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[Direct effect of Supervisor Incivility, Emotional Exhaustion, and Organizational Culture on Employee Insubordination]

Arfan Ahmed[1]*
Ph.D. Scholar, Faculty of Management Sciences, Hamdard University, Karachi
Corresponding Author Email: irfanahmed1012@gmail.com
Prof. Dr. Shabib Ul Hassan[2]
Faculty of Management Sciences, Hamdard University, Karachi.
huvc@hamdard.edu.pk
Dr. Muhammad Umar[3]
Assistant Professor, Faculty of Management Sciences, Hamdard University, Karachi. muhammad.umer@hamdard.edu.pk
Dr. Nabeel Ashraf[4]
Assistant Professor, Faculty of Management Sciences, National University of Modern Languages, Karachi. nabeel.ashraf@numl.edu.pk

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ABSTRACT

This study explores the impact of supervisor incivility, emotional exhaustion, and organizational culture on employee insubordination. Using hierarchical regression analysis with SPSS-25 for data processing, hypotheses were tested through data collected from a diverse sample of 300 employees across various occupations, based on their personal experiences, engagement, and observations. The findings reveal that supervisor incivility and emotional exhaustion have a positive direct effect on employee insubordination, while a supportive organizational culture has a mitigating influence. The results suggest that organizations could benefit from fostering a culture that prioritizes employee performance and acknowledges workers as vital components of the business. This approach can enhance employees' confidence in their organizational affiliation, leading to improved performance and reduced turnover intentions. Unlike previous studies, this research includes an analysis of business objectives, offering a nuanced perspective on how organizational culture can shape employee behavior and attitudes.

Keywords: Supervisor incivility; emotional exhaustion; organizational culture; employee insubordination.

Introduction

Organizations increasingly recognize that their workforce is one of their most valuable assets (Kelliher & Menezes, 2019). Supervisor incivility—manifested as rudeness, condescension, humiliation, and disrespect—negatively affects both individuals and organizations. Recent studies reveal that incivility is widespread, with 98% of employees experiencing rude behavior and half facing it on a weekly basis (Porath & Pearson, 2013; Guo et al., 2022). Social exchange theory supports the concept of perceived supervisor support (PSS), where supervisors' appreciation for employees' contributions is essential in fostering positive relationships (Afsar & Badir, 2017; Uzun, 2018). Supervisor support not only enhances commitment and job satisfaction but also contributes to lower turnover intentions and improved performance (Kazmi & Javaid, 2022). Job satisfaction reflects employees' feelings about their work environment and directly impacts productivity (Sah & Pokharel, 2022). Organizational performance—often measured by return on investment (ROI)—is crucial to sustaining productivity and employee engagement (Nafei & Kaifi, 2013; Terzioglu et al., 2016). High-performing companies often achieve this balance by aligning organizational needs with employee skills (Mappamiring, 2020). Yet, challenges such as employee turnover remain, particularly in sectors like renewable energy, where turnover rates can surpass normal thresholds, leading to operational disruptions and financial costs

(Susilo & Satrya, 2019; Li et al., 2021). This study builds on these findings by examining the dynamics of supervisor incivility, employee performance, and turnover intention, offering insights into how supportive organizational culture and supervisor engagement can mitigate negative outcomes, improve employee satisfaction, and drive sustainable performance.

Research Objectives

The specific objectives of this study are as follows:

1. To assess the prevalence, characteristics, and current forms of supervisor incivility across various sectors in Pakistan.
2. To investigate the influence of supervisor incivility, emotional exhaustion, and organizational culture on employee insubordination across different sectors.

