# Exploring the Impact of Supervisor Incivility, Emotional Exhaustion, and Organizational Culture on Employee Insubordination: The Moderating Role of Perceived Negative Gossip

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## ABSTRACT

Examines the relationship between direct effect of supervisor incivility, emotional exhaustion, organizational culture, employee insubordination, and perceived negative gossips variables. Using hierarchical regression analysis and the SPSS-25 statistical software for data analysis, the results of the testing of hypotheses were obtained. The study model was validated empirically using quantitative information gathered from 300 participants with different occupations, based on their own experiences, engagement, and observations. The analysis found that supervisor incivility increased positive direct effects on emotional exhaustion. However, emotional exhaustion inversely direct effects organizational culture, and organizational culture also inversely effects on employee insubordination. Furthermore, the perceived negative gossips (itself) had a positive direct effect on supervisor incivility and emotional exhaustion. Based on the study's findings, management can adapt to the culture wherein managers should give employees' performance greater weight. Furthermore, management should take into account that workers are

an integral component of the business. This will boost workers' self-assurance in their affiliation with the company and improve overall performance. It has been demonstrated that high organizational performance enhances worker performance and lowers employee intention to leave. The distinction between this study and the prior one is the inclusion of business objective features.

**Keywords**: Supervisor incivility; emotional exhaustion; organizational culture; employee insubordination; perceived negative gossip.

**Introduction**

Companies must recognize that their workforce is one of their most valuable assets (Kelliher & Menezes, 2019). Both individuals and businesses suffer from supervisor incivility (WI), which includes rudeness, condescension, humiliation, and disrespect. A significant portion of employees report having encountered WI, an anti-social conduct that is prevalent in the supervisor (Guo et al., 2022). An estimated 98% of employees have encountered rude behavior, and 50% of them encounter it on a weekly basis, according to Porath & Pearson (2013). Social change theory provides support for perceived supervisor support (PSS) (Afsar & Badir, 2017). The degree to which managers appreciate their staff members' contributions is how they are perceived to provide support. The process of forming opinions about how much their supervisors regard their efforts is known as perceived supervisor support (Uzun, 2018). Supervisor support is bolstered, per Kazmi & Javaid (2022), when staff members understand that their evaluations are frequently communicated to upper management; nonetheless, this support also fosters commitment and high job satisfaction.

According to Sah and Pokharel (2022), job satisfaction (JS) refers to how a person feels about their work environment and how they perceive their experience there. Another definition of job satisfaction is the emotions people experience while performing their occupations and the many tasks they perform (Sah & Pokharel, 2022). Depending on the person or the environment at work, satisfaction can be either positive or negative (Brief & Weiss, 2002). Businesses work hard to ensure productivity and conductivity in the supervisor by meeting demands and enhancing employee performance. But in order to meet the difficulties ahead, companies too need to get ready (Kazmi & Javaid, 2022).

One of the key prerequisites for organizational efficiency is thought to be organizational performance, or ROI. It speaks to how workers behave as a unit within the organization (Nafei & Kaifi, 2013). According to Terzioglu et al. (2016), there is a negative association between turnover and the notion of organizational performance and employee performance and habits, as well as a positive correlation between employee performance and behavior. In businesses and organizations, performance is important since it can show how an individual's efforts have resulted in success. Employee performance (EP) is crucial to helping businesses reach their objectives since high-caliber businesses can be created employee performance. Irmayanthi and

Surya (2020) assert that performance is a multifaceted idea. According to Mappamiring's research from 2020, skilled human resource management is crucial for coordinating organizational needs, personnel needs, and business capabilities. This equilibrium may be the primary factor in a company's ability to increase productivity and eventually meet its objectives. Employees must therefore be able to carry out their responsibilities in a correct and professional manner.

According to Arfah and Aditya (2019), a company's ability to thrive depends on more than just its financial situation; it also depends on certain facets of efficient human resource management. New issues in the human resources division may surface as technology, human resources, and the business itself advance. There is no doubt that employees will come and go from their places of employment. Employees who intentionally plan to hunt for a different job at a different organization are said to have a turnover intention (TI). Susilo and Satrya (2019) state that turnover intention the desire of employees to depart an organization is a problem that frequently occurs in businesses. Employee turnover happened in renewable energy enterprises in 2022. There were 286 workers in January 2022, and by December 2022, there were just 244. There was a 15% decrease in staff as a result. Research by Susilo & Satrya (2019), using Gillies (1989), indicates that turnover intention is classified as high if it surpasses 10 percent annually and as normal if it falls between 5 and 10 percent annually. It is possible to conclude that the renewable energy company has a high turnover based on the facts provided. Employee performance at this renewable energy company is the reason for the high intention of turnover. Workers at this organization believe that they are not a good fit for the company if they fail to meet goals or if their performance suffers as a result.

