

Impact of Perceived organizational support and organizational reward on Thriving at work: Mediating role of civility at workplace

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Abstract - Thriving at work is one of the hottest topic of discussion now a days. As it has become one of the most important concern to increase learning and vitality of employees. Practitioners are looking for ways to increase employees thriving at work. This study analyzes the mediating role of civility on perceived organizational support and thriving; and between organizational reward and thriving. The purposive sampling technique was used. Self-reported questionnaires and online survey technique was used for collecting data. This study provides insights about the impact of Perceived Organizational Support and Organizational Reward on thriving and mediating effect of workplace civility. This study provides implications to the professionals as how they can thrive at work and civility is one of the important factor that generates thriving of employees.

Keywords- Perceived Organizational Support; Organizational Reward; Thriving at Work; Civility at Workplace

1. INTRODUCTION

Thriving has become as pivotal construct in today's workplace. It has obtained attention in recent times, as it effects the employee's behavioral outcomes at workplace. Mostly employees don't feel energized and learned at workplace that resulted unfavorable outcomes at workplace. Although, the role of thriving has been explained by empirical studies (Porath, Spreitzer, Gibson, & Garnett, 2012)[58], but literature on thriving is dispersed (Niessen, Mäder, Stride, & Jimmieson, 2017)[51]. Thriving is an important element that help organizations to sustain its human resource and to increase organizational effectiveness and reduces health care costs as the employees who thrived at work, they are high performers, more committed, creative and healthy (Porath et al., 2012)[58]. The employees who thrived, are psychologically strong, and they are ready to take initiatives and ability to manage their life (Abid, Sajjad, Elahi, Farooqi, & Nisar, 2018)[2]. Employees tend to be more energetic and experience high levels of psychological functioning when they thrive (Porath et al., 2012)[58]. When employees thrive, they become more energetic and they have high psychological functioning. Overall growth and organizational development mainly depend upon the capabilities of employees (Abid, Zahra, & Ahmed, 2016a)[4]; Paterson, Luthans, & Jeung,

2014)[54]. So, this study has significant importance for both academia and industry practitioners.

According to Abid, Khan, Rafiq, & Ahmed (2015; 2016a)[4], employees thrive more if they perceive that their organization support them. When employees perceive themselves as committed to organization, referred as they perceived organizational support (POS), that means employees believe that their organization values contribution and cares about the wellbeing of their employees (Robert Eisenberger, Fasolo, & Davis-lamastro, 1990). The focus of exchange theory is that employees faith that the organization will give rewards and recognition in return of their positive behavior (Wayne, Shore, & Liden, 1997)[73]. There are several aspects of employee's treatment from organization influence the perceived organizational support. This shows an agreement between employees and organization in degree of support that employees expect from an organization in different situations. These situations include support from organizations in employee's illness, when they make mistakes and as they have superior performance and the desire of organization to pay them fairly and to make job of employees more interesting and meaningful (Robert Eisenberger et al., 1990). The organizational support in form of rewards increases the employee's feelings to have balanced relationship with the organization in an exchange relationship (Park &

Kruse, 2014)[53] and that result in form of greater effort of employees and their dedication towards their duties and tasks.

Reward is described as a “pay system that is designed by the employer for employee of organization” (Milkovich et al., 2014, Ismail et al., 2014, 2015). If the rewards of organization i.e. pay and promotions are designed and planned properly, then they will gain attention of skilled employees. Organizational reward is of two types; intrinsic rewards and extrinsic rewards. The extrinsic rewards that are being offered to employees in the form of tangible such as cash and incentives in form of non-cash (Brown, M., Hyatt, D., and Benson, 2010)[18] i.e. pay, promotion, trainings and job security etc. The intrinsic rewards are non-form monetary and are intangible such as recognition, achievement feelings and balance of working life (Brown, M., Hyatt, D., and Benson, 2010)[18]. Both intrinsic and extrinsic rewards have an impact on satisfaction of employee and their performance (Danish, R. Q., and Usman, 2010)[25].

As, there is increase in literature in recognizing the importance of reward system, rewards help to keep the employee's committed with the organization and these attract and help to retain competent employees. It also helps to increase the productivity and efficiency of organization (Ismail & Siti, 2015; Milgo et al., 2014). Researcher supports that performance based reward system increase employees productivity and at the same time, it also benefit the organization through quality products and services it offered (Azman & Mohd Ridwan, 2016)[10]. The researcher create a link between pay satisfaction and organizational outcomes (Griffin, Mark A., John E. Mathieu, 2001[32]; Schneider, Hanges, Smith, & Salvaggio, 2003)[65]. Two theories have become cause of pay level satisfaction; the equity theory (Adams, 1965)[6] and second one is the discrepancy theory (Hackman, J. R., & Lawler, 1971[33]; Lawler, 1981)[40]. From the perspective of an economic exchange relationship, employees perceived to financial outcome (such as pay) and in social exchange relationship, they expect to receive non-financial benefits, recognition and support (Lynn M. Shore, Lynch, Tetrick, & Barksdale, 2006). In many previous studies, the relationship of pay level satisfaction and its antecedents and its Consequences have been examined (Currall, Towler, Judge, & Kohn, 2005)[24].

