

## PERCEPTION OF ORGANIZATIONAL POLITICS AND JOB-RELATED NEGATIVE EMOTIONS AS PREDICTORS OF WORKPLACE INCIVILITY AMONG CIVIL SERVANTS IN ENUGU STATE, NIGERIA

<sup>1</sup>UGWU CALLISTUS CHINWUBA

<sup>1</sup>Department of Psychology,  
Faculty of Management & Social Sciences  
Madonna University Nigeria, Okija Campus,  
Anambra State, Nigeria

&

<sup>2</sup>NNAMAH GLADYS NWAKEGO

<sup>2</sup>Guidance & Counseling Unit,  
Madonna University Nigeria, Okija Campus,  
Anambra State, Nigeria

Corresponding Author: callistuschinwuba@gmail.com; Phone Number: +2348038891267

### Abstract

*Workplace incivility, a seemingly mild and insignificant deviant organizational behavior that violates the norms of mutual respect and which can escalate into serious negative organizational issue if not nipped in the bud is grossly under-reported in scientific literature. In this study, perception of organizational politics and job-related negative emotions as predictors of workplace incivility among civil servants was examined. Two hundred and seventy-seven (277) civil servants randomly selected from the population of Enugu State civil servants south east of Nigeria participated in the study, out of which 58.6% were males and 42.4% were females. Their ages ranged from 21 to 58 years, with a mean age ( $M = 29.8$  years,  $SD = 5.31$ ). The study used self-report questionnaire comprising Perceptions of Politics Scale (Kacmar & Carlson, 1994); Job-Related Affective Well-Being Scale (JAWS) (Van Katwyk et al., 2000); and Workplace Incivility Scale (Cortina et al., 2001) to collect data from the participants. The results of multiple regression analyses showed that perceived organizational politics significantly predicted workplace incivility ( $\beta = .32$ ;  $t = 44^{**}$ ,  $p < .01$ ); and also job-related negative emotion showed direct prediction of workplace incivility ( $\beta = .22$ ;  $t = -.22$ ,  $p < .05$ ) among the civil servants in Enugu State. The study recommended that the Nigerian Civil Service commission in general should engage the services of psychologists within the personnel departments of the commission to address or mediate on civil servants' workplace issues so as to reduce incidences of workplace incivility.*

**Keywords:** Organizational politics, job-related negative emotion, workplace incivility, civil servants, Enugu.

### 1. Introduction

Today's organizations have witnessed increasing incidences of workplace incivility (Tong et al., 2019). Literature suggests that 98% of employees experienced uncivil behavior on a regular basis in their working life, whereas 50% is reported to have experienced such behaviors at

least once in a week (e.g. Porath & Pearson, 2013). Again, study conducted by Porath (2016) indicated that employees who reported hurtful behaviors from co-workers at least once in month were increased by 13 % from the year 1998 to 2016, giving rise to 62%. The increased trend in the workplace incivility may not be unconnected with the globalized and highly competitive world of work which tends to pose serious challenges for quality interpersonal relationships at work. The need for effective team work and to work with people of diverse backgrounds requires the interaction with and understanding of different social norms; and to successfully deal with such diversity on a number of levels, clear and shared norms for respectful behaviour in the workplace are paramount (Barak, 2014). Also, the advent of computer and internet communication technology (ICT) and dependency on electronic communication for work effectiveness facilitates rude behaviour (incivility) emanating from misunderstandings occasioned by absence of non-verbal cues, or because physical absence can protect the instigator of negative behaviour (Pearson, Andersson & Porath, 2000).

In general, workplace incivility include a number of low intensity deviant behaviors such as ignoring the target, disrespecting the target, making demeaning and impolite comments, and isolating the target from work activities (Liu *et al.*, 2020; Tong *et al.*, 2019). These uncivil behaviors comes with a lot of negative outcomes in organizations, such as poor performance, lower citizenship behaviors, degraded customer relationships, higher employee turnover, and greater counterproductive behaviors (Mao *et al.*, 2019; Porath, 2016). Considering its high incidences and consequences, workplace incivility deserves serious research attention (Ogunbamila, 2013). However, despite the high trends and the negative consequences of such behavior, little research effort has been devoted at investigating its antecedents (Hülshager *et al.*, 2021; Torkelson *et al.*, 2016). This therefore necessitates the need to pay research attention to workplace incivility and the possible antecedents.

