

LATERAL WORKPLACE INCIVILITY AND ORGANIZATIONAL HEALTH OF DEPOSIT MONEY BANKS IN NIGERIA

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ABSTRACT: This study examined the effects of lateral workplace incivility on organizational health of deposit money banks in Rivers State. The objective was to investigate the nature of relationship between lateral workplace incivility and organizational health. The independent variable was proxy by lateral workplace incivility while organizational health was proxy by goal focus, resource utilization and cohesiveness. The research design utilized was the 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 ten postulated null hypotheses at 0.05 level of significance computed within SPSS software. The study found that there is a negative and no significant relationship between lateral workplace incivility and resource utilization and negative and no significant relationship between lateral workplace incivility and cohesiveness. The study further found that there is a negative and no significant relationship between lateral workplace 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 significance relationships between structure and workplace incivility and organizational health. The study concluded that lateral workplace incivility is not significantly associated with the measures of organizational health of deposit money banks in Rivers State. We therefore recommend that organizations 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.

KEYWORDS: lateral, workplace incivility, organizational health, resource utilization, deposit money banks

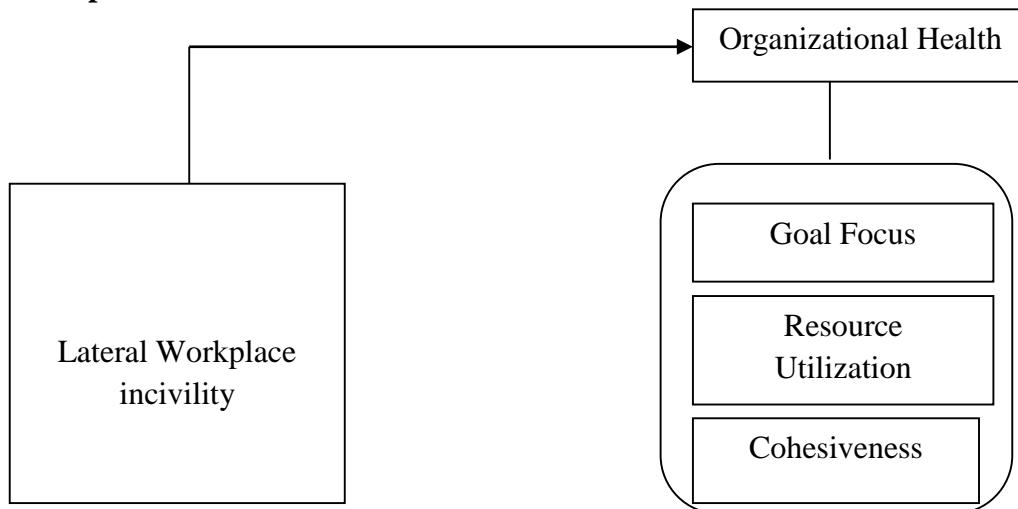
INTRODUCTION

Lateral communication flows among the employees at the same level in the organization. Lateral communication is becoming increasingly common with the flattening of organizational hierarchy and the advent of team work (Greenberg and Baron 2008). Horizontal communication in an organization can serve for an efficient and accurate transfer of information and facilitate coordination, hence no accidents will happen because of lack of necessary communication and the organization functions more effectively (Robbins *et al.* 2010), they concluded that there are four important functions of horizontal communication. Since in horizontal communication people are

horizontally equivalent, the communication is usually friendlier in nature than the vertical communication. It is often also more casual and easier since the social barriers are fewer between people, and they are often more satisfied with it (Greenberg and Baron 2008). However, there are some problems that may cause bad horizontal communication, especially between different groups or departments. Members in a group or department are usually required to demonstrate loyalty, especially when there is competition between groups or departments.

There is need in contemporary times for organizations to pay serious attention to workplace incivility as competition intensifies and technology eliminates the traditional interactions among employees. The environment is becoming more sophisticated, constantly and swiftly changing. The job task is becoming very demanding as human resources are gradually replaced by machines; investors are requesting for results, employees are becoming more animated, stressed and crushed under the weight of targets and demands. These factors escalates incivility in the workplace, and the office environment is becoming more toxic and less best place to work contrary to claims of most organizations (Sliter et al, 2010). Previous studies on workplace incivility have shown that incivility has negative outcomes on employees' work life and the organizational life, yet issues associated to workplace incivility escalates in organizations, this could be owing to lack of research on incivility and its effect on organizational health. Although, there is seeming abundance of research on workplace incivility such as: Estes and Wang (2016), Bartlett, Bartlett and Reio (2008), Porath and Pearson (2012). However, to the researcher's best of knowledge none of the aforementioned studies and other related studies have examined the relationship between lateral workplace incivility and organizational health thereby, leaving a knowledge gap; against this backdrop, this study seeks, to examine the effect of lateral workplace incivility on organizational health with a focus on deposit money banks in Nigeria.

