THE IMPACT OF WORKPLACE INCIVILITY ON JOB BURNOUT: MODERATING ROLE OF WORK STRESS & MEDIATING ROLE OF CYNICISM

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ABSTRACT

The Health Sector of any country has its unique importance and an effective healthcare delivery system is compulsory for the welfare of people. An effective healthcare delivery system requires dedicated and efficient healthcare workers. Doctors are the most important assets in the healthcare workforce without their efficient input the healthcare delivery system will be collapsed. Workplace incivility has an impact on doctors and creates an imbalance in their work that causes job burnout. The study examines the impact of workplace incivility on job burnout among doctors in public hospitals in Pakistan with the mediating role of Cynicism and work stress as a moderator. Data was collected from the public hospitals of Pakistan, 270 questionnaires were distributed using a convenient sampling technique, and Structural Equation Modelling - Partial Least Squares (SEM-PLS) was employed for the analysis. The results of the study show a significant association between incivility in the workplace and symptoms of burnout. Workplace incivilities and burnout were both significantly mediated by cynicism, while work stress played an insignificant moderating role. Researchers in Pakistan as well as administrators of healthcare agencies and policymakers will find great value and benefit from this work. As a result, they will possess the ability to manage crucial situations and policies to achieve the necessary outcomes concerning workplace incivility, cynicism, and job burnout.

Keywords: Workplace Incivility, Job Burnout, Job Stress, Cynicism, Heath Sector, Public Hospitals

INTRODUCTION

As the population grows and people get older, the need for healthcare services is rising quickly. The most valuable thing for healthcare companies trying to meet this growing demand is their employees, who are one of the most important parts of providing healthcare. (Sungur, Özer et al. 2019). Doctors represent the largest group of health professionals in the medical field. Doctors are more likely than other health care employees to be exposed to workplace problems due to many reasons like conflicting environment, lack of policies, weak span of control, lack of accountability, ineffective human resource practices which leads towards workplace incivility issues (Awan, Afzal et al. 2017). Despite the fact that workplace incivility in the medical profession is frequent in public hospitals of Pakistan. When people are exposed to workplace incivility, they experience higher degrees of sadness, stress, dissatisfaction and

organizational cynicism (Zubairi, Ali et al. 2019). Cynicism in the workplace occurs when workers are unhappy and perceive that their employer is not sincere, unfair, or transparent (Durrah, Chaudhary et al. 2019). Employees' organizational cynicism is likely to increase as a result of workplace incivility that causes job burnout of employees (Yang, Chen et al. 2020).

Burnout is a serious problem, and researchers have attempted to control the level of burnout in order to reduce its detrimental implications. Health workers especially doctors have a higher prevalence rate of burnout (Biksegn, Kenfe et al. 2016). Doctor burnout needs to be monitored because the health of the medical staff directly impacts the reliability of medical services and the satisfaction of patients. (Naz, Hashmi et al. 2016).

Employers must bear costs associated to lost productivity (due to distraction and dissatisfaction, work team conflict, and so on) and lost personnel owing to voluntary turnover as a result of incivility (Kabat-Farr and Cortina 2012). According to Cortina et al. (2001) both physical and psychological well-being discovered that incivility was linked to higher levels of psychological stress. Psychological stress, on the other hand, can have a negative impact on one's physical health (Gopalkrishnan 2011). According to Cortina and Magley (2009), employees were more negatively affected by impolite treatment if it was initiated by someone in a higher position (Torkelson, Holm et al. 2016). Previous studies have discovered positive association between workplace incivility and work job burnout. Job Burnout is a behavior used by disgruntled employees to limit the amount of time they spend on specific work duties. This includes arriving late to work, leaving early, taking extended breaks, and taking sick leave when they are not truly ill (Loi, Loh et al. 2015). Organizational pressures like too much work, not enough resources, more pressure, unclear or conflicting roles, staff disagreements, and less freedom or loss of control at work are all connected to burnout (Day, Crown et al. 2017). In the recent studies, Employees who suffer high levels of emotional weariness as a result of stress may be unable to deliver quality service and may

be unable to regulate their own emotions appropriately in their interactions with others. Employees that are burnout are less satisfied with their employment as a result (Kim and Qu 2019). Despite the fact that workplace incivility in the medical profession is frequent in public hospitals of Pakistan. When doctors are exposed to workplace incivility, they experience higher degrees of sadness, stress, dissatisfaction and organizational cynicism. Doctors' organizational cynicism is likely to increase as a result of workplace incivility that causes job burnout of employees. Burnout is a serious problem, and researchers have attempted to control the level of burnout in order to reduce its detrimental implications. Health workers especially doctors have a higher prevalence rate of burnout.

