



Faculty and Thriving in Pakistani Universities

Dr. Muhammad Imad-ud-din Akbar, Management Sciences Department, National University of Modern Languages, Lahore Campus, dr.imad@numl.edu.pk

Dr. Shrafat Ali Sair, Hailey College of Commerce, University of the Punjab, Lahore. drshrafatali@gmail.com

Muhammad Adnan, Head of Department, National College of Business Administration and Economics (NCBA&E) Lahore, Multan Sub-Campus. dr.adnanmalik1989@gmail.com

Sahar Latif Rana, PhD scholar, National college of business administration & Economics, Lahore. Pakistan. sahar.rana2@gmail.com

Shakeel Ahmad Khan, PhD Scholar, National College of Business Administration & Economics, Lahore, Pakistan, khnshakeel@yahoo.com

Muhammad Nawaz, Ph.D. Scholar (Business Administration), School of Business Administration, National College of Business Administration & Economics, Lahore, Pakistan, and Institute for Grey Systems and Decision Sciences, GreySys Foundation, Lahore, Pakistan, m_nawaz_progressive@yahoo.com <https://orcid.org/0000-0002-3719-7914>

Abstract- The purpose of this study is to investigate the impact of workplace incivility and prosocial motivation on thriving of teaching faculty of Pakistani universities. The moderating role of psychological capital on these associations is investigated as well. Data were collected from 196 faculty members of different universities (public and private). Results shows that there are significant associations of workplace incivility-thriving, prosocial motivation-thriving, and psychological capital-thriving. There is significant impact of moderator (psychological capital) as well. This study highlights that there should be no compromise with workplace incivility to maximize the level of thriving. Further, implications and limitations with future recommendations are also present.

Keywords: workplace incivility; prosocial motivation; psychological capital; thriving at work

I. INTRODUCTION

It is important to find the right person for the right job, but who is the 'right person? A right person can generate right persons through his capabilities, knowledge and strengths. how do companies generate the employees' potential? In organizational behavior researcher have studied a variety of personality traits and behavior patterns at individual level to assess the prosperity of employees in organizations. (Mushtaq, Abid, Sarwar, & Ahmed, 2017). The researchers note that in increasingly competitive markets organizations can perform more efficiently when workers succeed at work. (Abid & Ahmed, 2016; Abid, Zahra, & Ahmed, 2016; Paterson, Luthans, & jeung, 2014).

Thriving is a psychological state in which people experiences both learning and vitality (Spreitzer, Sutcliffe, Dutton, Sonenshein, & Grant, 2005). Vitality is characterized as a sense of good energy and a sense of activeness while learning relates to a sense of knowledge and skills (Spreitzer et al., 2005). Based on importance of thriving, this study focused the thriving of teacher in school because if they learn actively, then they can deliver knowledge at optimum. But there could be some individual and contextual factors which may influence teachers thriving such as in incivility, prosocial motivation, PsyCap etc. thus the purpose of our study is to explore the key antecedents of teachers thriving and the role of PsyCap as well in this regard.

Empirical studies have explored a number of consequences which promote the thriving of employees (Abid et al., 2016; Mushtaq et al., 2017; Paterson et al., 2014). Nevertheless, the focus of limited work was on contextual factors that prevent employee happiness. Because the incivility of the workplace could have negative effects on the resilience of the employee, the learning and use of new skills and knowledge. Incivility involves a number of different ways of operating, for example someone who is impertinent, disrespectful, and cruel or exhibits aggression to other people (Anderson & Pearson, 1999).

In this analysis we also investigate the effect on prosperity of an individual attribute, namely social encouragement. Prosocial motivation on the other hand is described as the wish to benefit others (Batson, 1987). Employees who are not concerned with the rights, success and feelings of others at work and who are not positive can be expected to become less relevant and thriving of employee is therefore important to understand better. Moreover, because the mental resources of an employee, measured by the structure of higher order, consist of four dimensions: self-efficiency, hope, optimism, as well as resilience (Luthans,

Avolio, Avey, & Norman, 2007) can act like a buffer to counteract adverse working environment problems (Roberts, Scherer, & Bowyer, 2011). On the basis of above discussion, there are following objectives has been drawn from the proposed conceptual framework

1. To examine the impact of pro-social motivation on teachers' thriving
2. To examine the impact of workplace incivility on teachers' thriving
3. To examine the impact of psychological capital on the association of pro-social motivation and teachers' thriving
4. To examine the impact of psychological capital on the association of pro-social motivation and teachers' thriving

Our study also attempts in the sense of prosocial motivation which provides a beneficial workplace environment for thriving. We argued that university management fascinated by expanding the energy and acquisition of knowledge of its staff by discovering its advantageous to promote the employees holding helping and prosocial behavior towards their colleagues. For example, the organization can enhance the prosocial motivation among the colleagues by engaging them in assisting activities, by training and acknowledge them towards prosocial aspects of work furthermore to mentoring and socialize the teachers (Nawaz et al., 2018).

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Workplace Incivility and Thriving

Incivility is turning into a progressively unavailability self-destructive considerations and conduct (Cortina and Magely, 2009; Cortina Magely, Williams, and Langhout, 2001, Porath et al., 2012) which is most probable to experience at work (Pearson and Porath, 2005). Experimental investigations explored that incivility brings unfavorable outcomes for individuals and the organizations also (Leiter, Laschinger, Day, and Oore, 2011). For example, Incivility lowers the job fulfillment (Cortina and Magely, 2009), work performance (Porath and Pearson, 2010), creativity (Cortina and Magely, 2009; Porath et al., 2012), profit (Porath and Erez, 2006; Porath and Pearson, 2013), and organizational ability (Porath and Pearson, 2013; Pearson, Andersson & Wegner, 2001). Meanwhile, incivility in the working environment enhances representative anxiety, gloom (Yamada, 2000), cognitive diversion (Cortina and Magley, 2009) and work-family clash (Lim and Lee, 2011).