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.

Lateral Workplace Incivility

Horizontal informal communication flows among the employees at the same level in the organization. In today's organization, horizontal communication is becoming increasingly common with the flattening of organizational hierarchy and the advent of team work (Greenberg and Baron 2008).

Offensive, abusive, intimidating, malicious or insulting behaviour, or abuse of power, usually perpetrated by an individual or group against others of the same hierarchical level, which makes the recipient feel upset, threatened, humiliated or vulnerable, and undermines their self-confidence and which may cause them to suffer stress. Bullying as it is regarded, is a behavior generally persistent, systematic and ongoing (Task Force on the Prevention of Workplace Bullying, 2001). Bullying is associated with a perpetrator at a higher level or authority gradient (Griffin, 2004; Rotwell, 2007; Stanley, Martin, Michel, Welton, & Nemeth, 2007), horizontal violence (Dunn, 2003; Farrell, 1997; Hastie, 2002; Longo & Sherman, 2007) and horizontal hostility (Bartholomew, 2006; Thomas, 2003). This violence can be manifested in verbal or nonverbal behaviors. The ten most common forms of lateral violence among employees are: non-verbal innuendo, verbal affront, undermining activities, withholding information, sabotage, infighting, backstabbing, failure to respect privacy, and broken confidences (Griffin, 2004, Abdul, et al 2014). This includes disruptive behaviour, a kind of behavior that interferes with effective communication among healthcare providers and negatively impacts performance and outcomes. This type of behavior is not supportive to a culture of safety; workplace bullying, is known to be a repeated

inappropriate behaviour, direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against another or others, at the place of work and/or in the course of employment, which could reasonably be regarded as undermining the individual's right to dignity at work, and verbal abuse is considered as disruptive form of behaviour involving verbal communication it is associated with horizontal violence and bullying.

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 andPolatci (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.

Lateral Workplace Incivility and Organizational Health

Chang & Lyons (2012) found that uncivil behavior of coworkers had a direct impact on turnover intention whereas uncivil behavior from other work-related persons such as supervisors, customers had an indirect effect on turnover intention, mediated through emotional strain. Farzana and Qasim (2016) in their study found that workplace incivility produces job stress and lead to employee absent from work. Workplace civility is an imperative role associated with positive workforce behavior that makes firm output efficient.

Pearson, Andersson, & Wegner (2001) conducted a study that involved the use of qualitative methods aimed at identifying the nature of workplace and how it affects employees and organizations. They found is that employees who experienced workplace incivility described their feelings of negative states such as depressed, down, irritable, hurt, scared and angry. Furthermore, some employees wanted to get back at the coworkers by treating them in the same way they thought they were treated. Lastly, employees reported that they avoided uncivil coworkers or work altogether, by showing up late and leaving early, or just by taking unnecessary days off from work.

Zahra & Afshaan (2015) examined the impact of workplace friendship (WPF) on employee task and contextual performance, job satisfaction (JS) and turnover intentions (TI) in university

employees of higher education institutes of Punjab, Pakistan. Data were collected from 500 teachers of private sector higher education Institutes of Punjab. Step wise Regression analyses and Principal Component analysis were used to confirm the research hypothesis. Results showed two things: first the workplace friendship has variety of positive functions for individual performance and job satisfaction positively and significantly mediates between the relationships of turnover intention, contextual performance, teachers of private sector and workplace friendship. Second work place friendship moderates the relationship between organization commitment and turnover intentions.

Mojaye & Dedekuma (2015) tried to establish a link between communication and good industrial relations and industrial peace. The study focused on the Delta State Civil Service and attempted to find out the role that effective communication had played in ensuring industrial peace since the advent of the state. Questionnaires were administered to 325 civil servants out of whom only 299 were useful. The study showed that while effective communication may not necessarily lead to good industrial relations but it may engender industrial peace.