Studies have been conducted on workplace incivility but there is still considerable lack of data especially in Pakistani context. The study indicates that like many other factors workplace incivility has more volatility impact on Job Burnout for doctors as it's not created cynicism only but also intervening between Job burnout and workplace incivility. Furthermore, job stress moderates the nexus between Incivility and Burnout. In both mediating and moderating effect, the relationship goes higher that leads to distraction in health care service delivery from doctors.

LITERATURE REVIEW
Job Burnout & Workplace Incivility
In the workplace, burnout occurs when an employee's level of emotional exhaustion begins to negatively impact the care and services they give to their stakeholders. (Adil & Baig, 2018). Burnout is a state of physical, mental, and emotional weariness brought on by a mix of high expectations and ongoing environmental stress (Bang & Reio Jr, 2017).

Andersson and Pearson say that "workplace incivility" is a new topic to be studied in the study of bad behaviors at work. They suggested that rude behavior at work would be met with more and more negative exchanges between coworkers (De Pater et al., 2016). Incivility is regarded as a low-intensity stress, comparable to the problems people face on a daily basis (Megeirhi, Ribeiro et

al., 2020). Workplace incivility is an issue for both the individuals who are the objects of incivility and the companies that employ them. We predict that workplace incivility causes workplace stress and job burnout, which raises lower employee involvement in job. Employees try to decrease involvement by distancing themselves from the job when it is at its peak (Ribeiro et al., 2020).

H1: Workplace Incivility has a significant impact on Job Burnout

Cynicism & Workplace Incivility

According to Kanter & Marvis (1989), cynicism arises when people have a high expectation that aren't met, leaving them unhappy and disillusioned. Cynicism is a negative attitude that is becoming more prevalent in almost all organizations with each passing day, and it has a slew of negative effects (Akin, 2015). Organizational cynicism was linked to employee attitudes shaped by the individual's associated behaviors, negative beliefs, and emotions (İnce and Turan 2011). Incivility at work is a growing issue because it makes workplaces unhealthy and unhelpful for learning and growth (Gils et al., 2021). People who have to deal with rude people and cynicism at work are bothered by incivility, as are people who see rude behavior toward others or the company (Ghosh 2017). An individual who suffers from workplace incivility may exhibit a variety of hazardous behaviors and poor psychological impacts, including cynicism, anxiety, tiredness, rage, stress, insomnia, and sadness (Alshehry, 2019).

H2: Workplace Incivility has a significant impact on Cynicism

Cynicism & Job Burnout.

Disagreeing with what the company wants, not getting enough social support and praise, not having a say in decisions, having uneven power distribution, and not being able to talk to people are all things that can lead to cynicism (Nafei and Kaifi 2013). Organizational cynicism has been linked to organizational politics, job dissatisfaction, organizational commitment, and job burnout (Kalağan & Aksu, 2010). Organizational cynicism and burnout are rarely studied in the academic literature. Cynicism can emerge among workers when they are treated unfairly by their employers and they receive the impression that the corporation doesn't value their loyalty or do not want to keep them around. Burnout occurs when an employee becomes so dissatisfied with their job that they want to quit (Megeirhi, 2020).

H3: Cynicism has a significant impact on Job Burnout

Mediating Role of Cynicism between Workplace Incivility & Job Burnout

Cynicism in the workplace is a negative attitude marked by distrust, impatience, and antagonism (Megeirhi, 2020). Cynicism has been linked to poor performance and prosaically conduct, interpersonal conflicts, frequent staff turnover, and absenteeism in both individuals and organizations (Bang & Reio Jr, 2017). The last study found that negative shocks led to a breach of the psychological contract, high levels of organizational misunderstanding, and plans to leave the company (Yang, Chen et al. 2020). Employees' cynicism comes from their perception that upper management lacks honesty, justice, and transparency (Durrah, Chaudhary et al. 2019). Employees' organizational cynicism is likely to increase as a result of workplace incivility (Yang, Chen et al. 2020).