Theoretical Background

Workplace incivility, including behaviors like rudeness, arrogance, disrespect, and disregard, has significant costs for both individuals and organizations. This antisocial behavior is common among supervisors, with many employees reporting encounters with it (Cortina et al., 2022). In China, supervisor incivility is notably widespread; it can be especially pronounced among private college employees without formal professional standing (Zhang & Wang, 2021). Acts of supervisor incivility may involve blaming colleagues, ignoring or criticizing them, refusing to cooperate, or showing indifference to requests for help (Cooke & Baumbusch, 2020). Research by Kazmi and Javaid (2022) indicates a negative correlation between supervisor incivility and organizational success, while Guo et al. (2022) further suggest that organizational performance can moderate the harmful effects of supervisor incivility. Supervisor support, which reflects how much a supervisor cares for and assists their employees, is critical for a positive work environment. Mushtaq et al. (2017) define it as a supervisor's capacity to encourage and support staff in their work. Perceived supervisor support can enhance performance, as employees who feel valued and empowered by their supervisors are more likely to exhibit creativity (Kazmi & Javaid, 2022; Zhang & Wang, 2021). This aligns with Uzun's (2018) findings that perceived supervisor support positively impacts organizational performance. Job satisfaction, defined as the sense of pleasure individuals derive from their efforts at work (Spector, 1997), is influenced by personal and workplace factors (Weiss, 2002). Employees often form psychological connections with each other, which can boost job satisfaction and, in turn, organizational effectiveness (Kahn, 1990; Joseph, Newman, & Hulin, 2010). Research consistently shows a strong link between job satisfaction and organizational success, with employee satisfaction associated with various positive outcomes, including higher organizational performance (Van Knippenberg & Van Schie, 2020).

Research Hypotheses

Hypothesis (H1): Supervisor's incivility effect on positively influence of employee insubordination.

Hypothesis (H2): Emotional exhaustion effect on positively influence of employee insubordination.

Hypothesis (H3): Organizational culture effect on positively influence of.employee insubordination.

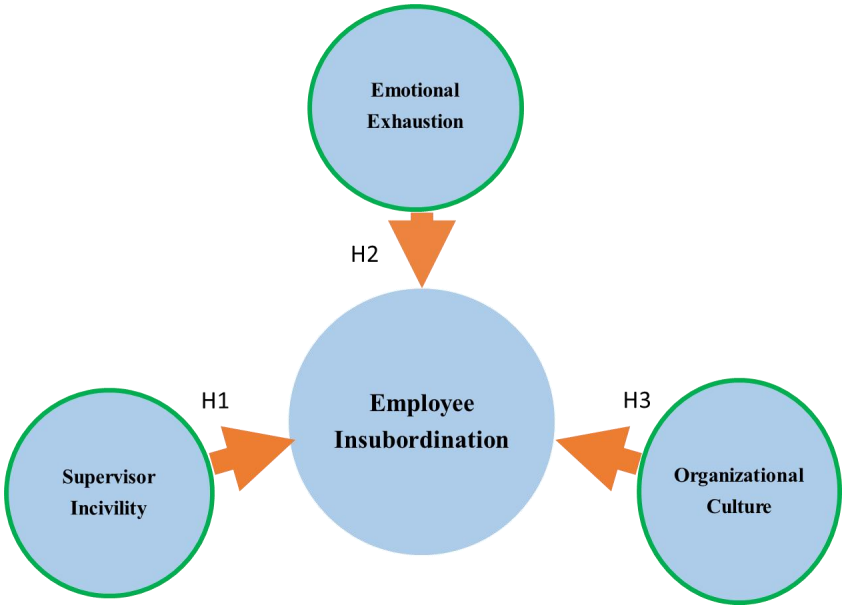


Figure 1 ***Research Framework***

Research Methodology

Measurement

This study examines four variables, measured using respondents' responses on a five-point Likert scale, where 1 represents "strongly disagree," 2 represents "disagree," 3 represents "neutral," 4 represents "agree," and 5 represents "strongly agree." The first variable, supervisor incivility, includes items based on the findings of Kazmi and Javaid (2022). Measurement items for all variables in this study draw from the research of Kazmi and Javaid (2022) and Asri (2021).

Data Collection

Primary data was collected using a Google Form survey, distributed via social media platforms. The sample size of 300 was determined by multiplying the number of indicators by a factor of five to ensure sufficient representation. Ultimately, 300 employees from various sectors in Karachi participated in the purposive sampling process.

Results

Descriptive Statistics

Average item mean is 18.115, with values ranging from 15.087 to 25.597. The range

of item means (difference between max and min) is 10.510, and the ratio of maximum to minimum mean is 1.697, showing variability across items. Average item variance is 25.443, with individual variances ranging from 19.100 to 30.315. The range in variance is 11.215, and the maximum-to-minimum variance ratio is 1.587, indicating some variation in how responses are spread around the mean for different items. The average inter-item covariance is -0.331, suggesting that, on average, there is a slight negative covariance among items. Values range widely from -10.366 to 8.287, with a variance of 60.850, indicating diverse relationships between pairs of items. The average inter-item correlation is 0.007, close to zero, implying minimal correlation on average among items. Individual correlations vary from -0.352 to 0.318, with a range of 0.670 and variance of 0.090, showing that some item pairs are weakly correlated, either positively or negatively.