Since the behavior appears to be substantially shaped by organizational factors (Arogundade *et al.*, 2016; Shah & Hashmi, 2019), it is likely that workplace politics and job-related negative emotions in organizations can be contributory factors fostering workplace incivility. Politics is a prevailing phenomenon in contemporary organizations including public service organizations (Labrague *et al.*, 2017). The present study therefore aims to explore the impact of organizational politics and perceived job-related negative emotions on workplace incivility among civil servants of Enugu State, Nigeria.

The public service organizations in Enugu State Nigeria which is one of the highest employers of labor despite the wide proliferation of privately own business in the city's centre can be a potential setting for workplace incivility. The Nigerian civil service organization is a body of government employees entrusted with the administration of the country, and mandated to carry out the policies of the government of the day. In other words, it is the body of civilian employees of any level of government, not subject to political appointment and removal, normally hired and promoted largely on the basis of competitive examination (Bade, 2009). Basically, employees in the civil service organizations engage in operations that support the administration of government in utilizing public policies, safeguarding government information operations and interest, delivering services that ensure the smooth transition of government administration, while staying neutral of the partisan activities of the government. Civil servants often carry out their duties within the purview of neutrality in their dealings with the masses. The administration is hierarchical and based on seniority of service; and top-

down approach has been typical of civil servant chain of command (where information comes from the head (e.g., Head of Service) all with the aim of achieving efficiency and effectiveness.

Therefore, in this regard the civil service is an institution saddled with the responsibility of designing, formulating and implementing public policy, and discharging government functions and development programmes in an effective and efficient way. In many African countries especially Nigeria, development efforts and government policies are threatened by the incompetency and ineffectiveness of the civil service. As a result of this, successive governments in Nigeria (from post-independence era to the contemporary times), have embarked on articulated patterns of reforms aimed at improving the efficiency and effectiveness in the civil service (Salisu, 2001).

Even though the sector had witnessed dramatic reforms and change to make it a more efficient instrument for promoting sustainable human development, it had been politicized of recent to the extent that most top officials openly supported the government of the day. The introduction of quota system of recruitment and promotion, adherence to the federal character principle, and constant interference of the government in the day to day operation of civil servants especially through frequent changes in the top officials and massive purges meant that political factors rather than merit alone played a major role in the civil service (Odeniga, 2007). As such, individuals may resort to political manipulations devoid of merit to achieve personal interest at the detriment of others. According to Idris (2009), the greatest problems of civil service in Nigeria remain inefficiency and red tapism.

Adedjei (2001) opined that Nigerian Civil Servants are the most demoralized in West Africa and further argued that a demoralized worker cannot perform optimally because he is faced with emotional and psychological trauma which affects his performance and unless and until he is induced, the organization that he represents will continue to record minimal success. In Nigeria, public service institutions, especially public servants have gradually resorted to playing of toxic politics as they actively engage in political games as a means of survival, pursuing personal interests, and acquiring political power (Adedjei, 2001). In particular, civil servants' active engagement in politics has serious impacts on their attitudes and behaviors (Shiddike & Bockarie, 2020).

Again, the plurality of the inner workings of the civil service portends a higher chance for conflict of interests, differing interests and values, beliefs and opinions. The inherent tussle for seniority and qualification which allow for the bruising of egos, exchange of differing perspectives, values, beliefs and interests, culminate in responses that encourage in-group favoritisms within workplace. This behavior which can be described as political behaviour often subdues the interest of the organization and promotes the interest of the group or caucus is likely to generate ill feelings and negative emotions as well as perceived as organizational politics. Therefore, as some civil servants actively engage in political games as a means of survival, pursuing personal interests, and acquiring political powers, it may have some serious impacts on their attitudes and behaviors likely to elicit uncivil behaviors. However, existing literature has not really focused on the effect of organizational politics and job-related negative emotions on workplace incivility in the context of public service sectors especially in developing nations like Nigeria. Mindful of the issues, the study aims to examine the effect of

organizational politics and job-related negative emotions on workplace incivility among civil servants in the public service sector of Enugu State Nigeria.