Daniel & Eze (2016) examined the extent to which formal and informal communication relates with affective and continuance commitment in Shell Petroleum Development Company (SPDC), Nigerian Agip Oil Company (NAOC) and Nigeria Liquefied Natural Gas (NLNG). Taro Yamane formula was used to determine the sample size of 400 of which 323 copies of questionnaire were retrieved and 271 copies were useful for analyses. The study found significant relationship existing between formal communication, affective commitment and continuance commitment. There was a significant relationship existing between informal communication, affective commitment and continuance commitment.

Ergen (2010) attempted to bring forth, analyze and compare different aspects in terms of workplace communication. It focuses in the informal communication which considered a significant factor for an organization's internal and external progress. It is a study on literature, which aims to link the literature findings with a real case of a company which seeks to improve its workplace communication. In the end, it proposes certain strategies to be followed in order to control and affect the existed informal communications network. Thus, cultivation of communities of practice and face-to face contacts is expected to influence and turn the informal network to an added-value for the organization.

Cortina & Magley (2008) investigated the impact of workgroup incivility on individual outcomes. Workgroup incivility was defined as the acts of aggression from coworkers as a group Frone (2000) provided a model of interpersonal conflict at work to test the effect of source differences on psychological outcomes. He proposed that interpersonal conflict with one's supervisor would predict organizational outcomes while interpersonal conflict with co-workers would predict

personal outcomes such as depression and self-esteem. His findings supported the model which provides us more insight into how incivility from different sources could potentially and differentially affect employee outcomes. Similarly, Ottinot (2008) findings provided evidence that workplace incivility climate relates to the occurrence of prevalent low intensity aggressive behaviors. The study also found that workplace incivility climate is shared among coworkers. Hershcovis and Barling (2010) provided evidence for differential effects of source and workplace aggression by meta-analytically comparing the outcomes of aggression from different perpetrators. Results showed that supervisor aggression had stronger negative relations than co-worker aggression on numerous variables including job satisfaction, affective organizational commitment, turnover intentions, general health, and performance.

Fox, Spector & Miles (2001) found that justice was more related to CWB directed toward the organization and interpersonal conflict was more related to CWB directed toward other individuals. Miner Settles, Pratt-Hyatt, and Brady (2012) tested whether social support could protect employees from the stress brought on by experiencing workplace incivility. They argued that social support can help employees either by altering the way in which they perceive or appraise the experience of incivility in the first place or by mitigating the negative effects of the incivility experience. The negative effects of incivility can be mitigated on an emotional level whereby employees receive comfort and encouragement from friends, family, or co-workers or they can receive support on an organizational level which shows individuals that their organization cares about them.

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

$$\begin{aligned} N &= 2,550 \\ e &= 0.05 \\ i &= \text{constant} \end{aligned}$$

Therefore:

$$\begin{aligned} n &= \frac{2,550}{1 + 2,550 (0.0025)} \\ n &= \frac{2,550}{1 + 6.375} \\ n &= \frac{2,250}{7.375} \\ n &= 345.7 \approx 346 \end{aligned}$$

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 were 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. Ahiauza(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 Lateral Workplace Incivility

		N	%
Cases	Valid	272	100.0
	Excluded ^a	0	.0
	Total	272	100.0

Total	2/2	100.0
Cronbach's Alpha	No. of Items	
.876	4	
Reliability Scale for Lateral Workplace Incivility		

Reliability Scale for Lateral Workplace Incentivity				
Cases	3	272	100.0	
Excluded	^a	0	.0	
Total		272	100.0	

Cronbach's Alpha	No. of Items		
.893	4		
Reliability Scale for Goal Focus			
Cases	Valid	272	100.0

Cronbach's Alpha	No. of Items
.902	4
Reliability Scale for Resource Utilization	
Cases	Valid
	272
	100.0
Excluded	^a 0
Total	272
	100.0
Cronbach's Alpha	No. of Items
.785	4
Reliability Scale for Organizational Cohesiveness	
Cases	Valid
	272
	100.0
Excluded	^a 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 lateral shown in the table revealed Cronbach's alpha .893 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 lateral work place incivility.
- ii. The result of in table 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.
- v. The Cronbach's alpha for organizational structure 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 organizational structure.