Academicians examined more to perceive the knowledge about discourtesy, and an anti-civil attitude towards the organization (Cortina, and Magley, 2009; Porath, Maclannis, and Folkes, 2010; Sinclair, Martin, and Croll, 2002). This examination plays a vital role in a better understanding of stress among the employees that influence the thriving at the workplace. Hypothesis places that negative feelings would evoke clinched alongside particular circumstance that would be appraised similarly as unpleasant. We suspect that encountering incivility induces negative feelings, for example, anger, fear, and pity due to the negative examination (Porath et al., 2012; Nawaz et al., 2018). Thus, we hypothesize that

Hypothesis 1: *There is a negative relationship between workplace incivility and employee thriving at work*

Prosocial Motivation and Thriving

A cognitive state is called prosocial motivation, by which any individual is willing to work for other's benefit without any personal interest and support for individuals' thriving (Batson, 1987). While this motivation and support will not demand any reward for their worth of effort (Grant, 2008). The motivation that is focused on the ability of collaboration of employees with each other and expands new relationships by inspiring their work is also a type of prosocial motivation (Grant, 2008). Employees who are prosocial motivated have been found more concern for others (Grant and Berg, 2011).

Furthermore, prosocial motivation is divided into three main segments: (i) Global (ii) Contextual (iii) and Situational prosocial motivation (Vallerand, 1997). Global prosocial motivation glances at the employees who work for the benefiting and good reputation for the whole organization. For example, an employee can help to other members (co-workers, colleagues) of the organization without consideration any type of discrimination just for the sake of good reputability of organization. Contextual prosocial motivation is happening when employees engage in helping to some specific group of persons in the organization because of good relationships, or maybe for achieving some personal benefits. For example, a supervisor only thinks and provides guidelines to those employees who are his/her subordinates. Situational prosocial motivation,

on the other hand, arises when a sudden situation occurs with employee of organization. For example, a boss directs an employee to complete his/her daily routine task.

Previous work shows that workers with high level of prosocial motivation take more actions (De Dreu and Nauta, 2009), recognize negative results (Korsgaard, Meglino, and Lester, 1997), help their colleagues (Rioux and Penner, 2001), to exceed task efficiency and boost the performance (Grant, 2008). Employees who are prosocially motivated seems more attentive (Meglino and Korsgaard, 2004) which permits them to fulfill their own goals. As a result, such employees undergo with high level of vigor (Paterson et al., 2014). Promotional motivation promotes the strong development of mutual relationships. Hence, knowledge does not arise in segregation (Spreitzer et al., 2005), when employees talk to each other they serve the ideas that improve their old knowledge and make them better although they are allowed to develop their expertise and aptitude (Paterson et al., 2014).

Moreover, prosocial motivation is observed as one of the spreading phenomenon (Hu and Liden, 2015). It is mostly observed that when one employee works in a positive way for the benefit of others in the organization, then his/her helping nature obviously points out in others' mind. They are also expected to be energized and focus on learning and be more task-oriented which may lead to promote the environment of thriving in an organization (Tella, 2007). Since professional enthusiasm has got to run personal liveliness (Nix, Ryan, Manly, and Deci, 1998) its purpose is to encourage professional employees to encourage others as well (Nawaz et al., 2018). On the basis of arguments, we hypothesize that:

Hypothesis 2: There is a positive relationship between prosocial motivation and employee thriving

Psychological capital and thriving

Pradhan, Jena, & Bhattacharya (2016) explored that there is a direct relationship between PsyCap of employees and thriving. According to Avey, Reichard, Luthans, & Mhatre (2011) there is sufficient literature available on PsyCap published so far (Lopez & Snyder, 2009). PsyCap has been conceptually identified as "Hope", "Optimism", "Self-Efficacy" and "Resilience" (Luthans & Youssef, 2004; Luthans et al., 2007). All of the dimensions of PsyCap mentioned above are empirically proved as very significant for improving thriving. Correspondingly, each component has significant role in the organizations to generate positive outcomes. Self-efficacy is defined as, "an individual's trust in his/her capabilities to categorize and accomplish journey which is required to build certain achievements" (Luthans, 2002). Self-efficacy is positively associated with job performance and job satisfaction (Luthans et al., 2007). Hope is symbolized as the effort to achieve the success through a skill to recognize, simplify and follow the methods to success". It is probably true to claim that hopeful employees are psychologically strong enough to help others and ultimately are very motivated which leads them in building thriving at work place. From attribution theory, optimism may be defined as "a provenance style that explained positive events through personal, permanent, and persistent basis" (Luthans, Youssef, & Luthans, 2007).

Optimism boosts self-esteem and morale of the employees (Luthans, Youssef, et al., 2007). While Resilience is defined as "positive psychological capacity to ricochet 'bounce back' from hardship, ambiguity, conflict and ultimately resulting in increased responsibility" (Luthans, 2002). This increased level of responsibility encourages thriving and minimize the level of incivility prevailing at organizations. Prior researches have explored that employee who possess high level of PsyCap have positive workplace behavior (Grant & Sumanth, 2009; Ryan & Deci, 2000). In the extent of this argument, PsyCap has been linked with job satisfaction, job performance (Luthans, Avolio, et al., 2007), organizational commitment (Nazaw, Bhatti, Ahmad, & Ahmed, 2018), and improve well-being (Avey, Luthans, Smith, et al., 2010).

