INFLUENCE OF DELAYED SALARY AND PERCEIVED ORGANIZATIONAL SUPPORT ON WORKPLACE INCIVILITY
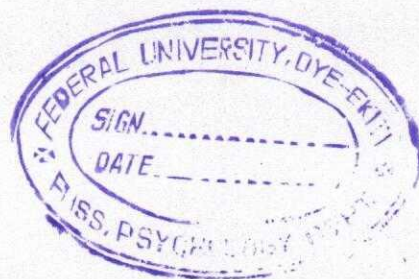
BY

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(PSY/11/0212)

RESEARCH PROJECT SUBMITTED TO DEPARTMENT OF PSYCHOLOGY FACULTY OF THE SOCIAL SCIENCES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF BACHELOR OF SCIENCE IN PSYCHOLOGY (HONS) FROM THE FEDERAL UNIVERSITY OYE EKITI, EKITI STATE

SEPTEMBER, 2015

CERTIFICATION

I certify that this research was carried out by SANUSI VICTOR OLUYEMI with Matriculation Number PSY/11/0212 of the Department of Psychology, Federal university Oye -Ekiti, Ekiti State, Nigeria, under my supervision.

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28/02/15

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Date

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Prof. B. O. Omolayo
Head of Department

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Date

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DEDICATION

This project work is dedicated to Almighty God the giver of life and the source of knowledge and inspiration. To him is the glory. I also dedicate this project work to my entire family most especially my amiable parents, Mr. and Mrs. Sanusi and my Elder brother.

ACKNOWLEDGEMENTS

I am grateful to God for seeing me through the duration of time I spent in Federal university Oye Ekiti , Ekiti state and for the success of this project. My years in the university had been a time of training and development, although through hard times. **It is often said that hard times do not last but hard people do.** I am happy that this is my testimony. Also special thanks go to my parents, Mr. and Mrs. Sanusi and Elder brother –, for their financial and moral support, and words of encouragement towards ensuring the success of my project work. Words cannot tell what you have done in my life. It is my prayer that God will continue the cord of love amongst the family.

Special thanks also go to my Supervisor, Miss. Judith Osagu who has been instrumental in the course of my project work especially, for his constructive criticisms, corrections and pieces of advice in ensuring the success of this work. **Mother, you are more than a supervisor, you are my mother and a mentor indeed. I doff my cap ma, for you.**

I also used this medium to be thankful to my wonderful, ever blessed Head of Department (HOD) Prof. B. O..Omolayo for his administrative and organisational instinct in the department. May God continue to strengthen and help you sir. It will not be too good if I do not acknowledge my lecturers in the department who have made my stay on this land worthwhile and great.

In fact, this work was made possible through the support and immense cooperation of many people whose names may be too numerous to mention on this page. Thanks to all and God Bless you.

ABSTRACT

In understanding organisational behavior, Workplace incivility was assumed to be influenced by delayed salary and perceived organizational support in an organization. An Ex-Post facto research design was adopted for the study while a sample of 152 local government workers completed measures of delayed salary, perceived organisational support and workplace incivility as measured by a well structured self –report instrument. Result of the findings shows that there is a significant difference in the mean scores of employees whose salary payment were delayed (23.90) and those not delayed (20.60) on levels of workplace incivility ($t_{143}= 2.10$, $P < 0.05$). The study concluded that employees whose salary payments were delayed experience more workplace incivility than those whose salary payment were not delayed. Furthermore, the findings also show that there is a significant difference in the mean scores of employees with low (23.95) and high Perceived organizational support (19.23) on levels of workplace incivility ($t_{142} = 3.13$, $P < 0.01$). In addition, the findings further revealed that salary payment (delayed or not delayed) and perceived organisational support(high or low) do not have significant interaction influence on workplace incivility ($F_{(1)} 142 = 0.000$, $P > 0.05$). In other words, both salary payment (either delayed or not delayed) and perceived organisational support do not interactively affect workplace incivility. It is concluded that delayed salary, perceived organisational support are highly relevant to an understanding of workplace incivility in an organization. The results were discussed in line with existing literature and recommendations were made.

Keywords: Delayed salary, perceived organisational support and workplace incivility

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CHAPTER ONE

INTRODUCTION

1.1   Background to the Study

Organisational misbehavior includes reactions and performances that occurred in the workplace that is such breaking behavioral laws in work (Ahmadi and Dehnavi, 2012). Workplace Incivility has much negative effect on employees' job, work behaviours and job attitudes than its positive effects. Therefore, paying attention to Workplace Incivility is important because it will enhance the performance of the employees towards the job. Discourtesy may lead to more roughness and changes the property of organisational atmosphere. Impolite reactions increase disharmony Anderson and Pearson (1999) and impose many individual, group and organisational costs (Pearson and Purus, 2009). Generally, discourtesy creates forceful conditions for all people who work in group (Peni and Espector, 2005). Attitudes are seriously effective on planning and forming behaviours, creating motives, satisfying needs and orienting tendencies (Azarbayejani *et al.,* 2004). Having a positive insight and attitude towards work and job (preferably, innovative works and job) is inspired by religious and valuable tenets in several cultural, social, economic, scientific and technological areas. However, one important factor of economic non progression is resulted in people's lack of positive look at work Hosseini, (2011) and positive look describes the way which someone looks at work lovely and interestingly and considers it as a factor of individual and social success and respects work as worship religiously.

High employee productivity is the heartbeat of a successful business. When employees are distracted and unhappy, their work suffers, and ultimately so does the company. When employees experience problems, they do not perform to their highest potential. Troubled

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employees often call in sick or are not mentally present when they attend work. Understand the top factors of employee unhappiness and offer appropriate assistance if needed is very crucial if high level of employees' productivity is going to be achieved. Otherwise, high level of workplace incivility will be experienced from the employees, which will in turn affect the work negatively.

However, there are various reasons which may be allured to workplace incivility which affects employees' productivity, two of which are: delayed salary and perceived organisational support. Delay in salary of workers has been an issue that has been affecting workers' productivity and it has been a major area of focus by many researchers that workers whose salaries are delayed always exhibit a high level of workplace incivility. This is because delayed in workers' salary can have a negative effect on any aspects of life of the workers, most especially their financial and economic status.

Salary usually connotes a set wage based on a set of expected duties to be performed. Hourly wages may fall under the category of salary and usually are based strictly on time spent on the job. A base salary or hourly guarantee provides employees with security, knowing they will receive at least a minimum pay for their time. Conversely, the safety net of a fixed salary can lead to complacency, with employees knowing they will get paid no matter how much they produce. Raises based purely on time spent with the company can be a disincentive for employees to improve, while salary raises based on performance encourage higher productivity.

Incentives can work in a number of ways. You can completely eliminate hourly wages and pay your workers simply by piecework. Pay-per-piece is particularly effective when the talents of your workforce vary drastically. Workers capable of faster production are rewarded

appropriately and workers new to the business can increase their pay with practice and experience. Piecework is common among a home-based workforce, such as freelance writers and seamstresses. Writers sometimes get paid by the article and seamstresses are compensated by the number of pieces they turn in. Every employee has the option of increasing production to earn more. Worker productivity is then self-determined and you only pay for completed work.

Furthermore, perceived organisational support (POS) is the degree to which employees believe that their organization values their contributions and cares about their well-being and fulfills their socio-emotional needs. Perceived organizational support is generally thought to be the organisation's contribution to a positive reciprocity dynamic with employees, as employees tend to perform better to reciprocate received rewards and favorable treatment (Eisenberger *et al.*, 1986 and 1990) and (Rhoades and Eisenberger, 2002).