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 measured 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 snapshot 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 58questionnaires, and 16 questionnaires were invalid due to error, which represent 4.6 percent.

Table 1: lateral workplace incivility and organizational health of deposit money banks in Rivers Sate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very High	143	52.5	52.5	52.5
	High	94	34.5	34.5	87
	Neutral	11	4.0	4.0	91
	Low	17	6.3	6.3	97.3
	Very Low	7	2.5	2.5	100.0
	Total	272	100.0	100.0	

Source: Authors Research Desk, 2019.

The analysis of the responses in table 4.1 indicates that greater proportion of 143(52.5%) of the participants are of the notion that lateral workplace incivility affect organizational health of deposit money banks in Rivers Sate to a very high extent, 94(34.5%) are the notion that lateral workplace incivility affect organizational health of deposit money banks in Rivers Sate to a high extent, 11(4.0%) are neutral to the question, 17(6.3%) are of the opinion that lateral workplace incivility affect organizational health of deposit money banks in Rivers Sate to low extent while 7(2.5%) agree that lateral workplace incivility affect organizational health of deposit money banks in Rivers Sate to a very low extent.

Table 2: The extent to which uncivil behavior between colleague occur

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very High	55	20.2	20.2	20.2
	High	74	27.2	27.2	47.4
	Neutral	22	8.0	8.0	55.4
	Low	86	31.6	31.6	87
	Very Low	35	12.8	12.8	100.0
	Total	272	100.0	100.0	

Source: Authors Research Desk, 2019.

As shown in table 4.2, large proportion of 86 (31.6%) of the participants agreed that uncivil behavior between colleague occur to low extent, 74(27.2%) of the participants agreed that uncivil

behavior between colleague occur to high extent, 55(20.2%) of the participants agreed that uncivil behavior between colleague occur to a very high extent, 74 are neutral, 35 (12.8%) of the participants agreed that uncivil behavior between colleague occur to low extent.

Table 3: The extent to which role conflict occur among employees in the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very High	84	30.8	30.8	30.8
	High	63	23.1	23.1	53.9
	Neutral	28	10.2	10.2	64.1
	Low	50	18.3	18.3	82.4
	Very Low	47	17.2	17.2	100.0
	Total	272	100.0	100.0	

Source: Authors Research Desk, 2019.

Table 4.3 shows that 84(30.8%) of the survey agreed to the statement that role conflict occur among employees in the organization to a very high extent, 63(23.1%) of the survey agree to the statement that role conflict occur among employees in the organization to a high extent, 28(10.2) of the survey are neutral, 50(18.3%) of the survey agreed to the statement that role conflict occur among employees in the organization to a low extent and 47(17.2%) of the survey agreed to the statement that role conflict occur among employees in the organization to a very low extent.

Table 4: the extent to which colleague quarrel openly in this organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very High	40	14.7	14.7	14.7
	High	69	25.3	25.3	40
	Neutral	29	10.6	10.6	50.6
	Low	94	34.5	34.5	85.1
	Very Low	67	34.6	34.6	100.0
	Total	272	100.0	100.0	

Source: Authors Research Desk, 2019.

In table 4.4, 40 (14.7%) supports that colleague quarrel openly in this organization to a very high extent, 69(25.3%) supports that colleague quarrel openly in this organization to a very high extent, 29(10.6%) are neutral, 94(34.5%) supports that colleague quarrel openly in this organization to a very low extent while 67(34.6%) supports that colleague quarrel openly in this organization to a very low extent.

Table 5: The extent to which employees shift blames wrongly to colleague in the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very High	51	18.7	18.7	18.7
	High	49	18.0	18.0	36.7
	Neutral	34	12.5	12.5	49.2
	Low	38	13.9	13.9	63.1
	Very Low	100	36.7	36.7	100.0
	Total	272	100.0	100.0	

Source: Authors Research Desk, 2019.

Table 4.5 shows that 51 (18.7%) of the survey agree to the statement that employees shift blames wrongly to colleague in the organization to a very high extent, 49(18.0%) of the survey agreed to the statement that employees shift blames wrongly to colleague in the organization to a high extent, 34(12.5%) of the survey agreed to the statement that employees shift blames wrongly to colleague in the organization to are neutral, 38(13.9%) of the survey agreed to the statement that employees shift blames wrongly to colleague in the organization to a very low extent while 100(36.7%) of the survey agreed to the statement that employees shift blames wrongly to colleague in the organization to a very low extent.

