

**Moderating Effects of Passive Leadership and Perceived Organizational Support on the  
Relationship between Workplace Incivility and Counterproductive Work Behavior**

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Fatima Azam

ID: 14018092001

Supervisor

Dr. Ameer A. Basit



**SCHOOL OF BUSINESS AND ECONOMICS**

**UNIVERSITY OF MANAGEMENT AND TECHNOLOGY**

**LAHORE, PAKISTAN**

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**List of Abbreviations**

CWB	Counterproductive Work Behavior
PL	Passive Leadership
POS	Perceived Organizational Support
SPSS	Statistical Package for Social Sciences

## **Declaration**

I certify that this work contains no material which has been accepted for the award of my other degree or diploma in my name, in any university or other institution and, to the best of my knowledge and belief, contains no material previously published or written by another person, except where due reference has been made in the text. In addition, I certify that no part of this work will, in the future, be used in a submission in my name, for any other degree or diploma in any university or without the prior approval of the University of Management and Technology, Lahore where applicable.

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## **Abstract**

This research is conducted with the purpose of identifying the effect of workplace incivility on counterproductive work behavior and investigating the moderating effects of passive leadership and perceived organizational support on this relationship. Self – administered questionnaires were disseminated to seize the responses from the employees working in diverse service organizations of Lahore, Pakistan. With response rate of 66%, regression and moderation analysis were used to analyze the data and derive the conclusions. It was concluded that workplace incivility has a positive association with counterproductive work behavior while this relationship is moderated by passive leadership and perceived organizational support. It was suggested that a leader being a role model for the employees should consider norms and encourage and motivate the employees to accomplish the targets rather than acting passively and the top management must lend some beneficial acknowledgements to employees to channelize their work efforts in the proper direction.

***Originality:*** This is the one of the first empirical studies that uncovers double moderating effects in the workplace incivility and CWB relationship in non – Western (Pakistani) context.

***Keywords:*** counterproductive work behavior, workplace incivility, passive leadership and perceived organizational support

# **CHAPTER I**

## **INTRODUCTION**

### **1.1 Chapter Overview**

This chapter tends to discuss the background of the study, problem statement, research objectives, its significance in the body of knowledge and definitions of key terms used in the study.

### **1.2 Background of the Study**

Organizational success depends critically on the behavior and performance of its employees as they make significant contribution in the functionality of the organization (Raza, Anjum, & Zia, 2014). Positive discretionary behavior exhibited by the employees has always been entailed by organizations to make them flourish (Thomas, Ambrosini, & Hughes, 2016). But, when such discretionary behaviors diverge from the norms of organizations, then it becomes hazardous for organizational performance (Bashir, Nasir, Qayyum, & Bashir, 2012).