H4: Cynicism mediates the relationship between Workplace Incivility and Job Burnout

Moderating Role of Work Stress between Workplace Incivility & Cynicism

The discomfort a person feels at work is referred to as stress. This discomfort is often caused when there is a mismatch between job expectations and available resources (Roberts, 2011). Workplace stress is also known as job or occupational stress (Burman and Goswami 2018). The leadership mentality toward coworkers can be unpleasant for them; if a manager does not pay attention to his staff, they will become dissatisfied and thoughtless (Nanda, 2020). Individuals who are subjected to incivility and job stress may retaliate by engaging in damaging and destructive behavior toward other members of the organization or the organization itself (Taylor &

Kluemper, 2012). According to a researchers, job satisfaction reduces the impact of job stress on incivility (Scherer et al., 2011). But increase in job dissatisfaction cause influential impact job burnout.

H5: Work Stress moderates the relationship between Workplace Incivility and Cynicism
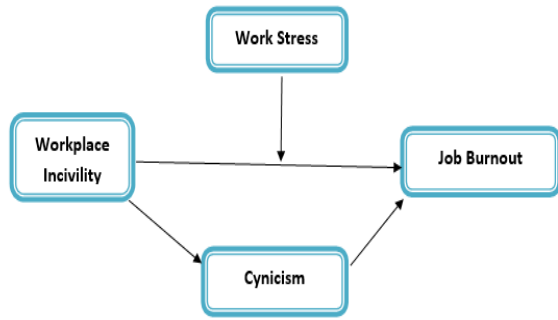
Theoretical Framework

Figure:1

METHODOLOGY
Population and Sample Size
The target population was Doctors in Public hospitals of (South Punjab) Pakistan. The reason for selecting the population because doctors are the key players in the effective delivery of the system and the region of South Punjab in Pakistan has a moderate number of Public hospitals in comparison of other regions of the country.

Sample & Sampling Technique:
Convenient sampling was applied for the collection of data. This technique is helpful in getting the best responses from the maximum available resource within the population. 270 questionnaires were distributed to meet the threshold of 210 respondents (Morgan, 1970). For structural equation modeling minimum threshold of sample size should be 200 (Kline, 2015).

Research Instruments & Data Collection
Adopted Questionnaire were circulated for the collection of data in which 5 points Likert scale were used as (1 for strongly Disagree and 5 for strongly agree). Sproles, 1981 suggested that survey data collection method is also beneficial when there is sample range of variables and you have to examine the relationships between them. The instrument used for primary data collection in the form of a structured questionnaire was designed to measure the job burnout. The questionnaire had close-ended questions in it. It was made clear to the respondents that the data would only be used for research purposes only.

We used Statistical Package for Social Sciences (SPSS) v 23 for the preparation of data file and to perform SEM analysis we used Smart PLS 3. To perform structural equation modeling (SEM).

A 5 items scale developed by (King 2019) was used to measure workplace incivility. For cynicism 5 items scale developed by (Megeirhi & Ribeiro et al., 2020) was used. For job burnout 6 items scale developed by (Kim and Qu 2019) was used and for Work Stress 3 items scale developed by (Smith, Hughes et al. 2018) was used.

Data Analysis and Result Discussion
We collected data through self-administered questionnaire from doctors of nine different cities of Punjab. A total of 264 forms were received out of which 250 were useful for analysis making it 97.8% of response rate out of 270 floated (Hair, Risher et al. 2019). Table 1 explain the details of sample.

Table-1
Response Rate

	Nos.	Percentage
Questionnaires Circulated	270	100%
Questionnaires Received	264	97.8%
Questionnaires Finalized	250	92.5%

Descriptive Statistics
All measurement scales were described in terms of their respective mean, min, max, standard deviation, skewness & kurtosis. Workplace Incivility consists of 5 items, Cynicism consists of 5 items, Job burnout consists of 6 items and Work stress consists of 3 items. Table 3 explain the details of sample. According to (Tabachnick and Fidell 2007) for both variables, the mathematical values of kurtosis and variance can

be anywhere from -2 to +2. This depends on the results of the quantitative method. The number that came out of our study was between +2 and -2. It means the facts were spread out in a normal way.

