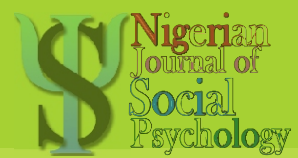


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# Workplace Incivility: a Pernicious Effect on Employee Productivity in Public Sector Organizations in Nigeria: a Study of ESUT Teaching Hospital, Enugu

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## Abstract

*This study examined workplace incivility – a pernicious effect on employee productivity in public sector organizations in Nigeria with reference to Enugu State Teaching Hospital (ESUT), Park-lane, Enugu. The specific objectives were to determine whether there is a significant relationship between dimensions of workplace incivility and employee productivity in ESUT Teaching Hospital, Enugu; to examine whether workplace incivility co-relate with low employee productivity behavioural pattern in ESUT Teaching Hospital, Enugu; and to find out whether organizational strategies for dealing with workplace incivility relate with high employee productivity in ESUT Teaching Hospital, Enugu. Descriptive survey research design was adopted and the study population comprised 3223 staff of ESUT Teaching Hospital, Enugu. Taro-Yemane formula was used to arrive at a sample size of 356 respondents and the data obtained were analysed using descriptive and inferential statistical tools. The results indicated that there is a significant relationship between dimensions of workplace incivility and employee productivity in ESUT Teaching Hospital, Enugu; workplace incivility correlate with low employee productivity in ESUT Teaching Hospital, Enugu; and organizational strategies for dealing with workplace incivility relate with high employee productivity in ESUT Teaching Hospital, Enugu. Based on the findings, the study concluded that workplace incivility is a pernicious effect on employee productivity in ESUT Teaching Hospital, Enugu. It was recommended among others that the management of public sector organizations in Nigeria need to protect workers against incivility in workplace in order to boost employee productivity cum organizational performance, that uncivil behaviour should be identified and reprimanded by the management; and that strategies for dealing with uncivil behaviour among staff should be sustained at all cost.*

**Keywords:** *Workplace Incivility, Employee Productivity, Employee Morale, Organizational Performance, Public Sector*

## Introduction

During the last two eras, the issue of workplace incivility is said to be the principal issue for organization and employee behaviour. Numerous studies investigated various kinds of workplace incivility influencing individuals and organizations. Correspondingly, workplace aggression, bullying, incivility, deviance, and abusive supervision influence employees' work attitudes, behaviours, and well-being. Targets of these negative workplace activities face stress and lower productivity (Bowling, 2005).

The issue of Workplace incivility and its influence on employee productivity, in the words of Tuckey et al. (2022), has gained the concentration of the academic and public sectors globally. It has been observed as an unwanted or negative event that occurs at the workplace

and has drastic outcomes for employees' productivity. It has been clarified via observation that an unfavorable workplace environment is a significant issue with overwhelming outcomes for workers, companies, and the general population. In the same vein, security and peace in workplace are important booster of employee productivity and as such, Nwambuko and Iloh (2021) contended *"a safe, sustainable and just society for all, require a truly transformative approach, one that places inclusivity, safety, equity and justice at the centre of a global pursuit for sustainable development"*... of the individual worker, the organization and the society at large.

Stelmaschuk (2010) commented that workplace incivility is an important trending issue in the health sector, influencing the performance of nurses and other staff. Since workplace incivility influences not only nurses and other health staff but also patients. In the same vein, in the health sector and social insurance, labourer impasse work, long working hours, fewer compensation, low self-sufficiency, and decreased chances of everyday life cause low activity execution and inefficient performance and productivity.

As contended by Selye (1956) workplace incivility grossly affects in-role performance, causes psychological distress, mental burden, and interrupts daily activities. He further argued that incivility in workplace negatively affect role performance via work overload, feedback deficiency, role conflict, anxiety cases, and organizational and technological changes. Thus, workplace incivility causes "work behaviours, work-linked anxiety, disruption, and unhappiness". These factors consequently lead to inefficiency, job turnover, job dissatisfaction, and then the low productivity of employees.

Incivility is not only restricted to verbal mistreat but rather it can also be nonverbal. Although incivility represents low intensity behaviour, it should not be contemplated as trivial or harmless. As a result of its low intensity, it is difficult to observe and easily neglected; nevertheless, continuously ignoring these tendencies will allow incivility in the organization to intensify into more relentless workplace violence. The consequence of workplace incivility has a pernicious effect on both victims (employees) and organizations. And for organization, this type of working culture or situation is catastrophic and detrimental (Hallowell, 1999).

Therefore, workplace incivility cases must be exploited regularly because it is the organization's responsibility to protect employees from all kinds of negative behaviour in the workplace. Organizations must remove the action that brings down personal health, company work, and convenience and leads to a downgrade. Thus, Keashly and Jagatic (2011) argued that it is the responsibility leaders to resolve such issues in order to enhance the mutual benefit of both enterprise and workers.