Civility refers to interpersonal relationship of respect with workers in return they feel themselves as valuable (Osatuke, Moore, Ward, Dyrenforth, & Belton, 2009)[52]. Civility has received much attention from researchers because it has some negative impact on the individual employee and as Well as the organization (Laschinger & Read, 2016; Schilpzand, De Pater, & Erez, 2016)[39]. Civility at workplace has been described as a behavior which helps to maintain norms for their mutual respect, it is conceptualized as the behavior which connects positively with others and helps to build relationship and maintain norms for mutual (Christine M Pearson, Andersson, & Porath, 2000). As, because of two

factors, workplace incivility has been conceptualized as many other forms taken from deviant behavior, that are as follow; behavior with the low intensity and to harm the target with the ambiguity (Andersson & Pearson, 1999[9]; C. M. Pearson & Porath, 2005). Further, it has been investigated in the literature review and hypotheses testing. This study provides important insights and different ways to increase thriving at work. First, it shows that how civility mediates the relationship of perceived organizational support and Organizational reward with thriving at work. Secondly, it provides important perspective to managers on how they can increase Thriving at work and motivate their employees to utilize their skills and contribute to the success of organization with full devotion and potential. By studying the proposed relationships, it shows how the perceived organizational support and organizational reward together as a mechanism enable workplace civility that enables thriving at workplace.

In past, many studies have been done on thriving and the variables that has directly affect the thriving. But no study has been done on mediating effect of civility on thriving. Civility refers to how coworkers interact with respect with each other and thrive at work. Respect is an important element of a human being at their workplace. If the employees perceive POS then they will feel being treated with respect and it will increase thriving. Similarly, if employees receive good financial and non-financial rewards, then they will receive respect and coordination from coworkers, and it will increase workplace thriving. This study examine that the civility enhances the thriving at work.

2. LITERATURE REVIEW

2.1 Perceived Organizational Support

The organizational climate is considered as one of important element of context that resulted in different types of outcomes (Woodman & Yuan, 2010)[75]. POS is the “Employees’ general belief that their organization values their contribution and cares about their wellbeing” (Eisenberger & Rhoades, 2002). From the social-political perspectives, the support of organization is obvious element for pro-innovation culture (Amabile, 1988)[8]. If employees perceived higher organizational support, then their commitment toward organization will increase. If supervisor thinks and cares about employee, then the employees will also think about organization (R. Eisenberger, Hutchison, Huntington, & Sowa, 1986)[29]. POS is considered as an important element and make sure that the support is received from employee's organization toward their effectiveness of job and helps to handle pressure of work (George, Reed, Ballard, Colin, & Fielding, 1993)[30]. One researcher suggest that when employees perceive support from organization, it develop their feelings of obligation that an employee repay in turn, through having a behavior which help in achieving the goals of organization (Wayne et al., 1997)[73]. High POS

perceived by employees, cause to increase employee's interest toward their work (Rhoades & Eisenberger, 2002)[59] and increase vitality at workplace.

2.2 Organizational Reward

Human Resource Management Practices include rewards, leadership, trainings and job security cause different types of outcomes for organization, as they help to keep the employees satisfied, committed with their organization and increase employee's performance and job satisfaction as well (Boachie-Mensah, F. O., and Zungbey, 2012)[17]. Organizational rewards i.e. pay, and promotion gain attention of employees, if they are designed effectively and properly (Bae, J., and Lawler, 2000)[11]. Organizational reward include the financial and non-financial advantages and benefits, which an employee get from organization through the relationship he has with that organization (Budhwar, Malhotra, & Prowse, 2007)[46]. The literature differentiate the three types of rewards an employee get from organization; intrinsic, extrinsic and social (Burnett, Williamson, & Bartol, 2009)[74]. Extrinsic rewards are those that are tangible and materialistic (i.e. pay, promotional opportunities and fringe benefits). The organization provided these but not mentioned in the content of job.

