

The Impact of Workplace Incivility in Public Organizations on Customer Satisfaction

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ABSTRACT

This research has been conducted to explore the impact of workplace incivility in public organizations on customers' satisfaction. The independent variables are customer-related incivility and work-related incivility; and the dependent variable is customer satisfaction. Customer-related incivility includes displaying discourteous behavior towards customers; avoid resolving customer complaints, showing gender biasness when dealing with customers, etc. Work-related incivility includes reporting to work late, being absent from work, leaving office early than official office timings, etc. The data has been collected from customers of public organizations of Lahore, Pakistan. Researcher used primary source of data collection i.e., questionnaires, with the assurance of authenticity and reliability. The responses of the employees are kept confidential. Researcher developed following hypotheses to investigate our research question, i.e., 'how workplace incivility (customer-related incivility and work-related incivility) in public organizations influence customer satisfaction?'

H1: Customer-related incivility in public organizations is negatively correlated with customer satisfaction.

H2: Work-related incivility in public organizations is negatively correlated with customer satisfaction.

These research findings indicate that both of our research hypotheses are accepted that work related incivility and customer related incivility are negatively correlated with customer satisfaction. The last section of this research project contains suggestions that are based on analysis, and conclusion of the overall project.

Keywords: Public organizations; Customer satisfaction; Workplace; Incivility

INTRODUCTION

Workplace incivility in public organizations is more likely to occur because of less autonomy to public employees due to bureaucratized organizational culture, tall hierarchy, centralized decision-making process, and formalized rules and policies, which lower employees' job motivation and morale and cause them to display unproductive work behaviors. Besides, ineffective HRM systems in public organizations invest relatively less than private organizations on employees' training and development needs. Moreover, the myth that public employees can't be fired cause public service officials more likely to pursue their self-interests at the expense of organizational effectiveness. As a result, public employees are more likely to show counter productive work behavior that lowers customer satisfaction.

Research problem

Employees in public organizations in Pakistan display discourteous

behavior to customers like, using non courteous gestures while serving customers like, raising their voice while speaking to customers, using impolite or aggressive tone of voice, trying to avoid resolving customer complaints, reporting to work late, and leaving office early than the official job timings. Moreover, the non-functioning of infrastructure i.e., ceiling fans, air conditioners, water taps in public organizations lowers customer satisfaction with public services, which in turn may result in negative perceptions among the citizens regarding the public service. It may lower public service motivation among citizens and may result in negative word of mouth about public organizations.

Research question

The research question is, 'what is the impact of workplace incivility (customer-related incivility and work-related incivility) in public organizations on customer satisfaction?'

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Research objective

The research objective is to investigate the effects of workplace incivility (customer-related incivility and work-related incivility) in public organizations on customer satisfaction.

Significance of the research

- The research study will help public administrators to understand various forms of workplace incivility in public organizations, which may enable them to take actions to tackle uncivil behaviors at workplace.
- It will enable public administrators to understand how workplace incivility lowers customer satisfaction with public service.
- Competent human resources are a source of competitive advantage for the organizations. This research will enable human resource professionals to maintain this competitive advantage by understanding uncivil behaviors on the part of employees, which may enable them to devise HR policies, like behavioral trainings for employees.
- The research will contribute to the literature of workplace incivility and customer satisfaction.

Research scope

Research scope includes employees of public organizations, customers of public organizations, HR professionals, students of public administration, and general public may also benefit from this research (Figure 1).

LITERATURE REVIEW

Customer satisfaction

According to Oliver [1] customer satisfaction refers to customer’s

judgment regarding his consumption experience i.e., whether consumption of the product or service provides a sense of fulfillment. Besides, Kotler and Keller [2] defines that customer satisfaction refers to pleasure that a customer feels when comparing the product or service performance with his expectations. Therefore, it can be suggested that customer satisfaction refers to positive feelings of contentment arising within a customer due to good product or service quality, positive behavior of organizational staff, etc. In the context of public organizations, it can be argued that customer satisfaction deals with the public service itself, and with the behavior of public service officials towards customers.

Wallin Andreassen [3] states that public support for the government i.e., acceptance to increased taxation, and public service motivation arise when citizens are satisfied with the public service offered by the government. It suggests that it is important to understand customer satisfaction in the context of public service. Firstly, customer satisfaction with the public service may help in creating public service motivation among the citizens who may wish to pursue their career in public organizations. In turn, it may help public organizations in generating young talented pool of candidates for public service. Besides, citizens’ satisfaction with public service may develop supportive beliefs and attitudes among citizens for the ruling government. For example, Metro bus service initiated by Nawaz government in Pakistan has facilitated mainly underprivileged citizens, which may have developed positive feelings among the citizens for the Nawaz government. Indirectly, it helps the ruling government in increasing their political power through citizens’ support by increasing their vote bank from the locals of the region. In addition, increased customer satisfaction with public service may lead citizens in having positive perception of government organizations contrary to traditional perceptions characterized by inefficiency, nepotism, and corruption.