Research by Dordunu & Simpson (2020) shows that expectations whether high or low are frequently linked to employee performance. In the context of employee performance and turnover intention, it is argued that underperforming individuals may intend to leave their job if they believe their supervisors would dismiss them or other unfavorable consequences from receiving unfavorable feedback Hom et al. (2017). By the high rate of personnel turnover in energy organizations (Li et al., 2021). According to (Alvarez et al., 2015), employee observations of revenue purpose risk can endanger employee fulfilment and comfort and cause job fatigue. Syahronica, Hakam, and Ruhana (2015) state that while intentional staff turnover can also have a positive effect, the majority of employee turnover is thought to have a negative effect on the business, for example, in terms of expenses and lost time from missed deadlines. Given the foregoing context, the research will be carried out by offering adjustments to the variables and hypotheses added by Kazmi and Javaid (2022).

**Research Objectives**

The precise objectives of this study are as follows:

1. To examine the prevalence, nature, and contemporary manifestations of supervisor's incivility in Pakistani different sectors.

2.   To examine the relationship between supervisor's incivility, emotional exhaustion, and organizational culture on eemployee insubordination in different sectors.

3.   To examine how perceived negative gossip, specific to the Pakistani work environment, mediates the relationship between supervisor's incivility, and emotional exhaustion.

**Theoretical Background**

Incivility at work, which includes impoliteness, arrogance, disgrace, and disrespect, comes at a great expense to both people and businesses. It is a prevalent form of antisocial behavior in the supervisor, and many employees claim to have encountered it (Cortina et al., 2022). In the Chinese setting, supervisor incivility is highly prevalent; among private college employees without professional establishment status, it may be even more pronounced (Zhang & Wang, 2021). One of the negative behaviors in the office is supervisor incivility, which includes things like blaming coworkers, ignoring, criticizing, refusing to cooperate, and showing indifference when asked for assistance (Cooke & Baumbusch, 2020). Kazmi and Javaid's research from 2022 indicated that there is a negative correlation between supervisor incivility and organizational success. Research (Guo et al., 2022) demonstrates the same thing: organizational performance affects the detrimental impacts of supervisor incivility. The degree to which a worker feels their boss cares about them and supports them is known as supervisor support.

According to Mushtaq et al. (2017), supervisor support refers to a supervisor's capacity or expertise to assist and encourage staff members as they work for the organization. Definition of perceived supervisor support (Kazmi & Javaid, 2022, Martinko et al., 2013) study by employees may experience negative impacts from abusive supervision, but employees who feel empowered by their leaders are more likely to be creative (Zhang & Wang, 2021). Perceived supervisor support has a favorable impact on performance, according to study (Uzun, 2018). This claim is consistent with study by (Kazmi; Javaid, 2022) which found that there is a favorable correlation between organizational performance and perceived supervisor support. As stated by (Spector;.1997). Job satisfaction, (Steele, Rodgers, and Fogarty;. 2020) individuals derive pleasure from their own efforts at work. Depending on the person or the environment at work, satisfaction can be either positive or negative (Weiss, 2002).

(Kahn, 1990), stated that employees create psychological bonds with one another, job satisfaction can increase with organizational effectiveness (Joseph, Newman; Hulin, 2010). Nonetheless, research has shown a robust correlation between work happiness and administrative success (Van Knippenberg; Van Schie, 2020), with work happiness being linked to a number of different organizational outcomes, including organizational performance.

**Social Exchange Theory**, as outlined by Blau (1964), suggests that employees are more likely to comply with supervisor directives when they perceive a fair exchange of benefits and costs. Supervisor incivility disrupts this reciprocity, leading to feelings of injustice and a decreased sense of obligation to comply.

**Procedural Justice Theory**, explored by Greenberg (1993), emphasizes the importance of fair treatment and processes in the workplace. When employees feel unfairly treated by a supervisor, such as through rude or disrespectful behavior, they may be more likely to engage in insubordination as a way to challenge perceived procedural injustice.

**Self-Determination Theory,** proposed by Deci and Ryan (2000), delves deeper into the psychological needs that influence employee behavior. When supervisor incivility undermines employees' sense of autonomy, competence, or relatedness at work, their motivation to comply with instructions diminishes. Insubordination may then emerge as a way to regain a sense of control and autonomy within the work environment.

**Research Hypotheses**

**Hypothesis (H1):** Supervisor's incivility effect on positively influence of emotional exhaustion.

**Hypothesis (H2):** Emotional exhaustion effect on positively influence of organizational culture.

**Hypothesis (H3):** Organizational culture effect on positively influence of.employee insubordination.

**Hypothesis (H4):** Perceived negative gossips effect on positively influence of supervisor's incivility.

**Hypothesis (H5):** Perceived negative gossips effect on positively influence of emotional exhaustion.

**The Research Model**
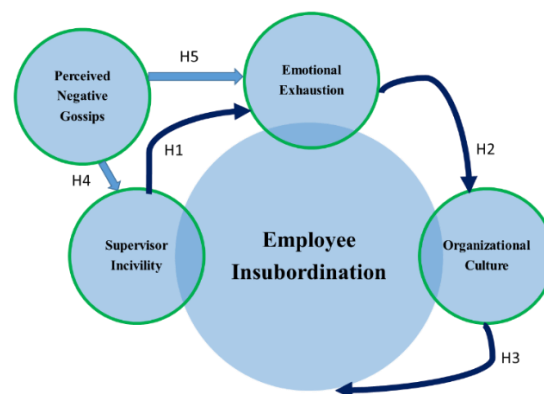


Figure 1 *Conceptual Framework*

**Research Methodology**

**Measurement**

This study employs six variables that are assessed based on respondents' responses on an interval scale with a five-point Likert measurement system (1 being strongly disagreed, 2 being disagreed, 3 being moderately agreed, 4 being agreed, and 5 being extremely agreed). The first variable is supervisor incivility; the following statements pertain to this variable and are taken from Kazmi and Javaid's (2022) research findings. The study included are measurements items with reference Kazmi and Javaid (2022) & Asri (2021).