The intangible form of benefits is known as intrinsic rewards but these are mentioned in the content of job, and intrinsic rewards include motivation, such as feedback, autonomy, and the employee's participation in the decision-making (Hackman & Oldham, 1976)[34]. And the third type of social rewards that means the interaction with coworkers on the job, given to employees in their work environment (Newman & Sheikh, 2012)[50]. These have effect on the psychological development of an employee (Williamson et al., 2009)[74].

2.3 Civility

Civility at workplace means the interpersonal relationships of employees that indicate the respect for the coworkers and feels to be considered as valued (Osatuke et al., 2009)[52]. There is strong relationship between cultural values and civility (Shumlak & Hartman, 1996)[69] and it plays an important role in culture of organization. It has an impact on outcomes of organization (Laschinger & Read, 2016)[39] and the means that help to achieve these outcomes. Civility at workplace means coworkers interact and coordinate with each other and set boundaries for their workplace relationships. Workplace incivility has become topic of discussion in recent years because of its negative effects on individual employees and organization as a whole (Laschinger & Read, 2016)[39]; Schilpzand et al., 2016)[64].

It is not necessary that workplace civility is intentional (Andersson & Pearson, 1999), most of time organizations ignore it, but this cause as increasing of such behavior that carried out overtly and affecting whole groups. The researchers supported in their empirical studies suggest that workplace civility is considered as a job stressor and

linked workplace incivility with counterproductive work behaviors (Penney & Spector, 2005)[57]. Incivility also cause to decrease creativity of employees (C. M. Pearson & Porath, 2005)[56] and reduce their learning. Incivility at workplace means "to relatively mild, rude, and discourteous behavior in the workplace". Incivility is considered a low-key stressor (Lilia M. Cortina, 2008), and the accumulative effect of incivility is determined by the mental and physical health and well-being of employees (Lim, Cortina, & Magley, 2008)[43].

2.4 Thriving at Work

Thriving has become point of discussion for researcher in organizational behavior field (Abid et al., 2016a[4]; Paterson et al., 2014)[54]. Thriving at work refers to "the psychological state in which individuals experience both a sense of vitality and learning" (Porath et al., 2012)[58]; Spreitzer et al., 2005)[71]. Thriving at workplace experienced by employees develop their intention to stay committed with their organization and remain with it (Liu & Bern-Klug, 2013)[44]. From the present research, it is being supported that "when individuals thrive at workplace and they are driven to work more" (Porath et al., 2012)[58].

Vitality means feelings of aliveness, it means the positive feelings and the energy to perform the task (Spreitzer et al., 2005) and learning means "to acquiring and applying knowledge skills to advance individual abilities" (Carver, 1998)[20]. Personal development and learning on job are preferred by employees because learning opportunities are considered important (Schaufeli, Bakker, & van Rhenen, 2009)[63]. The individual growth of employees is captivated by the dimensions of thriving affective (vitality) and cognitive (learning) (Spreitzer, Porath, & Gibson, 2012)[72]. If one feels alive but do not learn or if an individual learns but not feel alive at work, then thriving does not exist. Thriving only exists when both learning, and vitality takes place jointly. According to researchers, thriving is combination of both "vitality and learning" (Spreitzer et al., 2012)[72].

Employees work for betterment of the organization and raise their voice, when they feel to be thrive at workplace, it is considered as desirable condition (Spreitzer et al., 2005)[71] and employees seems to be motivated in increasing thriving at workplace. Thriving has been observed as self-regulatory psychological state because of its malleable nature. Even it is formed through personal characteristics, such as the regulatory focus (the focus of promotion and prevention) (Iverson, 2017; Paterson et al., 2014)[54]. Employees mostly thrive at workplace when they perceive organizational support and organization cares for employee's wellbeing (Abid, Khan, Rafiq, & Ahmed, 2015a; Abid, Zahra, & Ahmed, 2016b)[5]. Thriving at workplace provides guidelines to the employees that the way they work enhance personal development (Spreitzer et al., 2005)[71]. Even more thriving cause to motivate the employees to engaged in

more innovative activities and work behavior (Abid et al., 2016b)[5].

2.5 Hypothesis Development

2.5.1 Perceived organizational support and Civility

There is more thriving in employees when employees perceives their organizational support (Abid et al., 2016b)[5]; Abid, Zahra, & Ahmed, 2015)[3]. POS is “Employees’ general belief that their organization values their contribution and cares about their wellbeing” (Rhoades & Eisenberger, 2002)[59]. The Exchange theory focus on employees believe that organization reciprocated their positive behavior through recognition and rewards (Wayne et al., 1997)[73]. Many researchers have created a link of POS with the employee’s commitment to work and their innovative behavior that is one of characteristics of learning (Rhoades & Eisenberger, 2002)[59]; Eisenberg & Fabes, 1990)[26]. If employees believe that they will be rewarded for their efforts, they will likely to be more engaged in their learning behavior of creativity and innovation.