## **2. Literature Review**

### **2.1 Workplace Incivility**

Workplace incivility is referred to as “the seemingly insignificant behaviors that are rude, disrespectful, discourteous, or insensitive, where the intent to harm is ambiguous or unclear” (Bar-David, 2018, P. 1). According to Huang *et al* (2021) the behavior is a kind of deviant organizational behavior that disregards the norms for mutual respect such as showing disrespect towards others (e.g., describing a co-worker with derogatory terms or making demeaning comments about a colleague). The behavior has three features which include: low intensity (i.e., minor forms of workplace deviance that exclude aggression or physical violence), violation of norms (i.e., trespassing the norms for mutual respect), and ambiguous intent to harm (i.e., unclear intentionality of instigator’s behavior) (Zhou *et al.*, 2019). Even though the behavior is mild, it has the potential to escalate into negative organizational issues if it is not nipped in the bud (Andersson & Pearson, 1999). In other words, when a series of relatively mild form interpersonal mistreatment witnessed at workplace aggregates overtime, it can escalate beyond the employees’ point of objective control and coping strategies which can then trigger serious violent behavior. Therefore the behavior need to be effectively managed otherwise it could provide an enabling environment for employees to ruminate about and devote more cognitive resources to negative emotions, which fire violent revenge thoughts that culminate in workplace violence (Barber, Maltby & Macaskill, 2005; Spector, Fox & Domagalski, 2006) and damage individual psychosomatic functioning (Cortina, 2008; Cortina *et al.*, 2001; Pearson & Porath, 2005).

Workplace incivility has been responsible for generating numerous adverse consequences for the targeted individuals and organizations. According to Cortina *et al* (2001), workplace incivility deserves a serious research attention due to its adverse effects on organizations and individuals. For instance, the behavior has been linked to several kinds of undesirable outcomes such emotional exhaustion (Alola *et al.*, 2021; Huang & Lin, 2019), burnout (Liu *et al.*, 2019; Loh & Loi, 2018), turnover (Tricahyadinata *et al.*, 2020), job dissatisfaction (Alola *et al.*, 2021; Chen & Wang, 2019), reduced work engagement (Tricahyadinata *et al.*, 2020; Wang & Chen, 2020), instigated workplace incivility (Loh & Loi, 2018), knowledge hiding (Arshad & Ismail, 2018); lower organizational commitment (Reio & Trudel, 2013); reduced organizational citizenship behavior (Mao *et al.*, 2019; Salman *et al.*, 2020), counterproductive behavior (Mao *et al.*, 2019), lower job performance (Reio & Trudel, 2013; Wang & Chen, 2020).

### **2.2 Organizational Politics and Workplace Incivility**

Organizational politics refers to behaviors of a group of individuals that influence the perception of members of the group to align to the general interest of the individuals within the group (Vigoda-Gadot & Drory (2006)). It is defined as a set of employee behaviors toward securing self-interests without concerning the well-being of the organization and/or its members (Kacmar & Baron, 1999). Such behaviors usually include forming power coalitions, associating with strong allies, exchange of favors, pressurizing or blaming others, flattery and ingratiation, manipulation of information, impression management, associating with influential people, rational persuasion, and creating obligations for others (Basar & Basim,

2016; Turabik & Baskan, 2020). The behaviors are usually perceived by organizational members as self-serving, unfair and unjust behaviors (Basar & Basim, 2016).

Literature indicates that organizational politics has three dimensions: general political behavior (GPB), go along to get ahead (GATGA), and pay and promotion (PAP) (Kacmar and Carlson, 1997). GPB represents an individual's self-serving behaviors for gaining desired outcomes; GATGA indicates the intentional behaviors of being passive and silent to politickers for securing self-interests or valued outcomes; whereas PRP represents political behaviors relating to rewards and promotions through the manipulation of organizational policies (Kacmar & Carlson, 1994; Yilmaz *et al.*, 2014).

