31.6	91.5
Neutral	5	1.8	1.8	93.3
Low	38	13.9	13.9	107.7
Very Low	10	3.6	3.6	100.0
Total	272	100.0	100.0	

Source: Authors Research Desk, 2019.

The result in table 4.36 shows that the greater proportion of the total respondents 163(59.9%) concur to the statement that clear goals understand in this organization to a very high extent, 86(31.6%) to the statement that clear goals understand in this organization to a high extent, 5(1.8) are neutral, 38(13.9%) concur to the statement that clear goals understand in this organization to a

low extent while 10(3.6%) concur to the statement that clear goals understand in this organization to a very low extent.

Table 6: The Extent to Which Employees Put Effort and Time to Meet Target

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very High	108	39.7	39.7	39.7
High	137	50.3	50.3	90
Neutral	16	5.8	5.8	95.8
Low	6	2.2	2.2	98
Very Low	5	1.8	1.8	100.0
Total	272	100.0	100.0	

Source: Authors Research Desk, 2019.

Table 6 shows that 108 (39.7%) of the survey agreed to the statement that employees put effort and time to meet target to a very high extent, 137(50.3%) of the survey agreed to the statement that employees put effort and time to meet target to a high extent, 16(5.8%) of the survey are neutral, 6(2.2%) of the survey agreed to the statement that employees put effort and time to meet target to a low extent and 5(1.8%) of the survey agreed to the statement that employees put effort and time to meet target to a very low extent.

Table 7: Summary of Mean and Standard Deviation of All Items on Goal Focus

	N	Minimum	Maximum	Mean	Std. Deviation
To what extent do employees in this organization have a clear understanding of set goals?	272	1.00	5.00	4.63985	.96837
To what extent do employees in this organization put in effort and time to meet targets?	272	1.00	5.00	4.23708	.90305
To what extent in this organization are strategies and actions direction at corporate goals?	272	1.00	5.00	4.52965	.90285
To what extent do employees in this organization make sacrifices for the achievement of organizational goals?	272	1.00	5.00	4.58064	.89367
Valid N (listwise)	272				

Source: Authors Research Desk, 2019.

From the table, the Mean and Standard Deviation scores of the responses for top down work place incivility are as follows: The mean scores for the statements are: Statement 1=4.63985; Statement 2 = 4.23708; Statement 3=4.52965; Statement 4 = 4.58064 while the Standard Deviation for the

statements are; Statement 1 = .96837; Statement 2 = .90305; Statement 3 = .90285 while Statement 4 = .89367.

Table 8: The Extent to which Employees' Innovative Capabilities in this Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very High	193	70.9	70.9	70.9
High	49	18.0	18.0	88.9
Neutral	28	10.2	10.2	99.1
Low	2	0.7	0.7	100.5
Very Low	0	.0	.0	100.0
Total	272	100.0	100.0	

Source: Authors Research Desk, 2019.

Table 8 shows that 193 (70.9%) of the entire respondents supported the idea that there are employees' innovative capabilities in this organization to a very high extent, 49(18.0%) of the entire respondents supported the idea that there are employees' innovative capabilities in this organization to a high extent, 28(10.2%) of the entire respondents are neutral, 2(0.7%) of the entire respondents supported the idea that there are employees' innovative capabilities in this organization to a low extent while none for very low extent.

Table 9: The Extent to which Employees Constantly Effectively and Efficiently Perform their Duties

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very High	212	77.9	77.9	77.9
High	52	19.1	19.1	97
Neutral	1	0.3	0.3	97.3
Low	4	1.4	1.4	98.7
Very Low	3	1.1	1.1	100.0
Total	272	100.0	100.0	

Source: Authors Research Desk, 2019.

The result in table 9 shows that the greater proportion of the total respondents 212(77.9%) concur to the statement that employees constantly effectively and efficiently perform their duties to a very high extent, 52(19.1%) concur to the statement that employees constantly effectively and efficiently perform their duties to a high extent, 1 (0.3%) is neutral, 4(1.4%) concur to the statement that employees constantly effectively and efficiently perform their duties to a low extent while 3(1.1%) concur to the statement that employees constantly effectively and efficiently perform their duties to a very low extent.