### **Statement of the Problem**

The study examined workplace incivility as a pernicious threat to employee productivity in public sector organizations in Nigeria. As workplace incivility becomes an increasing problem in public sector organizations in Nigeria, more research is being conducted on this subject. The increase in workplace incivility has cost organizations by adversely affecting employee productivity and the overall performance of the organization. Unresolved conflicts emanating from incivility in the workplace represent the largest costs to an organization survival, growth and sustainability. With this increasing interest in researching workplace incivility, its detrimental effect on employee productivity, and the negative impacts on organizations performance, a thorough analysis of the literature is needed. Workplace incivility merits serious research and organizational attention because of its theoretically

harmful effect on organizations and individuals alike. With workplace incivility incidents rising and the negative effect of incivility on organizations, many more areas within incivility need to be researched. For example, in order to more effectively address potential solutions for workplace incivility in order to boost employee performance, it is crucial to understand relationship between workplace incivility and employee productivity, alongside the development of administrative competence to cope with incivility. Nwambuko and Amoke (2021) opined that the development of administrative competencies in public sector organizations in Nigeria is vital if they want better performance in their employees.

Workplace incivility is described as a behaviour that exists in the organisation that violates the organisational norm which threatens the well-being of the organisation and its employees. Employee productivity, which measures how efficiently and effectively a worker or a group of workers contribute to accomplishing organizational goals, is germane to organizational performance. A “perfect” organizational system is a system made up of human interactions where incivility or uncivil behaviours are never found, but the phenomenon workplace incivility is generally not well understood and accordingly not acknowledged as an issue that needs attention.

Empirical evidence has shown that incivility exists in organizations and uncivil behaviours have continued to be on the rise, and public sector organizations are not left out. Some managers have failed to pay attention to these uncivil behaviours and come to terms with the fact that there are benefits in curtailing workplace incivility in their organizations if not put under check. In public sector organizations, employees have experienced uncivil behaviours as a result of their ethnic background, religion, sex, political opinion among others; and this invariably leads to an increase in employees’ stress level, turnover, decrease in retention, performance, de-motivation and apathy which in the long run will have a negative effect on the organization and the economy at large. It is against this background that the study is propelled to examine workplace incivility as a pernicious threat to employee productivity in public sector organizations in Nigeria; and be guided by the following research questions - Is there a significant relationship between dimensions of workplace incivility and employee productivity in ESUT Teaching Hospital, Enugu? Does workplace incivility co-relate with low employee productivity behavioural pattern in ESUT Teaching Hospital, Enugu? And does organizational strategies for dealing with workplace incivility relate with high employee productivity in ESUT Teaching Hospital, Enugu? The objectives of the study include - to determine whether there is a significant relationship between dimensions of workplace incivility and employee productivity in ESUT Teaching Hospital, Enugu; to examine whether workplace incivility co-relate with low employee productivity behavioural pattern in ESUT Teaching Hospital, Enugu; and to find out whether organizational strategies for dealing with workplace incivility relate with high employee productivity in ESUT Teaching Hospital, Enugu.

Based on the above; the research hypotheses include: there is a significant relationship between dimensions of workplace incivility and employee productivity in ESUT Teaching Hospital, Enugu; workplace incivility correlate with low employee productivity behavioural pattern in ESUT Teaching Hospital, Enugu; and organizational strategies for dealing with workplace incivility relate with high employee productivity in ESUT Teaching Hospital, Enugu.

## Literature Review

### Conceptual Explanations

There are concepts which are germane and require explanation to promote better understanding of the subject matter of the study. They include – workplace incivility and employee productivity.

- **Concept of Workplace Incivility:** Workplace incivility is recently a very new notion of antisocial behaviour that has been perceived in various disciplines such as education, nursing and management sectors. In recent time, workplace incivility has been seen as a burgeoning concern and a universal phenomenon which organisations should initiate its focus towards. Workplace incivility is a behaviour that exists in the organisation that violates the organisational norm which threatens the well-being of the organisation and its employees. It is characterized as disrespect, thoughtlessness, rudeness and therefore workplace incivility is defined as low-intensity deviant behaviour with ambiguous intent to harm the target, in violation of workplace norms for mutual respect (Anderson & Pearson, 1999). It was further defined as low in intensity compared to other disparate forms of divergent behaviours such as workplace violence and workplace aggression (Neuman & Baron, 1998). Cortina et al. (2001) defined workplace incivility as “rude work behaviours, work linked anxiety, disruption, and disgruntlement.” According to Hoang (2023), incivility in workplace is characterized as low-intensity negative behaviours in the workplace, encompassing actions with the intent to harm colleagues or create a hostile work environment. Andersson and Pearson (1999) argued that incivility involves acting rudely or discourteously, without regard for others, in violation of norms for respect in social interactions. It involves acting with disregard for others in the workplace, in violation of workplace norms for respect. Incivility can also be manifested through mistreatment, bullying, abuse, or undermining behaviours, impacting employees’ well-being and work performance (Pandey *et al.*, 2023). This type of behaviour, according to Saleem et al., (2022) can manifest in various forms, including impoliteness, discourteous communication, undermining colleagues, spreading rumours, or any other actions that violate the norms of professional and respectful conduct. Workplace incivility can negatively impact the work environment, employee morale, and overall organizational effectiveness within municipalities (Porter et al., 2018).
- **Concept of Employee productivity:** According Paul (2023), employee productivity, sometimes referred to as workforce productivity, is an assessment of the efficiency of a worker or group of workers. Employee productivity is generally understood as the ability of an employee to take input (instructions, direct, requirements, etc.) and turn them into output. Effectively, it's the measure of how employees produce input and turn it into output, in a given period of time. Employee productivity measures how efficiently and effectively a worker or a group of workers contribute to accomplishing organizational goals. It is a key performance indicator (KPI) that measures the output of work in relation to the inputs of time, effort and resources.