Avey, Luthans, & Youssef, (2010) found higher level of PsyCap is associated with diminished productivity which revealed that PsyCap promotes further the improved work behaviors of the employees showing constructive thriving of the employees. Furthermore, Norman, Avey, Nimnicht, & Graber Pigeon (2010) also provided support to a direct and indirect relationship of PsyCap with the workplace deviance through organizational identification. Keeping in view the above facts, we may say that PsyCap has a direct relationship with thriving which is already empirically investigated by (Shaheen, Bukhari, & Adil, 2016). Thus, we propose the following hypothesis:

Hypothesis 3: There will be a positive relationship between psychological capital and thriving

Psychological capital as moderator

From the four empirically justified elements of PsyCap (hope, self-efficacy, optimism & resilience) the level of thriving can be improving while negative work environments are likely to impact employees' thriving negatively. Previous literature demonstrated that incivility creates a hostile and unproductive work environment (Taylor, Bedeian, & Kluemper, 2012) which cause negative outcomes at workplace. Thereby, it is most probable that PsyCap mitigate the harmful consequences of uncivil behavior. From the study of Avey, Luthans, and Youssef (2010) it was found that higher level of PsyCap decrease the probability of being negatively affected by a counterproductive work environment and deviant behavior of colleagues. Employees with higher level of PsyCap are hopeful even in adverse situations and try to focus on the positivity when they find themselves working in negative contexts and situations. They are optimistic about the future, trust their ability to overcome such situations while exhibiting a resilient attitude and have a greater ability to bounce back from negative emotional experiences (Roberts et al., 2011).

As a result, they are likely to respond uncivil work environments with a positive manner due to their positive attitudes. Employees with higher level of PsyCap might have a much ability to overcome incivility at work because they are more energized and interested in learning. It is also probably true to claim that hopeful employees are psychologically strong enough to help others but uncivil behaviors decrease their morale which has been considered as essential to create and improve thriving (Luthans, Youssef, et al., 2007). Thus, we hypothesize that.

Hypothesis 4a: *PsyCap moderates the relationship between workplace incivility and thriving*

As discussed earlier, prosocial motivation can be expected to have positive consequences at thriving because employees who engage in helping behavior are more likely to share ideas and build stronger ties with co-workers. PsyCap can strengthen the positive association between prosocial motivation and thriving at work primarily because employees with higher level of PsyCap have been found to interpret both people and events more positively (Newman, Ucbasaran, Zhu, & Hirst, 2014). As, positive evaluations promote engagement in cooperative and helping behaviors directed towards co-workers thus, a positive orientated individual can also help co-workers and further extend their efforts to guide and support their colleagues to accomplish tasks/goals. By doing so, interpersonal ties with co-workers will strengthen and thriving will improve because of the increased exchange of ideas with colleagues to produce novel solutions for specific situations. Therefore, we hypothesize that:

Hypothesis 4b: *Psychological capital moderates the relationship between prosocial motivations and thriving*

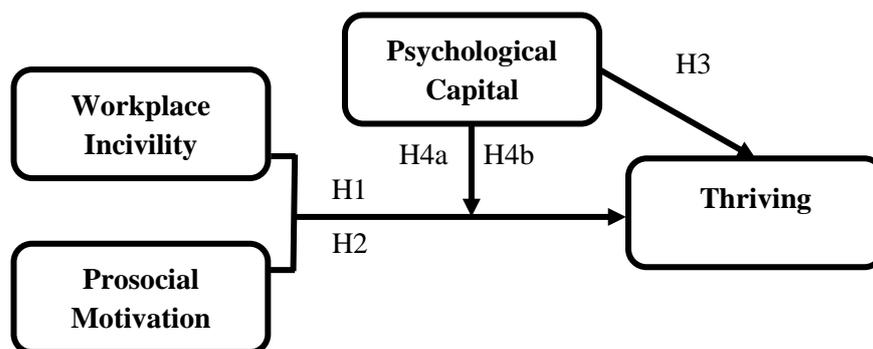


Figure 01: Proposed conceptual model of thriving as a function of incivility, pro-social motivation and psychological capital

III. METHODOLOGY

Procedures and participants

The base of our data analysis is on primary data collection via an on-site survey of teaching faculty in public and private universities in Lahore, Pakistan by the first and third author. At each stage, the procedure of data collection was identical for each university. Responses of survey respondents ensured to keep data completely confidential. In order to minimize common method biasness, a two-wave time-lag with a difference of 30 days was used (Podsakoff, MacKenzie, Lee, and Podsakoff, 2003). At time 1, demographic

variables and the predictors (prosocial motivation and workplace incivility) were computed. At time 2, the dependent variable (thriving) and moderator (PsyCap) were measured. We added the name of faculty to target the same person easily to ease the process of data collection at time 2. At both points of time 196 responses finalized by the survey yielding response rate of 89.76%. As a result, between time 1 and 2 there are no differences in key and demographic variables.

Measures

Thriving and prosocial motivation are classified as positive variables whilst workplace incivility is classified as a negative variable. A ten items scale developed by Porath et al. (2012) was used for the measurement of employee thriving at workplace. Thriving dimensions i.e. learning and vitality measured by this ten items scale. Each dimension was measured by five items includes in Porath's scale. There was a sample item for learning "gradually, as time goes I learn more" and for vitality "I feel conscious and growing". Five-Point Likert Scale was used in this regard where '1' represent "not at all" as well as '5' represent "very much". The higher score shows that employees had a high level of thriving.

To measure the prosocial motivation, Grant and Sumanth (2009) established the five items scale. The sample of an item includes "I am working on those things that have the ability to benefit others". Prosocial motivation level expressed by using a Five-Point Likert Scale, where 1 expressed "strongly disagree" and 5 expressed "strongly agree". Workers had high prosocial motivation indicated by high marks.