If employees think that organization supports and care about their wellbeing, then their interest toward their work will increase (Rhoades & Eisenberger, 2002)[59] and it will increase their aliveness at their workplace. The extent to which they focus on their task, there will be heightened vitality of employees and they will be seen as more committed toward their as due to the high POS they have received that will increase their focus on the task.

The employees will become less productive if they face workplace incivility and they have problem of losing focus on task (Christine M Pearson et al., 2000)[55]. Incivility at workplace cause to increase anxiety and depression and also caused to lowered the job satisfaction among individual employees (L. M. Cortina, Magley, Williams, & Langhout, 2001)[23]. Many previous studies support that employees reduce their workplace contribution when they face incivility at workplace as stemming from their organization. However, if the organization support their employees as they valued their contribution and care for employee then they will have been respected; then in return they will have good interpersonal relations with their coworker. But if the organization is not supporting their employees, then employees will be depressed and worried and they will have uncivil behavior with other coworkers. According to L. M. Cortina et al., (2001)[23], incivility cause anxiety and depression and it cause to decrease the job satisfaction and that will stop their learning and vitality at work. The supportive organization increase the feelings of employees to be respected and appreciated at their workplace, that in turn motivates the employees to continue learning new skills and gained new knowledge that increase vitality. From the above studies, concluded that:

H1: POS has positive effect on Civility

2.5.2 Organizational reward and Civility

Organizational reward is an effective way to get the desired performance from outcome but same effect may vary in different countries (Becton, J. B., & Field, 2009)[15]; Chiang & Birtch, 2007)[21]; Javidan & Carl, 2004)[37]. By an economic exchange relationship, the employees who receive the financial rewards such as pay but from the theory of social exchange relationship they expect non-financial rewards also such as recognition, benefits and support. Rewards influence the behavior and attitude of employees. The employee’s attitude toward reward show their satisfaction level and it also has an impact on outcomes associated with job. Employees adopt a favorable or unfavorable behavior in way, they perceived satisfaction or dis-satisfaction level (Vroom 1964). Whereas uncivil behavior is associated with any negative outcomes of individual employee and the organization. The incivility cause to decrease job satisfaction level (Lee, J., Lim, N., Yang, E., & Lee, 2011)[41]; Lim & Cortina, 2005)[42]; Lim et al., 2008)[43]; Miner-Rubino & Reed, 2010)[47] commitment, motivation, and the organizational citizenship behavior (Johnson & Indvik, 2001)[38] and many uncivil behaviors are rooted because of unfavorable rewards.

Workplace incivility means “relatively mild, rude and discourteous behavior at the workplace”. Incivility at Workplace is a global problem. It effects all the professions (Bang et al., 2015)[12], if the organizational rewards are not designed effectively. Incivility at work is overlapped with reciprocal justice. Interactions justice conceptualized with the sub-dimension of injustice of procedural that can be defined as interpersonal treatment that is received during the ratification of procedure of organization (Bies & Moag, 1986)[16]. From all the five, two fairness criteria are proposed for fairness treatment as : (a) respect (i.e.: courtesy and preventing the intentional rude behaviors); and (b) question’s propriety (e.g., avoid the improper and stupid questions) (Bies & Moag, 1986)[16]. One empirical findings that linked workplace incivility with counterproductive behaviors at work and incivility is suggested as the job stressor. It caused to reduce creativity of employees (C. M. Pearson & Porath, 2005)[56] and reduce their learning. But if the employees get favorable rewards, then they will happy and have good relation with their coworkers.

H2: Organizational reward effect the Civility.

2.5.3 Civility and Thriving

Civility has impacts on outcomes of organization (Laschinger & Read, 2016)[39] and the way through which they are achieved. Civility at Workplace also explains that coworker’s interaction with each other and they establish the boundaries for workplace relationship. Workplace incivility has become topic of discussion now a days because of its negative consequences on individual and the organizations (Laschinger & Read, 2016)[39]; Schilpzand et al., 2016)[64]. Emotions and behaviors of targeted individual are effected by incivility specially those who face it without any intention such as watching

rude words of team member exchange (C. M. Pearson & Porath, 2005)[56]. Those employees are less productive and have trouble on focusing on tasks, who face incivility at the workplace (Christine M Pearson et al., 2000)[55]. It cause depression and lowered the job satisfaction among the individual employees (L. M. Cortina et al., 2001)[23] and it curtails vitality and aliveness at work. The employees will not thrive at work in such a negative environment.