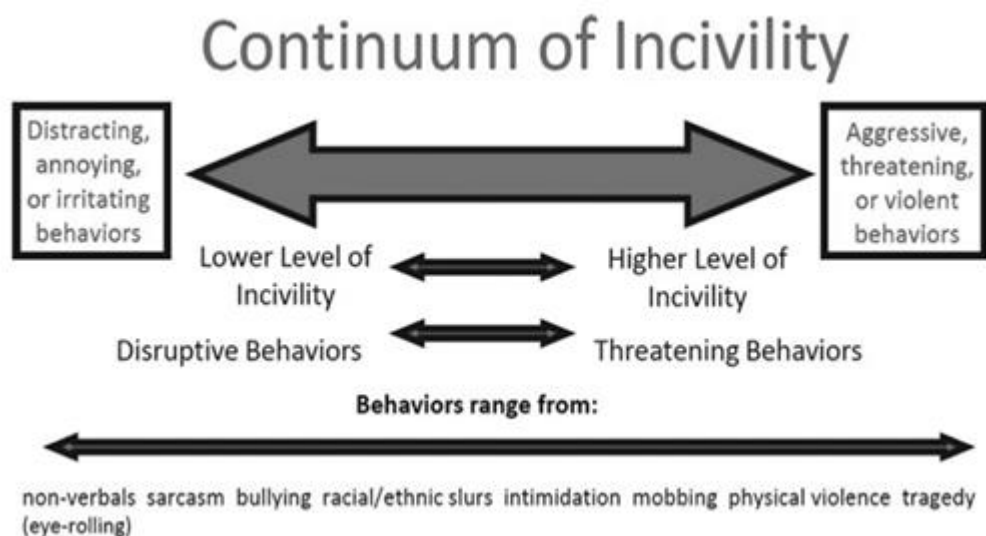
### Internal and External Forces Propelling Workplace Incivility

Public sector employees provide services and complete tasks for both internal and external stakeholders. At any point in time, a social interaction could produce uncivil behaviours. The study on incivility from customers or external stakeholders is more frequent in the private sector and scarcer in public sector (Sliter et al., 2012). However, that does not damper the fact

that public sector employees deal with many challenges, including having difficult and uncivil interactions with external stakeholders (Vickers, 2012)

Most research in the field is focused on incivility between co-workers and supervisors (Andersson & Pearson, 1999; Callahan, 2011; Cortina et al., 2001; Hershcovis, 2011; Pearson and Porath, 2005; Penney & Spector, 2005; Sliter et al., 2012; Taylor & Kluemper, 2012). As explained by Pearson and Porath (2005), “power plays a central role: a target is much more likely to be of lower status than the instigator” (p.10). When incivility is from a superior, it is easier for the incivility spiral to endure (Andersson & Pearson, 1999)

The definition of incivility is vague, ambiguous and subjective and at times consists of distinct forms of mistreatment (Collins & Rogers, 2017; Cowan et al., 2018; Hodgins, MacCurtain, & Mannix-McNamara, 2014; Leck & Galperin, 2006). As showcased below, Clark et al. (2015) produced and perfected the Continuum of Incivility.



It demonstrates that incivility is fluid and it could range from a series disruptive behavior: from discourteous non-verbal cues to physical attacks (Collins & Rogers, 2017; Clark et al., 2015). Therefore, even the minute misbehaviours demonstrate how those in management positions exhibit their power (Hershcovis, 2011). Supervisors who yield “micro-inequities (which) are the subtle put-downs, snubs, dismissive gestures or sarcastic tones that can undercut employee performance and encourage turnover” (Cherng & Tate, 2007, as cited in Mingus & Horiuchi, 2012).

Furthermore, according to Andersson and Pearson (1999), workplace incivility takes four forms and they are:

- a) *Exclusionary behaviour*: Exclusionary range from minor exclusionary tactics such as curt responses to more serious instances, with the most serious form of ostracism behaviour is defined as: Individual’s action that leaves out other co-workers in the organization on high degree of divergent.
- b) *Gossiping*: A spreading of false or negative information about co-workers to another person or group in regards to their personal, private and confidential information. The term is frequently used with negative connotations, referring to spreading of malicious information, unreliably sourced and unchecked anecdotes and misinformation. The other negative views of gossip are its being trivial, invasive, and commonly harmful.

- c) *Hostility*: Hostility is a behaviour that seeks to perpetrate harm which is not physical in nature. The most common ones that have been observed in the organizations are generally rude, discourteous and display lack of regards for others. Hostility is a type of nonphysical incivility that seeks to inflict anger, hatred, or harm.
- d) *Privacy invasion*: Privacy Invasion is “invading into the personal life of another co-worker, without just cause” It is further defined as the “intrusion into the personal life of another, without just cause”.