Cortina et al. (2001) suggested the workplace incivility scale consisting of seven items that were used in this study. Seven items scale were used in this research in which four items use on neglecting and three items on perceiving individuals. There was a sample unit item is given for neglecting aspect of incivility i.e. "You were ignored or deleted from a professional camera". Sample units' item on the perceiving individuals' decision is "Your decision on the issue you are responsible for". A Five-Point Likert Scale where 1 for "Never" and 5 for "often" was used.

Data Analysis:

We conducted the descriptive statistics where the low mean score and high standard deviation of workplace incivility (2.68, 0.93) shows that their low level of workplace incivility in Pakistani universities. While the high mean score of thriving with low standard deviation (4.09, 0.52) shows that teacher experience thriving at workplace.

Variables	Minimum	Maximum	Mean	Std. Deviation
Workplace Incivility	1.00	4.71	2.68	.93
Prosocial Motivation	1.20	5.00	4.00	.74
PsyCap	1.42	5.00	3.91	.53
Thriving	2.40	5.00	4.09	.52

Note: PsyCap = psychological capital

Prior to administering the survey, the reliabilities of all scales were checked using Cronbach's Alpha technique. Alpha coefficients of all scales indicate that the measures were reliable enough to be used for making inferences about the study population and further analyses.

Variables	No. of Items	Cronbach's Alpha
Workplace Incivility	7	0.824
Prosocial Motivation	5	0.809
PsyCap	12	0.809

Thriving

Note: PsyCap = psychological capital

Initial testing of the study hypotheses was carried out by using the correlational analysis. The correlation matrix reveals that thriving has a significant and negative correlation with workplace incivility ($r = -0.233, p < 0.01$). Whereas, thriving has a significant and positive correlation with prosocial motivation ($r = 0.224, p < 0.01$) and PsyCap ($r = 0.152, p < 0.05$). The demographic variables (gender, age, qualification) were controlled in this study, therefore their correlation analyses have not described in this study.

Table 3: Correlation Analysis

Variables	1	2	3	4	5	6	7
Gender	1						
Age	-.154*	1					
Qualification	.127	.426**	1				
Workplace Incivility	-.003	.067	.083	1			
Prosocial Motivation	.033	-.016	.115	-.110	1		
PsyCap	.017	.103	.149*	.000	.337**	1	
Thriving	.089	.115	.172*	-.233**	.224**	.152*	1

Note: *. Correlation is significant at the 0.05 level (2-tailed), **. Correlation is significant at the 0.01 level (2-tailed), PsyCap = psychological capital

Regression test was deployed to examine the impact of independent variables (workplace incivility and prosocial motivation) on dependent variable (thriving), and moderating role of moderator (PsyCap) on the said associations (see Figure 1). We found significant impact of 1) workplace incivility on thriving ($\beta = -0.119, p < 0.01$), 2) prosocial motivation on thriving ($\beta = 0.119, p < 0.05$), and 3) PsyCap on thriving ($\beta = 0.92, p < 0.10$) which reveals that hypotheses (H1, H2 and H3) are accepted. To further test the hypotheses (H4a and H4b) we conducted the regression analysis of interaction terms and similarly, the interaction terms i.e. workplace Incivility x PsyCap ($\beta = -0.026, p < 0.01$) and workplace Incivility x PsyCap ($\beta = 0.119, p < 0.05$) are also significant. Hence the hypotheses (H4a and H4b) are also supported.

Table 4: Regression Analysis

Variables	B	SE	Sig.
Workplace Incivility	-0.119	0.038	***
Prosocial Motivation	0.119	0.052	**
PsyCap	0.92	0.071	*
Workplace Incivility x PsyCap	-0.026	0.009	***
Prosocial Motivation x PsyCap	0.038	0.009	***

Note: Dependent Variable = Thriving, PsyCap = psychological capital

We draw simple slop line graph to further test the intensity of impact of moderator (PsyCap) on the associations of workplace incivility and thriving, and prosocial motivation and thriving. We found the thriving level is low when there is low level of incivility, while by increasing the workplace incivility the level of thriving becomes low. When a conditional variable, PsyCap when indulge then the rate of thriving decreasing becomes low (see Figure 2).

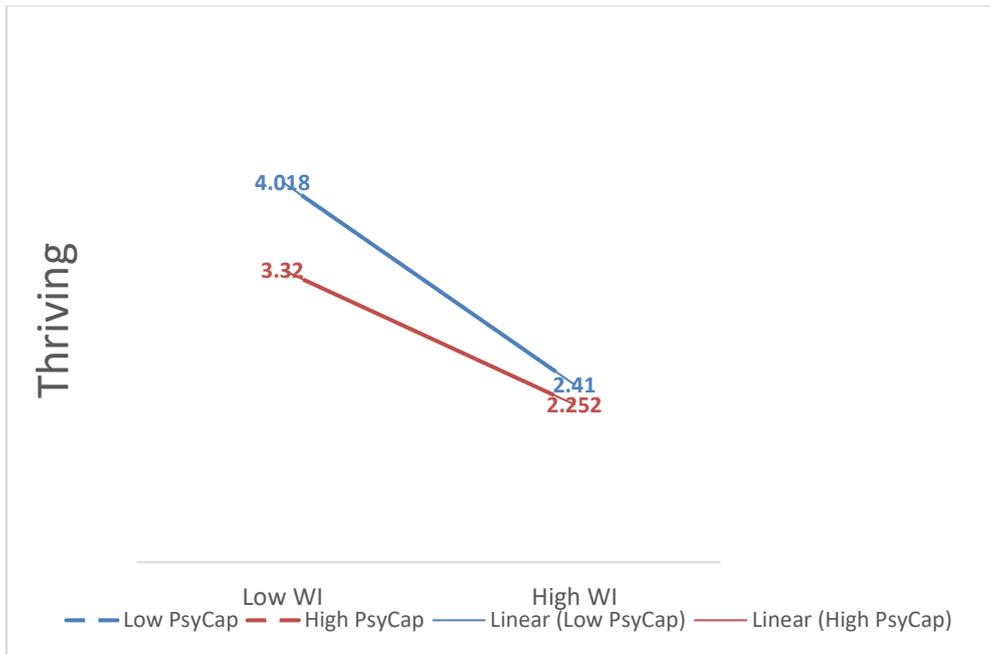


Fig. 2: Moderation line graph (1)