Incivility is not purposively done (Andersson & Pearson, 1999)[9], mostly organizations try to ignore it, but increase in such behavior seem to affect the whole group/organization. Penney & Spector, (2005)[57] gives empirical finding in which workplace civility is linked with counterproductive behaviors of work and incivility at workplace is suggested as a job stress element. Incivility also cause to decrease creativity of employees (C. M. Pearson & Porath, 2005)[56]; reduced their potential that cause to decrease learning potential.

When the individual face incivility at their workplace, they do not believe themselves, and that they are valued member of organization. As compare to it, "trust and connectivity creates a positive nurturing environment that enable thriving" (Carmeli & Spreitzer, 2009)[19]. Management needs to focus on civil behavior that is acceptable by all. Literature review on mistreatment suggest that incivility at workplace cause to increase absenteeism, actual turnover, turnover intention, counterproductive behavior, anxiety and depression and its ultimately diminish thriving at work. It also causes to reduce job satisfaction. Further, citizenship behavior is badly affected, and also effect the job performance of in-role, and employees' commitment with their organization. (Abid, Khan, et al., 2015[1]; Abid et al., 2016b)[5].

When the climate of incivility is all around, the individuals feel unprotected, they do not understand their worth for organization. As compare to it, trust and connectivity cause healthy environment that cause thriving at work (Carmeli & Spreitzer, 2009)[19]. So, the effects of incivility at workplace are not only limited to its initiator and the victim but it badly affects the organizational culture. If these in-civil behaviors are not controlled, then its consequences can cause distrustful environment in the workplace. Trust is one of most important aspect of learning of organization and individual. Further, the relational resources cause to increase vitality (Spreitzer, Porath, & Gibson, 2012)[72] and a big obstacle in developing relationships is lack of trust and if there is lack of trust then they will be low liveliness at work, then the employees will not learn and vitality will not occur. From the above-mentioned study, we can say that,

H3: Workplace Civility positively influence thriving at work.

2.6 The Mediating Effect of Civility on Organizational Reward and Thriving; and POS and Thriving

Research on thriving in the workplace has been developing rapidly and successfully because people spend more time in their workplace (Spreitzer et al., 2005)[71]. Thriving has an impact on the individual in a way that increase the personal development of employees (Spreitzer et al., 2005)[71]. To survive and compete long term, the organizations remains active in attracting and maintaining the talented and intelligent employees; and create a climate in which employees' can thrive (Spreitzer et al., 2012)[70] so it is important that they have good interpersonal relationships with their colleagues and coworkers, the employees' who thrived at work, they counter the stress and effective burnout; and remain healthier than other. Thrived employees and the organizations, mostly have healthier, highly performed and engaged teams (Spreitzer et al., 2012), when employees thrive, organizations can take advantage of it and create a competitive advantage for the firm.

Spreitzer et al., (2005)[71] give a strong evidence for thriving at work, from social interactions they become mechanism driven. When the employees have good relationship with others, they experience learning and vitality. Researchers found that workplace thriving is stimulated through connectivity. The connectivity refers to open relationship and thriving is deeply ingrained in a social system. Saltzman (2016)[62] found that thriving is also stimulated through a focus on promotion. If organizational rewards are favorable and employees are also being respected and have good relationship with their coworkers then employees will engage themselves in more learning attitude such as innovative behavior and creativity, if they perceive enough reward for their efforts. But merely organizational rewards are not enough to be thrived at work.

Workplace civility refers to the way employees interact and build their relationship with their coworkers. Incivility is referred as "Low intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect" (Pearson et al., 2001; Pearson et al., 2000 and Andersson & Pearson, 1999). This construct has gained attention from the researchers in present years. The employees who face workplace incivility are less productive and less focused toward their task (Pearson et al., 2000)[55]. Incivility at workplace is shown a low-key stressor in many studies (Cortina, 2008) and incivility reduces employee's creativity (Pearson & Porath, 2005), and as well cause to reduce their learning potential. Civility has impacts on the outcomes of organization (Laschinger & Read, 2016)[39]. Incivility has an impact on the emotions and the behaviors of effected individual employees' and those employees who face it inadvertently as observing that the team member exchange rude words (C. M. Pearson & Porath, 2005)[56]. It is observed that employees reduce

their contribution toward their organization when they understand that incivility is causing from their organization. So civility reduces thriving at work (Gkorezis, Kalampouka, & Petridou, 2013[31]; Spreitzer et al., 2012)[70]; negative emotions like rude and the disrespect behavior of employees and customer who feel them down, degrading others for the mistakes they made, create fear and the anger and try to prevent from the learning process and constraint cognition and behaviors. This will affect the relationship of organizational reward and thriving at work.