Table 01: Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	18.115	15.087	25.597	10.510	1.697	25.343	4
Item Variances	25.443	19.100	30.315	11.215	1.587	25.885	4
Inter-Item Covariances	-0.331	-10.366	8.287	18.653	-0.799	60.850	4
Inter-Item Correlations	0.007	-0.352	0.318	0.670	-0.905	0.090	4

Gender

Table 2 presents the gender distribution among 300 respondents. Out of the total, 177 respondents are female, making up 59% of the group. The valid percent and cumulative percent columns also indicate that females represent 59% of the sample. The remaining 123 respondents are male, comprising 41% of the group. The "Cumulative Percent" column reaches 100%, confirming that the data includes all participants. (See Table 2)

Table 02: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	177	59.0	59.0	59.0
	Male	123	41.0	41.0	100.0
	Total	300	100.0	100.0	

Age

The data is categorized into different age groups, with a frequency count provided for each group. For instance, there are 161 individuals in the 18-30 age group, 87 in the 31-40 age group, and so on. Each age group's proportion of the total sample (300 individuals) is also shown, with the 18-30 age group representing 53.7% of the sample. The "Valid Percent" column matches the "Percent" column, as there are no missing values, showing each group's share out of all valid responses. The "Cumulative Percent" column provides a running total, accumulating as you move down through the age groups. (See Table 3)

Table 03: Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30	161	53.7	53.7	53.7
	31-40	87	29.0	29.0	82.7
	41-50	41	13.7	13.7	96.3
	51-60	10	3.3	3.3	99.7
	Above 60	1	0.3	0.3	100.0
	Total	300	100.0	100.0	

Industry

Table 04 categorizes individuals into five sectors: Banking, Education, Health, Media, and Other. Within this sample of 300 individuals, 22 work in Banking, 185 in Education, and the remainder across the other categories. The distribution indicates that 7.3% of the participants are employed in Banking, 61.7% in Education, and 20.7% in Other. The "Valid Percent" column shows no missing values, and it aligns with the percentage column, representing each sector's share of the total valid responses. The "Cumulative Percent" reflects the running total of these percentages across the sectors. For instance, when including the Education sector, 69.0% of the sample is represented, and after adding the Health sector, this figure increases to 74.3%.

Table 04: Industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Banking	22	7.3	7.3	7.3
	Education	185	61.7	61.7	69.0
	Health	16	5.3	5.3	74.3
	Media	15	5.0	5.0	79.3
	Other (Please Specify)	62	20.7	20.7	100.0
	Total	300	100.0	100.0	

Reliability

Table 05 demonstrates that the 39 items tested collectively achieve a Cronbach's Alpha of 0.742. This value indicates an acceptable level of internal reliability, suggesting that the items are effectively measuring the same underlying concept.

Table 05: Reliability Statistics	
Cronbach's Alpha	N of Items
0.742	39

The p-value (Sig.) is 0.000, which is below the 0.05 threshold, indicating that the test results are statistically significant. These findings suggest that the data is suitable for factor analysis, demonstrating adequate sampling and significant correlations among the variables.

Table 06: KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.704
Bartlett's Test of Sphericity	Approx. Chi-Square	130.612
	df	10
	Sig.	0.000

Model Summary

We evaluated our research hypotheses using regression analysis with ordinary least squares (OLS), based on the results of the measurement model. Table 07 presents both the significant and non-significant coefficients of the study model, confirming support for the research hypotheses. Additionally, it provides a model summary for three distinct models, assessing the relationships between various predictors and outcomes.

Models Explanations

In this research paper, three models are evaluated to analyze the relationships between different variables: Supervisor Incivility, Emotional Exhaustion, and Organizational Culture. Below is an explanation of each model based on the provided statistics.