According to an experiment done by a group led by Wayne Hochwarter, there is a non-linear relationship between Perceived organizational support and performance. Predicted was that high Perceived organizational support was correlated with high performance. Of course, perfect correlations happen infrequently. Just as Perceived organizational support does not always positively correlate with performance, neither does job satisfaction. Although (perceived organisational support) POS probably does have an effect on many employees' performance, it sometimes causes performance to increase or decrease in productivity. A low perception of organizational support can result in employees being wary of reciprocation. Reciprocation wariness can be caused by events that are perceived as not being beneficial to the employee, for example, not receiving payment seemed necessary, or not receiving a good payment for the appropriate length of time. It is also important for Perceived organizational support to be high

because an employee's feeling of belonging, respect, and support raises his or her morale, which has a positive effect on performance. It is similar to the feeling of support from family and friends. However, although each employee most likely has some need to be fulfilled, those needs are not necessarily all the same. Also, some employees might need more support than others. Some might have higher socio-emotional needs. Based on this background, it is therefore pertinent to study the effect of delayed salary and perceived organisational support on workplace incivility.

1.2   Statement of Problem

Recognizing employees' attitude is so important to perceive one's behaviour in organization and anticipating its behaviour. Managers pay attention to employees' attitude because it affects one's behaviour (Goldner, Persian translation, 2005). Management respects employees' manners increasingly. Generally employees have constant and recognizable manners to their workplace including payments, workplace conditions, and job duties descriptions (Moorhead, Griffin, Persian translation; 2007). A person can have thousand attitudes, but a limited number of job attitudes are paid attention in organisational behaviour (Seyyed, 2005).

Attitude includes a combination of beliefs and anxieties that makes a person ready to look at others, several things and groups positively or negatively. Attitudes are a summary of evaluating things that finally undertake to anticipate or guide future acts or behaviours (Ganji, 2009). Positive attitude is the missing link of success in life and job problems. By a positive attitude, human have a light look at a good and proper life and also following their goals they undertake their acts (Tahmasbi, 2012). In contrary, by a negative attitude people ever complain about everything. People having a positive attitude are ever in better and more appropriate

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condition from viewpoint of health and job success. Researches show that human feelings are effective on his health seriously. People having a positive attitude are less involved in depression and several diseases from catching a cold to cancer than people having a negative attitude and they improve fast. Basically, several firms and institutes tend to employ optimist people because they try more to be successful and get higher degrees in their jobs (Tahmasbi, 2012). Unfortunately, some people encounter more difficulties in the way of their development because of positive attitude to their life and as a result of decreasing life quality and level and even some come back because of their negative attitude and manner (Rahmani, 2013).

Likewise, employees having negative attitude are considered as threats for organization because they can guide other employees to negative thoughts and even influence new employees (Sharafaddin, 2009). This is because according to Azmoodeh (2013), employees' negative beliefs and attitudes can go a long a way to becoming a negative culture that has ability to influence new employees. Organisations seen with many negative attitudes are known by these factors: increasing complaints, noting realize tasks and losing the hope of future improvement. In these conditions organisations involve to find a solution knowing that, negativism is a contagious matter which influences even the most positive employees (Azmoodeh, 2013). Negative attitude leads to be indifference to live and lack of concern about daily affairs. Also sadness, suicide thoughts, noting focus of thoughts, hopelessness, depression, physical problems, withdrawing from others, lack of desire to meet others and even children are other signs of this disease (Danaifard and Panahi, 2009).

However, attitudes can change using different methods. It is necessary for managers to try for promoting employees' job positive attitudes by skip of preventing factors and support of progressing factors. According to studies, success or defeat of an organization are based on

employees' positive attitudes rather than other factors. Positive attitudes of organisation's people lead to individual and organisational success (Sharafaddin, 2009).

It is worth noting that attitudes should be satisfying like responses related to behaviour motives and lead to responses that create happiness in people directly. However, although it is not exactly determined the relationship between some attitudes with requirements systems of a person, group, society and organization, but a relationship can be found with the mediator among them. Authorities pay increasingly attention to study the attitude in order to perceive social behavior. In this regard, it is hypothesized that attitudes determine behaviours and this hypothesis implicitly explains that changing people attitudes can anticipate their behaviours rather than control them (Khajeh, *et al.,* 2009). Certainly it should be regarded that to change behaviours their attitudes should be changed. Therefore, Workplace Incivility is a negative emotional event and influences job attitudes. Regarding above, the main question of research includes: Is there a relationship between Workplace Incivility and delayed salary? Answering this question needs a scientific research.

Employees' manners relate to behaviours that are sensitive for organization. Generally employees have constant and recognizable manners to their workplace including payments, workplace conditions, job duties and descriptions (Moorhead, Griffin, Persian translation; 2007). A person can have thousand attitudes, but a limited number of job attitudes are paid attention in organisational behaviour (Seyyed, 2005).

It has also been reported that delayed salary and poor organisational support usually affect workers production and also contribute to workplace incivility. Majority of workers now complained about delayed salary both in public and private organization which actually affect

the productivity and efficiency. This is because, majority of them depend on their salary and when delayed it triggers workplace incivility and workers with poor organization support are also likely to show their rudeness at workplace to either to their boss or a safer target which is their family members due to high level of frustration.

There appears to have been an increase in the incidence in the leading workplace incivility due to delayed salary and poor organisational support. These affect workplace productivity and workers efficiency. Thus, this study aims to find out the effect of delayed salary and organisational support on workplace incivility. The study will also find answers to the research questions below:

Research Questions

1. Will delayed salary have an influence on workplace incivility?

2. Will perceived organizational support have any influence on delayed salary?

3. Will delayed salary and perceived organizational support have any influence on workplace incivility?

1.3   Objectives of the Study

The purpose of this research is to investigate the influence of delayed salary and perceived organisational support on workplace incivility in Ado local government, Ado-Ekiti, Ekiti State. The specific objectives to achieving the purpose are to:

i. Examine the relationship between delayed salary and workplace incivility;

ii. Analyze the relationship between perceived organisational support and workplace incivility;

iii. Examine the influence of delayed salary and perceived organisational support on workplace incivility.

1.4 Significance of Study

The study is relevant because it will add to the existing of body of knowledge by providing an insight to the influence of delayed salary and perceived organization support of workplace incivility. The result of the study will also help organizations to note these two independent variables as a contributor to workplace incivility and enables organisations to tackle these issues for effectiveness and good productivity of organisations. For the public organization, this research will enable the government note and tackle these issues so that it will reduce workplace incivility in a government established organisations.

1.5 Scope of the Study

This study is carried out in Ado Local Government, Ado-Ekiti, Ekiti State. The scope of the study is within the region of the local government and it comprises of all the workers – both male and female – in the local government who have gained many years of working experiences.

CHAPTER TWO

THEORETICAL FRAMEWORK AND LITERATURE REVIEW

2.1 Theories on Delayed salary

2.1.1 Marginal Productivity Theory of Wages

This theory was first put forward by John Bates Clark (1899)and adopted to explain the pay decision through productivity decrease and was regarded as the natural norms and rules to decide the pay. In the light of Clark's, pay should rely on the marginal productivity. If workers are being increased, the production volume may increase at first. To a certain degree, tools or equipments allocated to each one may decrease and then the output volume from the labor forces per unit will be decreased than that in the past.