Therefore, irrespective of the form incivility takes in the workplace, Cortina et al. (2001) noted that, “workplace incivility merits serious research and organizational attention because of its theoretically harmful effects on organizations and individuals performance”. Individuals react and perceive situations differently and many will react to incivility in unexpected ways, which may not always be positive (Taylor & Klumpeper, 2012). Even most of the leadership of public sector organizations in Nigeria is corrupt and they feel only accountable to the political office holders who got them their jobs instead of serving public interest (Nwambuko & Nnaeto, 2023) and protecting employees from harmful and discriminating behaviours in the workplace.

### **Workplace Incivility and Employee Productivity**

Paais (2018) scrutinized workplace incivility faced by “Bank Maluku” staff and indicated that bullying negatively affects performance, and consequently, organizations have to bear economic and productivity losses. Also, workplace incivility, according to Shahid and Sajid (2020), adversely affects the performance of frontline workers like female nurses in Azad Jammu and Kashmir, Pakistan. They also reveal that workplace bullying reduces the employees’ psychological well-being, and low employee performance affects the overall productivity of health-related organizations in Azad Jammu & Kashmir, Pakistan. In the same vein, Einarsen *et al* (2002), Laschinger (2014), and Laschinger *et al.* (2012) argued that workplace incivility negatively disturb organization by “inhibiting innovation and creativity”.

According to previous research conducted by Glambek *et al.* (2018), Malik *et al.* (2019), Namie and Namie (2009), Vartia (2001), and Volk *et al.* (2019)., workplace incivility either from supervisor or co-worker results in disengagement, loss of motivation, and poor health. Further, Laschinger and Fida (2014) discovered that workplace incivility causes bad associations between workers and supervisors. Thus, workplace incivility hurts the performance of individuals, and incivility is an influential factor that can cause damage to organizations on a large scale as it contributes to low productivity, low job performance, and increased turnover intentions.

Cortina *et al.* (2013) carried out a research study that explores how uncivil conduct can significantly undermine employee productivity. They contended that the toxic work environment generated by incivility often disrupts communication, collaboration, and teamwork, thus obstructing the efficient functioning of a workplace (Miller, 2015). This may result to employees becoming disengaged, less motivated, and less likely to work optimally, thereby diminishing the overall productivity of the organization. Therefore, Giumetti et al. (2013) contended that addressing workplace incivility is important for promoting a positive and inclusive organizational work culture which supports employee well-being and increases productivity.

In a similar study conducted by Hutton and Gates, (2008), it was found that there were correlations between workplace incivility from direct supervisors and productivity.

Specifically, incivility related to patients and direct supervisors were statistically significant factors. Decreased productivity annual cost related to workplace incivility was calculated, with estimated losses in productivity from incivility giving the annual sample of 264,847.34.

Additionally, one such study model investigated by Anjum et al. (2018) suggested that ostracism, incivility, harassment, and bullying in workplace have direct negative effects on job productivity. Furthermore, the model recommended job burnout acts as a mediator, linking the dimensions of a toxic workplace environment to decreased job productivity. The study found that workplace incivility has a direct negative significant effect on job productivity. Using the SEM analysis, the study revealed that decreased job productivity is associated with incivility in the workplace. The research buttresses the idea that incivility can obstruct employees' ability to perform their job tasks effectively.

Furthermore, Dutta and Chatterjee (2020) carried out an investigation into the effects of workplace rudeness on employee behaviour and productivity. Although the study failed to specifically showcase the relationship between workplace incivility and productivity, it rather emphasises on workplace behaviour and the effects of workplace incivility on productivity and mental health. This in turn raises the possibility of the existence of a relationship between incivility and low productivity at workplace.

Naseer (2021) proved that incivility among nurses in the health sector causes swerve damage and cause low productivity among nurses. The primary characteristic of incivility, i.e., the "destruction of workplace rules". Each organization has customs and outlooks that cause mutual and acceptable conduct and understanding among employees. This mutual understanding encourages support within organizations. Incivility damages mutual understanding and values, thus interrupting the organization and employee's welfare (Andersson and Pearson, 1999; Lim and Teo, 2009) secondary characteristic is "vague intent". Accordingly, sometimes mastermind's goals become unclear to the target due to the mastermind's rude behaviours, misunderstanding, unfamiliarity, and personality (Andersson and Pearson, 1999), thus causing inefficient performance of employees. The last characteristic of incivility is "squat force". Hence, hostile acts include bullying, incivility, and brutality. This influences employee performance and leads to belligerence and intensifying conflicts (Lim et al., 2008).