Asrar-ul-Haq *et al* (2019) argue that organizational politics appears to be an undesirable, yet unavoidable reality of organizational life. Empirically, it is evident that perceiving organizational politics at higher degree usually brings numerous undesirable employee outcomes, such as job stress, turnover intention, job dissatisfaction, reduced work engagement, lower level of organizational citizenship behavior, (Asrar-ul-Haq *et al.*, 2019; Chhabra, 2021; Chinelato *et al.*, 2020). Moreover, literature suggests that organizational politics significantly contributes to hostility, workplace deviance, counterproductive work behavior, and incivility toward other organizational members (Arogundade *et al.*, 2016; Bashir *et al.*, 2019; Crawford *et al.*, 2019; Karim *et al.*, 2021; Meisler *et al.*, 2019).

Thompson *et al* (2018) argued from the approach of social exchange theory (SET) that exchange relationship can play an important factor in workplace incivility. The theory argue that people engage in a series of reciprocal exchanges with each other through which social exchange relationships are developed and sustained (Shim, 2010). However, organizational politics promotes unfairness which tends to undermine the exchange relationships (Chinomona & Mofokeng, 2016). A politicized work environment is marked by self-serving activities and decision-making practices which often deviate from formal policies, procedures, and structures (Li *et al.*, 2020). Individuals engaging in organizational politics usually manipulate organizational processes (e.g., decision-making, rewards and promotion) for personal gain at the expense of well-being of others and the organization (Basar & Basim, 2016). Consequently, organizational politics inevitably brings about a greater sense of distrust, conflicts, misunderstanding, and negative feeling towards others, thereby damaging social exchange relationship among the employees (Karim, 2021; Karim *et al.*, 2021). The poor social exchanges has the potential to foster counterproductive behavior (Wang *et al.*, 2019), particularly workplace incivility (Itzkovich & Heilbrunn, 2016). Again, arguing from the perspectives of social power theory, Torkelson *et al* (2016) indicated that power position plays a key role in instigating uncivil behaviors and described incivility as a means of exercising power. As such, those who are in position of power are likely to manipulate their ways at the detriment of the less powerful ones. The negative outcome is that the victims who are the less powerful and non-beneficiaries of political manipulations may reciprocate on the basis of the tenet of 'tit for tat' as espoused by Andersson and Pearson (1999) and engage in negative work attitudes and behaviors towards the organizations and its members (Ferris *et al.*, 2002; Hochwarter, Perrewew, & Ferris, 2003; Shenge, 2007). Thus, the perceived prevailing political atmosphere of organizations tends to be a strong factor in workplace incivility among employees. Thus, based on the aforementioned literatures, it was hypothesized as follows:  
Hypothesis 1: Perceived organizational politics will significantly predict workplace incivility.

### **2.3 Job-Related Negative Emotions and Workplace Incivility**

Emotion generally refers to a combination of intricate inter-face between an individual's subjective experience and objective reality (mediated and moderated by neural and hormonal systems) that trigger important expressive, target-directed, and adaptive physiological and psychological responses (Villamira, 2001). Emotion has two dimensions: negative and positive (Vastfjall & Garling, 2006). Though, not the focus of the present study, positive emotions such as happiness, excitement, and delight are derived from pleasurable evaluations of events, objects, decisions, and work situations.

In contrast, job-related negative emotions (e.g. anger, hostility, fear, and disgust), which are the focus of this study; describe employees ratings of, and affective responses to, unpleasant work situations, events, objects, and decisions (Crawford & Henry, 2004). Workplace incivility may, therefore, be driven by repressed negative emotions about self, others, and the work situation that are transmuted into variants of anger to produce emotions such as hatred, righteous anger, and vengeance (Turner, 2007). In relation to negative emotions associated with workplace experiences, Andrieş (2010) stressed that factors such as unresolved disputes, unaddressed underlying issues, unmet needs, personal and/or organizational barriers to achieving the set objectives leads to feelings of frustration; and when coupled with level of capacity of the individual to recognize and evaluate needs and emotions, the chances of developing negative cognitions are significantly amplified.