2.1.2 Equilibrium Price Theory of Pay

It was first proposed by Marshall(1890) and expounded the pay decision in the angle of supplies and demands of labor forces. In the aspect of demands, pay depends on the marginal productivity of labor and the pay level willing to be paid by the enterprise is determined by it. In supplies, pay relies on two aspects: productive costs of the labor forces, namely, living expenses supporting workers and their family and training or educational expenditure needed by workers; negative utility or leisure one. Or in other word, the pay level of the labor force is decided by the equilibrium between supply and demand of the labor elements. This theory is insufficient besides the drawbacks of the marginal productivity theory of wages, for in the labor market, greater viscosity exist in the pay and when the supplies of labor element have changed, the

correspondent adjustment in the pay usually lags behind so that supply and demand are difficult to be balanced.

2.1.3 Collective Negotiation Pay

This theory assumed that pay depends on the results of the bargaining between labour and capital. In fact, trade union has no absolute monopoly right to pay decision, because the employer cannot accept the demand of high pay initially proposed by it, otherwise, high production costs may happen, which does harm to the competition in the market. During the negotiation, the trade union and the employer both have their own countermeasures: strike is the most powerful weapon for the trade union while closing the factory is the effective one for the employer.

Theories on perceived   Organisational Support

2.1.4   Organisational Support Theory (OST)

This theory has been used by Eisenberger *et al.* (1986); Rhoades and Eisenberger (2002) and (Shore and Shore 1995). The theory holds that in order to meet the socio-emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being. Such perceived organisational support (POS) would increase employees' felt obligation to help the organization reach its objectives, their affective commitment to the organization, and their expectation that improved performance would be rewarded. Behavioural outcomes of Perceived organizational support would include increases in in-role and extra-role performance and decreases in withdrawal behaviours such as absenteeism and turnover.

2.1.5 Affective Events Theory

According to affective events theory Weiss and Cropanzano(1996), events that occur in the workplace and one's affective disposition influence affects experienced at the work, which in turn influence work behaviors. In particular, events that elicit negative affect, such as conflict with one's supervisor or colleagues, are posited to increase the propensity with which employees engage in inefficient work behaviors. Past research has established that people experience negative affect as a result of interpersonal conflict at the workplace (Bowling and Beehr, 2006). Affects are thought to influence the way in which a person reacts because affect not only influence one's thought processes but also facilitate behaviors that are intended to reduce negative affect (Rusting and DeHart, 2000). Indeed, research on human emotions suggests that people attempt to control their affect through behaviors that optimize their energy and tension level (Thayer, Newman, and McClain, 1994). For example, behaviors such as cigarette smoking , and sugar intake relate to changes in individuals' subsequent affect (Benton, 2002). Similarly, research in occupational health has shown that negative emotions created by mistreatments at the workplace may bring about adaptive responses, though not necessarily for the organization, such as work withdrawal behaviors Van Yperen, Hagedoorn, Zweers, and Postman(2000) and expressions of frustration (Barclay, Skarlicki, and Pugh, 2005). Based on AET, the current study conceptualized coworker incivility as events that elicit negative affect. Decrease in work effort and increase in CWBs are conceptualized as affect-driven inefficient work behaviors.

2.1.6 Cognitive Social Theory

Accentuates the need to regard the interaction between individual-related factors and organisational-related factors (Henle, 2005; Mischel, 1973). Cognitive Social theory indicates

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that personality influences how an individual infer and react to diverse situations in an organization. Individual and situation interactions will take place and these rely on a person's interpretation of the organization context. Judge and Kristof-Brown (2004) and Jacobson (2009) stressed that individual differences can no longer afford to ignore context, specifically, the organizational environment as the central context. This theory provides a higher understanding of the phenomenon of workplace deviance by positing that individual-related factors influence workplace deviance.

2.2   LITERATURE REVIEW

Literature review on Delayed   Salary

Situation in which the manufacturer's end product consists of two separate and independent components, the manufacture of which can be performed in parallel. Each component is provided by a different external supplier. The manufacturer's contract with each supplier specifies both the price to be paid to the supplier and the payment terms. We consider two different payment regimes: no delayed payment and delayed payment. Under the conventional or no delayed payment regime, a supplier receives her payment immediately after she has completed her task (n.d). Under the delayed payment regime, however, each supplier receives her payment only after both suppliers have completed their tasks. Because of the time value of money, a manufacturer prefers to pay its suppliers later rather than earlier (other things being equal); as a result, it is not uncommon for manufacturers to require   its suppliers to operate under a delayed payment contract (n.d) . Clearly, at a given price and a given delivery time, each supplier prefers the no delayed payment regime and the manufacturer prefers the delayed

payment regime. The time-based contracts we consider, however, specify the price to be paid to each supplier and whether or not each supplier will be paid when she completes her individual task or when both suppliers have completed their individual tasks. These contracts do not specify each supplier's time of delivery (n.d). It is conceivable (or even likely) that the delayed payment regime results in a longer time for each supplier to complete her task. This increased time on task may do more harm to the manufacturer than the benefit of delayed payment.

Both no delayed payment and delayed payment regimes are common practice. Typically, customers offer time-based contracts under which Inline receives full payment upon the completion of the entire translation project (n.d). Similar to other agencies, the translation work associated with each target language is performed by an independent translator (i.e., an external supplier (n.d). In Asia, most custom tailors are, in essence, retailers; they first take orders from customers at their shops and then outsource the cutting, sewing, and fitting to external independent contractors. In light of the efficiency of specialization of labor, it comes as no surprise that for men's suits, the jacket and the trousers are usually made by two separate tailors. In practice, we observe both types of contract between the custom tailor and its individual supplier tailors. Under the risk-sharing contract, Boeing's strategic suppliers will not get paid until Boeing delivers the airplanes to its customers (n.d).

In the model of the supply contract is specified by the price paid to each supplier and the time of payment; the supplier's response to these two contract terms is her work rate. These three choice variables, price offered, time of payment, and work rate, are fundamentally different from the traditional supply contracts in the Operations Management literature (n.d). There the manufacture sets the wholesale price schedule (often a fixed cost and a constant per unit cost), and the retailer sets the order quantity (and the manufacturer has no say as regards the retail

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price). The reader is referred to Corbett and Tang (1998) and Cachon and Lariviere (2005) for discussions of different types of supply contracts that deal with price menus, information asymmetry, and revenue sharing.

Furthermore, this focuses upon the (perhaps) uncertain completion time of all supplier tasks when the deliverable is a customized product or service. The number of units to be delivered is not an issue. In contrast, the primary focus in the traditional supply contract literature is uncertain customer demand. In short, the focus of our model is the time-based contract arising from delivery of the first unit of a customized product (or service) whereas the focus of the traditional supply contract literature is on the quantity-based contract arising from a non-customized product with uncertain demand (n.d).

2.1 Influence of Delayed Salary on Workplace Incivility

Salary refers to all remuneration including allowances payable to an employee with respect to work done under the contract of service. It does not include: the value of accommodation or quarters, supply of light, water, medical attendance or other amenities; pension or provident fund contribution paid by the employer; travelling allowance; payments to defray special expenses incurred in the course of duty; gratuity payable on discharge or retirement; or retrenchment benefits(Linda Ray 20014), . Salary is subject to negotiation and mutual agreement between an employer and an employee or the trade union representing the employees.

According to Linda Ray (20014), salary usually connotes a set wage to be paid by an employer based on a set of expected duties to be performed by an employee. Hourly wages may

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defray special expenses incurred in the course of duty; gratuity payable on discharge or retirement; or retrenchment benefits(Linda Ray 20014), . Salary is subject to negotiation and mutual agreement between an employer and an employee or the trade union representing the employees.