Kampen et al. [4] mentions that measures of satisfaction with the public service include public service delivery, accessibility of service and the quality of service. Thus, antecedents of customer

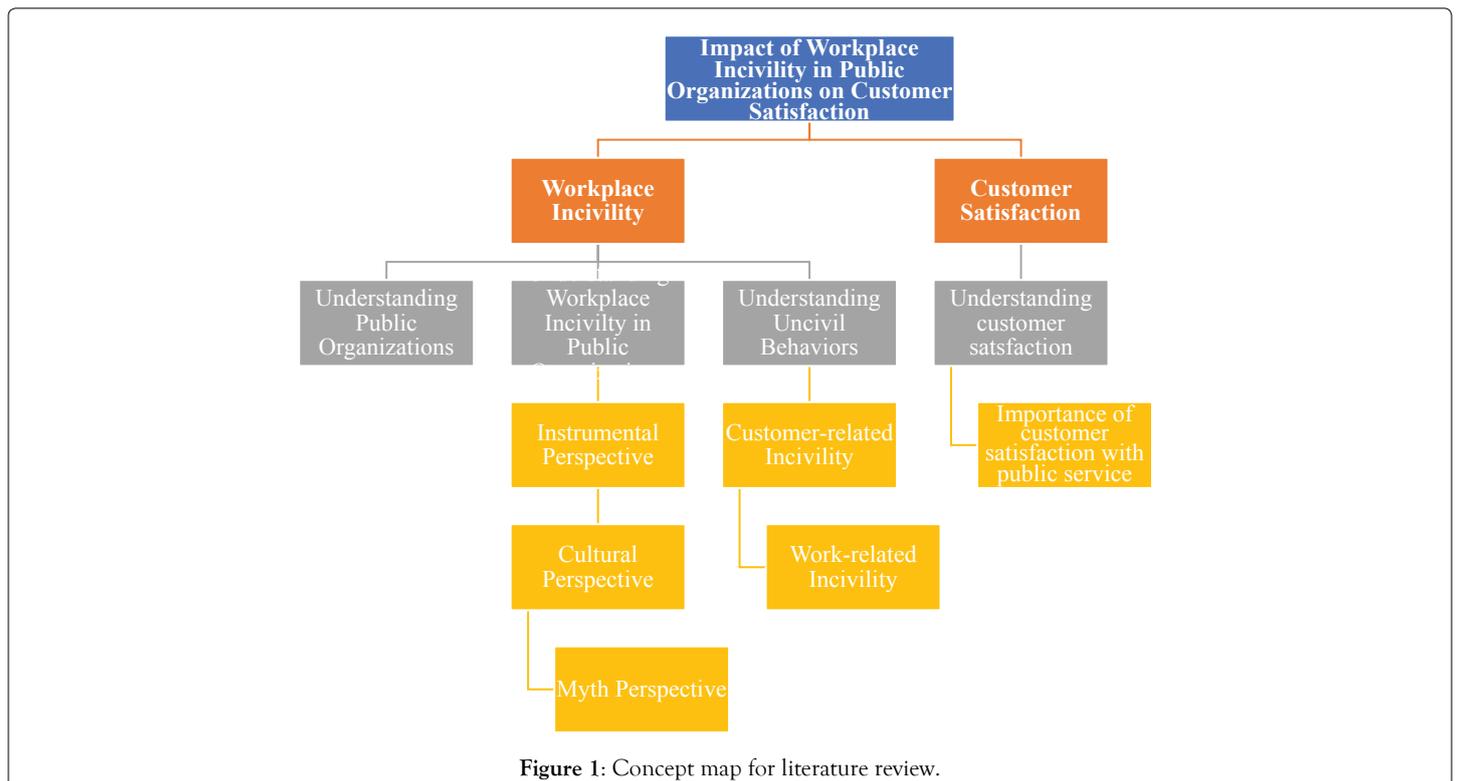


Figure 1: Concept map for literature review.

satisfaction with public service can be customers' accessibility to the public service, having less waiting time in obtaining a public service, and the overall behavior of public service officials towards the citizens. To provide theoretical understanding of customer satisfaction, Oliver [1] presented *disconfirmation theory* according to which customers make comparisons between their expectations regarding the product or service and their perceived ratings they give to actual product or service performance. When a product or service performance is consistent or exceeds with customers' expectations, customers feel satisfaction. Whereas, when the product or service performance is inconsistent with customers' expectations, customers feel dissatisfaction. However, the disconfirmation theory contradicts Herzberg's notion, which postulates that the opposite of satisfaction is 'no satisfaction' rather than 'dissatisfaction'. Therefore, inconsistency in perceived performance and actual performance may not necessarily lead to dissatisfaction, rather it may result in 'no satisfaction' but dissatisfaction may not be created. Besides, Swan and Combs [5] presented the *dual factor theory* to understand customer satisfaction. According to them, the physical features of a product (instrumental performance) and the psychological aspects of delivering a product or service (expressive performance) influence customer satisfaction. If the expressive performance of the service delivered is not satisfactory despite the fact that instrumental performance of the product or service is satisfactory, the customers may not be satisfied. However, it can be argued that in organizations that deal in products, physical attributes of products are more important for customer satisfaction than psychological aspects. Whereas, for organizations like government organizations that deal in services like health care and education services, psychological aspects of service like, how the service is delivered characterized by behavior of employees while delivering the service and time taken to deliver the service is more important for customer satisfaction.