Model 01: Supervisor Incivility

R: 0.305 this indicates a moderate positive correlation between supervisor incivility and the dependent variable. R Square: 0.093 approximately 9.3% of the variance in the dependent variable can be explained by Supervisor Incivility. Adjusted R Square: 0.090 this value accounts for the number of predictors in the model, suggesting that 9% of the variance remains when adjusted. Standard Error of the Estimate: 4.169, this reflects the average distance that the observed values fall from the regression line. R Square Change: 0.093 this indicates the change in R Square from the baseline model, confirming that Supervisor Incivility contributes

to explaining variance. F Change: 30.574 this F statistic tests the significance of the model; a high value indicates that the model is statistically significant. df1 and df2: 1 and 298 these degrees of freedom correspond to the number of predictors and the total sample size minus the number of predictors minus one, respectively. Sig. F Change: 0.000 this p-value indicates that the model is statistically significant, suggesting a strong relationship between Supervisor Incivility and the dependent variable. Durbin-Watson: 1.519 this statistic assesses the independence of residuals; a value around 2 suggests no autocorrelation.

Model 02: Emotional Exhaustion

R: 0.244 this indicates a moderate positive correlation between Emotional Exhaustion and the dependent variable. R Square: 0.060 emotional exhaustion explains about 6% of the variance in the dependent variable.

Adjusted R Square: 0.056 this adjusted value shows that 5.6% of the variance is explained when accounting for the number of predictors. Standard Error of the Estimate: 4.245 this is the average distance from the observed values to the regression line for this model. R Square Change: 0.060 this indicates the contribution of Emotional Exhaustion to the variance explained. F Change: 18.865 this statistic suggests that the model is significant, but less so than Model 01, df1 and df2: 1 and 298 similar to Model 01, these values represent the degrees of freedom. Sig. F Change: 0.000 this p-value indicates that the model is statistically significant.

Durbin-Watson: 1.260 this value suggests some potential autocorrelation in the residuals, as it is lower than 2.

Model 03: Organizational Culture

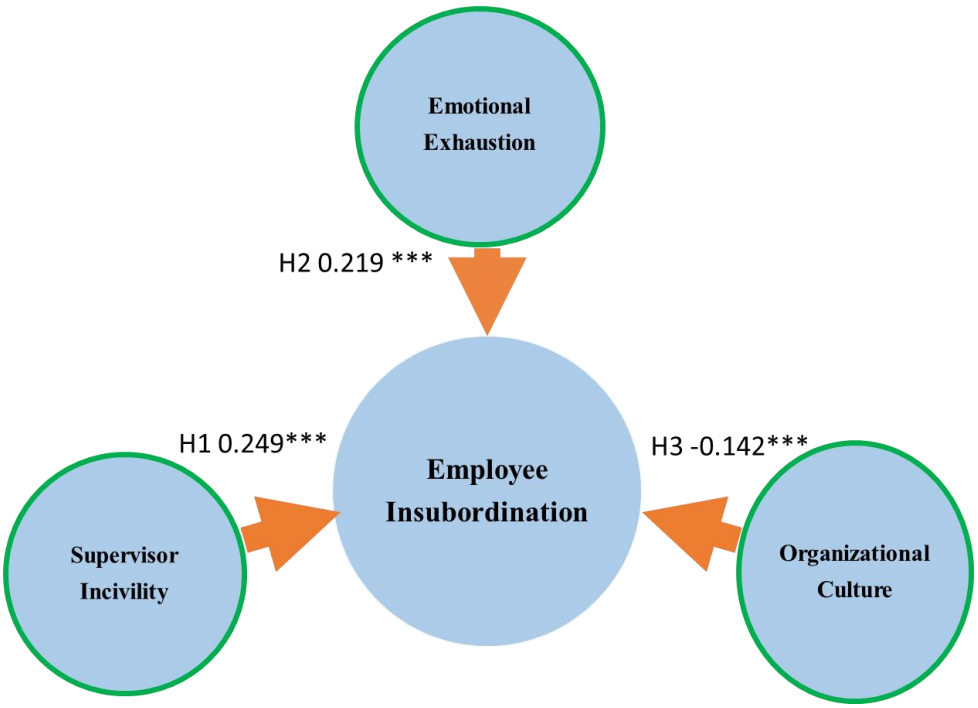
R: 0.180 this indicates a weaker positive correlation between Organizational Culture and the dependent variable compared to the previous models. R Square: 0.032 organizational culture accounts for only 3.2% of the variance in the dependent variable. Adjusted R Square: 0.029 this adjusted value confirms that the contribution to explained variance is minimal. Standard Error of the Estimate: 4.307 this reflects the average distance from the observed values to the regression line for this model. R Square Change: 0.032 this indicates the amount of variance explained by Organizational Culture. F Change: 9.924 this value suggests the model is statistically significant but to a lesser extent than Models 01 and 02, df1 and df2: 1 and 298 these degrees of freedom remain consistent with the previous models. Sig. F Change: 0.002 this p-value indicates statistical significance, though the effect size is smaller compared to the earlier models. Durbin-Watson: 1.354 this value suggests a moderate concern for autocorrelation in the residuals.