**Data Collection**

Employees from Karachi-based renewable energy enterprises make up the sample, which is selected by non-probability sampling with subjective sampling and based on considerations such as not providing equal opportunity to every member. Primary data was gathered by using the Google Form, social media platforms to send questionnaires. The number of indicators can be multiplied by a factor of 5, or five times the number of indications, to get the appropriate 300 sample size. Up to 300 workers from different sectors in Karachi participated in the purposive sampling process that was used to determine the sample.

**Results**

**Descriptive Statistics**

The descriptive analysis in your file gives a statistical summary of five different variables: SI, EE, PNG, OC, and EI. It includes information on the sample size (N), minimum, maximum, mean, and standard deviation. For each variable (SI, EE, PNG, OC, and EI), the sample size is 300. This means that 300 data points were collected for each of these variables. Minimum is the smallest value in the dataset for each variable. Maximum is the largest value in the dataset for each variable. Mean (Average) tells us the average value of all 300 data points for each variable. For SI, the average is 15.09, which means the overall trend of SI values hovers around this number. EE has a higher average, 16.58, meaning its values tend to be slightly higher on average compared to SI. OC has a much higher average of 25.60, suggesting that this variable generally has higher values compared to others. Standard Deviation tells us how spread out the values are from the mean. SI has a standard deviation of 5.36, meaning the values are somewhat spread out around the mean. EE standard deviation is 4.87, which indicates that its values are more tightly clustered around its mean than SI. OC has the largest standard deviation (5.51), which suggests its values are more spread out compared to the other variables. Descriptive statistics helps summarize large amounts of data in a way that makes it easy to compare the behavior of different variables at a glance. (See Table 01).

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|

**Table 01: Descriptive Statistics**

| | | | | | |
|---|---|---|---|---|---|
| SI | 300 | 7.00 | 35.00 | 15.0867 | 5.35613 |
| EE | 300 | 7.00 | 34.00 | 16.5833 | 4.86504 |
| PNG | 300 | 7.00 | 35.00 | 15.2033 | 5.27713 |
| OC | 300 | 7.00 | 35.00 | 25.5967 | 5.50591 |
| EI | 300 | 7.00 | 30.00 | 15.1933 | 4.37031 |
| Valid N (listwise) | 300 | | | | |

**Gender**

In Table 2, provides a breakdown of the gender distribution in a group of 300 respondents. It shows 177 respondents in the group are female. This makes up 59% of the total group the valid percent and cumulative percent columns also confirm that females represent 59% of the group. 123 people are male. This makes up the remaining 41% of the group. The "Cumulative Percent" reaches 100%, meaning the data accounts for all participants. (See Table 02).

**Table 02: Gender**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Female | 177 | 59.0 | 59.0 | 59.0 |
| | Male | 123 | 41.0 | 41.0 | 100.0 |
| | Total | 300 | 100.0 | 100.0 | |

**Age**

The different age categories into which the data is divided. Frequency count of individuals in each age group. For example, 161 individuals fall in the 18-30 age group, 87 individuals in the 31-40 age group, and so on. Percent proportion of the total sample (300 individuals) represented by each age group. For example, the 18-30 age group accounts for 53.7% of the total sample. Valid Percent of percentage matches the percent column because there are no missing values in the data. It represents the share of each group out of the valid responses. Cumulative Percent running total of percentages that accumulates as you go down the age groups. (See Table 03).

**Table 03: Age**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | 18-30 | 161 | 53.7 | 53.7 | 53.7 |
| | 31-40 | 87 | 29.0 | 29.0 | 82.7 |
| | 41-50 | 41 | 13.7 | 13.7 | 96.3 |
| | 51-60 | 10 | 3.3 | 3.3 | 99.7 |
| | Above 60 | 1 | 0.3 | 0.3 | 100.0 |
| | Total | 300 | 100.0 | 100.0 | |

**Industry**

The table 04, lists five categories: Banking, Education, Health, Media, and Other.

Frequency number of individuals working in each industry, 22 individuals work in Banking, 185 in Education, and so on. The proportion of the total sample (300 individuals) that each industry represents. 7.3% of the individuals work in Banking, 61.7% in Education, and 20.7% in other. Valid Percent are no missing values, this column is identical to the percent column. It reflects the share of each group out of the total valid responses. Cumulative Percent of running total of percentages as we progress through the industries. For example, after adding the Education sector, 69.0% of the sample is accounted for, and after adding Health, 74.3% is covered.