Need for understanding workplace incivility in public organizations

Public organizations are considered as nonprofit entities as their main aim is to provide services to the general public to up bring the public welfare, thus, they don't operate to maximize profits [6]. From an instrumental perspective, public organizations, characterized as bureaucratized organizations [7] strive to achieve their motives through their formalized rules and policies i.e., public service initiatives i.e., Metro bus and Orange train project in Punjab, public health services like provision of free medicines and health care facilities for the treatment of T.B, dengue, polio etc., and public education programs like, free vocational training camps and job placement programs. From a cultural perspective, public organizations in Pakistan have traditionally been influenced by bureaucratized government characterized by tall hierarchical structure, formalized rules and policies, centralized decision-making process, and less autonomy on the part of public service officials. Besides, Hofstede [8] in his analysis of cultural dimensions of 200 countries revealed that Pakistan was ranked 55 on 'power distance' dimension on a scale ranging from 0 (very low) to 100 (very high). According to him, countries that scored high on 'power distance' are characterized by large inequalities of power in their institutions. Although, this finding was presented by Hofstede in 1980, however, keeping in the view the current social, economic, and political insecurity in Pakistan, it can be argued that Pakistan scores relatively more on 'power distance' in the current era. For instance, it can be suggested that due to widespread terrorist attacks

in educational institutions and public places in Pakistan and due to increased political gimmick, the government has increased tight controls on its public service operations and decision-making power has become more concentrated to the central authority. Thus, it reduces the autonomy of the lower and middle level public service officials. Besides, the concept of public service varies in nations depending on political ideology. In Pakistan, the public service is perceived as inefficient, corrupt and unproductive by the locals [9]. Such interpretations of public service may decrease the morale of public service officials and as a result they may be less likely to demonstrate professionalism on job. Moreover, red tapism [10] i.e., slow and inefficient civil service operations in public organizations results in increased 'time lag' i.e., time between taking a decision for public service and actually getting desired outcome of that decision. It suggests that public organizations are more process-focused rather than outcome-focused. The tall hierarchical structure and formalized rules and policies enable "seth-culture" or "bureaucratic culture" within the public organizations. Therefore, when a decision has to be taken, the focus is more on the process of undertaking a decision rather than the outcome of the decision. Because of this reason, the outcome is delayed, or the decision is pending to be act upon in public organizations. It may create a sense in public service officials that they have less impact on their job and it may lower their motivation to perform public service [11]. Besides, public organizations are influenced by political leaders; they exercise coercive power to influence public organizations to pursue their self-interests [12]. Because of this reason, they may not aim for transparency and governance in public service operations. Hence, they may not spend much resource to address the development needs of its human resources in the form of behavioral trainings and skill development programs, which may result in less productive employees in public organizations compared to private ones. From a myth perspective, the claim that one cannot fire a government employee encourages public service officials to pursue their self-interests and as a result they are more likely to indulge in counter-productive work behavior i.e., nepotism, attending to work late, avoiding job duties, and exercising corruption i.e., money laundering, bribery, etc. Therefore, the above discussed perspectives may suggest that unproductive and uncivil behaviors on the part of employees in public organizations are more likely to occur than in private organizations due to certain reasons like formalized rules and policies, centralized decision making process, tall hierarchical structure, bureaucratic culture, negative perception of public organizations among the citizens because of inefficient processes and substandard public service compared to private organizations, political control, relatively less investment on developing human resources in public organizations, and the perception of public employees that they can't be fired.

Workplace incivility

Anderson and Pearson [13] define workplace incivility as organizationally deviant behavior with the intent to harm others. Lim, Cortina, and Magley [14] define uncivil behaviors in workplace as violating workplace norms, showing discourteous behavior, and avoiding job responsibilities. Thus, workplace incivility may refer to unproductive employee behavior or counter-productive work behavior that harms organizational interests and wellbeing, for instance, stealing office inventory, damaging organization's property, bullying coworkers or customers, avoiding job duties, reporting to work late, neglecting customers, etc. [15]. Besides, according to Cortina and Magley [14] workplace incivility

also refers to poor infrastructure of an organization that hinders effective functioning of the organization like, poor seating area for customers, non-functioning of ceiling fans, air conditioners, water taps, etc. It can be suggested that workplace incivility may be caused due to organizational factors [16] like, unsupportive organization's culture, autocratic or coercive leadership that may hinder employees' autonomy, negative peer relationships, and lack of promotional prospects in the organization that may lower job satisfaction and extrinsic motivation to perform better on job, and monotonous work that may lower employee intrinsic motivation. Besides, personality traits of employees may also cause them to indulge in workplace incivility (Armstrong). For example, employees who score low on conscientious dimension and emotional intelligence dimension in personality tests are more likely to display irresponsible, discourteous, and resisting behaviors on job like, reporting to work late, avoiding job duties, refusing to serve annoying or complaining customers, displaying rude gestures to peers or customers, violating organizational norms and values, etc. In addition, it can be argued that employees demonstrate counter-productive work behavior or workplace incivility as a coping strategy or catharsis for negative done to them by supervisors, peers, or customers.