When Organizational rewards are compare, financial rewards are different than non-financial in form of the motivational aspects and attribute. As, training and the development cause to increase human capital (Becker, 1983)[14], and there are some other non-financial outcomes arise from performance such as, acquire the knowledge and skill; and innovative and creative behavior (Mak, S. K., & Akhtar, 2003[45]; Schneider et al., 2003)[65]. The main thing is that Recognition promote the self-esteem and employee's competence (Bartol & Srivastava, 2002)[13], that cause to give strong level of intrinsic motivation (Ryan & Deci, 2000)[61]. Promising the employees for giving them rewards, profit sharing, incentives, gain sharing promotions, and their career growth; these all cause employees positive performance appraisal of for their contribution (Rhoades, Eisenberger, & Armeli, 2001)[60]. Spreitzer and her colleagues (2012)[70] suggest that organization can cause to increase the thriving at work through sharing the information about their organization's strategy, by giving feedback on performance and decision-making cautions, and by reducing incivility; and by creating an environment which promotes diversity that will enhanced thriving at work in return.

POS is the “general belief of Employees that their organization values their contribution and cares about their wellbeing” (Rhoades & Eisenberger, 2002)[59]. The POS alone is not enough to thrive at work. Civility plays a vital role to enhance thriving at work through POS. When employees’ contribution is valued, it minimized the incivility and enhance the workplace thriving. The employees more focus on their routine work, when they perceive themselves competent and capable of performing a task. According to (Abid, Khan, et al., 2015[1]; Abid et al., 2016b)[5] employees thrive more when they perceive an organizational support and care for their wellbeing. When the employees perceive that their organization value them and organization care about them, it would encourage the organizational membership’s incorporation and their status of role or position among the self-identity of employees; and increased their pro-social actions that is done by employee for the organization for them (Allen & Meyer, 1990[7]; Mowday, Porter, & Steers, 1982)[48]. When the organization is supportive, it will increase the “employees’ feelings of being respected and appreciated” that in result motivate the employees’ to obtain skills and knowledge continuously; and to increase workplace vitality. So it is supported that civility mediates the relationship of organizational support and thriving (Mushtaq, Abid, Sarwar, Of, & 2017, 2017)[49].

From the above literature, the following hypotheses are proposed:

H4: Civility mediates the relationship of organizational reward and Thriving.

H5: Civility mediating the relationship of POS and thriving.

3. THEORETICAL FRAMEWORK

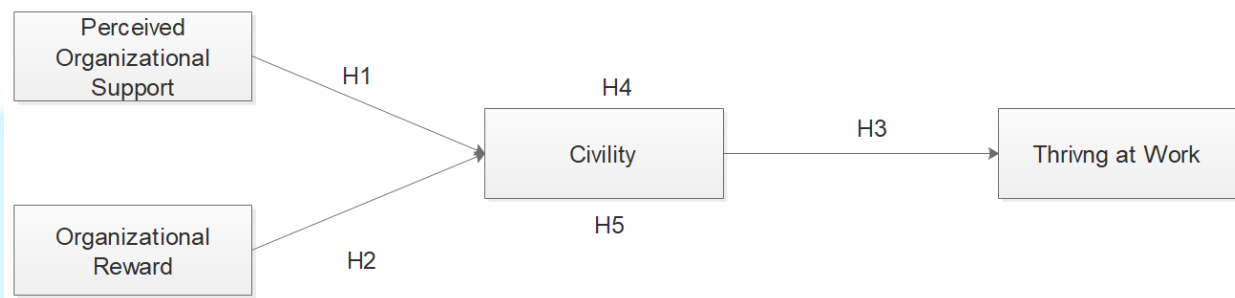


Figure 1

4. RESEARCH METHODOLOGY

For this study, data was gathered through purposive sampling technique (from banks, teachers, coordinator and government and private employees of different sectors), in service sector organizations (e.g., banks, hospitals, education institutions, insurance companies, government organizations, and telecommunication). This technique was used as thriving is not limited to the specific field or job or profession, the results are not confined.

The data was gathered through questionnaire and it is collected from diversified professionals. The self-filled and online questionnaire was used to collect data. The questionnaire was shared in different groups of professionals to get data from them. As more people used social media actively, and it has made access to target audience possible. 365 were male and 64% were female, and the 85% respondents were single and 15% were married. The age of the study participants was between 22- 45 years. Mostly participants belong to service industries. The qualification of most of participants was

MPhil, PhD. The most of permanent employees of industry. The average working tenure of the participants was 1 to 3 years.