Similarly, for the case of prosocial motivation, we found when there is low prosocial motivation then the level of thriving is low which increases by increasing the prosocial motivation. In line, when as a conditional variable PsyCap is indulged then even at low prosocial motivation the level of thriving becomes high which increases with high increasing rate in the presence of high PsyCap (see Figure 3).

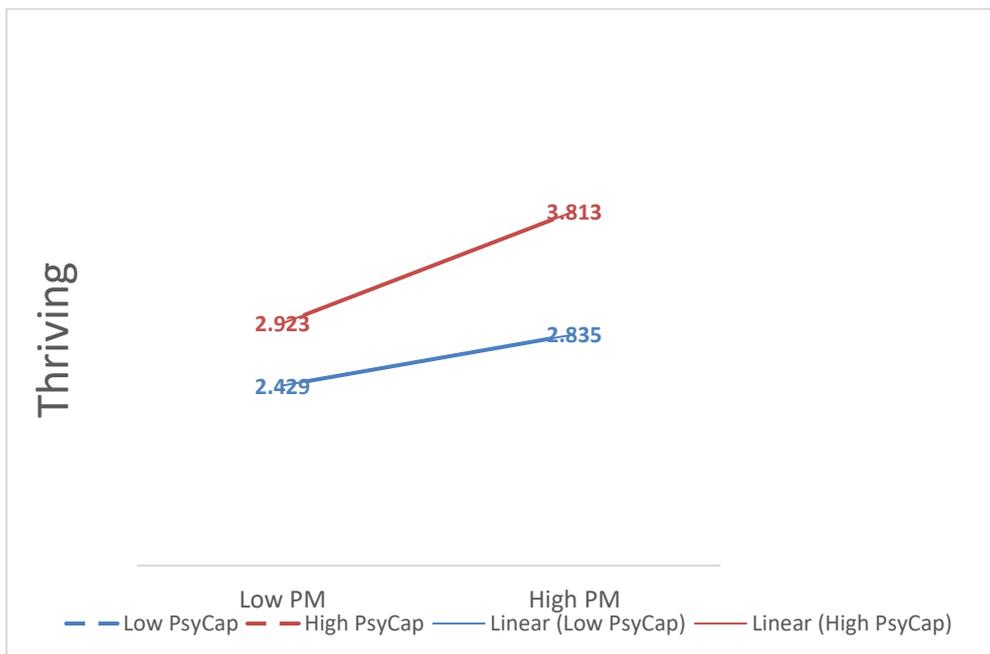


Fig. 3: Moderation line graph (2)

IV. CONCLUSION AND IMPLICATIONS

The aim of this study deemed it well to evaluate the impact of individual-level factors (prosocial motivation), negative contextual factors (workplace incivility), and personal resources (PsyCap) on thriving through a time-lagged study. The effect of incivility on thriving is intensified when one is found under PsyCap which is very evident. Therefore, rejuvenation should be encouraged much often. Additionally, the moderation

effect of PsyCap whether high or low on employees causes an increase in incivility and creates a decrease in thriving. Meaning PsyCap is a factor that eliminates thriving at work. Staff is less able to thrive under such conditions.

Theoretical implications

This research importantly promotes the study on thriving by analyzing thriving at the job in these ways. Firstly, we research that in the existence of incivility at job employee's capacity to thrive is minimized. It highlights the significant role of a supportive work environment in fostering employee knowledge and activeness. Secondly, this research also analyzes the role of prosocial motivation as an enabler and its part to enhance the thriving at the job. Thirdly, we find from this study that PsyCap employee is not able to thrive in organizations in non-European as well in European countries. In addition, PsyCap moderates the associations between incivility-thriving and between prosocial motivation-thriving. Consequently, our research helps to OB and positive psychology.

Managerial implications

Many implications provided by this study for the administrative staff of university policy-makers, meanwhile professors elaborated on the negative influence of incivility on sort of work and non-work results (Gkorezis, Kalampouka, and Petridou, 2013; Porath and Pearson, 2013; Pearson et al., 2001). It shown by our study either employee undergoes uncivil manners from partners and companions affect the capacity to thrive at the workplace. It assumes necessary that administration pays more attention to decreasing job incivility through teaching programs and social work, as businesses bear increasingly amount from the workers that thrive on job due to expand of incivility (Gkorezis et al., 2013; Reio and Ghosh, 2009), enrollment procedures that goal work candidates with courteous evidence of conduct make job atmosphere which supports free exchanging information and reactions and teaching administrator with administration actions (Leiter et al., 2011). Administrators can support a job environment that supports thriving by doing this. Secondly, to maximize prosocial motivation while administrating role conduct by their dependent, the administrator must be revised their roles as a supporter of the job climate.

Third, at the individual level, PsyCap decreases self-improvement through thriving which makes worsen the condition of the organizations and employees work in any organization and de-motivate the employees to get competitive edge that creates negative learning environment. Hence our study recommends that head of the departments of public and private universities should direct their consideration to decrease the PsyCap of administrative staff by minimizing their stress through proper training and guidance and by providing such environment which encourages emotionally to the administrative staff or employees and promotes credible group of people in organizations. It is also important that hiring of those employees make possible who already looks less depressed, judged during the interview by psychological expert teams of universities. These are few effective important implications by which organizations can improve the thriving of employees and give them a suitable environment that is influenced by less personal claims and stress. By act on it, employees can thrive when employees are less emotionally exhausted.