**Table 04: Industry**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Banking | 22 | 7.3 | 7.3 | 7.3 |
|  | Education | 185 | 61.7 | 61.7 | 69.0 |
|  | Health | 16 | 5.3 | 5.3 | 74.3 |
|  | Media | 15 | 5.0 | 5.0 | 79.3 |
|  | Other (Please Specify) | 62 | 20.7 | 20.7 | 100.0 |
|  | Total | 300 | 100.0 | 100.0 |  |
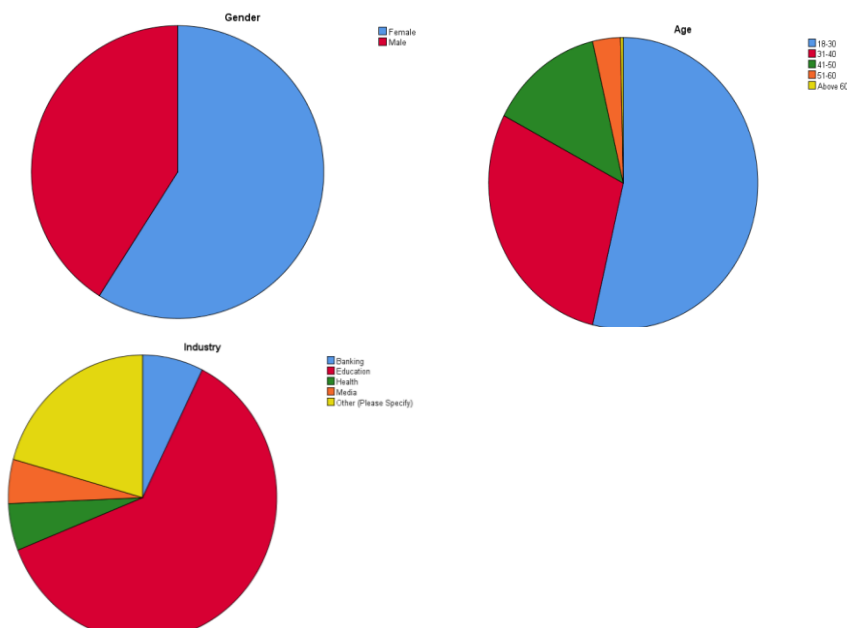


**Reliability**

Table 05 shows that the 35 items tested together yield a Cronbach's Alpha of 0.742, indicating acceptable internal reliability, meaning the items are measuring the same concept reasonably well.

## Table 05: Reliability Statistics

| Cronbach's Alpha | N of Items |
|---|---|
| 0.742 | 35 |

The p-value (Sig.) is 0.000, which is less than 0.05, indicating that the test is statistically significant. Results suggest that the data is appropriate for factor analysis, with reasonable sampling adequacy and significant correlations between variables.

## Table 06: KMO and Bartlett's Test

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | 0.704 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 130.612 |
| | df | 10 |
| | Sig. | 0.000 |

**Model Summary**

We valued our research hypotheses using regression analysis with ordinary least squares (OLS) based on the measurement model evaluation results. The study model's significant and non-significant coefficients are shown in table 07, and the findings supported the research hypotheses. Provides a model summary for five different models, evaluating the relationship between various predictors and outcomes table 07.

**Model 01 (Supervisor Incivility)**

R = .318: This value represents the correlation coefficient between the predictor variable (Supervisor Incivility) and the dependent variable. It indicates a moderate positive relationship. A positive value means that as Supervisor Incivility increases, the dependent variable also tends to increase. R Square = 0.101: This metric tells us that 10.1% of the variance in the dependent variable can be explained by the predictor (Supervisor Incivility). In other words, Supervisor Incivility accounts for 10.1% of the variability in the outcome, while the remaining 89.9% is due to other factors variation. Adjusted R Square = 0.098: This is a modified version of R Square that adjusts for the number of predictors in the model. Since there's only one predictor here, the adjusted R Square is very close to R Square. It provides a more accurate measure of the model's explanatory power when considering multiple predictors. A small reduction from R Square indicates that the model's explanatory power is slightly adjusted but remains relatively consistent. Std. Error of the Estimate = 5.08656: This value represents the standard deviation of the residuals (the differences between observed and predicted values). It indicates the average distance that the actual data points fall from the predicted values. A lower value would indicate better predictive accuracy, while a higher value suggests that predictions are less precise. F Change = 33.531: The F statistic is used to test the overall significance of the model.

A higher F value suggests that the model provides a better fit to the data compared to a model with no predictors. This value indicates that Supervisor Incivility significantly improves the model's fit to the data. **Sig. F Change = 0.000:** This p-value associated with the F statistic tells us whether the model is statistically significant. A p-value of 0.000 (or less than 0.05) means that there is a very strong evidence that the predictor (Supervisor Incivility) significantly contributes to explaining the variance in the dependent variable. **Durbin-Watson = 1.740:** This statistic tests for autocorrelation in the residuals of the model. Values close to 2 suggest no significant autocorrelation. Values below 2 might indicate positive autocorrelation, where residuals are correlated with each other. Here, a Durbin-Watson value of 1.740 suggests some positive autocorrelation, but it's not severe.