Overall, the results indicate that Supervisor Incivility has the strongest explanatory power regarding the dependent variable, followed by Emotional Exhaustion, and then Organizational Culture, which contributes the least. All

models demonstrate statistical significance, with varying degrees of explained variance, suggesting important relationships within the studied constructs.

	Model 01	Model 02	Model 03
	Supervisor Incivility	Emotional Exhaustion	Organizational Culture
R	.305[a]	.244[a]	.180[a]
R Square	0.093	0.060	0.032
Adjusted R Square	0.090	0.056	0.029
Std. Error of the Estimate	4.16900	4.24533	4.30652
R Square Change	0.093	0.060	0.032
F Change	30.574	18.865	9.924
df1	1	1	1
df2	298	298	298
Sig. F Change	0.000	0.000	0.002
Durbin-Watson	1.519	1.260	1.354

Note: ***p<0.01; **p<0.05; *p<0.1



Results of the research model. Note: *** p < 0.01; ** p < 0.05; * p < 0.1

Hypotheses Testing

This coefficient indicates that for each one-unit increase in supervisor incivility, is expected to increase by 0.249 units, holding all other variables constant. This

reflects a positive relationship between supervisor incivility. Hence, we accepted H1. In H2 coefficient indicates that for each one-unit increase in Emotional exhaustion, emotional Impact is expected to increase by 0.219 units, assuming all other factors remain constant. This suggests a positive relationship between EE and EI. Therefore, we accepted the H2. In H3 coefficient indicates that for each one-unit increase in organizational Culture, Emotional Impact is expected to decrease by 0.142 units, assuming all other factors remain constant. This suggests a negative relationship between OC and EI, but inversely implying that as organizational culture improves, the emotional Impact (likely perceived negativity or stress) decreases.

Table 08: Testing Hypotheses

		Unstandardized Coefficients		Standardized Coefficients			
	Variables Path	B	Std. Error	Beta	t	Sig.	Accepted or Rejected
Hypothesis (H1)	SI → EI	0.249	0.045	0.305	5.529	0.000	Accepted
Hypothesis (H2)	EE → EI	0.219	0.050	0.244	4.343	0.000	Accepted
Hypothesis (H3)	OC → EI	-0.142	0.045	-0.180	-3.150	0.002	Accepted

Conclusion and Discussion

This research evaluates three models to analyze the relationships between Supervisor Incivility, Emotional Exhaustion, and Organizational Culture in relation to Emotional Impact (EI). The findings reveal that Supervisor Incivility has the strongest influence on EI, explaining 9.3% of its variance, followed by Emotional Exhaustion at 6%, and Organizational Culture at only 3.2%. Each model is statistically significant, indicating meaningful relationships among the variables. Specifically, increases in Supervisor Incivility and Emotional Exhaustion are associated with higher Emotional Impact, while better Organizational Culture is linked to reduced Emotional Impact, suggesting that improving workplace dynamics can mitigate negative emotional outcomes for employees. Overall, the results indicate that Supervisor Incivility has the strongest explanatory power regarding Emotional Impact, followed by Emotional Exhaustion, while Organizational Culture contributes the least. All models demonstrate statistical significance with varying degrees of explained variance, suggesting important relationships among the studied constructs. In detail, the coefficient for Supervisor Incivility indicates that for each one-unit increase in supervisor incivility, Emotional Impact is expected to increase by 0.249 units, holding other variables constant, thereby confirming Hypothesis 1 (H1). For Emotional Exhaustion, the coefficient suggests that a one-unit increase leads to a 0.219-unit increase in Emotional Impact, supporting Hypothesis 2 (H2). Conversely, the coefficient for Organizational Culture indicates

that a one-unit increase is associated with a decrease of 0.142 units in Emotional Impact, implying a negative relationship that suggests improved organizational culture reduces perceived negativity or stress, thereby confirming Hypothesis 3 (H3). **Model 01:** Supervisor Incivility demonstrates the strongest influence on EI, with an R value of 0.305, indicating a moderate positive correlation. This model explains 9.3% of the variance in EI (R Square = 0.093) and has a significant F Change of 30.574, confirming its statistical significance ($p < 0.001$). The coefficient shows that for each one-unit increase in supervisor incivility, EI increases by 0.249 units, supporting Hypothesis 1 (H1).