The respondents were job holders; working in different government, semi government and private organizations in Lahore, Pakistan. Lahore was selected for collecting data from selected sample because, here people come from all over Punjab for their job purpose. And they belong to bit different cultures and different thoughts. The companies of Lahore are mainly working in different areas of Punjab also having their head offices in Lahore.

5. MEASURES

5.1 Organizational Reward

Organizational reward was measured by three items adopted by (Robert Eisenberger, Cummings, Armeli, & Lynch, 1997) to evaluate the favorableness for the items of opportunities for pay, promotion and recognition. 5-Point Likert scale (1= very unfavorable, 5= favorable) was used.

5.2 Perceived Organizational Support (POS)

POS was measured by adapting the scale of (Robert Eisenberger et al., 1990). 5-Point Likert scale ranges from 1= strongly disagree, 5=strongly agree was used.

5.3 Civility

For measuring civility, the Civility Norms Questionnaire-Brief (CNQ-B) is measured on a 5-point Likert scale that range from “1=Strongly disagree to 5=strongly Agree”. As CNQ-B items are developed positively and shows high scores for more positive climate of civility.

5.4 Thriving

Thriving is measured using 10-items developed by (Spreitzer et al., 2012)[70] with five point Likert scale that range from 1= Strongly Disagree, 5= strongly agree. The sample item for learning is “I continue to learn more and more as time goes by” and for dimension of vitality is “I feel alive and vital”.

6. RESULTS

6.1 Descriptive Analysis

Table 1 provides bivariate correlation and descriptive data analysis of all study variables. The correlations coefficients are in the anticipated directions and provides initial support for the hypotheses of study. By focusing on our hypothesis, correlation indicate that civility is positively associated with thriving ($r=.314^{**}$, $p<0.01$), POS is positively related to Civility ($r=.272^{**}$, $P<0.01$), Organizational reward is positively related to Civility ($r=.338^{**}$, $p<0.01$).

Table 1: Descriptive data analysis and Correlations

	M	SD	Gender	Marital status	Age	Education	Employment	Thriv	POS	Civility	OR
Gender	1.63	0.484	-								
Marital status	1.15	0.363	-0.175	-							
Age	25.13	4.191	-.403 ^{**}	.511 ^{**}	-						
Education	3.05	0.659	.269 ^{**}	.212 [*]	0.114	-					
Employment	1.79	0.410	-.197 [*]	0.090	0.072	-0.070	-				
Thriving	3.8855	0.58648	-0.015	0.011	0.071	-0.016	-0.170	(0.79)			
POS	3.2160	0.66030	0.018	0.129	-0.022	0.149	-0.018	0.177	(0.79)		
Civility	3.7452	0.66736	-0.111	0.083	-0.003	0.072	-0.021	.314 ^{**}	.272 ^{**}	(0.75)	
OR	3.2564	1.13513	-0.087	-0.050	-0.082	0.044	0.118	0.124	.338 ^{**}	.238 [*]	(0.90)

^{**}. Correlation is significant at the 0.01 level (2-tailed).

^{*}. Correlation is significant at the 0.05 level (2-tailed).

Note: Thriv= Thriving, POS- Perceived Organizational support, OR= Organizational Reward

6.2 Linear Regression and Mediation Results

Preacher Hayes’s Mediation Process model, (Hayes, 2013) model 4 to test the hypotheses and check mediation with bootstrapping (5000). From path 1; Perceived organizational has significant effect on civility ($\beta=.2748$, $p<.01$, LLCI= .0838, ULCI= .4658) supporting the H1. POS has in-significant effect on thriving ($\beta=.1572$, $p>.01$, LLCI= -.0145, ULCI= .3289) not supporting the

H2. Civility has significant effect on Thriving ($\beta=.2525$, $p<.01$, LLCI= .0822, ULCI= .4227).

Path 2, organizational reward has significant impact on civility ($\beta=.1397$, $p<.01$, LLCI= .0276, ULCI= .2519), it is supporting H4. Organizational Reward has in-significant effect on Thriving ($\beta=.0641$, $p<.01$, LLCI= -.0365, ULCI= .1648) not supporting H5. Civility has an impact on Thriving ($\beta=.0265$, $p<.01$, LLCI= .0958, ULCI= .4344) supporting H6.