**Model 02 (Emotional Exhaustion)**

R = .295: value of the correlation coefficient indicates a moderate positive relationship between Emotional Exhaustion and the dependent variable. As Emotional Exhaustion increases, there is a tendency for the dependent variable to increase as well. **R Square = 0.087, t**his means that 8.7% of the variance in the dependent variable is explained by Emotional Exhaustion. In other words, Emotional Exhaustion accounts for 8.7% of the variability in the outcome, while the remaining 91.3% is due to other factors variation. **Adjusted R Square = 0.084,** this value adjusts R Square for the number of predictors in the model. Since there's only one predictor here, the adjusted R Square is close to R Square. It provides a slight adjustment to account for the possibility of over fitting when more predictors are included. The small difference between R Square and Adjusted R Square suggests that Emotional Exhaustion's contribution to explaining the variance is consistent whether or not we adjust for the number of predictors. **Std. Error of the Estimate = 4.65563,** this statistic measures the standard deviation of the residuals, which are the differences between the observed and predicted values. It indicates the average distance of the observed values from the predicted values. A lower value would signify better model fit and prediction accuracy. **F Change = 28.503,** the F statistic assesses the overall significance of the model. A high F value indicates that the model explains a significant portion of the variance in the dependent variable. In this case, the high F value suggests that Emotional Exhaustion is a meaningful predictor of the dependent variable. **Sig. F Change = 0.000,** this p-value associated with the F statistic indicates the significance of the model. A p-value of 0.000 (or less than 0.05) means that the model is highly statistically significant. This confirms that Emotional Exhaustion significantly contributes to explaining the variance in the dependent variable. **Durbin-Watson = 2.176, t**his statistic tests for autocorrelation in the residuals. Values close to 2 suggest that there is no significant autocorrelation. In this case, a Durbin-Watson value of 2.176 indicates that there is no significant autocorrelation in the residuals, suggesting that the residuals are independent of each other.

**Model 03 (Organizational Culture)**

R = 0.180: This represents the correlation coefficient. It indicates a low positive correlation between Organizational Culture and the dependent variable. A value of 0.180 is close to zero, which suggests that there is only a weak linear relationship between the two. R Square = 0.032, this is the coefficient of determination, which tells us how much of the variance in the dependent variable can be explained by the independent variable, Organizational Culture. In this case, only 3.2% of the variance in the dependent variable is explained by Organizational Culture. This suggests that Organizational Culture has a small explanatory power over the outcome. Adjusted R Square = 0.029, this value adjusts R Square for the number of predictors in the model, accounting for the possibility of over fitting. The small decrease from 0.032 to 0.029 shows that adjusting for complexity in the model slightly reduces the explanatory power, but the difference is minimal. Std. Error of the Estimate = 5.42554, this represents the average distance that the observed values fall from the regression line. A standard error of 5.42554 indicates how much the predicted values deviate, on average, from the actual values.

F Change = 9.924, the F Change statistic measures the overall significance of the model. It compares this model with one that has no predictors to see if adding Organizational Culture improves the model. A value of 9.924 indicates that the model is statistically significant, but the strength of the relationship is not as high as in some other models (which are mentioned but not detailed here). Sig. F Change = 0.002, the p-value associated with the F Change. A value of 0.002 means the model is statistically significant, meaning the relationship between Organizational Culture and the dependent variable is not due to random chance. Durbin-Watson = 1.979, this statistic tests for autocorrelation. A value close to 2, such as 1.979, indicates that there is no significant autocorrelation in the residuals. This is a good sign, as it suggests that the residuals are independent, which is an assumption of linear regression.

**Model 04 (Perceived Negative Gossips to Supervisor Incivility)**

R = 0.117: This is the correlation coefficient, indicating a very low positive correlation between Perceived Negative Gossips and Supervisor Incivility. A value of 0.117 is close to zero, which suggests that the relationship between the two variables is weak. R Square = 0.014, this is the coefficient of determination, indicating that only 1.4% of the variance in Supervisor Incivility is explained by Perceived Negative Gossips. In other words, Perceived Negative Gossips have very limited predictive power over Supervisor Incivility. Adjusted R Square = 0.010, adjusted R Square corrects for the number of predictors in the model, to account for potential overfitting. It is slightly lower than the regular R Square (0.010), which indicates that when the model is adjusted for complexity, the predictive power is still minimal. Std. Error of the Estimate = 5.24961, this value represents the average deviation of the observed values from the predicted values, based on the model. A standard error of 5.24961 indicates that, on average, the predictions deviate by about 5.25 units from the actual

values of Supervisor Incivility. F Change = 4.144, the F Change statistic tests whether adding Perceived Negative Gossips as a predictor improves the model significantly compared to one without any predictors. A value of 4.144 indicates that the model is statistically significant (meaning the relationship is not due to random chance), but the effect is smaller than in previous models. Sig. F Change = 0.043, this is the p-value for the F Change statistic. A value of 0.043 suggests that the model is borderline significant, meaning that the relationship between Perceived Negative Gossips and Supervisor Incivility is just barely statistically significant (at the commonly used 0.05 threshold). Durbin-Watson = 1.679, this statistic tests for autocorrelation in the residuals (whether the residuals are independent of each other). A Durbin-Watson value of 1.679 is less than 2, which suggests some level of positive autocorrelation in the residuals. This means that the residuals might not be entirely independent, which could violate one of the assumptions of linear regression.