According to Linda Ray (20014), salary usually connotes a set wage to be paid by an employer based on a set of expected duties to be performed by an employee. Hourly wages may fall under the category of salary and are usually based strictly on time spent on the job. A base salary or hourly guarantee provides employees with security, knowing they will receive at least a minimum pay for their time. Conversely, the safety net of a fixed salary can lead to complacency, with employees knowing they will get paid no matter how much they produce. Raises based purely on time spent with the company can be a disincentive for employees to improve, while salary raises based on performance encourage higher productivity(Linda Ray 20014),.

Incentives can work in a number of ways. You can completely eliminate hourly wages and pay your workers simply by piecework. Pay-per-piece of work done is particularly effective when the talents of your workforce vary drastically. Workers capable of faster production are rewarded appropriately and workers new to the business can increase their pay with practice and experience. Piecework is common among a home-based workforce, such as freelance writers and seamstresses. Writers sometimes get paid by the article and seamstresses are compensated by the number of pieces they turn in. Every employee has the option of increasing production to earn more. Worker productivity is then self-determined and you only pay for completed work.

Moreover, increasing salaries in the hopes of encouraging higher productivity by employer can backfire on the employer (Glasgow Caledonian University). This is because, instead of employees working together toward a common goal, employees may become more competitive and distrustful of their fellow workers. What works for one worker may not transfer to other employees in the same manner. For example, while one worker may increase production when offered more pay, another worker may resent the implication that he is not working hard enough, and would be more motivated by recognition of his value to the company. While bonuses based on performance can increase productivity, they also can lead to dishonesty or a reduction in the quality of work.

Delayed salary occurs in a situation in which workers salary are not paid at an agreed specific period of time which is usually at the end of the month, although, some may be weekly; daily or hourly depending on the agreement between the employer and the employee. Delayed salary can really affect workers performances in an organization and contribute to workplace incivility.

Delay in salary of workers has been an issue that has been affecting workers productivity and has been a major area of focus by many researchers that workers whose salaries are delayed always exhibit a high levels of workplace incivility because these may have negative impact on any aspect of their lives, be it financial, marital, social status etc.

Literature review on perceived organisational support

Employers commonly value employee dedication and loyalty. Employees who are emotionally committed to the organization show heightened performance, reduced absenteeism,

and a lessened likelihood of quitting their job (Mathieu & Zajac, 1990; Meyer & Allen, 1997; Mowday, Porter, & Steers, 1982). By contrast, employees are generally more concerned with the organization's commitment to them. Being valued by the organization can yield such benefits as approval and respect, pay and promotion, and access to information and other forms of aid needed to better carry out one's job. The norm of reciprocity allows employees and employers to reconcile these distinctive orientations. Social exchange theorists have alluded to employment as the trade of effort and loyalty for tangible benefits and social rewards (e.g., Bateman & Organ, 1983; Brief & Motowidlo, 1986; Etzioni, 1961; Gould, 1979; Levinson, 1965; March & Simon, 1958; Mowday et al., 1982; Organ & Konovsky, 1989; Steers, 1977). Whenone person treats another well, the reciprocity norm obliges the return of favorable treatment (Gouldner, 1960). To the extent that both the employee and the employer apply the reciprocity norm to their relationship, favorable treatment received by either party is reciprocated, leading to beneficial outcomes for both.

Organizational support theory Eisenberger, Huntington, Hutchison, & Sowa, (1986); Shore & Shore, (1995) supposes that to determine the organization's readiness to reward increased work effort and to meet socio-emotional needs, employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-being. Perceived organizational support (POS) is also valued as assurance that aid will be available from the organization when it is needed to carry out one's job effectively and to deal with stressful situations.

This relationship depends on the degree to which employees identify the supervisor with the organization, as opposed to viewing the supervisor's actions as idiosyncratic (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, in press).

organization recognizes and rewards increased performance (i.e., performance-reward expectancies). These processes should have favorable outcomes both for employees (e.g., increased job satisfaction and heightened positive mood) and for the organization (e.g., increased affective commitment and performance, reduced turnover).

An attractive feature of organizational support theory is that it provides clear, readily testable prediction regarding antecedents and outcomes of Perceived organizational support along with specificity of assumed processes and ease of testing these processes empirically. We examine studies that consider Perceived organizational support's hypothesize antecedents and consequences and more elaborated studies of the mechanisms presumed to underlie these relationships.

2.2   Influence of Perceived Organisational Support (POS) on Workplace Incivility

Perceived Organisational Support (POS) is the degree to which employees believe that their organization values their contributions and cares about their well-being and fulfills their socio-emotional needs is generally thought to be the organisation's contribution to a positive reciprocity dynamic with employees, as employees tend to perform better to reciprocate received rewards and favorable treatment (n.d). There were relatively few studies of Perceived organizational support until the mid 1990's. Research on the topic has burgeoned in the last few years and this has been through the work of Eisenberger and Rhoades' organisational support theory.

The researchers, Eisenberger and Rhoades defined Perceived organizational support as ones beliefs about the extent to which the organization values the contributions and cares about the welfare of their employees (Eisenberger and Rhoades). Eisenberger *et al.* (1986) and Eisenberger *et al.* (1990) reported that employees who perceive that their organization offers

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The researchers, Eisenberger and Rhoades defined Perceived organizational support as ones beliefs about the extent to which the organization values the contributions and cares about the welfare of their employees (Eisenberger and Rhoades). Eisenberger *et al.* (1986) and Eisenberger *et al.* (1990) reported that employees who perceive that their organization offers them support and cares for their well-being are likely to show less absenteeism and exert greater effort to achieve organisational goals. Furthermore, in a study of two Korean organisations, Yoon and They (2002) found evidence of a strong positive relationship between Perceived organizational support and organizational commitment.

It is reasonable to assume that when employees perceive that the organization cares for their well-being, they reciprocate with higher levels of commitment. In Uganda, Perceived organizational support was also found to have a positive relationship with organisational commitment Onyinyi (2003) and negatively related to turnover intentions (Okello-Ouni, 2004).

Furthermore, Perceived organizational supports is based on three common antecedents which was put forward by (Eisenberger and Rhoades 2002). These are: fairness, supervisor support, and organisational rewards and job condition. When employees perceive that they are receiving fair treatment in comparison to their coworkers, they perceive more support. The equity theory says that employees feel entitled to what they are given as workers based on their inputs to the job. Therefore, fairness can be perceived even if the rewards differ in size, based on employee rank. Fairness can also be described as procedural justice, or the fairness of happenings in the organization. The politics of the organization, or the promoting of self-interest, are often related to employees' perceptions of procedural justice.

Supervisor support was found by Eisenberger and Rhoades to be strongly related to employees' perception of support. Typically, people view their employer's actions, morals, and beliefs to be indicative and representative of the organization's actions, morals, and beliefs. Perceived organizational support tends to be higher when the supervisor or higher employer is thought to care about the employee's experience at work and does what he or she can to show appreciation for the work done.

Organisational rewards and job conditions play a large role in perceived organizational support as well. Sometimes, extrinsic motivation can mean more to an employee than intrinsic motivation because perceived appreciation has the power to turn a bitter employee into a content employee. Eisenberger and Rhoades discuss the many ways that employers can show appreciation and reward their employees. A few examples are paying their employees fairly; recognizing their employees for new ideas, exceptional work, etc.; promoting their employees when they deserve it; providing job security as incentive to remain with the organization; encouraging autonomy to correspondingly increase production and morale; reduce stress when made aware of it; and to provide proper training, to ensure employees' confidence in their jobs. Some of these factors carry less weight than others do. Being autonomous increases an employee's desire to continue to remain loyal to his or her organization because if he feels competent and confident in his ability to do well, he will be less likely to give up or lose faith.