Job-related negative emotions have been associated with more mental intrusions (Barber *et al.*, 2005), which may increase individuals' tendency to engage in negative behaviors such as workplace incivility when moderated with hurt feelings (Ismail, Poon & Arshad, 2018), turnover intention (Bawja, Aslam, Ali & Azeem, 2019), absenteeism, (Zia-ud-Din, Arif & Shabbir, 2017), and counterproductive work behavior (Qiyu, Weipeng & Wang, 2016). Cortina *et al* (2001) reported a strong link between incivility and psychological distress. Therefore, against this backdrop, it was hypothesized as follow:

Hypothesis 2: Job-related negative emotions will significantly predict workplace incivility

## **3. Method**

### ***Research Design***

This study was a cross-sectional survey as the data were collected at one point in time. The predictor variables for this study included perceived organizational politics and job-related negative emotion and the criterion variable was workplace incivility. The locale of this study was Enugu State, South-East, Nigeria.

### ***Participants***

Two hundred and seventy-seven (277) civil servants selected from the Ministries of Works and Housing, Transport, Gender and Social Development, Health, Information, Sports and Youth Development and Education participated in the study. They comprise 171 (58.6%) males and 106 (42.4%) of females. Their ages ranged from 21 to 58 and the mean age was 29.8 years and the standard deviation of 5.31. The participants' marital status revealed that 156 (56.32%) were married; 80 (28.88%) were single; while 41 (14.80%) were widowed, divorced and separated. Also, educational qualification of participants showed that 7 (2.53%) possessed doctorate degrees (PhD); 35 (12.64%) possessed master degrees; 140 (50.54%) possessed first degrees; 65 (23.47%) possessed higher national diploma (HND); 25 (9.03%) possessed ordinary

national diploma (OND/NCE); and 5 (1.81%) possessed West African School Certificates (WASC). With regards to their religious affiliation, 173 (60%), were Christians, 99 (38%) were of Islamic affiliation, while 5 (2%) being to the other category of religion. The average organizational tenure of the participants in the ministries was 5.16 years.

### ***Research Instrument***

The study made use of self-report paper-pencil validated questionnaire segmented into four sections listed A to D. Section A sort information about the participants socio-demographic information such as their age, gender, marital status, educational qualification, religious affiliation, organizational tenure, etc.

Section B comprised items that measured perceptions of organizational politics using Perceptions of Politics Scale (POPS) (Kacmar & Carlson, 1994). It was a 6-item version of the modified 40-item scale originally developed by Kacmar and Ferris (1991) to measure the extent to which employees perceive that the behavior of the organization and other organization members are self-serving. The POPS was rated on a 5-point Likert type scale ranging from 1 *“With definitely not representative”* to 5 *“Definitely representative”*. Sample items included: *“There are persons in this organization who always get things their way because no one wants to challenge them”* and *“Favoritism rather than merit determines who gets promoted in this organization”*. Kacmar and Ferris (1991) reported a Cronbach alpha of .87. Ladebo (2005) reported a Cronbach’s alpha of .79 using a Nigerian sample. The scale was reliable, with a Cronbach alpha coefficient of .80 established for the present study.

Section C comprised 20-item version of the Job-Related Affective Well-Being Scale (JAWS) (Van Katwyk, Fox, Spector & Kelloway, 2000) designed to assess employee’s job-related negative emotions. JAWS were rated on a 5-point scale ranging from 1 *“Never”* to 5 *“Always”*. Sample item included: *“My work makes me gloomy”* and *“My works makes me discouraged”*. Ogungbamila (2011) reported a .78 Cronbach’s alpha for the scale using Nigerian samples. For the present study JAWS had a .89 Cronbach’s alpha. A high score indicates that employee was experiencing a high level of job-related negative emotions.

Section D consisted of 7-items Workplace Incivility Scale developed by Cortina *et al* (2001). The Modified WIS-Experienced was rated on 5-point Likert scale ranging from 0 *“Never”* to 4 *“Many Times”*. Sample items included: *“Paid little attention to someone’s statement or showed little interest in the person’s opinion?”* and *“Addressed someone in unprofessional terms, either publicly or privately?”* The authors reported a Cronbach’s alpha coefficient was .88. The scale’s Cronbach’s coefficient alpha for the present study was 0.87.