**Model 05 (Perceived Negative Gossips to Emotional Exhaustion)**

R = 0.151: The correlation coefficient shows a low to moderate positive correlation between Perceived Negative Gossips and Emotional Exhaustion. A value of 0.151 is higher than previous models, but it still suggests that the relationship is relatively weak, though stronger than in models with lower R values. R Square = 0.023, the coefficient of determination, which shows that 2.3% of the variance in Emotional Exhaustion is explained by Perceived Negative Gossips. While this suggests that the relationship is significant, the explanatory power of the model is quite limited. Adjusted R Square = 0.019, adjusted R Square accounts for the number of predictors and adjusts for model complexity. It's slightly lower than R Square (0.019 vs. 0.023), indicating that the model's predictive ability is slightly reduced when adjusted for the number of predictors. Std. Error of the Estimate = 5.22545, this represents the average difference between the actual values and the predicted values by the model. A standard error of 5.22545 means that, on average, the predicted values of Emotional Exhaustion deviate by around 5.23 units from the observed values. F Change = 6.944, the F Change statistic tests whether adding Perceived Negative Gossips as a predictor improves the model significantly. A value of 6.944 indicates that the model is statistically significant and that the relationship between Perceived Negative Gossips and Emotional Exhaustion is unlikely to be due to random chance. Sig. F Change = 0.009, the p-value for the F Change statistic. A value of 0.009 means that the model is statistically significant at the 0.01 level, meaning that there is strong evidence of a relationship between Perceived Negative Gossips and Emotional Exhaustion. Durbin-Watson = 1.643, the Durbin-Watson statistic tests for autocorrelation in the residuals. A value of 1.643 is below the ideal value of 2, indicating some evidence of positive autocorrelation, meaning that the residuals may not be entirely independent. This could affect the reliability of the regression model's assumptions.

| | Table 07: Model Summary | | | | |
|---|---|---|---|---|---|
| | **Model 01** | **Model 02** | **Model 03** | **Model 04** Perceived Negative Gossips to Supervisor Incivility | **Model 05** Perceived Negative Gossips to Emotional Exhaustion |
| | Supervisor Incivility | Emotional Exhaustion | Organizational Culture | | |
| **R** | .318ᵃ | .295ᵃ | .180ᵃ | .117ᵃ | .151ᵃ |
| **R Square** | 0.101 | 0.087 | 0.032 | 0.014 | 0.023 |
| **Adjusted R Square** | 0.098 | 0.084 | 0.029 | 0.010 | 0.019 |
| **Std. Error of the Estimate** | 5.08656 | 4.65563 | 5.42554 | 5.24961 | 5.22545 |
| **R Square Change** | 0.101 | 0.087 | 0.032 | 0.014 | 0.023 |
| **F Change** | 33.531 | 28.503 | 9.924 | 4.144 | 6.944 |
| **df1** | 1 | 1 | 1 | 1 | 1 |
| **df2** | 298 | 298 | 298 | 298 | 298 |
| **Sig. F Change** | 0.000 | 0.000 | 0.002 | 0.043 | 0.009 |
| **Durbin-Watson** | 1.740 | 2.176 | 1.979 | 1.679 | 1.643 |

