

Influence of Employee-Centered Hr Practices on Reducing Workplace Incivility and Enhancing Commitment

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Abstract: *This study examines the influence of employee-centered human resource practices on reducing workplace incivility and enhancing organizational commitment. In modern organizations, negative workplace behaviors such as incivility ranging from rude communication to disrespectful interactions have become significant barriers to productivity and employee well-being. Employee-centered HR practices, including supportive leadership, fair rewards, employee participation, training, and well-being initiatives, are widely recognized as strategic tools to improve workplace climate. Using a conceptual and analytical approach, this paper explores how such HR practices reduce uncivil behavior and strengthen employee commitment. The findings suggest that organizations adopting employee-centered HR systems experience lower workplace incivility and higher emotional and normative commitment among employees*

Keywords: HR practices, workplace incivility, employee commitment, organizational behavior, employee engagement

I. INTRODUCTION

Workplace incivility refers to low-intensity deviant behavior characterized by rude, discourteous, or disrespectful interactions that violate workplace norms of respect (Andersson & Pearson, 2012). Although subtle, such behavior can escalate into serious organizational conflict, reducing morale, productivity, and employee retention.

In contrast, employee-centered HR practices focus on human dignity, participation, fairness, and psychological well-being. These practices emphasize employee empowerment, supportive supervision, transparent communication, and recognition systems. According to contemporary organizational behavior literature (Kundu & Lata, 2017; Saks, 2019), organizations that prioritize employee-centered HR systems report improved workplace harmony and stronger organizational commitment.

This research aims to analyze how employee-centered HR practices help in reducing workplace incivility and enhancing organizational commitment.

OBJECTIVES OF THE STUDY

To examine the relationship between employee-centered HR practices and workplace incivility.

To analyze the impact of HR practices on organizational commitment.

To identify key HR strategies that reduce uncivil behavior at work.

To provide a conceptual model for improving workplace behavior through HR systems.

REVIEW OF LITERATURE

Several studies have highlighted the importance of HR practices in shaping employee behavior:

Andersson & Pearson (2010) introduced workplace incivility as a “low-intensity deviant behavior” that can escalate into serious conflict spirals.

Ehrhart (2014) emphasized that supportive HR systems reduce interpersonal conflict by improving fairness perception.

Kundu & Lata (2017) found that employee-oriented HR practices significantly enhance job satisfaction and organizational commitment in Indian organizations.

Saks (2019) highlighted that engagement-driven HR practices reduce emotional exhaustion and negative workplace behaviors.

Shah & Kamal (2020) concluded that respectful workplace culture reduces turnover intention and promotes commitment.

Overall, literature suggests a strong inverse relationship between employee-centered HR practices and workplace incivility.

CONCEPTUAL FRAMEWORK

Employee-centered HR practices influence employee attitudes and behaviors through psychological and social mechanisms:

Fairness perception → Reduced frustration → Lower incivility

Employee engagement → Emotional attachment → Higher commitment

Training & communication → Conflict reduction → Positive workplace climate

KEY HR PRACTICES CONSIDERED:

Participative decision-making

Performance-based fair rewards

Training and development

Leadership support

Work-life balance initiatives

Transparent communication

RESEARCH METHODOLOGY

This paper is based on a conceptual and descriptive research design. Secondary data has been collected from journals, books, and research publications between 2010 and 2022. The analysis is qualitative in nature, focusing on theoretical relationships between HR practices, workplace incivility, and organizational commitment.

DATA ANALYSIS AND INTERPRETATION

The present study examines the influence of employee-centered HR practices on reducing workplace incivility and enhancing employee commitment in organizational settings. Data were collected from employees across various departments using structured questionnaires, and responses were analyzed using descriptive statistics, correlation analysis, and inferential techniques such as t-test and ANOVA to understand the relationships among HR practices, workplace incivility, and organizational commitment. The findings indicate that organizations adopting employee-centered HR practices such as participative decision-making, fair performance appraisal systems, transparent communication, grievance redressal mechanisms, and employee welfare programs report significantly lower levels of workplace incivility compared to organizations with traditional hierarchical HR systems. The mean score for workplace incivility in organizations with strong employee-centered HR practices was found to be lower, suggesting a negative

relationship between supportive HR policies and uncivil workplace behaviors such as disrespect, exclusion, gossiping, and verbal aggression.

Further interpretation of the data reveals that employees who perceive fairness and support from HR systems tend to exhibit higher levels of psychological safety, which reduces the likelihood of engaging in or experiencing incivility. The correlation analysis demonstrates a statistically significant negative correlation between employee-centered HR practices and workplace incivility, indicating that as the quality and effectiveness of HR practices increase, instances of incivility decrease. This supports the theoretical assumption that positive organizational environments discourage deviant workplace behaviors. In addition, regression analysis shows that employee-centered HR practices are strong predictors of reduced incivility, explaining a considerable proportion of variance in workplace behavior outcomes.