Data Screening and Normality Test
Pearson Correlation
Between -1 and +1, there is a contact distance difference. A change in one independent variable has an impact on the other dependent variable in this two-way relationship.

Validity and Reliability
Table-4
Average Variance Extracted (AVE)

Construct	(AVE)
Cynicism	0.597
Job Burnout	0.518
Work Stress	0.588
Workplace Incivility	0.534

Composite Reliability (CR)
The overall scale score variation indicates that the entire amount is equal to the actual score variance. The table's data is acceptable because it exceeds 0.45. Furthermore, the median confidence interval exceeds 0.75 (Hair, Risher et al. 2019).

Table-5
Composite Reliability (CR)

Construct	Composite reliability
Cynicism	0.830
Job Burnout	0.810
Work Stress	0.810
Workplace Incivility	0.851

Convergent Validity
A commonly accepted benchmark for correlation is often established when hypotheses achieve an accuracy rate over 75% or when associations between variables, utilizing the same analytical tools, exceed a magnitude of 0.50. All the observed values in this study fall within or exceed the threshold of 75%, so indicating the precision of the collected data.

Table-6
Convergent Validity

Construct	Convergent Validity
Cynicism	0.758
Job Burnout	0.723
Work Stress	0.792
Workplace Incivility	0.786

Cronbach's Alpha
Alpha may not be a one-dimensional measurement even if it has a "high" value. The Cronbach's alpha value, which ranges from 0 to 1, determines the fineness of the Alpha scale. All of the scale's Cronbach's alpha values, as indicated in the table below, are less than nine, making it regarded as reliable.

Table-7
Cronbach's Alpha

Construct	Cronbach's alpha
Cynicism	0.743
Job Burnout	0.719
Work Stress	0.760
Workplace Incivility	0.782

Table 8
Fornell-Larcker criterion

	Cynicism	Job Burnout	Work Stress	Workplace Incivility
Cynicism	0.705			
Job Burnout	0.782	0.646		
Work Stress	0.518	0.541	0.767	
Workplace Incivility	0.684	0.665	0.485	0.731

T-Values
The range of values is 0.05, and the t value is 1.96. As a result, you reject the null hypothesis if the T criterion stated in the output is higher than 1.96. Additionally, if the parameter is significant at 5%, you reject the null hypothesis. For this research, the T data values in the table are merged

with one value that is less than 1.96 and four values that are more than 1.96.

Table-9
T-values

| Relationships	T-Statistics
Workplace Incivility -> Job Burnout	4.202
Workplace Incivility -> Cynicism	16.619
Cynicism -> Job Burnout	11.542
Workplace Incivility -> Cynicism-> Job Burnout	9.836
Work Stress x Workplace Incivility -> Job Burnout	0.900

Table-10
P-values

Elationships	P Values
Workplace Incivility -> Job Burnout	0.000
Workplace Incivility -> Cynicism	0.000
Cynicism -> Job Burnout	0.000
Workplace Incivility -> Cynicism-> Job Burnout	0.000
Work Stress x Workplace Incivility -> Job Burnout	0.368

MEASUREMENT MODEL

The reflective model and formative model are two distinct approaches commonly used in academic research and practice. These models serve as frameworks for analyzing and evaluating various phenomena, such as educational processes, professional development, and organizational change. The reflective model emphasizes critical thinking,

There are now two types of scaling models available for structures: skeletal and reflecting structural mathematical parameters. The relationship between structural measures and the latent structure is such that latent variables serve to elucidate the underlying factors that account for the observed measures. Reflexes that exhibit constructive characteristics are often referred to be "reflexive" or reflexive in their nature. The term "form" refers to a structural attribute of an object. This study is considered preliminary due to the presence of variables that are associated with or constitute latent components.