Note: ***$p<0.01$;**$p<0.05$;*$p<0.1$
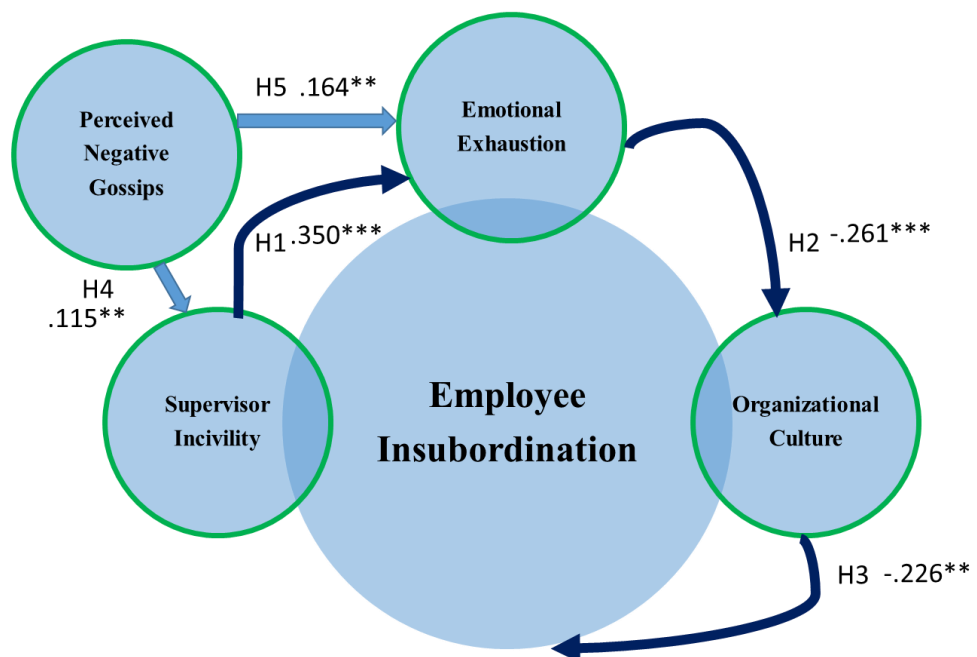


**Results of the research model. Note: *** $p < 0.01$; ** $p < 0.05$; * $p < 0.1$**

**Hypotheses Testing**

We distinguished between the examines variables using hierarchical regression analysis in order to determine the direct association. In this study, we developed hypotheses based on our conceptual research methodology. As shown in table 8, (H1) (β = 0.350) supervisor incivility significantly predicts emotional exhaustion, and the effect is positive. This means that as supervisor incivility increases, emotional exhaustion increases to a value indicates a statistically significant, we accepted (H1). As shown in table 8, (H2) (β = -0.261) emotional exhaustion negatively impacts organizational culture, as emotional exhaustion increases, the quality of organizational culture decreases. But indicates a statistically significant, therefore we accepted (H2). Furthermore, in table 8, (H3) (β = -0.226) organizational culture leads to negative with higher employee insubordination. Poor culture is associated with an increase in insubordinate behavior among employees with indicates a statistically significant, therefore we accepted (H3). Perceived negative gossip is positively associated with supervisor incivility and more employees perceive negative gossip, the more they experience incivility from their supervisors in table 8, value (H4) (β = -0.115) shows us statistically significant. Therefore we accepted (H4). Lastly, (H5) (β = 0.164) perceived negative gossip also leads to emotional exhaustion. Employees who perceive more negative gossip tend to experience higher levels of emotional exhaustion statistically significant, we accepted (H5).

The relationships between the variables are as Supervisor incivility increases emotional exhaustion (H1). Emotional exhaustion worsens organizational culture (H2). A poor organizational culture leads to employee insubordination (H3). Perceived negative gossips increase supervisor incivility (H4) and emotional exhaustion (H5). This suggests a chain reaction starting from negative gossips, which affects supervisor behavior and emotional exhaustion, ultimately degrading organizational culture and increasing employee insubordination.

**Table 08: Testing Hypotheses**

|  | Variables Path | Unstandardized Coefficients | | Standardized Coefficients | | | Accepted or Rejected |
|---|---|---|---|---|---|---|---|
|  |  | B | Std. Error | Beta | t | Sig. |  |
| Hypothesis (H1) | SI → EE | .350 | .060 | .318 | 5.791 | .000 | Accepted |
| Hypothesis (H2) | EE → OC | -.261 | .049 | -.295 | -5.339 | .000 | Accepted |
| Hypothesis (H3) | OC → EI | -.226 | .072 | -.180 | -3.150 | .002 | Accepted |
| Hypothesis (H4) | PNG → SI | .115 | .057 | .117 | 2.036 | .043 | Accepted |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Hypothesis (H5) | PNG → EE | .164 | .062 | .151 | 2.635 | .009 | Accepted |

**Conclusion and Discussion**

In model 01, supervisor incivility shows a moderate correlation with the dependent variable, explaining about 10% of its variance. The model is statistically significant, indicating that supervisor incivility is an important predictor. The standard error of the estimate suggests some variability in predictions, and there is mild positive autocorrelation in the residuals. In our model 01, represent the R = .318 correlation between the predictor (Supervisor Incivility) and the dependent variable, R Square = 0.101: 10.1% of the variance in the dependent variable is explained by Supervisor Incivility. Therefore, adjusted R Square = 0.098: Slightly adjusted for the number of predictors, showing a small reduction in explained variance. Furthermore, Std. Error of the Estimate = 5.08656: Standard deviation of residuals, showing the average distance between observed and predicted values. F Change = 33.531, F-test result showing the model's significance. Sig. F Change = 0.000, the model is highly significant. Durbin-Watson = 1.740 suggests some autocorrelation in the residuals, but not severe.

In model 02, emotional exhaustion has a moderate correlation with the dependent variable, explaining 8.7% of its variance. The model is statistically significant, meaning Emotional Exhaustion is an important predictor. The standard error of the estimate indicates some variability in the predictions, but the durbin-watson statistic shows no significant autocorrelation in the residuals, suggesting that the residuals are not systematically related. In our model 02, represent the R = .295, the correlation between Emotional Exhaustion and the outcome variable. R Square = 0.087: 8.7% of the variance is explained by Emotional Exhaustion. Adjusted R Square = 0.084, similar to R Square, with a slight adjustment for the number of predictors. Std. Error of the Estimate = 4.65563. F Change = 28.503, a significant F statistic. Sig. F Change = 0.000, the model is highly significant. Durbin-Watson = 2.176, suggests no significant autocorrelation in the residuals.