Moreover, an employee exhibiting workplace incivility harms not only the organizational motives but also his own psychological and physiological wellbeing. Negative intentions, attitude, and behaviors on the part of employees hinder organizational objectives i.e., effective customer-employee relationships, peer collaboration, effective employee performance, financial strength of the organization, and spreading positive word of mouth about the organization in the community. Besides, negative emotions and attitudes hinder employees' decision-making capability and performance, increase stress and frustration, and lower job satisfaction.

Customer-related incivility

Customer-related incivility refers to uncivil behavior of employees directed towards the customer directly [13]. For instance, showing rude gestures or unfriendly body language to customers i.e., using aggressive tone of voice while interacting with customers, displaying frown on forehead while dealing with customers, staring at customers, harassing and neglecting customers, etc., besides, it also reflect deviant behavior towards customers in the form of avoid resolving customer complaints, displaying inefficiency or slowness in answering customers' phone calls and emails, demonstrating gender biasness while dealing with customers, inability of workers to provide required information about the product or service, etc. In addition, poor infrastructure of the organization like uncomfortable seating or waiting area for customers, non-functioning of ceiling fans, air conditioners, water taps, lightening, etc. also constitute customer-related incivility. Social cognitive theory by Fishbein defines that an individual's behavior is the consequences of his psychological traits, past experiences and contextual factors. It suggests that uncivil behavior directed toward customers may be the result of employees' psychological state like demotivation, dissatisfaction, work stress, feeling of work load; physiological state like bad health, and contextual factors like, interaction with annoying customers [17]. Similarly, attribution theory by Adams suggests how internal attribution i.e., personality of an employee like aggressive personality and external attribution i.e., contextual factors like, conflicting relationship with complaining customers

cause an individual to display uncivil behavior towards customers like shouting, [18] refusing to solve customer complaints, etc.

It has been argued that in Pakistan, public organizations don't have relatively effective human resource management systems compared to private organizations [19]. Therefore, they may not invest heavily in behavioral trainings and development needs of employees. As a result, employees lack professional attitude on job and towards customers. Moreover, the myth that employees in a public service can't be fired may make public employees less sensitive toward job performance and performance appraisals, which in turn results in substandard public service. Besides, this perceived job security by public officials encourage them to less likely display emotional labor towards customers. Hence, public employees may freely display their true emotions and feelings on job and towards customers i.e., showing annoyance to complaining customers rather than showing organizationally desired behaviors toward them like handling customer complaints courteously. However, the NPM reforms in Pakistan have brought improvement in HRM practices in public organizations, which can decrease customer-related incivility by public service officials [19].

Hypotheses

H1: Customer-related incivility in public organizations is negatively correlated with customer satisfaction.

H2: Work-related incivility in public organizations is negatively correlated with customer satisfaction.

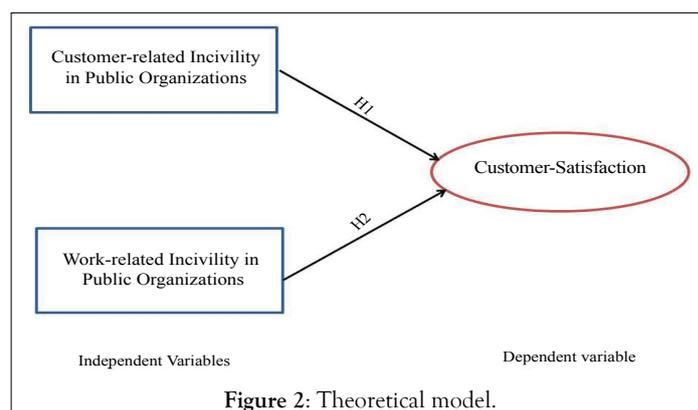
Customer related incivility

Customer related incivility may result in lower customer satisfaction for the product or service, negative word of mouth by customers, low motivation among the citizens for joining public service, and may even lead to negative emotions and perceptions about the ruling government. For instance, low quality educational institutions named "Nai Roshni Schools" that were opened by Musharraf's government let the public to spread negative word of mouth about the government [20] (Figure 2). By considering these research evidences, we hypothesize that:

H1: Customer-related incivility in public organizations is negatively correlated with customer satisfaction.

Work-related incivility

Work-related incivility refers to uncivil or unproductive behavior of employees on job that causes harm to employees indirectly. Besides, it also harms the organizational effectiveness [13]. For instance, employee behaviors like reporting to work late, being



absent from job duties, leaving office early than official job timings, using negative word of mouth about the organization in front of customers, etc.

Kanter's theory of empowerment of 1965 states that job characteristics like challenging tasks, flexible working hours, autonomy results in job motivation, as a result employee becomes more productive towards his job, thus he may be less likely to have intentions to display counter productive work behavior. Work-related incivility in public organizations can be caused by job characteristics itself [10] like, repetitive and unchallenging work, or work that is not considered worthy by employees. In fact, in public organizations there is extensive departmentalization which strictly specifies division of labor and specialization. Such specialization of tasks, however, increases task efficiency and reduction in error rate but on the other hand, it may cause employees to lose interest in job due to monotonous work. This may result in uncivil behavior or counter-productive work behavior like being absent from work, avoiding job duties, etc. Besides, leadership in public organizations characterized by coercion, strict control, and delegating less autonomy to employees may lower employee's job satisfaction that may cause them to leave office early than official job timings.