Table 6: Summary of Mean and Standard Deviation of all Items on lateral Workplace Incivility

	N	Minimum	Maximum	Mean	Std. Deviation
What extent does uncivil behavior between colleagues occurs in this organization?	272	1.00	5.00	3.10964	1.10567
To what extent does role conflict occur among colleagues in this organization?	272	1.00	5.00	3.32075	1.35795
To what extent does a colleague quarrel openly in this organization?	272	1.00	5.00	3.00653	1.80534
To what extent does employees shift blames wrongly to colleagues in this organization?	272	1.00	5.00	2.68934	1.03785
Valid N (listwise)	272				

The univariate section is concerned with the presentation of the data for the variables of the study. The data presented herein is continuous and so is assessed using the mean and standard deviation in the assessment of its central tendencies and dispersion. 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 lateral work place incivility are as follows: The mean scores for the statements are: Statement 1=3.10964; Statement 2 = 3.32075; Statement 3=3.00653; Statement 4 = 2.68934 while the Standard Deviation for the statements are; Statement 1 = 1.10567; Statement 2 = 1.35795; Statement 3 = 1.80534 while Statement 4 = 1.03785.

Table 7: The extent to which employees make scarifies for achievement of organizational goals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very High	202	74.2	74.2	74.2
	High	46	16.9	16.9	91.1
	Neutral	9	3.3	3.3	94.4
	Low	11	4.0	4.0	98.4
	Very Low	4	1.4	1.4	100.0
	Total	272	100.0	100.0	

Source: Authors Research Desk, 2019.

As shown in table 4.7, large proportion of 202 (74.2%) of the participants agreed that employees make scarifies for achievement of organizational goals to very high extent, 46(16.9%) of the participants agreed that employees make scarifies for achievement of corporate goals to high extent, 9(3.3%) are neutral, 11(4.0%) of the participants agreed that employees make scarifies for achievement of organizational goals to low extent while 4(1.4%) of the participants agreed that employees make scarifies for achievement of corporate goals to a very low extent.

Table 9: 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 10: the extent to which employees perform task without supervision

		Frequency	Valid		
			Percent	Percent	Cumulative Percent
Valid	Very High	116	42.6	42.6	42.6
	High	118	43.3	43.3	85.9
	Neutral	30	11.0	11.0	96.9
	Low	5	1.8	1.8	98.7
	Very Low	3	1.1	1.1	100.0
	Total	272	100.0	100.0	

Source: Authors Research Desk, 2019.

Evidence from table 4.10 shows that majority of the 118 (43.3%) respondents are of the opinion that employees perform task without supervision to a high extent, 116(42.6%) respondents are of the opinion that employees perform task without supervision to a very high extent, 30 (11.0%) are neutral, 5(1.8%) respondents are of the opinion that employees perform task without supervision

to a high extent while 3(1.1%) respondents are of the opinion that employees perform task without supervision to a high extent.

Table 11: 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 = 4.24625while 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 team work facilitate task completion

		Frequency	Valid		
			Percent	Percent	Cumulative Percent
Valid	Very High	244	89.7	89.7	89.7
	High	24	8.8	8.8	98.5
	Neutral	0	0	0	98.5
	Low	1	0.3	0.3	98.8
	Very Low	3	1.1	1.1	100.0
	Total	272	100.0	100.0	

Source: Authors Research Desk, 2018.

The result in table 4.11 indicates that 244 (89.7%) of the participants agreed that team work facilitate task completion to a very high extent, 24(8.8%) of the participants agreed that team work facilitate task completion to a very high extent, none of the respondents is neutral, 1(0.3%) of the participants agreed that team work facilitate task completion to a low extent while 3(1.1%) of the participants agreed that team work facilitate task completion to a very high extent.

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

	N	Minimum	m	Mean	Maximu 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 = .898567while Statement 4 = .784654.