Table 10: Summary of Mean and Standard Deviation of all Items on Resource Utilization

	N	Minimum	Maximum	Mean	Std. Deviation
What is the extent of employees' innovative capabilities in this organization?	272	1.00	5.00	4.59846	1.09754
To what extent are employees contrary effective and efficient in performing their duties in this organization	272	1.00	5.00	4.74006	.95378
To what extent are tasks allocated to the right employees in this organization?	272	1.00	5.00	4.42890	.90563
What is the extent to which employees in this organization effectively perform their task without close supervision?	272	1.00	5.00	4.24625	1.00376
Valid N (listwise)	272				

Source: Authors Research Desk, 2019.

From the table, the Mean and Standard Deviation scores of the responses for resource utilization are as follows: The mean scores for the statements are: Statement 1=4.59846; Statement 2 = 4.74006; Statement 3=4.42890; Statement 4 = 4.24625 while the Standard Deviation for the statements is; Statement 1 = 1.09754; Statement 2 = .95378; Statement 3 = .90563 while Statement 4 = 1.00376.

Table 11: The extent to which employees collaborate in performing task

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very High	115	42.2	42.2	42.2
High	98	36.0	36.0	78.2
Neutral	26	9.5	9.5	87.7
Low	18	6.6	6.6	94.3
Very Low	15	5.5	5.5	100.0
Total	272	100.0	100.0	

Source: Authors Research Desk, 2011.

In table 11, 115 (42.2%) supports that employees collaborate in performing task to very high extent, 98(36.0%) supports that employees collaborate in performing task to high extent, 26(9.5%) are neutral, 18(6.6%) supports that employees collaborate in performing task to low extent while 15(5.5%) supports that employees collaborate in performing task to very low extent.

Table 12: The Extent to which Employees Renders Support to Fellow Colleague when Necessary in the Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very High	139	51.1	51.1	51.1
High	72	26.4	26.4	77.5
Neutral	18	6.6	6.6	84.1
Low	21	7.7	7.7	91.8
Very Low	17	6.3	6.3	100.0
Total	272	100.0	100.0	

Source: Authors Research Desk, 2019.

The analysis of the respondent in table 11 indicates that greater proportion of 139 (51.1%) of the participants are of the notion that employees renders support to fellow colleague when necessary in the organization to a very high extent, 72(26.4%) of the participants are of the notion that employees renders support to fellow colleague when necessary in the organization to a high extent, 18 (6.6%) are neutral, 21(7.7%) of the participants are of the notion that employees renders support to fellow colleague when necessary in the organization to a low extent while 17(6.3%) of the participants are of the notion that employees renders support to fellow colleague when necessary in the organization to a very low extent.

Table: 12: Summary of Mean and Standard Deviation of all Items on Cohesiveness

	N	Minimum	Maximum	Mean	Std. Deviation
To what extent do employees in this organization collaborate in performing task?	272	1.00	5.00	4.02974	1.01809
To what extent does an employee render support to fellow colleague(s) when necessary in this organization?	272	1.00	5.00	4.13086	.99605
To what extent are employees in this organization allowed to make meaningful suggestions and contributions towards goal achievement	272	1.00	5.00	4.56068	.898567
What extent in this organization does team work facilitates task completion?	272	1.00	5.00	4.86055	.784654
Valid N (listwise)	272				

Source: Authors Research Desk, 2019.

Decision rule for the univariate is that given the positive statements adopted in the measurement of each variable and the scaling method which ranks from 1 = for very low extent to 5 = very high extent, a mean score of $x > 2.5$ with a relative standard deviation of $s < 2.0$ is adopted as substantial evidence of support or agreement to the indicator. From the table, the Mean and Standard Deviation scores of the responses for cohesiveness are as follows: The mean scores for the statements are: Statement 1=4.02974; Statement 2 = 4.13086; Statement 3=4.56068; Statement 4 = 4.86055, while the Standard Deviation for the statements are; Statement 1 = 1.01809; Statement 2 = .99605; Statement 3 = .898567 while Statement 4 = .784654.