Social and environmental psychology researchers have in recent years contributed significantly to our understanding of the psychological drivers of pro-environmental behavior. And yet, in my opinion at least, environmental communicators have been slow to adopt best practices gleaned from psychological research. Information and persuasion campaigns distributed through the mass media on how to save energy or the environment have long been popular strategies – and yet typically ineffective in producing policy outcomes and behavior change.

So, what other strategies – other than information and financial incentives (which have had conflicting results) – do environmental communicators have at their disposal for potentially motivating change? One strategy – which is often ignored by communicators and yet has attracted the attention of many environmental psychologists-is the harnessing of norms, social norms and social motives. Normative appeals take advantage of social influence – what pro-environmental actions do important others approve of? What are most people around you doing to protect the environment or save energy? Norms are often powerful predictors of our own behaviors – what others approve of and do in turn influence what *we* approve of and do.

Such uncivil behaviors may lower customers' satisfaction due to increase in waiting time for getting public service as a result of late arrival of employees on job or employees leaving office early than official job timings (Figure 3). By considering these research evidences, we hypothesize that:

H2: Work-related incivility in public organizations is negatively correlated with customer satisfaction.

RESEARCH METHODOLOGY

Quantitative research strategy is used as the emphasis in our research is on the evaluation of data by quantifying it. Deductive approach is used in our research for hypothesis testing. The main objective here is to determine the impact of workplace incivility in public organizations on customers' satisfaction. Non-probability sampling technique such as Convenience sampling is used because we collected data from the respondents based on our convenience [21].

The research design used is causal research which is used to test whether or not one variable causes another to change, like we were

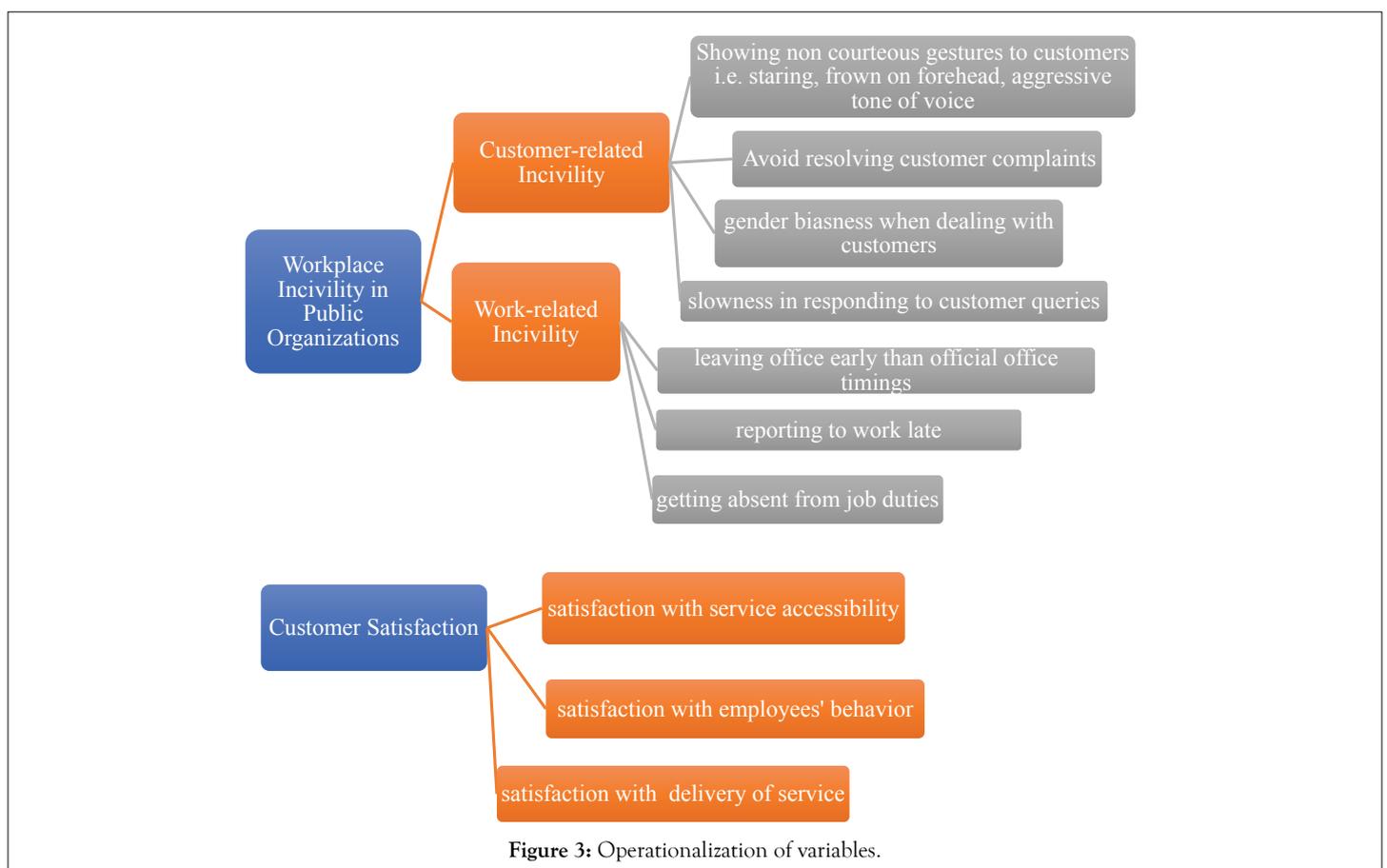


Figure 3: Operationalization of variables.