Fourth, a problem also arises in the universities that management did not take action on the staff's opinion to improve the strategies and effective ways how employees can thrive in the workplace. The staff's opinion can contribute to the development and also may provide good pieces of advice that may help with schooling and bouncing. Furthermore, it is difficult to judge the extent of employee's prosocial motivation for the management while listening to the staff's opinion. Finally, the management team should be more sympathetic as well as lenient towards their staff in order to furnish such environment where PsyCap minimizes and prosocial motivation increase for thriving. The uncivil behavior of the staff negatively affects an employee's motivation. So, management should have a duty to minimize the errors in decision making and less pressurized the employees for making the environment civil.

Fifth, the study provides confirmation that when incivility increases employees thriving rate freezes. Incivility at the organizations can be handled by hiring those individuals whose civility record is good and by fostering proactive role of administrator. In this practice, uncivil behavior, address for support, solution of workers clashes, implement effective strategies and plans, and by issuing zero compensation policy for such behave only top management and HRM should notice. The organization can also arrange proper training of civil behavior to its employees because some employees really don't know how to behave in a civil way (Poarth and Pearson, 2010).

Sixth, our study also found in the sense of prosocial motivation which provides a beneficial workplace environment for thriving. We advise that university management fascinated by expanding the energy and acquisition of knowledge of its staff will discover it advantageous to promoting the employees hold helping and prosocial behavior towards their colleagues. For example, the organization can enhance the prosocial motivation among the colleagues by engaging them in assisting activities, by training and acknowledge them towards prosocial aspects of work furthermore to mentoring and socialize the employees (Nawaz et al., 2018).

Finally, our research recommends that HR managers of workplace teams should try to understand that PsyCap badly influences the employees thriving at work. The universities may design and implement employee mentorship programs and training and stress relief activities in order to facilitate university staff to shape and support a positive attitude and low mental stress and provide them proper guidance in which they learn how they can protect themselves from such depression stage.

V. LIMITATIONS AND DIRECTION FOR FUTURE RESEARCH

For future research, our study gives facilities that are limitations in our study. Firstly, study respondents are from a university in the modern city of Pakistan. Therefore, our conclusion may not be illustrative of other businesses. Hence, in other sectors (e.g., medical and industry, etc.) our result can be helpful in future research. Secondly, in another concern, our findings are illustrative in future research that the majority of respondents were male administrative. Thus, in future, this model can present with a largely female sample. Thirdly, in our study job climate of respondents is civil, future research might be an attempt in other universities where climate is less civil. Furthermore, investigators might also check the culture of universities like avoiding uncertainty that can support prosocial motivation and defeats the negative effect of incivility on thriving.

Fourthly, demographic variables except for age, gender, education and marital status (such as job experience, job designation) can influence PsyCap; future study can constitute more variables to analyze their latent effect on the relationship analyze in this study. Fifth, future research should examine a large number of populations. Sixth, our research was conducted to examine as well as empirical research the cross-check interaction of PsyCap, prosocial motivation, and incivility. By utilizing longitudinal and experimental design, future research may conduct to test for causality among research variables. Seventh, we used the moderating role of one variable that is PsyCap; this research may also conduct by using other variables such as political skills, forgiveness, curiosity, etc. Future studies should concentrate on other effective moderators for the existing model. Eighth, future research can be conducted to check whether the PsyCap also has positive moderation effect as we analyze the negative moderation effect of PsyCap. Finally, our research focused on the effect of prosocial motivation on employees thriving at universities, researchers analyze that to access the role of prosocial motivation for the enhancement of employees' connectivity in corporate social responsibilities is also important aspect for the solution of a societal problem (Grant and Berg, 2011).

REFERENCES

1. Abid, G., & Ahmed, A. (2016). Multifacetedness of thriving: Its cognitive, affective, and behavioral dimensions. *International Journal of Information, Business and Management*, 8(3), 121–130.
2. Abid, G., Khan, B., Rafiq, Z., & Ahmed, A. (2015). Workplace incivility: uncivil activities, antecedents, consequences; and level of incivility. *Science International*, 27(6), 6361–6366.
3. Abid, G., Zahra, I., & Ahmed, A. (2016). Promoting thriving at work and waning turnover intention: A relational perspective. *Future Business Journal*, 2(2), 127–137.
4. Andersson, L. M., & Pearson, C. M. (1999). Effect of tit for tat? The spiraling in the workplace incivility. *Academy of Management Review*, 24(3), 452–471. doi:10.2307/259136
5. Avey, J. B., Luthans, F., Smith, R. M., & Palmer, N. F. (2010). Impact of positive psychological capital on employee well-being over time. *Journal of Occupational Health Psychology*, 15 (1), 17–28. doi:10.1037/a0016998
6. Avey, J. B., Luthans, F., & Youssef, C. M. (2010). The additive value of positive psychological capital in predicting work attitudes and behaviors. *Journal of Management*, 36(2), 430–452. doi:10.1177/0149206308329961