DISCUSSION OF FINDINGS

The findings of the study revealed that there is no significant relationship between down top workplace incivility and goal focus (organization health) of deposit money banks in Rivers State. The spearman rank correlation coefficient was used to test the relationship between the dependent variable and the independent variable. The findings revealed that the relationship between down top and goal focuses negative, strong and insignificant. This implies that there is no down top workplace incivility in the deposit money banks within the period under study which can be attributed to stringent policies measures put in place by deposit money banks which in turn enhances organizational goal. The correlation coefficient of -0.611 (-61.1%) indicates that to a large extent there is a negative variation on the dependent variable which can lead to significant variation on the independent while, the probability value is 0.556 which confirms that the null hypothesis is accepted. This means that there is no relationship between workplace incivility and organizational health.

This again confirms the general rule that employees at the lower levels are important as they are the transmission channel of policies formulated by the top level managers in the deposit money banks or other organizations. The finding confirms the a-priori expectation of the study and empirical finding of other scholars such as the findings of Kibe (2014) on the significant relationship between communication strategies and organizational performance. The findings of this study confirm the finding of Berr et al., (2015) on the relationship between communication and organizational performance in Kenya the negative and insignificant relationship shows a low level of deviant workplace behavior in the deposit money banks.

Evidence from the finding proved that there is a negative and insignificant relationship between down top workplace incivility and organizational resource utilization. The correlation coefficient of -0.782 (-78.2%) and the probability of 0.671 justifies that the null hypothesis is accepted, this implies that the absence of down top workplace incivility significantly increases resource utilization. This finding is in conformity with our a-priori expectation as non-existence of workplace incivility will enhance resource utilization. The finding also conforms to the opinion of Saira (2016) that existence of workplace incivility has a negative impact on organizational health.

The finding further agrees to the finding of Kibe (2014) on the negative impact of communication on organizational performance.

The findings of the study revealed that there is no significant relationship between down top workplace incivility and organization cohesiveness of deposit money banks in Rivers State. The study used Spearman rank correlation coefficient to test the relationship between down top and work place incivility and organizational cohesiveness among the deposit money banks. Findings reveals that the correlation coefficient between down top workplace incivility and organization cohesiveness of-.738 (-73.8%) is negative with the probability of 0.221 greater than 0.05 level of significance for a 2-tailed test, which suggests an insignificant relationship. Thus, the null hypothesis is accepted. This implies that there is no significant relationship between down top workplace incivility and cohesiveness in the deposit money banks in Rivers State. This study confirms the findings of Tepper (2000) that abusive supervision has great consequences in an organization. Muhammad, Arifa & Muhammad (2017), MacAndrew, etal (2007) and Pousa & Mathier(2014) also asserted that workplace incivility can negatively affect organization's healthiness which will in turn influence the cohesiveness of the organization.

CONCLUSION

In view of the results, the study conclude that down top workplace incivility are not significantly associated with the measures of organizational health of deposit money banks in Rivers State, which further means that there are no traces of workplace incivility in deposit money banks as a result of stringent policies measures put in place by top level employees to curtail workplace incivility by instituting disciplinary actions such as suspension, deduction of salaries, transfers, redeployment of staff from one branch to another and in some cases outright sack. The above conclusions contribute to the existing body of knowledge on the relationship between incivility and organizational health in three areas; it has help to develop the existing literature thereby assessing current developments in studies which address the relationship between variables and incorporating this research studies into a general framework which would assist researchers and practitioners of the changes in the studies relating to issues of incivility and organizational health.

Recommendations

The following recommendations are premised on the evidence presented by the findings of the study and the conclusions drawn thereof, they are as follows

- i. Organizations should attempt to foster a work environment and climate where rude and discourteous behavior is unacceptable. There should be risk Management model of workplace civility where organizations try to reflect that incivility at work makes for a hazardous social environment. By promoting civility at work, organizations can improve both organizational outcomes and the quality of workplace relationships.
- ii. Mangers should adopt informative training programmers for newly employed staff to set up a partnership between employee and employer that addresses individual desires.