Table 2 Linear Regression and mediation Results

Organizational Reward and thriving

6.3 Mediation Results

Path 1: Civility mediates the relationship of

Paths	β	se	t	p	LLCI	ULCI	Decision
H3: Civility- Thriving	.2525	.0858	2.9413	.0041	.0822	.4227	Significant
Path 1:							
H1-POS-> Civility	.2748	.0963	2.8534	.0052	.0838	.4658	Significant
H4-POS->Civility->Thriving	.1572	.0866	1.8163	.0723	-.0145	.3289	Non- Significant
Path 2:							
H2-Org.Reward->Civility	.1397	.0565	2.4712	.0151	.0276	.2519	Significant
H5-Org.Reward->Civility->Thriving	.0641	.0508	1.2637	.2092	-.0365	.1648	Non -Significant

The mediation results are given in the below table. The direct effect of Organizational Reward on Thriving is insignificant Effect= .0271, LLCI= -.0724, ULCI=.1266. The indirect effect of Organizational Reward on Thriving along with mediations Effect= .0370, LLCI= .0098, ULCI= .0871 is significant. These results show full mediation.

Table 3 : Mediation

Direct effect of X on Y						
	Effect	SE	t	p	LLCI	ULCI
	.0271	.0502	.5401	.5903	-.0724	.1266
Indirect effect of X on Y						
	Effect	Boot SE	Boot LLCI	Boot ULCI		
Civility	.0370	.0183	.0098	.0871	-	-

Path 2 Civility mediates the relationship of POS and thriving

LLCI= -.0843, ULCI=.2599. The indirect effect of POS on Thriving Effect= .0694, LLCI= .0207, ULCI= .1539 is significant that shows full mediation.

Table 4 gives Path 2 mediation results. The direct effect of POS on Thriving is insignificant Effect= .0878, LLCI= -.0843, ULCI=.2599.

Table 4

Direct effect of X on Y						
	Effect	SE	t	p	LLCI	ULCI
	.0878	.868	1.0125	.3137	-.0843	.2599
Indirect effect of X on Y						
	Effect	Boot SE	Boot LLCI	Boot ULCI		
Civility	.0694	.0319	.0207	.1539	-	-

7. DISCUSSION AND CONCLUSION

Thriving has become topic of discussion in recent years. The main purpose of this study is to examine the civility mediates the POS and thriving and; mediation of civility on the relationship of organizational reward and thriving. The data collection done through the purposive sampling technique, as the members in sample belong to different industries. And self-administered and online questionnaires are distributed. Hayes's Process model, model 4 was run for data analysis. All the study hypotheses are strongly supported except H4 and H5.

If employees perceive support from organization and perceive that their organization take cares of them they are being treated respectable and feel valued, employees will contribute to his and organizational growth and development. Similarly, if employee receive good reward (tangible/intangible) from the organization, then they will feel that organization valued their contribution and it will increase civil environment. Civility also affect the

creativity of employees as it creates counterproductive behavior at workplace. It not only affects the individual but also the organization. The civility mediates the relationship of POS and thriving; and organizational reward and thriving.

This study focused on the importance of POS and organizational reward with respect to workplace civility on thriving at work. Mediation is founded in the study of variables. The presence of mediating variable is confirmed by results, that workplace civility may predict workplace thriving. The results of this study suggest that employees thrive only, if they receive organizational support and appropriate reward, that will predict workplace civility and they will be perceive respect and value; that predict employees thrive at work. Organizations should provide environment in which they perceive support from organization and fair reward, and feel respectable at workplace, so employees will be able to thrive. Alone organizational rewards are not enough but civility must be present there to thrive. If good

rewards are given to the employees, but they are being treated rudely by their coworkers, being degraded and mistreated, then it will curtail their learning at work. Similarly, if organization is supporting their employees and doing care for their well-being but uncivil behavior by their coworkers is treated then it also stops thriving. Good relationships with coworkers and colleagues are very important for thriving at work. The positive environment among coworkers inspire and motivate workers to increase their learning and vitality at work.

8. LIMITATIONS AND FUTURE DIRECTIONS

The limitations of this study are given below along with some directions for future researchers. Firstly, Data is collected from the participants of Lahore, Pakistan. So, generalizability of this study is limited. It is not possible to be the representative of some other regions of the Pakistan or some other countries of world. Secondly, Data is mostly collected from service sector institute. In future, the study should be conducted on some other industries such as manufacturing, textile; to know the antecedents of thriving. Thirdly, Purposive sampling technique was used to collect data. So, it is not related to any specific industry. Future studies should target any specific industry for more comprehensive understanding of this phenomena. Fourthly, in this study, study design was cross sectional for collecting data. As, it does not give a good base in establishing cause and effect relationship. Longitudinal study design be used in future studies. Lastly, as the direct relationships among variables such as POS with Thriving at work and Organizational reward does not have direct relationship with thriving at work. So, there is need to add new variables.

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