There are many possible consequences of Perceived organizational support as discussed in Eisenberger and Rhoade's meta-analysis of studies done on POS (2002). The first is Organisational Commitment (OC). There are three kinds of OC: affective commitment; continuance commitment and normative commitment. Affective commitment or feeling an

emotional tie to one's organization is important in employees because it demonstrates a deeper meaning for work than simply earning money. Continuance commitment or knowing that staying with one's organization will be less costly in the end than leaving, is telling of extrinsic motivation to remain wherever one will profit the most. Normative commitment or feeling compelled to stay because everyone else is, is less significant than the first two but is still considered to have an effect on employees.

Some other consequences of Perceived organizational support include changes in withdrawal behaviour, the desire to remain, strains on employees, performance, job related affect, and job related involvement. Levy also discusses absence rates, turnover, and counterproductive behaviors. Changes in these can result in undesired employee action.

Perceived organizational supports can also affect the employee health as it is in non-work related circumstances. It is important for Perceived organizational support to be high because an employee's feeling of belonging, respect, and support raises his or her morale, which has a positive effect on performance. It is similar to the feeling of support from family and friends. However, although each employee most likely has some need to be fulfilled, those needs are not necessarily all the same. Also, some employees might need more support than others. Some might have higher socio-emotional needs. Accordingly, strain is affected by Percieved organizational support. When Percieved organizational support is low, strain tends to be perceived in greater intensity. When Perceived organizational support is high, strain is generally perceived as lower, even if it is just as present.

Workplace incivility occur when employer or bosses at workplace bully workers in workplace and when they do not shows care to workers this can lead counterproductive

behaviour of worker and it can also lead to workplace incivility. So, the effect of perceived organizational support on workplace incivility can either be negative or positive. It can be detrimental or beneficial.

Literature review on workplace incivility

Workplace incivility refers to low-intensity deviant behavior that is ambiguous in intention to harm the target and that violates norms for mutual respect (Andersson & Pearson, 1999). Unlike other interpersonal mistreatment, the intention to harm in workplace incivility is not apparent to one of the parties involved (Pearson, Andersson, & Porath, 2000). Despite the ambiguity in intention to harm, previous studies have found that workplace incivility is detrimental to both organizations and its members such as reduce job satisfaction, collaborative effort, extra-role behaviors, work effort, task performance, creativity, and organizational commitment; increase turnover intention; and deteriorate mental and physical health as well as cognitive and affective functioning (e.g., Laschinger, Leiter, Day, & Gilin, 2009; Lim, Cortina, & Magley, 2008; Pearson et al., 2000; Porath & Erez, 2007; Porath & Erez, 2009; Porath & Pearson, 2010).

The objective of this study was to examine the influence of workplace incivility on coworker helping. Although there is a proposition within the literature that workplace incivility reduces helping behavior, little attempt has been made to test the proposition. The existing studies used proxy measures such as rudeness e.g., Porath & Erez (2007; 2009) to test this proposition. Because rudeness is one of the characteristics of workplace incivility, the findings from Porath and Erez suggests that workplace incivility may have an effect on helping behavior.

To establish such a relationship, empirical investigation using a measure of workplace incivility rather than a proxy measure of workplace incivility is needed.

In addition, this study also answered Basch and Fisher's (2000) call for identifying specific types of action by colleagues that tend to upset employees in a given work setting, and Fitness's (2008) calls for identifying the role of hurt feelings in organizational context. Therefore, the second objective of this study was to address these gaps by including hurt feelings as a mediator to the relationship between workplace incivility (i.e., a work event) and coworker helping.

Helping behavior has received significant attention in organizational research. Although helping behavior has been studied at individual, group, and organizational levels, most research attention on helping behavior focuses at the individual level particularly among coworkers (e.g., Bowler & Brass 2006; Frenkel & Sanders 2007; George & Jones 1997; Lee & Allen 2002; Organ, Podsakoff, & MacKenzie, 2006). There are many instances of helping behavior at the individual level that can be observed in an organization. For example, helping a coworker with heavy workload and showing a coworker how to use unfamiliar software when one is not obligated to do so. Nevertheless, the juxtaposition of people working together is that they have the opportunities to perform interpersonal citizenship behavior (Bowler & Brass, 2006) and to harm each other (Venkataramani & Dalal, 2007). In a workplace, employees who work together not only have the opportunity to help each other voluntarily but also to harm each other by means of their continuous interactions. When incivility is perceived to have taken place, voluntary helping may be jeopardized.

According to the negative norm of reciprocity, people will reciprocate unfavorable treatment that they received (Gouldner, 1960). When employees perceive that their coworker has

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acted uncivilly toward them, they will reciprocate the perceived harm with an uncivil act such as withholding voluntary helping. By doing so, not only they can inflict some harm on the perceived instigator without having to disclose the source of the harm Baron & Neuman (1996) but also be able to interact continuously with the perceived instigator in the absence of an open conflict (Henderson & Argyle, 1986). Furthermore, the targets may avoid themselves from being reprimanded by the management because voluntary helping is a form of discretionary behavior that does not render punishment for failing to act upon (Zellars, Tepper & Duffy, 2002).

Empirically, studies have shown that helping is given to someone that has helped the person. For example, Koster and Sanders (2006) and Bowler and Brass (2006) found that employees would only help a fellow coworker who has helped them. Although these two studies use different approaches in understanding helping performance, the findings from these studies suggest that people are unlikely to help others who have harmed them. Hence, when employees perceive that a coworker has acted uncivilly toward them, they are unwilling to help the coworker. This argument is supported by two studies pertaining to workplace incivility. In a qualitative study on workplace incivility, Pearson, Anderson, and Wegner (2001) found that employees who experienced workplace incivility refused to help the instigators. In an experimental study, Porath and Erez (2007) found that participants who experienced rudeness (a form of incivility) instigated by the experimenter were less likely to help the rude experimenter. Taken together, these two studies showed that workplace incivility leads to a reciprocal behavior in the form of withholding helping behavior.

The theory of reasoned action, however, posits that intention precedes a volitional behavior. Following this theory, a more immediate employee response to perceived workplace incivility would be the intention not to help the instigator. There are at least two reasons to

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support the relationship between workplace incivility and intention not to help. First, there is a possibility that helping is not needed in a work relationship. In this instance, a target may not reciprocate the instigated uncivil act immediately; thus, actual reciprocal behavior (i.e., refusing to help) can only be acted upon when it is needed in the future. Second, there are also instances when targets are not aware of such uncivil acts instigated by others. It happens due to the mundane nature of workplace incivility. When they realize of such behaviors, it may be too late for them to react. In both instances, the immediate reaction of targets may take the form of being unwilling to help (i.e., the manifested intention not to help) the instigator until an opportunity arises for the employees to reciprocate the uncivil behavior. On the basis of this reason, coworker helping is defined in this study as a worker's willingness to help another coworker voluntarily with work-related problems.

Influence of delayed salary and perceived organization support on workplace incivility

Workplace incivility refers to low-intensity deviant behavior that is ambiguous in intention to harm the target and that violates norms for mutual respect (Andersson, & Pearson, 1999). According to this definition, workplace incivility entails the vague behavior that its intention is to harm a targeted individual or the organization and to violate norms of that organization. .

Andersson, and Pearson (1999) emphasis that Unlike other interpersonal mistreatment, the intention to harm in workplace incivility is not apparent to one of the parties involved (Pearson, Andersson,, & Porath, 2000). Despite the ambiguity in intention to harm, previous studies have found that workplace incivility is detrimental to both organizations and its members such as

reduce job satisfaction, collaborative effort, extra-role behaviors, work effort, task performance, creativity, and organizational commitment; increase turnover intention; and deteriorate mental and physical health as well as cognitive and affective functioning (e.g., Laschinger, Leiter, Day, & Gilin, 2009; Lim, Cortina, & Magley, 2008; Pearson et al., 2000; Porath & Erez, 2007; Porath & Erez, 2009; Porath & Pearson, 2010).

All the years, it has been noted and deduced from the work of Cortina et al(2001) that workplace. According to Lazarus and folkman (1984), workplace place incivility can lead to psychological distress at workplace which can lead to low productivity of the employees .

However, they are highly consistent with Lazarus and folkman finding that ordinary daily hassle considerably outstripe major life stressor in predicting damage morale ,impaired social and work functioning and psychosomatic symptoms.

Further more, from various researches, there are two main factors that leads to workplace incivility which are delayed, salary and poor organisational support.

From these studies, we can deduce that when an organization does not pay the workers as at when due and when an organization show poor support to worker, This lead workplace incivility.

In other words, delayed salary and poor organisational support leads to workplace incivility.

2.3   Concept of Workplace incivility

Workplace incivility can be defined as deviant workplace behavior of low intensity that can include such behavior as being rude, discourteous, impolite or violating workplace norms of behavior. People engaging in uncivil behavior may not necessarily have bad or harmful intent. You can think of workplace incivility as a type of antisocial behavior. Some of these include: rudeness; treating a subordinate like a child; berating a subordinate or co-worker; making unfounded accusations; gossiping; excluding co-workers or team members; interrupting people; texting during a presentation; jamming a printer or copier and letting someone else deal with it; use of demeaning language; creating unnecessary and irrelevant controversy an mocking a co-worker.

In addition, Workplace Incivility can also be defined as low-intensity deviant behaviour with ambiguous intent to harm the target. Uncivil behaviours are characteristically rude and discourteous, displaying a lack of regard for others. The authors hypothesize there is an "incivility spiral" in the workplace made worse by "asymmetric global interaction". The key component of this definition that separates incivility from other forms of interpersonal mistreatment is the concept of "ambiguous intent". In a typical case of interpersonal mistreatment (e.g. verbal aggression; emotional abuse; violence), there is a perpetrator (i.e. a person committing the misdeed) and a victim (i.e. a person who is on the receiving end of the misdeed). Using verbal aggression as an example, the perpetrator shouts at the victim. In this case, intentionality is very clear—the perpetrator intends to psychologically harm the victim. However, in a case of incivility, this clear intentionality is no longer present. For example, an employee says "hello" to a coworker, and the coworker does not respond in kind. The employee might be considered a victim of the coworker, who might be considered the perpetrator of

incivility, though it is not clear that any harm was meant. Perhaps the coworker did not hear the employee saying "hello," or perhaps it actually was an intentional slight. With incivility, the ambiguity of intent makes it difficult to tell.

At work, incivility can manifest in three major ways. First, incivility can be interpersonal in nature, where one person is directly uncivil toward another person. In the above example, your supervisor neglecting to thank you for holding the door is an example of interpersonal incivility (whether or not she actually intended to be uncivil). Alternately, incivility can manifest as "cyber incivility." Cyber incivility is uncivil behaviour exhibited in computer-mediated interactions, including emails, texts, and social media communications. Examples of this behaviour would be sending time-sensitive information via email, sending blunt or terse emails, or not replying to emails sent by others. Given the fast-paced, technology-focused nature of today's workplace, as well as the large-scale adoption of smart phones, cyber incivility is increasingly becoming an important concern. The inherently impersonal nature of cyber communication can further exacerbate this issue. Finally, incivility can be "victimless," in that the rude behavior does not immediately impact another person. For example, not refilling the office coffee machine or printer, or tossing trash next to the trash can without picking it up are examples of victimless incivility. It does not have an immediate impact on another person, but it violates norms for courtesy, nonetheless.

Workplace incivility may be low in intensity, but it is quite high in frequency. Over the past ten years, research investigating workplace incivility has estimated that prevalence rates may be between 75% and 100%, meaning that nearly all employees have experienced some level of incivility from their coworkers, supervisors, or customers/clients. The exceptionally high

frequency of occurrence for incivility is cause for concern because research has consistently demonstrated that the effects of incivility can compound over time. As a result, incivility has been shown to lead to a host of deleterious effects on employee and organizational well-being. In terms of personal outcomes, coworker incivility has been linked to higher levels of employee burnout, feelings of strain, and decreased psychological well-being. In terms of organisational outcomes, incivility has been related to employee withdrawal, decreased satisfaction, and decreased performance.

Not only is incivility related to these negative effects on employees and organisations, but it can also "spiral" out of control. That is, when someone perceives incivility from another individual in the workplace, they may retaliate with an uncivil act of their own thereby, creating spiral of incivility. In such a spiral, retaliation occurs between two organisational members, increasing in intensity and eventually escalating from minor deviant acts of incivility to overtly hostile acts such as verbal aggression and even violence. As such, minor breaches in etiquette could quickly grow out-of-hand.

It is clear that incivility—in its many forms—can be incredibly harmful to both individual employees and to their employing organisations. However, research investigating civility interventions is relatively new, but there are some recommendations that might be effective in building a respectful work environment. Perhaps one of the most important factors in maintaining a civil work environment is to have a strong example set by management. That is, managers should model civil behavior, helping create a culture of civility and respect. If managers frequently violate social norms for courtesy and respect, employees might take this as a cue that doing so is acceptable, and begin to be uncivil to each other. Managers should realize

that they are always "on," and should be especially careful when interacting with employees, whether these interactions are in-person or via email. By setting the tone for the organization, managers can help create a culture of civility and respect at all levels of the organization.

Aside from managers modeling behaviour, organisations can also make sure that norms for courtesy and respect are evident to employees from the recruitment stage. Recruiters should have the "people skills" necessary to embody the civility norms of the organization and set the stage for these expectations. During the selection phase, employers can thoroughly check references for (among other things) indications of consistent past rude behavior, as well as select on personality traits that might be related to civil, respectful behavior (such as conscientiousness and agreeableness). Upon employees entering an organization, on-boarding programs can make civility expectations clear, and issues related to interpersonal behavior can be discussed. Emphasizing that employees should never be too busy to be nice should be a priority, and this should be reiterated throughout the course of an employee's career.

Overall, organizational leadership should take whatever steps they can to maintain a civil climate, keeping in mind that promoting civility can both reduce negative employee outcomes and increase organizational effectiveness. Maintaining a civil work environment is not necessarily easy, particularly due to the fast-paced, often interpersonally disconnected work environment, where communication is quick and emails are may be sent without a thought. However, previous research indicates that it can be done, and making efforts toward promoting civility will certainly pay off in the long-term

2.3   HYPOTHESIS

Hypothesis One

Employees whose salary payment were not delayed will report less workplace incivility than those whose salary payment were delayed

Hypothesis Two

Employees who perceive high organizational support will report low workplace incivility than those who perceive low organizational support.

Hypothesis Three

Salary payment (delayed or not delayed) and perceived organizational support will interactively influence workplace incivility.

2.4 Operational Definition of Terms

Delayed salary

Delayed salary is a situation in which workers salary are not paid at an agreed specific period of time (n.d)

Perceived Organisational Support (POS)

Perceived organisational support (POS) is the degree to which employees believe that their organization values their contributions and cares about their well-being and fulfills their socio-emotional needs.

High score shows that the workers are high in organisational support while the low score indicate low organisational support of worker in an organization.

This means workers who score high in perceived organisational support indicates that their organisational cares about their well-being and provides them socio-emotional needs while low score reflect that the organisational does not provide them any support and does not care about their wellbeing.

The perceived organisational support scale used who developed by Eisenberger (1986).

Workplace Incivility

It can be defined as a low intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect and courtesy as measured by workplace Incivility Scale. Low score in workplace incivility indicate low workplace incivility while high score in workplace incivility reflect high incivility. Workplace incivility scale that was used was developed by Cortina (2001).

CHAPTER THREE

3.1 Research Design

This study is basically Expo-facto research designed was adopted in carrying out the study.

3.2 Settings

The study was carried out at Ado local government, Ado-Ekiti, Ekiti State.

3.3 Participants and Sampling Technique

The sample for the study was drawn using convenient sample technique from the population of local government within Ado-Ekiti local government. They are 152 which consist of both male and female. The age of the workers is from 22 to 57years old and both male and female was used as participants for this research.

The participants involved in the study are from various departments such as department of works, department of community health, secretaries from each department, e.t.c.

3.4 Research Instrument

The perceived organizational support scale by by Eisenberger (1986) and workplace incivility scale (2001) were used as main instruments for the study .

The research instrument that was used to collect relevant data for this study consists of pens and questionnaire.

The questionnaire was divided into three part (section A to C). The first part (section A) contains personal data and salary payment variables (delayed and not delayed). The second part

(section B) contains perceived organizational support which contains items measuring the level of perceived organizational support. The third part (section C) contains items measuring level workplace incivility.

Perceived Organizational Support

This was a short version, 8-ilems, of the Survey of Perceived Organizational Support scale developed by (Eisenberger *et al.* 1986). The original survey was a 36-item questionnaire from which Eisenberger *et al.* selected the 17 items with the largest factor loadings to represent a reduced version of the scale. Internal consistency reliability has been reported to be between .74 and .97. The survey was reduced in length even further so that it could be used with other lengthier surveys. Since the factor loadings of the 17 items were uniformly high, 8 items were selected which at face value appeared to represent divergent aspects of employee perceptions of the organization, in keeping with the conceptualization of the scale- The scale assesses employee perceptions of the extent to which the organization values their contributions and is concerned about their well-being. The 8 items retained for this short version of the scale were:

1) This organization takes pride in my accomplishments at work.

2) This organization really cares about my well-being.

3) This organization strongly considers my goals and values.

4) This organization would ignore any complaint from me.

5) This organization disregards my best interests when it makes decisions that affect me.

6) This organization values my contribution to its wellbeing.

7) If given an opportunity, this organization would take advantage of me.

8) This organization is willing to help me when I need a special favour.

Workplace Incivility Scale

This scale was used to assess experiences of uncivil behaviours. It is a 12-item measure developed by Cortina et al., 2001. Participants were expected described how often they had experienced each behavior in the prior year (from 0 = *never* to 4 = *many times*), from other employees in their agency. This items include: Paid little attention to your statements or showed little interest in your opinions, Doubted your judgment on a matter over which you had responsibility, Gave you hostile looks, stares, or sneers, Addressed you in unprofessional terms, either publicly or privately, Interrupted or "spoke over" you, Rated you lower than you deserved on an evaluation, Yelled, shouted, or swore at you, Made insulting or disrespectful remarks about you, Ignored you or failed to speak to you (e.g., gave you "the silent treatment"), Accused you of incompetence, Targeted you with anger outbursts or "temper tantrums". Made jokes at your expense. The reliability for Workplace Incivility Scale is .90 and Cortina *et al.* (2001) demonstrated the content and discriminate validity of this reliable measure.

3.5 Ethical Consideration

A protocol of this study was to the ethic and research committee of Federal University Oye – Ekiti for the approval to carry out the study.

3.6   PROCEDURE

The self –administered questionnaire survey method was employed to collect data in the study. A questionnaire booklet with three sections tapping the demographic variable and three major scale was printed out, While a total of two hundred (170) copies of questionnaire were produced. A convenient sample of 152 respondents received questionnaires distributed

personally by the researchers within Ado-Ekiti local government among workers from department, The method of administering the questionnaire involved asking the respondents if they are interested in participating in the research and those that answered affirmatively and who are ready and willing to fill the questionnaire become participants in the study. Participation was voluntarily for all subjects and confidentially was assured. Of sample 152 completed questionnaires were returned and response rate of (80%). Data collection exercise took a whole day . The 152 completed questionnaires returned were considered adequate for final analysis with the aid of social science (SPSS) programming.

3.7 Statistical Tools / Techniques/ Methods

Descriptive statistics was used to analyze the data generated. Two way ANOVA, Correlation analysis and T-test for independence were used.

All the hypotheses for the study were subjected to appropriate statistical analyses and tested at 0.05 level of significance.

Two way ANOVA was used because there is an existence of two independent variables with two levels each i.e salary payment (delayed and not delayed) and perceived organisational support (high and low). This made is 2×2 ANOVA.

Correlation analysis was also used by the researcher to check the relationship between the independent variables (delayed salary and perceived organisational support) on the dependent variable (workplace incivility).

Additionally, T-test was used to compare the difference among the means .

CHAPTER FOUR

RESULTS

The data collected were scored and analysed. The following are the results:

Table 1: Means (M), Standard Deviations (SD) and Correlations among the Study Variables

Variable N=200	M (SD)	α	1	2	3
1.Age	41.34(7.80)	-	-		
2. Perceived Organizational Support	36.63(8.90)	0.608	-0.02	-	
3. Workplace Incivility	22.23(9.61)	0.898	-0.19*	-0.27**	-

*Correlation significant at P < 0.05 (2-tailed)

**Correlation significant at P < 0.01 (2-tailed)

Hypothesis One

Employees whose salary payments were not delayed will report less workplace incivility than those whose salary payment were delayed.

Table 2: Independent t-test analysis testing the influence of salary payment (delayed or not) on workplace incivility

Variables	Salary Payment	N	X	S.D	Df	T	Sig. (2-tailed)
Workplace Incivility	Delayed	73	23.90	9.11	143	2.10	P < 0.05
	Not Delayed	72	20.60	9.92			

Hypothesis Three

Salary payment (delayed or not delayed) and perceived organizational support (high and low)will interactively influence workplace incivility.

Table 4:2 X 2 ANOVA showing the interaction influence of salary payment (delayed or not delayed) and POS on workplace incivility

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	1096.552[a]	3	365.517	4.573	.004
Intercept	65256.798	1	65256.798	816.436	.000
Perceived Org. Support(POS)	748.626	1	748.626	9.366	.003
Salary Payment (SP)	320.413	1	320.413	4.009	.047
POS * SP	**6.683E-005**	**1**	**6.683E-005**	**.000**	**.999**
Error	11110.105	139	79.929		
Total	81111.000	143			
Corrected Total	12206.657	142			

a. R Squared = .090 (Adjusted R Squared = .070)

Dependent Variable: Work Incivility

Table 4 shows that salary payment (delayed or not delayed) and Perceived organizational support (high or low) do not have significant interaction influence on workplace incivility [$F_{(1)}$ 142 = 0.000, P > 0.05]. This means that salary payment (delayed or not delayed) and Perceived organizational support do not interactively influence levels of affective commitment. Therefore, hypothesis 3 is not supported.

CHAPTER FIVE

DISCUSSION, CONCLUSION, RECOMMENDATIONS AND IMPLICATIONS

5.1   Discussion of Findings

This study aims at investigating the effect of delayed salary and perceived organisational support on workplace incivility in Ado local government, Ado-Ekiti, Ekiti State. Three hypotheses were put forward and tested for the study.