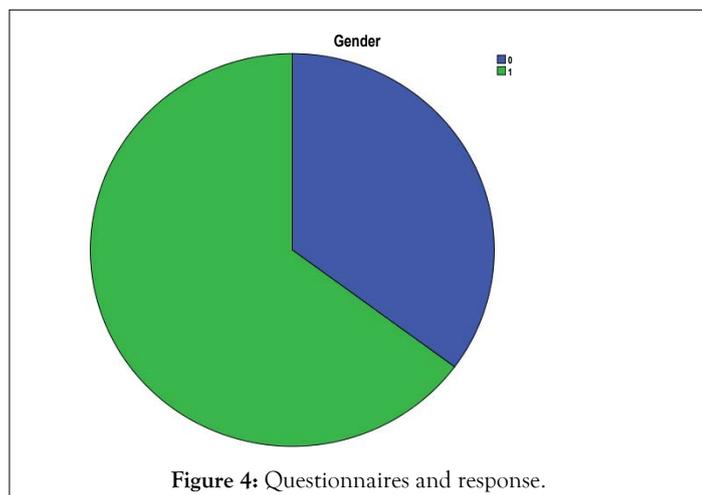


Figure 4: Questionnaires and response.

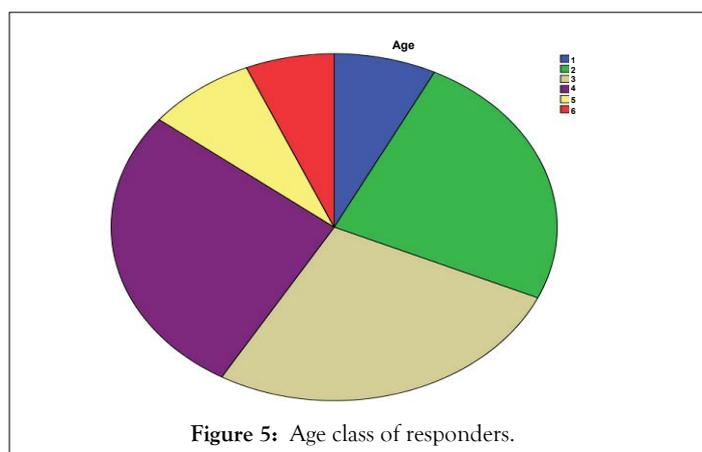


Figure 5: Age class of responders.

interested in defining workplace incivility that may affect customer satisfaction. It was a cross-sectional study as data was collected at one point in time. Moreover, research was conducted in non-contrived setting as there was no interference with the normal work routine. The unit of analysis is individual because we collected data from individual customers of the organizations.

We targeted customers of PIA, Hajj deposits, Railways, HEC, Supreme courts, Kashana welfare society, WAPDA, NADRA, Pakistan embassy (passport office), NBP, Post office, Atlas insurance, LESCO, Qasr e behood and NAVTTC for our research because customers can answer effectively about our variables as they are interacting with the organizational staff members and know everything that directly and indirectly affect their satisfaction level.

The instrument for data collection is the self-administered questionnaire. A questionnaire is a research instrument which consists of a series of questions for the purpose of gathering information from respondents (Gault). We used this research instrument because it is easy to administer, inexpensive, quick, and easy to analyze. Besides, there is more chance of getting accurate data from large number of respondents in limited time frame, and most importantly any doubts or queries of the respondents could be clarified on the spot. Before distributing questionnaires, we obtained consent from participants for volunteer participation. The questionnaires have been handed over by personal visit. The confidentiality of the responses has been ensured.

We floated 230 questionnaires of our research among the targeted organizational customers and received 202 filled questionnaires,

so the sample size of our research is 202, i.e., $n=202$. The questionnaires were administered in English language and there was no back up translation because every person we targeted was educated enough to understand and respond to our queries in English.

A 5-point Likert scale was used to measure our variables e.g. customer related incivility, work related incivility and customer satisfaction that was 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree.

RESULTS AND FINDINGS

The above Table 1 summarizes all the control variables, independent variables, and dependent variable. There is no missing value because 202 questionnaires we received from customers were completely filled with no missing information about any variable.

In our survey research (Table 2), 35.1% respondents were females (coded as 0) who answered 71 questionnaires out of 202 questionnaires and 64.9% respondents were males (coded as 1) who answered 131 questionnaires out of 202 questionnaires (Figures 4 and 5).