7. Avey, J. B., Reichard, R. J., Luthans, F., & Mhatre, K. H. (2011). Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviors, and performance. *Human Resource Development Quarterly*, 22(2), 127–152. doi:10.1002/hrdq.20070
8. Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review*, 84(1), 191–215.
9. Batson, C. D. (1987). Prosocial motivation: Is it ever truly altruistic? *Advances in Experimental Social Psychology*, 20, 65–122. doi:10.1016/S0065-2601(08)60412-8
10. Bernerth, J. B., & Aguinis, H. (2016). A critical review and best-practice recommendations for control variable usage. *Personnel Psychology*, 69(1), 229–283. doi:10.1111/peps.12103
11. Clapp-Smith, R., Vogelgesang, G. R., & Avey, J. B. (2009). Authentic leadership and positive psychological capital: The mediating role of trust at the group level of analysis. *Journal of Leadership & Organizational Studies*, 15(3), 227–240. doi:10.1177/1548051808326596
12. Cortina, L. M., & Magley, V. J. (2009). Patterns and profiles of response to incivility in the workplace. *Journal of Occupational Health Psychology*, 14(3), 272–288. doi:10.1037/a0014934
13. Cortina, L. M., Magley, V. J., Williams, J. H., & Langhout, R. D. (2001). Incivility in the workplace: Incidence and impact. *Journal of Occupational Health Psychology*, 6(1), 64–80. doi:10.1037/1076-8998.6.1.64
14. De Dreu, C. K. W., & Nauta, A. (2009). Self-interest and other-orientation in organizational behavior: Implications for job performance, prosocial behavior, and personal initiative. *Journal of Applied Psychology*, 94(4), 913–926. doi:10.1037/a0014494
15. Duffy, M. K., Ganster, D. C., & Pagon, M. (2002). Social undermining in the workplace. *Academy of Management Journal*, 45(2), 331–351. doi:10.2307/3069350
16. Gkorezis, P., Kalampouka, P., & Petridou, E. (2013). The mediating role of belongingness in the relationship between workplace incivility and thriving. *International Journal of Employment Studies*, 21(2), 63–78.
17. Grant, A. M. (2008). The significance of task significance: Job performance effects, relational mechanisms, and boundary conditions. *Journal of Applied Psychology*, 93(1), 108–124. doi:10.1037/0021-9010.93.1.108
18. Grant, A. M., & Berg, J. M. (2011). Prosocial motivation at work: When, why, and how making a difference makes a difference. In K. Cameron, & G. Spreitzer (Eds.), *Oxford handbook of positive organizational scholarship* (pp. 28–44). New York: Oxford University Press.
19. Grant, A. M., & Sumanth, J. J. (2009). Mission possible? The performance of prosocially motivated employees depends on manager trustworthiness. *Journal of Applied Psychology*, 94(4), 927–944. doi:10.1037/a0014391
20. Hu, J., & Liden, R. (2015). Making the difference in the teamwork: Linking team prosocial motivation to team processes and effectiveness. *Academy of Management Journal*, 58(4), 1102–1127. doi:10.5465/amj.2012.1142
21. Judge, T. A., & Hurst, C. (2007). Capitalizing on one's advantages: Role of CSE. *Journal of Applied Psychology*, 92(5), 1212–1227.
22. Khattak, J. K., Khan, M. A., Haq, A. U., Arif, M., & Minhas, A. A. (2011). Occupational stress and burnout in Pakistan's banking sector. *African Journal of Business Management*, 5(3), 810–817.
23. Korsgaard, M. A., Meglino, B. M., & Lester, S. W. (1997). Beyond helping: Do other-oriented values have broader implications in organizations? *Journal of Applied Psychology*, 82(1), 160–177. doi:10.1037/0021-9010.82.1.160
24. Leiter, M. P., Laschinger, H. K. S., Day, A., & Oore, D. G. (2011). The impact of civility interventions on employee social behavior, distress, and attitudes. *Journal of Applied Psychology*, 96(6), 1258–1274.
25. Lim, S., & Lee, A. (2011). Work and nonwork outcomes of workplace incivility: Does family support help? *Journal of Occupational Health Psychology*, 16(1), 95–111. doi:10.1037/a0021726
26. Lopez, S. J., & Snyder, C. R. (2009). *Oxford Handbook of Positive Psychology*, 752. Retrieved from <http://books.google.com/books?hl=en&lr=&id=NWF-AwAAQBAJ&pgis=1>
27. Luthans, F. (2002). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior*, 23(6), 695–706. doi:10.1002/job.165
28. Luthans, F., Avey, J. B., & Patera, J. L. (2008). Analysis of a experimental web-based training intervention to develop positive psychological capital. *Academy of Management Learning & Education*, 7(2), 209–221.
29. Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel Psychology*, 60, 541–572. doi:10.1111/j.1744-6570.2007.00083.x
30. Luthans, F., Avolio, B. J., Walumbwa, F. O., & Li, W. (2005). The psychological capital of Chinese