Finally, an investigation on how rudeness at workplace affected the output of SMEs in Lagos State, Nigeria's LPG subsector was carried out by Uwem et al. (2022). The findings and observations of the study revealed a connection between workplace rudeness and output of SMEs in Lagos State, Nigeria's LPG subsector, thereby posing difficulties for policymakers in developing decisions targeted at promoting positive workplace behaviours and competencies. Hostile attitudes, inconsistent orders, public criticism, and undignified, which remark the characteristics of SME owners and managers, might boost productivity temporarily, but they are unlikely to last over time as they may cause employee commitment to wane, encourage employee silence, and heighten resignation intentions

### **Theoretical Framework**

The study adopted the conservation of resources (COR) theory by Hobfoll S.E in 1989 as its theoretical framework. According to Hobfoll (1989), every individual in the organization develops, protects, and retains resources for successful outcomes. These resources may include social relationships, respect, and recognition. Respect is treated as a resource in the collectivist community because trusted employees can be relied upon and help achieve faster decision making (Brown et al, 2015 & Selnes, 1998). In contrast, losing such resources can



induce distress and aggression. These resources in the organization can be increased or decreased, and this fluctuation directly impacts employees' well-being and performance (Kalshoven & Boon, 2012). Harris (2007) contended that work-related resource depletion is linked to lower empowerment, decreased job satisfaction, and higher intent to leave the organization. While Nwambuko and Amoke (2021) opined the importance of identifying, studying, promoting and sustaining administrative competence during recruitment and selection phases as vital in public sector organizations in Nigeria if they want better performance in their employees.

The theory can also be illustrated in the following way: when everyone in the organization tries to grab the physical/material resources, the push and pull of the resources create unwanted competition. Thus, incivility and reduction in trust occur. This reduces respect for others and harms interpersonal relationships, possibly harming performance. However, respect is a basic human need per Maslow's hierarchy of needs theory.

## Methodology

The paper adopted the descriptive survey research design to collect quantitative data to determine the raised research questions. The area of study is the Enugu State Teaching Hospital (ESUT), Park-lane, Enugu, located in G.R.A at the back of Shop Rite mall, Enugu State. The population of the study is three thousand two hundred twenty three (3,223) staff of Enugu State University Teaching Hospital Park-lane Enugu. The population of the study is divided into four (4) categories as showcased in the table below:

**Table 3.1: Population Distribution Table for the Study**

Category of Staff	Population	Percentage (%)
Medical staff	1420	44.1
Academic staff	614	19.1
Administrative staff	427	13.2
General staff	762	23.6
<b>Total</b>	<b>3,223</b>	<b>100</b>

**Source:** Personnel Unit, ESUT Teaching Hospital, Park-lane Enugu, 2025

Due to the large number size of the study population, the Taro Yamani statistical formula as suggested by Creswell (2014) was employed to reduce the population to researchable size with five percent (0.05) as error margin. Applying the Yamani sample size determination formula, the sample size for the study is three hundred and fifty six (356).

The data used for the study were collected through the primary and secondary sources. The primary data used in the study were obtained through the use of structured questionnaire; while secondary data were sourced from journals, textbooks, newspapers among others. The researcher used the simple random sampling technique in selecting the sample size for the study. The study applied questionnaire instrument in data collection. The raw data gathered from the responses of our respondents were assembled, tallied and their frequency and percentage worked out. These frequencies and percentages were used to present the research questions that guided the study. The research questions were presented in likert or multiple

scale form. The three hypotheses postulated for the study were tested using Chi-Square ( $\chi^2$ ) at significant level of 0.05.

### Data Presentation, Analysis and Discussion

It is important to note that a total of three hundred and fifty six (356) copies of the questionnaire were distributed to the selected staff of ESUT Teaching Hospital, Enugu. 294 copies were returned representing 83% of the total distributed copies of the questionnaire; 62 copies were not returned representing 17% of the total distributed copies. Out of the returned copies, 60 copies were condemned for improper completion by the respondents representing 17% of the total distributed and total returned copies. The remaining 234 copies were used for the analysis, representing 66% of the total copies distributed and total return copies respectively. Efforts made to recover the unreturned copies proved abortive.

**Research Question One:** *Is there a significant relationship between dimensions of workplace incivility and employee productivity in ESUT Teaching Hospital, Enugu?*

Table 1.1 below contains the summary of responses from the respondents on the above question.

Response	Very High Extent	High Extent	No Idea	Low Extent	Very Low Extent	Total
Exclusionary Behaviour (actions that leave out or isolate co-workers)	34 15%	29 12%	18 8%	112 48%	41 17%	234 100%
Gossiping (Spreading false or negative information about co-workers)	46 20%	22 9%	27 12%	108 46%	31 13%	234 100%
Hostility (rude and discourteous behaviour)	44 19%	122 52%	20 9%	33 14%	15 6%	234 100%
Privacy Invasion (Intruding into the personal life of a co-worker without justification)	19 8%	20 9%	29 12%	112 48%	54 23%	234 100%
Vertical Incivility (Incivility that flows from a higher-level employee to a lower-level employee or vice versa)	104 45%	52 22%	22 9%	36 15%	20 9%	234 100%
Horizontal Incivility (Incivility that occurs among employees at the same level in the organization)	82 35%	77 33%	24 10%	18 8%	33 14%	234 100%
<b>TOTAL</b>	<b>329</b>	<b>322</b>	<b>140</b>	<b>429</b>	<b>194</b>	<b>1404</b>

**Source:** Research Report, 2025

Table 1.1. revealed a significant relationship between dimensions of workplace incivility and employee productivity in ESUT Teaching Hospital. 329 or 23% respondents indicated very high extent, 322 or 23% respondents indicated high extent, 140 or 10% respondents said no idea 429 or 31% respondents indicated low extent, and 194 or 14% respondents indicated very low extent.