In model 03, shows a weak but significant relationship between organizational culture and the dependent variable. Organizational Culture explains only a small portion (3.2%) of the variance in the outcome. The model is statistically significant, but its explanatory power is limited, and it doesn't suffer from issues like autocorrelation. R = .180: Low correlation between Organizational Culture and the dependent variable. R Square = 0.032: 3.2% of the variance is explained by Organizational Culture. Adjusted R Square = 0.029. Std. Error of the Estimate = 5.42554. F Change = 9.924, the model is significant but less so than the first two models. Sig. F Change = 0.002: The model is significant. Durbin-Watson = 1.979, indicates no significant autocorrelation.

In model 04, shows a weak and borderline significant relationship between perceived negative gossips and supervisor incivility. Perceived Negative Gossips explain only 1.4% of the variance in supervisor incivility, meaning it has little

explanatory power. While the model is statistically significant, it is close to the threshold for significance (p = 0.043), and there is some autocorrelation in the residuals, which could affect the reliability of the model. In our model 04, R = .117, low correlation between Perceived Negative Gossips and Supervisor Incivility. R Square = 0.014, only 1.4% of the variance is explained. Adjusted R Square = 0.010. Std. Error of the Estimate = 5.24961. F Change = 4.144, lower than previous models but still statistically significant. Sig. F Change = 0.043, indicates a borderline significant model. Durbin-Watson = 1.679, shows some autocorrelation in the residuals.

In model 05, there is a low to moderate positive correlation between perceived negative gossips and emotional exhaustion, meaning that as negative gossip increases, emotional exhaustion tends to increase slightly. The model explains 2.3% of the variance in emotional exhaustion, showing that perceived negative gossips have limited predictive power. The relationship is statistically significant (p = 0.009), but the model shows some autocorrelation in the residuals, which could slightly weaken the model's reliability. R = .151, moderate correlation between Perceived Negative Gossips and Emotional Exhaustion. R Square = 0.023: 2.3% of the variance is explained. Adjusted R Square = 0.019. Std. Error of the Estimate = 5.22545. F Change = 6.944, statistically significant. Sig. F Change = 0.009, the model is significant. Durbin-Watson = 1.643, some evidence of autocorrelation in the residuals.

Model 01 and Model 02 are the strongest, with higher R Square values and highly significant results. Model 03, 04, and 05 have lower explanatory power, but they still show statistically significant relationships. These models suggest that Supervisor Incivility and emotional exhaustion have stronger relationships with the outcome variables compared to organizational culture or perceived negative gossips.

**Contribution**

The contribution of this topic are enhances understanding of how specific workplace factors (supervisor incivility, emotional exhaustion, organizational culture) directly influence employee behavior (insubordination). This contributes to theories on organizational behavior by empirically validating the relationships between these variables. By exploring perceived negative gossip as a moderator, the study identifies a nuanced interaction that affects the intensity and direction of relationships between variables. This contributes to moderation theory by highlighting how external factors can amplify or mitigate the impact of internal workplace dynamics. It provides an integrated perspective on the complex interplay between individual (emotional exhaustion), interpersonal (supervisor incivility), and organizational (culture) factors in shaping employee behavior. This holistic approach enriches theoretical frameworks in organizational psychology and sociology. Findings guide the development of organizational policies and practices aimed at reducing supervisor incivility, managing emotional exhaustion, and fostering a positive organizational culture. This includes establishing codes of conduct, leadership training programs, and initiatives to promote employee well-being.

**Practical Implications and Limitation**

For practical implications in this research, training programs for supervisors to enhance their emotional intelligence, communication skills, and conflict resolution abilities can mitigate supervisor incivility. Providing resources and support for employees to manage and reduce emotional exhaustion, such as workshops on stress management and mental health awareness programs. Establishing clear policies and guidelines on respectful workplace behavior and consequences for incivility can set expectations and deter negative behaviors. Taking proactive steps to foster a positive organizational culture through inclusive practices, recognition programs, and initiatives that promote employee well-being. Incorporating assessments of emotional intelligence and interpersonal skills into the recruitment process to ensure supervisors possess the necessary qualities to lead effectively. Conducting regular assessments of workplace climate and employee satisfaction to identify early signs of incivility, emotional exhaustion, and negative gossip. Factors such as industry-specific norms, organizational structure, and regional cultural differences could influence the relationships examined. The accuracy and reliability of measuring variables such as supervisor incivility, emotional exhaustion, organizational culture, and perceived negative gossip could vary. Subjective perceptions and self-reporting biases may affect data validity. The findings suggest a need for a holistic approach to managing employee behavior. Addressing supervisor incivility, fostering emotional well-being, and cultivating a positive organizational culture can reduce employee insubordination. Additionally, moderating negative workplace gossip is crucial for maintaining a respectful and cohesive environment. By implementing these findings into practice, organizations can foster a healthier, more productive workplace that minimizes conflict and enhances overall employee satisfaction and engagement.

**Future Research**

The study could lead to further research into other potential moderators that could influence the dynamics between supervisor behavior, emotional exhaustion, and insubordination. For factors like organizational justice, employee resilience, and job satisfaction could be explored in future research. The repercussions of the findings might differ across industries or cultural settings. For industries with high-pressure environments (e.g., healthcare, finance) might experience higher levels of emotional exhaustion and insubordination, emphasizing the need for tailored solutions.

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