### ***Sampling Technique and Data Analysis***

The two hundred and seventy-seven (277) participants selected through simple random sampling technique from population of Enugu State civil servants participated in the study. The civil servants were selected from different ministries located in Enugu urban. In order not to disrupt the work flow of the workers, those who could not complete the questionnaire survey were asked to take it home and return them next day. A total of 315 questionnaires were administered in the various ministries sampled. Out of this number, 281 were completed and returned representing 89.21% response rate. Of this number, 4 copies were discarded due to improper completion and 277 copies only were used for data analyses.

Concerning the data analyses of the present study, Pearson Product Moment Correlation Analysis was used to ascertain the extent and degree to which demographic and study variables were correlated; while multiple regression analyses were used to test the hypotheses of the study.

#### 4. Results

The collected data were analyzed using Pearson Product Moment Correlation to test the extent and direction of relationship that exist among the variables of the study. The result is presented in Table1.

Table 1: Mean, Standard Deviation and Inter-Correlation of Demographic and Study Variables

Variables	1	2	3	4	5	6	7	8	9
1. Age	1.00								
2. Gender	.12	1.00							
3. Religion	.01	.11	1.00						
4. Marital Status	.75	.04	.36**	1.00					
5. Education	.61**	.02	.30**	.62**	1.00				
6. Org. Tenure	.24*	.05	.08	.16	.07	1.00			
7. Perc Org Pol	.78**	.05	.46**	.77**	.53**	.06	1.00		
8. Job-Related Neg Emot	.25*	.08	.17*	.28*	.27*	.29*	.15	1.00	
9. Workplace Incivility	.04	.02	.11	.01	-.21*	-.27*	.32**	.27*	1.00
Mean	29.87	-	-	-	-	5.85	32.45	25.45	45.05
SD	5.31	-	-	-	-	2.21	6.86	4.05	7.31

Note \*\* $p < 0.01$  \* $p < 0.05$ ,  $N=277$ ; Org. Tenure = Organizational Tenure; Perc Org. Pol = Perceived Organizational Politics; Job-Related Neg Emot = Job-Related Negative Emotions.

Results in Table 1 indicated that age of civil servants did not show significant relationship with workplace incivility [ $r = .04$ ,  $p > .05$ ], indicating that age of civil servants does not increase the chance of increasing workplace incivility among civil servants. Also, the result indicated that gender of the civil servants did not show significant relationship with workplace incivility [ $r = .02$ ,  $p > .05$ ]; this implies that whether a civil servant is male or female does not increase the likelihood of workplace incivility of the civil servants. Similarly, religion had no significant relationship with workplace incivility [ $r = .11$ ,  $p > .05$ ]; which implies that workplace incivility was not affected by religious beliefs of civil servants. Furthermore, marital status did not show any significant relationship with workplace incivility [ $r = .01$ ,  $p > .05$ ]; which suggests that whether an employee is married or not does not increase the chances of workplace incivility. However, level of education showed significant negative relationship with workplace incivility [ $r = -.21^*$ ,  $p < .05$ ]. This suggests that the higher the level of education of civil servants, the lesser the tendency for workplace incivility. Also, job tenure showed significant negative relationship with workplace incivility [ $r = -.27^*$ ;  $p < .05$ ]. This suggests that the more years an employee put up with the organization, the less tendency to display workplace incivility.

Finally, perceived organizational politics had a significant positive relationship with workplace incivility [ $r(277) = .27^*$ ,  $p < .01$ ]. This implies that workplace incivility increases when employees perceive significant organizational politics. Also, job-related negative emotion showed significant positive relationship with workplace incivility among civil servants [ $r(277)$



= -.32,  $p < .01$ ]. This infers that civil servant who scores high on the measure of job-related negative emotion reported high levels of workplace incivility.