The presentation and analysis of the data above shows that there is a significant relationship between dimensions of workplace incivility and employee productivity in ESUT Teaching Hospital, Enugu. They include - exclusionary behaviour, gossiping, hostility, privacy invasion, vertical incivility, horizontal incivility among others.

**Test of Hypothesis One:** *There is a significant relationship between dimensions of workplace incivility and employee productivity in ESUT Teaching Hospital, Enugu*

### Decision Criteria:

When the computed value of chi-square ( $\chi^2$ ) is greater than ( $>$ ) the table value of chi-square ( $\chi^2$ ), the hypothesis three will be accepted.

**Table 1.1.2: Observed frequency for hypothesis Three**

Category of Staff	Strongly Agree	Agree	No Idea	Disagree	Strongly Disagree	Total
Medical staff	59	43	13	9	16	110
Academic staff	13	6	3	4	3	43
Administrative staff	11	7	2	1	1	33
General staff	31	16	4	14	6	48
Total	90	50	14	60	20	234

**Source:** : Research Report, 2025

Calculation of Degree of freedom (DF)

DF = (R-1) (C-1)

Where R = Number of Row in the contingency table, C = Number of columns in the contingency table

DF = (5-1) (4-1) = 4 x 3 = **12**

At 0.05 significant level and 12 degree of freedom the table value of chi-square = **21.03**

Computation of chi-square ( $X^2$ )

$$X^2 = \sum \frac{(O - e)^2}{e}$$

Where O = Observed frequency, e = Expected frequency

Expected frequency (e) is giving by  $\frac{RT \times CT}{GT}$

Where RT = Row total, CT = Column total, GT = Grand total

**Table 1.1.3: Computation of chi-square for Hypothesis Three**

Observed Frequency (o)	Expected Frequency (e)	(o-e)	(o-e) <sup>2</sup>	$\frac{(o-e)^2}{e}$
59	49.50	-0.5	0.25	0.01
43	12.91	10.09	101.8081	7.89
13	74.78	-66.78	4459.5684	59.64
9	46.81	-37.81	1429.5961	30.54
16	22.06	-19.06	363.2836	16.47
13	5.75	7.25	52.5625	9.14
6	33.33	-27.33	746.9298	22.41
3	20.86	-17.86	318.9796	15.29
4	9.42	-8.42	70.8964	7.53
3	2.46	-1.46	2.1316	0.87
11	14.23	-3.23	10.4329	0.73
7	8.90	-1.90	3.61	0.40
2	9.15	-7.15	51.1225	5.58
1	2.39	-1.39	1.9321	0.81
1	13.82	-12.82	164.3524	11.89
31	8.65	22.35	499.5225	57.75
16	1.88	14.12	199.3744	106.05
4	0.49	3.51	12.3201	25.14
14	2.85	11.15	124.3225	43.62
6	1.78	4.22	17.8084	10.00
				$(X^2) = \sum \frac{(o-e)^2}{e} = 916.16$

**Source:** : Research Report, 2025

**Decision**

Since the computed value of chi-square ( $\chi^2$ ) of 916.16 is greater than the table value of chi-square of 21.03, hypothesis three is accepted. The study therefore established that there is a significant relationship between dimensions of workplace incivility and employee productivity in ESUT Teaching Hospital, Enugu

**Research Question Two:** *Does workplace incivility co-relate with low employee productivity behavioural pattern in ESUT Teaching Hospital, Enugu?*

Table 1.2 contains the summary of responses from the respondents on the above question.

Response	Very High Extent	High Extent	No Idea	Low Extent	Very Low Extent	Total
Does decreased employee morale result to low employee productivity?	121 52%	39 17%	14 6%	32 13%	28 12%	234 100%
Does increased stress and burnout lead to low employee productivity?	108 46%	46 20%	22 9%	27 12%	31 13%	234 100%
Does poor team dynamics contribute to low employee productivity?	44 19%	122 52%	20 9%	33 14%	15 6%	234 100%
Does higher turnover rates result to low employee productivity?	112 48%	54 23%	19 8%	20 9%	29 12%	234 100%
Does reduced innovation and creativity among employees obstruct employee productivity?	104 45%	52 22%	22 9%	36 15%	20 9%	234 100%
Does negative impact on organization public image adversely affect employee productivity?	82 35%	77 33%	24 10%	18 8%	33 14%	234 100%
Does decreased productivity affect how efficiently and effectively an employee contribute to accomplishing organizational goals?	110 47%	61 26%	24 10%	11 5%	28 12%	234 100%
<b>TOTAL</b>	<b>681</b>	<b>451</b>	<b>145</b>	<b>177</b>	<b>184</b>	<b>1638</b>

**Source:** Research Report, 2025

The pattern of responses presented in table 1.2 above is showing workplace incivility co-relate with low employee productivity behavioural pattern in ESUT Teaching Hospital, Enugu. 681 (41.6%) of the respondents indicated very high extent, 451 (27.5%) indicated high extent, 145 (8.9%) indicated no idea, 177 (10.8) indicated low extent, and 184 (11.2) indicated very low extent.

The pattern of responses from the respondents presented and analysed above shows that decreased employee morale, increased stress and burnout, poor team dynamics, higher turnover rates, reduced innovation and creativity, negative impact on public image and decreased productivity as workplace incivility correlate with low employee productivity behavioural pattern in ESUT Teaching Hospital, Enugu.