- To contain the costs of incivility, incidents should be curtailed and corrected when they occur, regardless of the status of the instigator.
- iii. Managers should reexamine their hiring and selection procedures, selection criteria should include checking personality characteristics that could add buffering effect in dealing with a stressor at workplace. Findings from this research have important implications for personnel management.
 - iv. Management of organizations should deal with the causative factors of workplace incivility by way of strengthening ethical procedures, policies, effective communication plan, information infrastructures, good governance, direction and response so as to reduce workplace incivility to the barest minimum.

REFERENCES

- Adegbuyi, O. A, Adunola, O, Worlu, R. & Ajagbe, A. M., (2015). Archival review of the influence of organizational strategy on organizational performance. *Social & Economic Models for Development Tacks*. 2(3), 334-340.
- Ahiauzu, A. (2004). Advanced research methods in management sciences for Masters of business administration students. (*Unpublished Manuscript*), faculty of management sciences, Rivers State University of Science and Technology, Port-Harcourt.
- Altun, A. (2001). Patterns in cognitive processes and strategies in hypertext reading: A case study of two experienced computer users. *Journal of Educational Hypermedia and Multimedia*, 9, 32- 48.
- Anderson, L. M., Pearson, C.M. (1999). Tit for tat? The spiraling effect incivility in the workplace. *Academy of management review* 24; 267-285
- Balta, M.E. (2008). The impact of business environment and boards of directors on strategic decision –making: A case study of Greek listed companies. *Unpublished PhD Thesis, Brunei Business School*.
- Bennebrok, G., (2006). Not all aggressions are created equal: A Multifoci approach to workplace aggression. *Journal of Occupational Health Psychology*, 17, 79-92.
- Bery, M. P., Otieno, H. K., Waiganjo , A., & Njeni, D. G. (2011). The impact of civility interventions on employee social behavior, distress and attitudes. *Journal of Applied Psychology*, 96, 1258–1274.
- Bery, M. (1996). Impact of organizational culture on the employees' commitment: Relationship between levels of organizational culture with commitment. *KASBIT Journal of Management & Social Science*, 3, 88-95.
- Elving, W., (2005). Leading organizational change: On the role of top management and supervisors in communicating organizational change. *Paper presented at the annual meeting of the International Communication Association, Montreal, Quebec, May, 1-45*.
- Fay M.J., Kline S.L., (2012). The Influence of informal communication on organizational identification and commitment in the context of high intensity telecommuting. *Southern Communication Journal*, 77(1), 61-76.