Structural Model
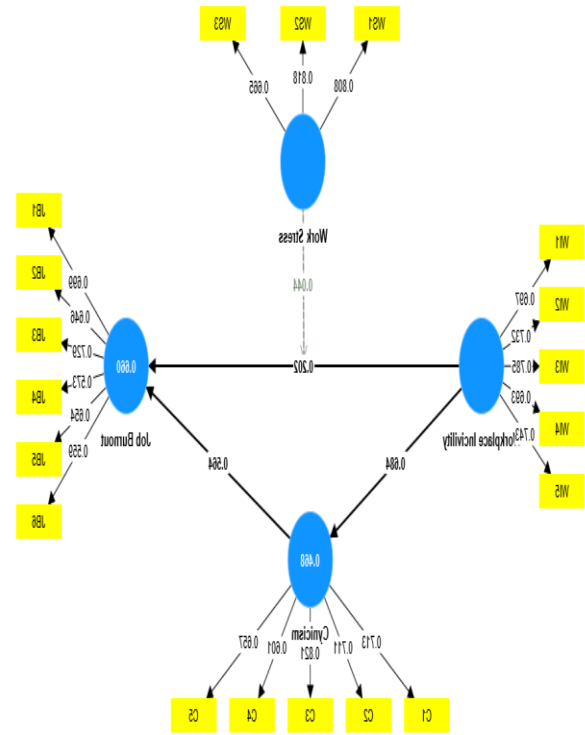
Figure: Path Analysis
Path Co-efficient (β)

All beta values are positive with the exception of two situations, suggesting that all theories are widely accepted. If the p-value is small, the variables are highly correlated. There is a significant correlation between the two variables and the mean, as shown by the standard deviations.

Table:12
Path Co-efficient

Path Coefficients	Workplace Incivility	Job Burnout
Cynicism	0.684	0.564

Table:13
R-Square

Construct	R-square	R-square adjusted
Cynicism	0.468	0.466
Job Burnout	0.660	0.655

Co-efficient of Effect Size (f2)
Cohen (1988) suggested that the bearing sizes categorized as small, medium, and large correspond to effect sizes of f2 0.02, f2 0.15, and f2 0.35, respectively. When evaluating the magnitude of an effect within a multiple regression model in which both the dependent and independent variables are continuous, these bearing sizes are most appropriate.

Table:14

Construct	Cynicism	Job Burnout
Cynicism		0.456
Job Burnout		
Work Stress		0.050
Workplace Incivility	0.879	0.060
Work Stress x Workplace Incivility		0.006

Mediation & Moderation Analysis
The Figure 3 illustrates that workplace incivility exhibit 66 % variance in cynicism as (mediator) whereas the combined effect of mediation as well as rated effect of work stress exhibit 46.8 % variance in job burnout.

Mediation		WI	JB
WI	Pearson Correlation	1	.657**
	Sig. (2-tailed)		.000
	N	250	250
JB	Pearson Correlation	.657**	1
	Sig. (2-tailed)	.000	
	N	250	250
**. Correlation is significant at the 0.01 level (2-tailed).			

Hypothesis Testing
The meaningfulness of the summary of all hypotheses is dependent upon the value of the table. P-values are used to determine the presence of a significant relationship between variables and to determine the acceptance or rejection of hypotheses. The statistical analysis does not yield conclusive results. At the significance level of 5%, all direct effects are deemed significant, with the exception of one.

Table:16
Hypothesis Testing

Hypothesis Statements	Path:	P(Values)	Result
H1	Workplace Incivility -> Job Burnout	0.000	**Accepted**
H2	Workplace Incivility -> Cynicism	0.000	**Accepted**
H3	Cynicism -> Job Burnout	0.000	**Accepted**
H4	Workplace Incivility -> Cynicism-> Job Burnout	0.000	**Accepted**
H5	Work Stress x Workplace	0.368	**Rejected**