**Test of Hypothesis Two:** *Workplace incivility correlate with low employee productivity behavioural pattern in ESUT Teaching Hospital, Enugu.*

#### Decision Rule

When the computed value of Chi-square ( $\chi^2$ ) is greater than ( $>$ ) the table value of Chi-square ( $\chi^2$ ), the hypothesis one will be accepted.

**Table 1.2.1: Observed Frequency for Hypothesis One**

Category of Staff	Strongly Agree	Agree	No Idea	Disagree	Strongly Disagree	Total
Medical staff	70	28	15	18	11	<b>110</b>
Academic staff	11	5	8	3	2	<b>43</b>
Administrative staff	7	9	3	1	2	<b>33</b>
General staff	28	18	13	9	3	<b>48</b>
<b>Total</b>	<b>86</b>	<b>60</b>	<b>23</b>	<b>37</b>	<b>28</b>	<b>234</b>

**Source:** Research Report, 2025

Calculation of Degree of Freedom (DF)

$$DF = (R-1) (C-1)$$

Where R = Number of Row in the contingency table, C = Number of columns in the contingency table

$$DF = (4-1) (5-1) = 3 \times 4 = \mathbf{12}$$

At 0.05 significant level and 12 degree of freedom the table value of chi-square = **21.03**

Computation of chi-square ( $X^2$ )

$$X^2 = \sum \frac{(O - e)^2}{e}$$

Where O = Observed frequency, e = Expected frequency

Expected frequency (e) is giving by  $\frac{RT \times CT}{GT}$

Where RT = Row total, CT = Column total, GT = Grand total

**Table 1.2.3: Computation of chi-square for Hypothesis One**

Observed Frequency (o)	Expected Frequency (e)	(o-e)	(o-e) <sup>2</sup>	$\frac{(o-e)^2}{E}$
68	18.66	-0.66	0.4356	0.02
28	40.34	-12.34	152.2756	3.77
15	25.62	-10.62	112.7844	4.40
18	55.38	-43.38	1881.8244	33.98
11	11.38	-10.38	107.7444	9.47
11	24.62	16.38	268.3044	10.90
5	12.97	40.03	1602.4009	13.55
8	28.03	-7.03	49.4209	1.76
3	5.38	23.62	557.9044	13.70
2	11.62	4.38	19.1844	1.65
7	15.81	5.19	26.9361	1.70
9	34.19	-11.19	125.2161	3.66
8	28.46	-26.46	700.1316	24.60
3	61.54	-42.54	1809.6516	29.41
2	4.43	4.57	20.8849	4.71
28	9.57	19.43	377.5249	39.45
18	18.97	48.03	2306.8809	11.61
13	41.03	-29.03	842.7409	20.54
9	6.32	34.68	1202.7024	1.30
3	13.68	-2.68	7.1824	0.53
				$(X^2) = \sum \frac{(o-e)^2}{e} = 230.48$

**Source:** Research Report, 2025

**Decision**

Since the computed value of chi-square ( $X^2$ ) of 230.48 is greater than the table value of chi-square of 21.03, hypothesis one is accepted. The study therefore established that Workplace incivility correlate with low employee productivity behavioural pattern in ESUT Teaching Hospital, Enugu

**Research Question Three:** *Does organizational strategies for dealing with workplace incivility relate with high employee productivity in ESUT Teaching Hospital, Enugu?*

Table 1.3 below contains the summary of responses from the respondents on the above question.

Response	Very High Extent	High Extent	No Idea	Low Extent	Very Low Extent	Total
Does establishing and enforcing a code of conduct lead to employee productivity?	113 48%	39 17%	23 10%	26 11%	33 14%	234 100%
Does educating employees on examples of incivility and what the costs are of uncivil behaviour in the workplace increase employee productivity?	92 39%	64 27%	18 8%	24 11%	36 15%	234 100%
Does the support and model civility top leaders reduce incivility among employees and boost productivity?	109 47%	42 18%	21 9%	19 8%	43 18%	234 100%
Does enforcing zero-tolerance policy of incivility at work enhance employee productivity?	118 50%	37 16%	20 9%	30 13%	29 12%	234 100%
Does rewarding and recognizing employees who model civility reduce incivility among employees and increase productivity?	121 52%	39 17%	14 6%	32 13%	28 12%	234 100%
Does using hiring process to select individuals who will model civil behaviours reduce incivility among employees and increase productivity?	64 27%	102 44%	36 15%	18 8%	14 6%	234 100%
Does providing training on conflict and effectively coping with conflict caused by incivility reduce incivility among employees and increase productivity?	110 47%	61 26%	24 10%	11 5%	28 12%	234 100%
<b>TOTAL</b>	<b>747</b>	<b>384</b>	<b>156</b>	<b>160</b>	<b>211</b>	<b>1638</b>

**Source:** Research Report, 2025

The data presentation in table 1.3 reveals that organizational strategies for dealing with workplace incivility relate with high employee productivity in ESUT Teaching Hospital, Enugu. The table shows that 747 (45.6%) respondents indicated very high, 384 (23.4%) respondents indicated high extent, 156 (9.5%) respondents said no idea, 160 (9.9%) respondents indicated low extent, and 211 (12.9%) indicated very low extent.