- Gouveia C.D, Vuuren L.V, & Crafford A., (2005). Towards a typology of gossips in the work place. *SA Journal of human resources management*, 3(2), 56-68.
- Hill, P. C. (2003). Towards an attitude process model of religious experience. *Journal for the Scientific Study of Religion*, 33, 303–314.
- Hornstein, H. A. (1996). Brutal bosses and their prey. *New York: Riverhead*
- Husain, Z. (2013). Effective communication brings successful organizational. *The business influences managerial honesty. Accounting, Organizations and Society*, 3(9), 195-207.
- Kibe, C.W., (2014). Effects of Communication Strategies on Organizational Performance: A Case Study of Kenya Ports Authority. *European Journal of Business and Management* 2(3),56-68
- Koseohlu, J. H., & Karayormuk, A. A.(2009). Customer incivility as a social stressor: The role of race and racial identity for serviceemployees. *Journal of Occupational Health Psychology*, 14, 46–57.
- Lim, S., (2008). Personal and workgroup incivility: Impact on work and health outcomes. *Journal of Applied Psychology*, 93, 95–107.
- Lim, S., Cortina, L. M., & Magley, V. J. (2008). Personal and workgroup incivility. Impact on work and health outcomes. *Journal of Applied Psychology*, 93, 95-107
- Matthews, P.B.C,& Miles, T.S. (1969). On the long-latency reflex responses of the human flexor digitorum profundus. *J Physiol Lond* 404:515–534
- McAndrew, F. T., Bell, E. K., & Garcia, C. M. (2007). Who do we tell and whom do we tell on? Gossip as a strategy for status enhancement. *Journal of Applied Social Psychology*, 37(7),1562-1577.
- McKenzie, J. (2009). Bayesian Information Transmission and Stable Distributions: Motion Picture Revenues at the Australian Box Office.*The Economic Record*, 84(26), 338-353.
- McKinsey & Co.(1999) Emerging Exporters. Australia's High Value-Added Manufacturing Exporters, Melbourne: McKinsey & Company and the Australian Manufacturing Council.
- McLarnon, M. J. W. & Rothstein, M. G. (2013). Development and initial validation of the workplace resilience inventory. *Journal of Personnel Psychology*, 12(2), 63-73.
- Muhammad Z, Arifa & Muhammad, A. S.,(2017). The impact of workplace incivility on employee absenteeism and organization commitment. *International Journal of Academic Research in Business and Social Sciences*, 7(5), 205-221.
- Neves .P & Eisenberger, .R.M, (2012). Management communication and employee performance: The contribution of perceived organizational support. *Human Performance*, 25(5), 452-464.
- Nnamani .E. &Ajagu H, E., (2014). Environmental factors and organizational performance in Nigeria (A Study of Juhel Company), *World Engineering & Applied Sciences Journal* 5(3), 75-84.
- Ogbo, A. I., Onekanma, I. V. & Ukpere, W. I. (2014). The Impact of effective inventory control management on organizational performance: A Study of 7up Bottling Company Nile Mile Enugu, Nigeria. *Mediterranean Journal of Social Sciences*, 5 (10), 109 – 118
- Paul, J., Anita, D, & Sylvia P(2015). Workplace incivility and its effects on value congruence, recovery-stress-state and the intention to quit. *Psychology*, 6, 1930-1939.
- Pearson, C. M., & Porath, C. L. (2009). The cost of bad behavior: How incivility damages your business and what you can do about it. *New York: Portfolio*
- Porath, C. (2016). An antidote to incivility. *Harvard Business Review*.

- Pousa, C. & Mathieu, A. (2010). Sales managers' motivation to moach salespeople: An exploration using expectancy theory. *International Journal of Evidence Based Coaching and Mentoring*, 8(1), 34-50.
- Pousa, C. E. (2012). The impact of coaching on salesperson's performance and the mechanisms that regulate this relationship, Doctoral Dissertation. *Faculté d'Administration, Université de Sherbrooke*.
- Reio, T. G. (2011). Thinking about workplace engagement: Does supervisor and coworker incivility really matter? *Advances in Developing Human Resources*, 13(4), 462-478.
- Rho , K. W. (2009). Similarities and differences of health-promoting leadership and transformational leadership. *Naše Gospodarstvo Economy*, 61, 3-13.
- Saira, H., (2016). The impact of HRM practices on employee performance. *International journal of Academic Research in Accounting, Finance and Management sciences*, 6(1),15-26.
- Sanni, M.R. (2006). Consolidated Accounts Made Simple. *Ilaro, Ogun State, Nigeria, IPS Educational Press*, 178-180.
- Schein, E.H. (1992). Organizational culture and leadership. 2nd Edition. *San Francisco: Jossey Bass*
- Shafique M.N, Ahmad N, Abbas. H & Hussain, A., (2015). The Impact of customer relationship management capabilities on Organizational performance: Moderating role of competition intensity. *Arabian Journal of Business and Management Review (Nigerian Chapter)*, 3(3),28-47
- Sinclair, R. R., (2002).A threat-appraisal perspective on employees' fears about antisocial workplace behavior. *Journal of Occupational Health Psychology*,8(7), 37–56.
- Sliter, M.T., Sliter, K. A., & Jex, S. M. (2012). The employee as a punching bag: The effect of multiple sources of incivility on employee withdrawal behavior and sales performance. *Journal of Organizational Behavior*, 33, 121-139
- Tepper, B.J. (2000). Consequences of abusive supervision. *Academy of Management Journal*, 43, 178-190.
- Weimann,P, Hinz. C, Scott, E. & Pollock, M., (2010). Changing the communication culture of distributed teams in a world where communication is neither perfect nor complete; *The Electronic Journal of Information Systems Evaluation*,13 (2),187 – 196.