Model 02: Emotional Exhaustion also shows a moderate correlation with EI (R = 0.244), accounting for 6% of the variance (R Square = 0.060). The F Change of 18.865 indicates statistical significance ($p < 0.001$), with a coefficient suggesting that a one-unit increase in emotional exhaustion leads to a 0.219-unit increase in EI, thus supporting Hypothesis 2 (H2).

Model 03: Organizational Culture has a weaker impact, with an R value of 0.180, explaining only 3.2% of the variance in EI (R Square = 0.032). The F Change of 9.924 signifies statistical significance ($p = 0.002$), but the negative coefficient indicates that a one-unit increase in organizational culture corresponds to a decrease of 0.142 units in EI, suggesting that improved organizational culture can alleviate negative emotional impacts, thereby supporting Hypothesis 3 (H3).

Overall, the models collectively highlight the significant roles of supervisor incivility and emotional exhaustion in contributing to emotional impact, while also illustrating the mitigating effect of organizational culture. These findings underscore the importance of addressing workplace dynamics to enhance employee well-being.

Contribution

This topic significantly enhances our understanding of how specific workplace factors—such as supervisor incivility, emotional exhaustion, and organizational culture—directly influence employee behavior, particularly insubordination. It contributes to organizational behavior theories by empirically validating the relationships among these variables. Additionally, it informs moderation theory by illustrating how external factors can amplify or mitigate the effects of internal workplace dynamics. The research offers an integrated perspective on the complex interplay between individual (emotional exhaustion), interpersonal (supervisor incivility), and organizational (culture) factors in shaping employee behavior. This holistic approach enriches theoretical frameworks in organizational psychology and sociology. The findings also provide valuable insights for developing organizational policies and practices aimed at reducing supervisor incivility, managing emotional exhaustion, and fostering a positive organizational culture. Practical applications include establishing codes of conduct, implementing

leadership training programs, and initiating initiatives to promote employee well-being.

Practical Implications and Limitation

The practical implications of this research suggest several strategies to address workplace issues effectively. First, training programs for supervisors aimed at enhancing emotional intelligence, communication skills, and conflict resolution abilities can help mitigate supervisor incivility. Additionally, providing resources and support for employees, such as workshops on stress management and mental health awareness programs, can assist in managing and reducing emotional exhaustion.

Establishing clear policies and guidelines regarding respectful workplace behavior, along with consequences for incivility, can set clear expectations and deter negative actions. Proactively fostering a positive organizational culture through inclusive practices, recognition programs, and initiatives that promote employee well-being is also essential. Incorporating assessments of emotional intelligence and interpersonal skills into the recruitment process will help ensure that supervisors have the necessary qualities to lead effectively.

It is important to consider that factors such as industry-specific norms, organizational structure, and regional cultural differences may influence the relationships examined in this study. Additionally, subjective perceptions and self-reporting biases could affect data validity. The findings highlight the need for a holistic approach to managing employee behavior. By addressing supervisor incivility, promoting emotional well-being, and cultivating a positive organizational culture, organizations can reduce instances of employee insubordination. Moreover, managing negative workplace gossip is crucial for maintaining a respectful and cohesive environment. By implementing these recommendations, organizations can create a healthier, more productive workplace that minimizes conflict and enhances overall employee satisfaction and engagement.

Future Research

This study may pave the way for further research into additional potential moderators that could affect the dynamics between supervisor behavior, emotional exhaustion, and insubordination. Future investigations could explore factors such as organizational justice, employee resilience, and job satisfaction. Additionally, the implications of the findings may vary across different industries or cultural contexts. For example, high-pressure environments, such as healthcare and finance, may experience elevated levels of emotional exhaustion and insubordination, highlighting the necessity for tailored solutions in these settings.

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