The pattern of responses from the respondents presented and analysed above showed that establishing and enforcing a code of conduct, educating employees, Using the hiring process to select individuals who will model civil behaviours, ensuring that the top leaders support and model civility, enforcing a zero-tolerance policy of incivility at work, rewarding and recognizing employees who model civility, and providing training on conflict and effectively coping with conflict are organizational strategies for dealing with incivility which promote employee productivity in ESUT Teaching Hospital, Enugu.

**Test of Hypothesis Three:** *Organizational strategies for dealing with workplace incivility relate with high employee productivity in ESUT Teaching Hospital, Enugu*

### Decision criteria

When the computed value of Chi-square ( $\chi^2$ ) is greater than (>) the table value of Chi-square ( $\chi^2$ ), the hypothesis two will be accepted.

**Table 1.3.1: Observed frequency for hypothesis Three**

Category of Staff	Strongly Agree	Agree	No Idea	Disagree	Strongly Disagree	Total
Medical staff	57	35	17	19	12	110
Academic staff	9	7	8	4	1	43
Administrative staff	9	5	5	1	2	33
General staff	31	17	10	11	2	48
<b>Total</b>	<b>106</b>	<b>64</b>	<b>40</b>	<b>35</b>	<b>17</b>	<b>234</b>

**Source:** Research Report, 2025

Calculation of Degree of freedom (DF)

$$DF = (R-1) (C-1)$$

Where R = Number of Row in the contingency table, C = Number of columns in the contingency table

$$DF = (4-1) (5-1) = 3 \times 4 = 12$$

At 0.05 significant level and 12 degree of freedom the table value of chi-square = **21.03**

Computation of chi-square ( $X^2$ )

$$X^2 = \sum \frac{(O - e)^2}{e}$$

Where O = Observed frequency, e = Expected frequency

Expected frequency (e) is giving by  $\frac{RT \times CT}{GT}$

Where RT = Row total, CT = Colum total, GT = Grand total

**Table 1.3.3: Computation of chi-square for Hypothesis Two**

Observed Frequency (o)	Expected Frequency (e)	(o-e)	(o-e) <sup>2</sup>	$\frac{(o-e)^2}{E}$
57	36.58	15.42	237.7764	6.50
35	9.54	5.46	29.8116	3.12
17	55.27	-46.27	2140.9129	38.74
19	34.60	-20.6	424.36	12.26
12	21.25	-19.25	370.5625	17.44
9	5.54	-1.54	2.3716	0.43
7	32.11	-25.11	630.5121	19.64
8	20.10	-12.1	146.41	7.28
4	15.06	-11.06	122.3236	8.12
1	3.93	-2.93	8.5849	2.18
9	22.76	26.24	688.5376	30.25
5	14.25	25.75	663.0625	46.53
5	16.95	-3.95	15.6025	0.92
4	4.42	29.58	74.9764	7.96
1	25.61	-22.61	511.2121	19.96
31	16.03	14.97	224.1009	13.98
17	2.15	14.85	220.5225	102.57
10	0.56	25.44	247.1936	55.70
11	3.25	7.75	60.0625	18.48
2	2.04	-0.04	0.0016	0.01
				$(X^2) = \sum \frac{(o-e)^2}{E} = 398.09$

**Source:** Research Report, 2025

## Decision

Since the computed value of chi-square ( $X^2$ ) of 398.09 is greater than the table value of chi-square of 21.03, hypothesis two is accepted. The study therefore established that organizational strategies for dealing with workplace incivility relate with high employee productivity in ESUT Teaching Hospital, Enugu.

## Conclusion and Recommendation

The study examined workplace incivility - a pernicious effect on employee productivity in public sector organizations in Nigeria with the intent to determine whether there is a significant relationship between dimensions of workplace incivility and employee productivity in ESUT Teaching Hospital, Enugu; whether workplace incivility co-relate with low employee productivity behavioural pattern in ESUT Teaching Hospital, Enugu; as well as to find out whether organizational strategies for dealing with workplace incivility relate with high employee productivity in ESUT Teaching Hospital, Enugu. The results revealed that there is a relationship between dimensions of workplace incivility and employee productivity in ESUT Teaching Hospital, Enugu; that workplace incivility correlate with low employee productivity in ESUT Teaching Hospital, Enugu; and that organizational strategies for dealing with workplace incivility relate with high employee productivity in ESUT Teaching Hospital, Enugu.

Based on the findings, the study concluded that workplace incivility has a pernicious effect on employee productivity in public sector organizations in Nigeria; and that management (leadership) plays a pivotal role in the descent into failure and collapse of any organizational system (Nwambuko, 2021).

The study, therefore, recommended among others that the management of public sector organizations in Nigeria need to protect workers against incivility in workplace in order to boost employee productivity cum organizational performance; that uncivil behaviour should be identified and reprimanded by the management; and that strategies for dealing with uncivil behaviour among staff should be sustained at all cost. This is because, according to Nwambuko (2021), "*leadership (management in this context) plays a pivotal role in the descent into failure and collapse of any system*".

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