Table 2: Summary of Multiple Regression Analysis Showing the Predictive Value of Organizational Politics and Job-Related Negative Emotion on Workplace Incivility

<i>Dependent</i>	<i>Independent</i>	<i>B</i>	<i>T</i>	<i>P</i>	<i>R</i>	<i>R</i> <sup>2</sup>	<i>df</i>	<i>F</i>
Workplace Incivility	Perceived Organizational Politics	.32	.44**	< 0.01				
	Job-Related Negative Emotions	.22	.34	< 0.05	.52	.20	274	4.146

*Note: \*\* $p < 0.01$ ; \* $p < 0.05$ ; N = 277*

The result in Table 4.2 indicated that perceived organizational politics significantly predicted workplace incivility ( $\beta = .32$ ;  $t = .44^{**}$ ,  $p < .01$ ). This implies that civil servants in Enugu State who reported increased levels of perceived organizational politics showed high tendency of reporting workplace incivility. Therefore, hypothesis one was confirmed. Also, job-related negative emotion showed significant positive prediction of workplace incivility among civil servants in Enugu State ( $\beta = .22$ ;  $t = .12$ ,  $p < .05$ ); this indicates that civil servants in Enugu State who reported high level of job-related negative emotion showed increased levels of workplace incivility. Therefore, hypothesis two was confirmed. Finally, both perceived organizational politics and job-related negative emotion jointly and significantly predicted workplace incivility among the civil servants in Enugu State ( $R^2 = .20$ ;  $F = 4.146$ ;  $p < .05$ ). This demonstrates that the two independent variables (organizational politics and job-related negative emotion) accounted for 20% ( $R^2 = .20$ ) variance in workplace incivility. With these results, the study hypotheses 3 were confirmed.

## 5. Discussion and Conclusion

The result of this study showed that organizational politics significantly predicted workplace incivility among civil servants in Enugu State. This implies that organizational politics play a vital role in fostering and promoting uncivil behaviors among the workers. The finding is consistent with existing literature that organizational politics scares employees away from desired behaviors (De Clercq *et al.*, 2020) and motivates them to engage in deviant workplace behaviors (Crawford *et al.*, 2019) such as uncivil behaviors. Again, the finding is in line with the opinion of social exchange theory that poor exchange relationship leads to organizational politics which foster negative outcomes in form of workplace incivility. Arogundade *et al* (2016) opine that high level of political activities in the workplace tend to foster uncivil behaviors. Since non-partisan employees lack the power to openly express grievances, they are inclined to react to political manipulators and beneficiaries with uncivil behaviors Ogunbamila (2013). Also, it is possible that differences in political affiliations and ideologies are likely to bring about misunderstanding, interpersonal conflicts, demeaning and disrespectful behaviors in the workplace.

The findings of the study also revealed that job-related negative emotions significantly predicted workplace incivility. This suggests that workers who are aggrieved by the prevailing work situation such as unmet needs, personal and/or organizational barriers to achieving the set objectives tend to leads to feelings of frustration with the concomitant workplace incivility. The result also revealed that the joint effect of organizational politics and job-related negative emotion portend significant prediction on workplace incivility.

The findings of the present study have some implications. As the findings indicated that workplace incivility resulted from unfavorable political manipulations and negative emotion-evoking situations in the workplace, it behooves on organizations to effectively manage workers' job-related negative emotions and perception of organizational politics for effective and efficient civil service. Thus, organizations should put in place effective incivility checking systems that detect, identify, report, and discourage incivility before they get out of hand (Pearson & Porath, 2005). Also, the services of psychologists should be engaged within the personnel departments of the ministries to address or mediate on civil servants' workplace issues so as to reduce incidences of workplace incivility. It is also necessary that the decision-makers and stakeholders of the civil service should formulate policies that regulate and control social influence within workplaces since organizational politics is a function of social influence. Again, job-related negative emotions can be curtailed by engaging civil servants in psychological trainings and conferences so as to enlighten and educate civil servants on how to ventilate pent-up job-related negative emotions in constructive and healthy manner. In conclusion, since the study was a cross-sectional survey which cannot make causal attribution, future studies should attempt conducting longitudinal approach to make up for the limitations for better generalizations and causality.

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