- Age class of 19 to 24 (coded as 1) responded to 15 questionnaires that consist of 7.4% of sample size ($n=202$).
- Age class of 25 to 30 (coded as 2) responded to 49 questionnaires that consist of 24.3% of sample size ($n=202$).
- Age class of 31 to 36 (coded as 3) responded to 54 questionnaires that consist of 26.7% of sample size ($n=202$).
- Age class of 37 to 42 (coded as 4) responded to 55 questionnaires that consist of 27.2% of sample size ($n=202$).
- Age class of 43 to 48 (coded as 5) responded to 16 questionnaires that consist of 7.9% of sample size ($n=202$).
- Age class of 49 and above (coded as 6) responded to 13 questionnaires that consist of 6.4% of sample size ($n=202$) (Table 3).
- Respondents with any 'matriculation' (coded as 1) answered 4 questionnaires that consist of 2% of the sample size ($n=202$) (Figure 6).
- Respondents with any 'intermediate' (coded as 2) answered 22 questionnaires that contribute 10.9% of the sample size ($n=202$).
- Respondents with 'diploma' (coded as 3) answered 25 questionnaires that contribute 12.4% of the sample size ($n=202$).
- Respondents with 'graduation' (coded as 4) answered 86 questionnaires that contribute 42.6% of the sample size ($n=202$).
- Respondents with 'post-graduation' degree' (coded as 5) answered 53 questionnaires that contribute 26.2% of the sample size ($n=202$).
- Respondents with 'doctorate' (coded as 6) answered 12 questionnaires that contribute 5.9% of the sample size ($n=202$) (Table 4).
- Income class 'Below Rs. 12000' (coded as 1) responded to 8 questionnaires that consists of 4% of the sample size ($n=202$) (Figure 7).

Table 1: Statistics of control variables, independent variables and dependent variable.

		Gender	Age	Qualification	Income	CRI	WRI	CS
N	Valid	202	202	202	202	202	202	202
	Missing	0	0	0	0	0	0	0

Table 2: Frequency tables of gender.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	71	35.1	35.1	35.1
	1	131	64.9	64.9	100.0
	Total	202	100.0	100.0	~

Table 3: Different age class of responder's questionnaires.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	15	7.4	7.4	7.4
	2	49	24.3	24.3	31.7
	3	54	26.7	26.7	58.4
	4	55	27.2	27.2	85.6
	5	16	7.9	7.9	93.6
	6	13	6.4	6.4	100.0
	Total	202	100.0	100.0	~

Table 4: Qualification and questionnaires.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	2.0	2.0	2.0
	2	22	10.9	10.9	12.9
	3	25	12.4	12.4	25.2
	4	86	42.6	42.6	67.8
	5	53	26.2	26.2	94.1
	6	12	5.9	5.9	100.0
	Total	202	100.0	100.0	~

Table 5: Income and questionnaires.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	8	4.0	4.0	4.0
	2	40	19.8	19.8	23.8
	3	68	33.7	33.7	57.4
	4	45	22.3	22.3	79.7
	5	41	20.3	20.3	100.0
	Total	202	100.0	100.0	~

Table 6: Regression model summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.836 ^a	0.699	0.690	4.076

a. Predictors: (Constant), Income, Gender, CRI, Qualification, Age, WRI

Table 7: ANOVA^a results.

Model		Sum of Squares	df	Mean Square	F	Significance
1	Regression	7532.078	6	1255.346	75.553	0.000 ^b
	Residual	3240.004	195	16.615	~	~
	Total	10772.082	201	~	~	~

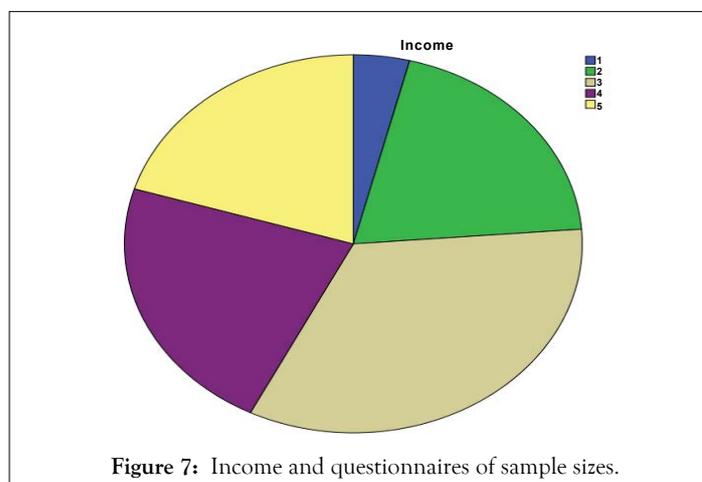
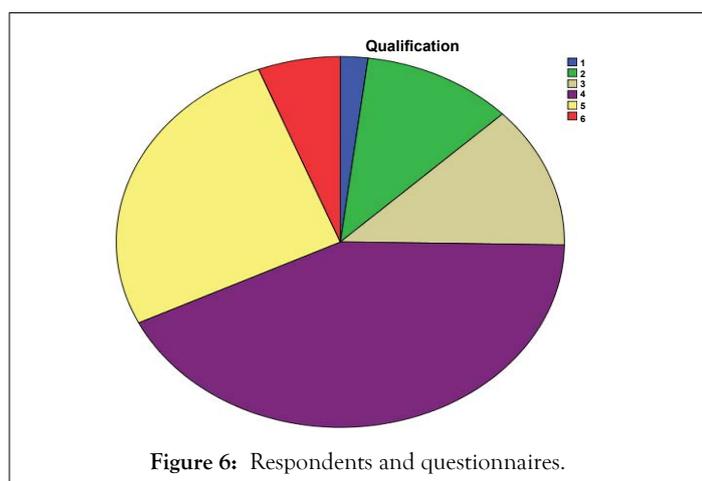
a. Dependent Variable: CS