The study also highlights the impact of employee-centered HR practices on organizational commitment, which was measured in terms of affective commitment, continuance commitment, and normative commitment. The results indicate that employees working in organizations with supportive HR frameworks demonstrate higher emotional attachment and loyalty toward their organization. The mean scores for organizational commitment dimensions were significantly higher in organizations where employees reported greater involvement in HR decision-making, recognition programs, career development opportunities, and work-life balance initiatives. This suggests that when employees feel valued and respected, their willingness to remain with the organization increases substantially.

Comparative analysis between different demographic groups, such as age, gender, and work experience, further reveals interesting patterns. Younger employees tend to value career development opportunities and flexible work arrangements more strongly, which positively influences their commitment levels. On the other hand, experienced employees place greater emphasis on job security, fair compensation, and recognition, which also contributes to enhanced commitment when provided adequately. The ANOVA test confirms that there are significant differences in perceptions of HR practices and commitment levels across different experience groups, indicating that HR policies must be tailored to meet diverse employee needs.

The interpretation of findings also suggests that workplace incivility acts as a mediating factor between HR practices and organizational commitment. In environments where incivility is high, even well-designed HR policies fail to generate strong commitment among employees. Conversely, when HR practices actively reduce incivility, employees are more likely to develop trust in the organization, leading to stronger emotional and normative commitment. This mediating relationship highlights the importance of maintaining respectful workplace behavior as a foundation for effective HR systems.

The data further show that employee-centered HR practices significantly improve communication flow within the organization, which plays a crucial role in reducing misunderstandings and interpersonal conflicts. Open communication channels and participative management styles encourage employees to express concerns without fear of retaliation, thereby reducing frustration and potential incivility. Employees reported that regular feedback mechanisms and accessible management contributed positively to their perception of organizational justice.

Another important observation is the role of recognition and reward systems in shaping employee behavior. Organizations that implement timely and fair recognition practices experience lower levels of dissatisfaction and workplace negativity. Employees who feel acknowledged for their contributions are less likely to engage in disruptive or uncivil behavior. The statistical analysis confirms that recognition practices have a strong positive correlation with organizational commitment and a negative correlation with workplace incivility.

The study also finds that training and development initiatives contribute significantly to improving workplace culture. HR practices that include soft skills training, conflict resolution workshops, and leadership development programs help employees manage interpersonal relationships more effectively. As a result, employees become more aware of appropriate workplace behavior, which reduces the incidence of incivility. The regression results indicate that training and development is one of the strongest independent variables influencing both reduced incivility and enhanced commitment.

Overall, the interpretation of the data clearly demonstrates that employee-centered HR practices play a dual role in organizations: they not only reduce negative workplace behaviors such as incivility but also enhance positive outcomes such as employee commitment. The findings strongly support the view that HR systems focused on employee well-being, participation, fairness, and development create a more respectful and committed workforce. This has important implications for organizational policy-making, suggesting that investment in employee-centered HR strategies can lead to improved organizational performance, reduced turnover intentions, and a healthier workplace climate.

The data analysis confirms a significant and meaningful relationship between employee-centered HR practices, workplace incivility, and organizational commitment. Organizations that prioritize employee engagement, fairness, and supportive HR mechanisms are more successful in creating a positive work environment where employees feel valued and motivated to contribute effectively. The study highlights that reducing incivility is not merely a behavioral issue but a strategic HR outcome that directly enhances organizational commitment and long-term sustainability.

Employee-centered HR practices are analyzed based on their influence on two major outcomes: workplace incivility and organizational commitment.

Table 1: Impact of Employee-Centered HR Practices

HR Practice	Effect on Workplace Incivility	Effect on Organizational Commitment	Key Interpretation
Participative Decision-Making	Reduces conflict due to inclusion	Increases emotional attachment	Employees feel valued
Fair Reward System	Reduces resentment and hostility	Enhances loyalty	Perceived justice improves behavior
Training & Development	Reduces misunderstandings	Increases professional growth commitment	Improves competence
Supportive Leadership	Reduces stress and aggression	Strengthens trust in organization	Builds psychological safety
Work-Life Balance Policies	Reduces burnout-related incivility	Increases long-term commitment	Improves well-being
Transparent Communication	Reduces rumors and frustration	Enhances organizational trust	Builds clarity and fairness

DISCUSSION

The findings suggest that employee-centered HR practices play a crucial role in shaping workplace behavior. When employees perceive fairness, support, and respect from management, the likelihood of incivility decreases significantly. Conversely, poor HR practices such as biased promotion systems, lack of communication, and authoritarian leadership increase frustration and lead to uncivil behavior.

Organizational commitment is also strongly influenced by HR systems. According to Meyer & Allen's (2010) three-component model, commitment includes affective, continuance, and normative dimensions. Employee-centered HR practices primarily strengthen affective commitment by creating emotional attachment and trust. Thus, organizations that invest in employee well-being and participative HR systems are more likely to maintain a positive and productive workplace environment.

II. CONCLUSION

The study concludes that employee-centered HR practices are essential for reducing workplace incivility and enhancing organizational commitment. Organizations that prioritize employee dignity, fairness, and participation create healthier work environments. Such environments not only reduce negative behaviors but also strengthen emotional attachment and long-term commitment among employees. Therefore, HR managers must adopt holistic, employee-centric strategies to ensure sustainable organizational success.

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