- workers: Exploring the relationship with performance. *Management and Organization Review*, 1(2), 249–271.
32. Luthans, F., Norman, S. M., Avolio, B. J., & Avey, J. B. (2008). The mediating role of psychological capital in the supportive organizational climate - employee performance relationship. *Journal of Organizational Behavior*, 29(2), 219–238. doi:10.1002/job.507
 33. Luthans, F., & Youssef, C. M. (2004). Human, social, and now positive psychological capital management: Investing in people for competitive advantage. *Organizational Dynamics*, 33(2), 143–160. doi:10.1016/j.orgdyn.2004.01.003
 34. Luthans, F., & Youssef, C. M. (2007). Emerging positive organizational behavior. *Journal of Management*, 33(3), 321–349.
 35. Meglino, B. M., & Korsgaard, A. (2004). Considering rational self-interest as a disposition: Organizational implications of other orientation. *Journal of Applied Psychology*, 89(6), 946– 959. doi:10.1037/0021-9010.89.6.946
 36. Mushtaq, M., Abid, G., Sarwar, K., & Ahmed, S. (2017). Forging ahead: How to thrive at the modern workplace. *Iranian Journal of Management Studies*, 10(4), 783–818. doi:10.22059/IJMS.2017.235409.672704
 37. Nawaz, M., Bhatti, G. A., Ahmad, S., & Ahmed, Z. (2018). How can the organizational commitment of Pakistan railways' employees be improved? The moderating role of psychological capital. *Journal of Entrepreneurship, Management and Innovation*, 14(1), 123–142.
 38. Newman, A., Ucbasaran, D., Zhu, F. E. I., & Hirst, G. (2014). Psychological capital: A review and synthesis. *Journal of Organizational Behavior*, 35(1), 20–38.
 39. Nix, G. A., Ryan, R. M., Manly, J. B., & Deci, E. L. (1999). Revitalization through self-regulation: The effects of autonomous and controlled motivation on happiness and vitality. *Journal of Experimental Social Psychology*, 35(3), 266–284. doi:10.1006/jes1382.p.1999
 40. Norman, S. M., Avey, J. B., Nimnicht, J. L., & Graber Pigeon, N. (2010). The interactive effects of psychological capital and organizational identity on employee organizational citizenship and deviance behaviors. *Journal of Leadership & Organizational Studies*, 17(4), 380–391. doi:10.1177/1548051809353764
 41. Özduran, A., & Tanova, C. (2017). Coaching and employee organizational citizenship behaviors: The role of procedural justice climate. *International Journal of Hospitality Management*, 60, 58– 66. doi:10.1016/j.ijhm.2016.10.004
 42. Paterson, T. A., Luthans, F., & Jeung, W. (2014). Thriving at work: Impact of psychological capital and supervisor support. *Journal of Organizational Behavior*, 35(3), 434–446. doi:10.1002/job.1907
 43. Pearson, C. M., Andersson, L. M., & Wegner, J. W. (2001). When workers flout convention: A study of workplace incivility. *Human Relations*, 54(11), 1387–1419.
 44. Pearson, C. M., & Porath, C. L. (2005). On the nature, consequences and remedies of workplace incivility: No time for “nice”? think again. *Academy of Management Perspectives*, 19(1), 7–18. doi:10.5465/AME.2005.15841946
 45. Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879–903. doi:10.1037/0021-9010.88.5.879
 46. Porath, C., MacInnis, D., & Folkes, V. (2010). Witnessing incivility among employees: Effects on consumer anger and negative inferences about companies. *Journal of Consumer Research*, 37(2), 292–303.
 47. Porath, C., & Pearson, C. (2013). The price of incivility. *Harvard Business Review*, 91(1-2), 115–121.
 - Porath, C., Spreitzer, G., Gibson, C., & Garnett, F. G. (2012). Thriving at work: Toward its measurement, construct validation, and theoretical refinement. *Journal of Organizational Behavior*, 33(2), 250–275. doi:10.1002/job.756
 48. Porath, C. L., & Erez, A. (2006). Does rudeness really matter? The effects of rudeness on task performance and helpfulness. *Academy of Management Journal*, 50(5), 1181–1197. doi:10.2307/AMJ.2007.20159919
 49. Porath, C. L., & Pearson, C. M. (2010). The cost of bad behavior. *Organizational Dynamics*, 39(1), 64–71. doi:10.1016/j.orgdyn.2009.10.006
 50. Raudenbush, S. W., & Bryk, A. S. (2001). Hierarchical linear models: Applications and data analysis methods. *Advanced Quantitative Techniques in the Social Sciences* (August 2015), 504. doi:10.1080/00401706.1994.10485413
 51. Rego, A., Sousa, F., Marques, C., & e Cunha, M. P. (2012). Authentic leadership promoting employees' psychological capital and creativity. *Journal of Business Research*, 65(3), 429–437.
 52. Reio, T. G., & Ghosh, R. (2009). Antecedents and outcomes of workplace incivility: Implications for

- human resource development research and practice. *Human Resource Development Quarterly*, 20(3), 237–264.
53. Rioux, S. M., & Penner, L. A. (2001). The causes of organizational citizenship behavior: A motivational analysis. *Journal of Applied Psychology*, 86(6), 1306–1314. doi:10.1037/0021-9010.86.6.1306
 54. Roberts, S. J., Scherer, L. L., & Bowyer, C. J. (2011). Job stress and incivility: What role does psychological capital play? *Journal of Leadership & Organizational Studies*, 18(4), 449–458. doi:10.1177/1548051811409044
 55. Rozkwitalska, M., & Basinska, B. A. (2016, September). Positive psychological capital enhances thriving in the multicultural work environment of multinational corporations. In *9th Annual Conference of the EuroMed Academy of Business*.
 56. Scheier, M. F., & Carver, C. S. (1985). Optimism, coping, and health: Assessment and implications of generalized outcome expectancies. *Health Psychology*, 4(3), 219–247.
 57. Sinclair, R. R., Martin, J. E., & Croll, L. W. (2002). A threat-appraisal perspective on employees' fears about antisocial workplace behavior. *Journal of Occupational Health Psychology*, 7 (1), 37–56.
 58. Sliter, M., Sliter, K., & Jex, S. (2012). The employee as a punching bag: The effect of multiple sources of incivility on employee withdrawal behavior and sales performance. *Journal of Organizational Behavior*, 33(1), 121–139. doi:10.1002/job.767
 59. Smidt, O., de Beer, L. T., Brink, L., & Leiter, M. P. (2016). The validation of a workplace incivility scale within the South African banking industry. *SA Journal of Industrial Psychology*, 42(1), 1–12.
 60. Spreitzer, G., & Porath, C. (2012). Creating sustainable performance. *Harvard Business Review*, 90
 61. (1), 92–99.
 62. Spreitzer, G., Sutcliffe, K., Dutton, J., Sonenshein, S., & Grant, A. M. (2005). A socially embedded model of thriving at work. *Organization Science*, 16(5), 537–549.
 63. