



Results for FALLING AGAINST... >

Falling against incivility spirals or standing to maintain individuality: a socia...



Falling against incivility spirals or standing to maintain individuality: a social conformity perspective

By Ali, SA (Ali, Syed Ahmad) ; Azeem, MU (Azeem, Muhammad Umer) ; Yazdani, N (Yazdani, Naveed) ; Bajwa, SU (Bajwa, Sami Ullah) ; Aslam, H (Aslam, Haris)

[View Web of Science ResearcherID and ORCID](#) (provided by Clarivate)

Source MANAGEMENT RESEARCH REVIEW
Volume: 48 Issue: 5 Page: 786-807
DOI: 10.1108/MRR-03-2024-0210

Published MAR 31 2025

Early Access MAR 2025

Indexed 2025-03-08

Document Type Article

Abstract PurposeThe main purpose of this paper is to empirically investigate the spiraling effects of workplace incivility. In doing so, the authors examine how workplace incivility begets other forms of mistreatment such as ostracism and abusive supervision, which in turn hinders employees' job performance. In addition, the authors also test the buffering role of social skills in this

process.Design/methodology/approach This study investigates a mediated moderation model with multitime and multisource data from 205 employees working in different Pakistani-based organizations (self-rated at T1 and supervisor rated at T2).
Findings The results of this study provide support to the predictions that workplace incivility diminishes employees' ability to perform through parallel mediations of ostracism and abusive supervision. The empirical findings also show that social skills moderate the negative relationship between abusive supervision and job performance.
Originality/value This work extends the contemporary slant in workplace incivility, ostracism and abusive supervision literature by providing empirical evidence of spiraling effects of workplace incivility. In addition, the authors also tested the critical buffering role of social skills in mitigating the negative effects of such mistreatments at work.

Keywords

Author Keywords: Workplace incivility; Social skills; Workplace ostracism; Abusive supervision; Job performance

Keywords Plus: ABUSIVE SUPERVISION; ORGANIZATIONAL CITIZENSHIP; WORKPLACE OSTRACISM; IMPRESSION MANAGEMENT; SCALE DEVELOPMENT; POLITICAL SKILL; MODERATING ROLE; PLS-SEM; WORK; PERFORMANCE

Addresses

¹ Int Islamic Univ, Dept Business Adm, Kuala Lumpur, Malaysia

² ESSCA Sch Management, Dept Org Management & Human Resources, Lyon, France

³ Univ Management & Technol, Dr Hasan Murad Sch Management, Lahore, Pakistan

⁴ Super Univ, Fac Business & Management Sci, Lahore, Pakistan

⁵ De Montfort Univ Leicester, Leicester Castle Business Sch, Leicester, England

Categories/ Classification

Research Areas: Business & Economics

Citation [6 Social](#) [6.3](#) [6.3.48 Organizational](#)
 Topics: [Sciences](#) [Management](#) [Behavior](#)

Web of Science Categories

Management

+ See more data fields

Citation Network

In Web of Science Core Collection

1
Citation

111
Cited References

Use in Web of Science

38
Last 180 DaysSince 2013

This record is from:

Web of Science Core Collection

- Emerging Sources Citation Index (ESCI)

Suggest a correction

If you would like to improve the quality of the data in this record, please [Suggest a correction](#)



© 2025 Clarivate. All rights reserved.

- Legal

Center

Privacy

Statement

Copyright

Notice
- Training

Portal

Product

Support

Newsletter
- Cookie

Policy

Manage

cookie

preferences

Data

Correction
- Accessibility

Help

Terms of

Use

Follow Us