DISCUSSION OF FINDINGS

Findings from the study reveal that there is no significant correlation coefficient between lateral workplace incivility and organizational goal focus of the deposit money banks in Rivers State. The correlation coefficient of -.821 (-82.1%) and the probability of 0.331 validates the insignificant relationship between lateral workplace incivility and organizational focus of deposit money banks in Rivers State. The findings of the study show that the null hypothesis is accepted. The implication of this study is that absence of lateral workplace incivility will significantly affect goal focus of the deposit money banks in Rivers State. The finding is conformity to our a-priori expectation of the result and validates the opinion of Saira (2016) who opined that workplace incivility is evidenced in behavior that demonstrate lack of regard for others in the workplace, behaviours that are described as rude or discourteous. It also relates to the opinion Meier and Gross (2015) who noted that workplace incivility is deviant workplace behavior with ambiguous interest to harm the target employee in violation of workplace norms and mutual respect.

The empirical findings of this study on the relationship between lateral workplace incivility and goal focus confirm the findings of Chang and Lyons (2012) that uncivil behavior of coworkers had an indirect impact on turnover intention whereas uncivil behavior from other work-related persons such as supervisors, customers had an indirect effect on turnover intention, mediated through the emotional strain. It also confirms the findings of Farzana and Qasim (2016) that workplace incivility produces job stress and leads to employee absent from work which is an imperative role associated with positive workforce behaviour that makes firm output efficient. The findings of Zahra and Afshaan (2015) found that workplace friendship has a variety of a positive function for individual performance and job satisfaction which is positively and significantly mediating between the relationships of turnover intention. The findings also showed that workplace friendship also mediates between organization commitment and turnover intention while the findings of Pearson proved that employee who experienced workplace incivility described their feelings of negative state such as depressed and anger. It is important to note that an angry employee cannot have goal focus and as such there will be failure to achieve organizational goal.

The analysis of the research finding shows that there is no relationship between lateral workplace incivility and organizational resource utilization. The negative and insignificant relationships is validated by a weak or low correlation coefficient of -.196 (-19.6%) and the probability coefficient of .598, indicates that there is no association between lateral workplace incivility and resource utilization of deposit money banks in Rivers State. This finding implies that increase in lateral workplace incivility will lead to very low organizational resource utilization. This finding agrees to the expectation of the result and opinion of scholars in the field of organizational management such as Miere and Gross (2015), Dotan (2007), Saira (2016), Reed (2010), Cortina and Magley (2008) who opined negative relationship between workplace incivility, employees and corporate performance. The negative impact of lateral workplace incivility and organizational resource

utilization confirms the findings of Daniel and Eze (2016) on the negative effects of informal communication on employee productivity in Nigerian Agip Oil Company. The negative impact of lateral workplace incivility and organizational resource utilization can be traced to disciplinary measures put in place by management to eliminate the existence of workplace incivility at all levels of management. The insignificant effect of the variable indicates that there are measures and strategies device by management of the deposit money banks to eliminate the existence of workplace incivility among employees at all levels. Morrison (2004) noted that friendship at the workplace is the outcome of interpersonal relationship which improves communication among employees. Also, employees in companionship are incline to involve in philanthropic behaviors by providing fellow workers with help, guide, support, advice, feedback and suggestions on various professional affairs (Hamilton, 2007) and Zellar, Tepper & Duffy (2002).

The findings of the study revealed that there is a strong negative significant relationship between lateral workplace incivility and cohesiveness of deposit money banks in Rivers State. The analysis of lateral workplace incivility proved a negative correlation coefficient of -804 (-80.4%) which is close to 1.0 from the negative side indicating a strong negative relationship and the probability coefficient of 0.451 is more than 0.05 level of significance for a 2-tailed test which suggest an insignificant relationship. Therefore, the null hypothesis is accepted meaning that, there is no significant relationship between lateral workplace incivility and cohesiveness in the deposit money banks in Rivers State. This study affirmed the view of Gabriel (2016) that subordinates are quick to reciprocate supervisors' toxicity through counter-productive work-behaviour of transferring aggression to either peers or other identifiable assets of the organization. Also Porath (2016), Peter, (2014) and Nebo & Okonkwo (2013) support the argument that incivility reduces organizational performance.

CONCLUSION

This study examined the relationship between lateral workplace incivilities on corporate health of deposit money banks in Rivers State. In view of the results presented in the tables above, the study conclude that lateral 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 lateral 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.

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 ensure that communication among of employees should conform to corporate norms.
- ii. Managers should adopt informative training programmes 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. Organizations 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.

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