DISCUSSION
Results show a strong correlation between workplace Incivility and burnout, as seen in Table 16. The t-value of 4.202 is more than the standard deviation of 1.96, while the p-value of 0.000 is less than the 5% threshold for statistical significance. As a result, it appears that H1 is becoming widely accepted. Furthermore, a statistically significant relationship between Workplace Incivility and Cynicism was found after testing hypothesis H2; the t-value was 16.619 and the p-value was 0.000. As a result, we accept H2 as a correct hypothesis. Table 16 shows that there is a statistically significant relationship between Cynicism and Job Burnout (t = 11.542, p = 0.000). As a result, it appears that H3 is gaining favor. The results show that cynicism plays a mediation role between workplace rudeness and exhaustion. The t-value for testing H4 is 9.836, and the corresponding p-value is 0.000. With a t-value of 0.900 and a p-value of 0.368, H5's study found no statistically significant evidence that job stress moderates the link between rude coworkers and burnout. As a result, H5 cannot be accepted as a null hypothesis.
Subsequent research has provided evidence that job burnout appears to serve as a significant mediating factor, completely moderating the influence of Workplace Incivility, which

regularly exhibits a robust impact on many dimensions of Organizational Effectiveness. Research has revealed that workplace incivility exerts a notable influence on the occurrence of job burnout. Many researchers have pointed to the elements that influence burnout over the course of the year. Although numerous studies have focused on the negative effects of burnout over the last 30 years, the topic of why some employees thrive while others report feeling weary, nervous, and having fewer personal successes remains unanswered. According to organizational researchers, the reasons of job burnout can be found in both the individual and the work environment (Beheshtifar and Omidvar 2013). Limited empirical studies have been conducted to investigate the correlation between organizational cynicism and job burnout. When organizations engage in unfair treatment of their employees, resulting in a perception of insufficient appreciation and concern for their loyalty and retention, it can foster the development of cynicism, ultimately leading to the manifestation of workplace incivility. According to Megeirhi, Ribeiro, et al. (2020), an increase in cynicism among employees can lead to a heightened inclination to seek other employment, ultimately culminating in job burnout. Within the realm of workplace incivility, .

CONCLUSION

The primary objective of this study was to examine the effects of workplace incivility on job burnout among doctors employed in hospital settings. Although there was significant support for the impact mentioned, subsequent analysis revealed that job burnout appears to operate as a significant mediator. It entirely mediates the influence of Workplace Incivility, which consistently exerts a large effect on aspects of Organizational Effectiveness. The phenomenon of workplace incivility has been found to exert a substantial influence on the occurrence of job burnout. Many researchers have pointed to the elements that influence burnout over the course of the year. Although numerous studies have focused on the negative effects of burnout over the last 30 years, the topic of why some employees thrive while others report feeling

weary, nervous, and having fewer personal successes remains unanswered. According to organizational researchers, the reasons of job burnout can be found in both the individual and the work environment (Beheshtifar and Omidvar 2013). There is a limited body of research examining the association between organizational cynicism and job burnout. The development of workplace incivility can be attributed to the perception among employees that they are being treated unfairly by their respective organizations, resulting in a lack of appreciation and concern for their loyalty and retention. This perception fosters cynicism among employees. As cynicism increases, employees may have a heightened inclination to seek alternative employment opportunities, which can ultimately lead to the development of job burnout (Megeirhi, Ribeiro et al. 2020). The publication of the research carries significant consequences; nonetheless, it is important to acknowledge the presence of certain limitations, which highlight the need for further investigation. The socio-economic conditions and individual attributes of both survivors and offenders are disregarded. The study was carried out in the country of Pakistan. The similarities in the findings can be attributed to various variables, including geographical, socioeconomic, and cultural influences, among others, which are also observed in other South Asian countries. Subsequent investigations may endeavor to replicate and extend the present study in diverse geographical locations and sectors, with the aim of ascertaining the potential ramifications of work culture concerns within varied contextual settings. The identical methodology can be employed in subsequent investigations to authenticate findings across several organizations and cultural contexts.

LIMITATION AND STUDY FORWARD

This research has several limitations. The study's biggest flaw is that it is based solely on regional statistics without any method to demonstrate a causal relationship, making it impossible to come to any firm conclusions. Future research will benefit from the entire investigation. In order to enhance the credibility of the findings, it is

important to conduct the investigation using a more extensive sample size and subsequently compare the outcomes with those obtained in this particular study. It will be also helpful to look into the connection between organizational cynicism and organizational commitment. Future studies can extend the study to include other nations and sectors to determine whether organizational behavior issues are important in various environments. Future research to validate across various organizations and cultures can employ the same study approach.

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