Foremost, the findings of the study based on the hypotheses that were tested revealed that there is a significant difference in the mean scores of employees whose salary payment were delayed (23.90) and those not delayed (20.60) on levels of workplace incivility ($t_{143}= 2.10$, $P < 0.05$). This means that employees whose salary payments were delayed experience more workplace incivility than those whose salary payments were not delayed. Therefore, hypothesis one is supported. In other words, there is significant relationship between delayed salary and workplace incivility, thus, the first objectives is accepted. This can be supported with the past

Work done by (Glasgow Caledonian university) which emphasized that Delay in salary of workers has been an issue that has been affecting workers productivity and has been a major area of focus by many researchers that workers whose salaries are delayed always exhibit a high levels of workplace incivility because these may have negative impact on any aspect of their lives, be it financial, marital, social status etc.

Also, Anderson & Pearson, 1999; Brown & Sumner,(2006); Gardner & Johnson, (2001) and increases in lack of worker compensations claims to lead to workplace incivility Gardner & Johnson, (2001).

In addition Salin (2003) also cited that Workplace incivility was shown to negatively impact both productivity and health. While the literature did state that loss of income lead to workplace incivility.

This shows that workers whose salary are been delayed will exhibit high rate of workplace incivility due to the fact that their compensation have been denied.

Furthermore, the findings also show that there is a significant difference in the mean scores of employees with low (23.95) and high Perceived organizational support (19.23) on levels of workplace incivility (t $_{142}$ = 3.13, P < 0.01). This means that employees who perceived low organisational support report more workplace incivility than those who perceive high organisational support. Therefore, hypothesis two is supported. In other words, there is a relationship between the perceived organisational support and workplace incivility, thus the higher the perceived organisational support the lower the workplace incivility and the lower the perceived organisational support the higher the workplace incivility.

This can be supported by past researchers who emphasized that the researchers, Eisenberger and Rhoades defined Perceived organizational support as ones beliefs about the extent to which the organization values the contributions and cares about the welfare of their employees (Eisenberger and Rhoades). Eisenberger *et al.* (1986) and Eisenberger *et al.* (1990) reported that employees who perceive that their organization offers them support and cares for their well-being are likely to show less absenteeism and exert greater effort to achieve organisational goals. Furthermore, in a study of two Korean organisations, Yoon and They

(2002) found evidence of a strong positive relationship between Perceived organizational support and organisational commitment.

It is reasonable to assume that when employees perceive that the organization cares for their well-being, they reciprocate with higher levels of commitment. In Uganda, Perceived organizational support was also found to have a positive relationship with organisational commitment . Onyinyi (2003) and negatively related to turnover intentions Okello-Ouni (2004) and it leads to low level of workplace incivility.

By and large, this emphasized that workers who perceived high level of organisational support will be low in workplace incivility(rudeness and violation of organisational norms)

In addition, the findings further revealed that salary payment (delayed or not delayed) and perceived organisational support(high and low) do not have significant interaction influence on workplace incivility (F (1) 142 = 0.000, P > 0.05). This means that salary payment (delayed or not delayed) and perceived organisational support do not interactively influence levels of affective commitment. Therefore, hypothesis 3 is not supported. In other words, both salary payment (either delayed or not delayed) and perceived organisational support (high and low) does not interactively affect workplace incivility.

This can was not support by past work which focused on the effect of delayed salary on workplace incivility by According to Lazarus and folkman (1984), workplace place incivility can lead to psychological distress at workplace which can lead to low productivity of the employees and lead to workplace incivility.

Also, it was not supported by past work on the effect of perceived organisational support on workplace incivility by). Eisenberger et al. (1986) and (Eisenberger et al. 1990) reported that employees who perceive that their organization offers them support and cares for their well-

being are likely to show less absenteeism and exert greater effort to achieve organisational goals. Furthermore, in a study of two Korean organisations, Yoon and They (2002) found evidence of a strong positive relationship between POS and organisational commitment and low level of workplace incivility. Little or no work has been done relating effect of delayed salary and perceived organisational support.

5.2   Conclusion

This study has investigated the influence of delayed salary and perceived organisational support on workplace incivility in Ado Local Government, Ado-Ekiti, and Ekiti State. Based on the findings of this study, it is evident and concluded that delayed salary has an influence on workplace incivility; perceived organisational support also has an influence on workplace incivility. However, both salary payment (delayed or not delayed) and perceived organisational support do not interactively affect workplace incivility.

5.3   Recommendations

Based on the findings of this study, the following recommendations are therefore put forward:

i. In public organization, the government should note and tackle these issues (delayed salary and perceived organisational support) so as to reduce workplace incivility in government established organisations.

ii Every manager in any organization should ensured that employees salary are paid in time or as at when due and in an organization.

iii   For effective and high level of performance and a reduction in workplace incivility, employees should enjoy high level of organisational support

5.4 Implications of Findings

Since the findings of this study has revealed that delayed salary and perceived organisational support has an effect on workplace incivility, therefore, managers of organisations employers of labour and government should take note of these two factors so as to enable high level of performance in their organisations(either private or public) and to maintain good climate of the organization that is conducive for every workers and to ensure harmony amongst workers so that organisational goals can be achieved .

However, if these two factors are not tackled in any organization, it might lead to high level of workplace incivility which can lead to reduction in workers performance and productivity, thus leading to setback of the organization.

5.5   Limitation of the study

i Difficulty of transportation to access participants

ii Unwillingness of the participate to involve in the research

iii Inability of the participants to give genuine information of themselves

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DEPARTMENT OF PSYCHOLOGY
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ORGANISATIONAL BEHAVIOUR FORM (OBF)

Dear Respondents,

I am final year student of the above named Department and conducting a survey to understand organizational behaviour. This survey is a research project conducted for the partial fulfillment for the award B.Sc degree in Psychology.

Kindly note that your identity is not required in order to participate in this survey and the information provided will be confidential. This survey usually takes 10 minutes to complete it. Please give your immediate impression about the questions in this survey.

There is no right or wrong answers.

Thanks for your cooperation.

Sanusi Victor O.

SECTION A: PERSONAL DATA

SEX: (a). Male (   )   (b). Female (   )

AGE: _____

OCCUPATION: _____

Please indicate whether your employer delays the payment of your salary or not by ticking any of the box below:

MY SALARY IS: DELAYED ( )   NOT DELAYED ( )

Listed below and on the next several pages are statements that represent possible opinions. Please indicate the degree of your agreement or disagreement with each statement by filling in the mark on your answer sheet that best represents your point of view. Please choose from the following answers:

0	1	2	3	4	5	6
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree

		SD	MD	SD	ND	SA	MD	SA
1.	The organization values my contribution to its well-being.							
2.	The organization fails to appreciate any extra effort from me.							
3.	The organization would ignore my complaint from me.							
4.	The organization really cares about my well-being.							
5.	Even if I did the best job possible, the organization would fail to notice.							
6.	The organization cares about my general satisfaction at work.							
7.	The organization shows very little concern for me.							
8.	The organization takes pride in my accomplishments at work.							

SECTION C:

Listed below are statements that represent possible opinions. Please indicate the degree of your agreement or disagreement with each statement by filling in the answer that best represents your point of view.

		NEVER	ONCE OR TWICE	SOMETIMES	OFTEN	MANY TIMES
1.	Paid little attention to your statements or showed little interest in your opinions.					
2.	Doubled your judgment on a matter over which you had responsibility.					
3.	Gave you hostile looks, stares, or sneers.					
4.	Addressed you in unprofessional terms, either publicly or privately.					
5.	Interrupted or "spoke over" you.					
6.	Rated you lower than you deserved on an evaluation.					
7.	Yelled, shouted, or swore at you.					
8.	Made insulting or disrespectful remarks about you.					
9.	Ignored you or failed to speak to you (e.g., gave					