b. Predictors: (Constant), Income, Gender, CRI, Qualification, Age, WRI

Table 8: Different coefficients result.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Significance.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
(Constant)	46.535	1.806	~	25.761	0.000	~	~	~
CRI	-0.303	0.086	-0.227	-3.522	0.001	-0.722	-0.245	-0.138
WRI	-0.906	0.090	-0.645	-10.043	0.000	-0.821	-0.584	-0.394
Gender	-0.573	0.615	-0.037	-0.932	0.353	-0.071	-0.067	-0.037
Age	-0.410	0.294	-0.072	-1.396	0.164	-0.149	-0.099	-0.055
Qualification	0.288	0.272	0.044	1.058	0.291	0.026	0.076	0.042
Income	0.227	0.357	0.035	0.637	0.525	-0.233	0.046	0.025

a. Dependent Variable: CS



- Income class 'Rs. 13000 – Rs. 30000' (coded as 2) responded to 40 questionnaires that consists of 19.8% of the sample size (n=202).
- Income class 'Rs. 31000 – Rs. 50000' (coded as 3) responded to 68 questionnaires that consists of 33.7% of the sample size (n=202).
- Income class 'Rs. 51000 – Rs. 70000' (coded as 4) responded to 45 questionnaires that consists of 22.3% the sample size (n=202).
- Income class 'Above Rs. 71000' (coded as 5) responded to 41 questionnaires that consist of 20.3% of the sample size (n=202) (Table 5).

DISCUSSION AND EXPLANATION

Above Table 6 produce R value and R square value of this research. R value shows the correlation between variables and R square value shows the change in dependent variables caused by independent and control variables. R value 0.836 or 83.6% correlation is there in independent variables e.g. work related incivility and customer related incivility and dependent variable e.g. customer satisfaction. R square value 0.699 or 69.9% variation in dependent variable is explained by the choice of independent and control variables.

The above Table 7 indicates that significance level is below 0.05 so we can conclude that the overall results of our study are significant. (F=75.553, p=0.000).

H1: Customer related incivility in public organizations is negatively correlated with customer satisfaction

H₀: Customer -related incivility in public organizations is positively correlated with customer satisfaction

The significant value CRI is $0.001 < 0.05$. The $\beta = -0.303$ means that customer related incivility is negatively related to customer satisfaction. We can say that 1 unit increase in customer related incivility will cause -0.303 unit decrease in customer satisfaction. It means that H1 is accepted and H₀ is rejected.

H2: Work related incivility in public organizations is negatively correlated with customer satisfaction

H₀: Work related incivility in public organizations is positively correlated with customer satisfaction

The significant value WRI is $0.000 < 0.05$. The $\beta = -0.906$ means that work related incivility is negatively correlated to customer satisfaction. We can say that 1 unit increase in work related incivility will cause -0.906 unit decrease in customer satisfaction. It means that H2 is accepted and H₀ is rejected.

Out of our control variables, analysis shows that females are more associated than males with customer satisfaction ($b = -0.573$, $p = 0.353 > 0.05$), age is negatively correlated with customer satisfaction ($b = -0.410$, $p = 0.164 > 0.05$), qualification is positively correlated with Customer satisfaction ($b = 0.288$, $p = 0.291 > 0.05$), and personal income is also positively correlated with customer satisfaction ($b = 0.227$, $p = 0.525 > 0.05$) (Table 8).

CONCLUSION

The main purpose of this research is to enhance our understanding

regarding the concept of workplace incivility that influences customer's satisfaction. The factors that were found to be influencing customer satisfaction include work related incivility and customer related incivility. Surveys questionnaires were administered for data collected and sample size of the research consist of 202. However, our research findings indicate that both of our research hypotheses are accepted that depict work related incivility and customer related incivility is negatively correlated with customer satisfaction. As a discipline, psychology can inform us about the drivers of individual behavior and action towards the environment [22]. Author present a loose taxonomy, or rough order, that allows us to interrelate a large spectrum of drivers based on the degree to which they are rooted in basic psychological processes (such as preferences, drives, needs, and emotions) and shaped by experience (such as cognitions, motives, values, and norms). Finally, we discuss drivers shaped by experiences and behaviorally relevant higher order psychological processes: motivations, norms, and attitudes.

SUGGESTIONS

Based on the analysis of our study, we suggest that in public organizations where workplace incivility is the major issue, following actions can help to eradicate this issue:

- Providing behavioral trainings to employees regarding displaying productive work behavior.
- Enhancing employee autonomy at workplace.
- Providing awareness to public employees that satisfied customers are in the best interest of public service.
- Promoting supportive supervisor-employee relationships.

RESEARCH LIMITATIONS

- The sample size was small i.e., n=202, so results can't be widely generalized.
- We faced time constraint while conducting our research so detailed responses could be obtained from the respondents.

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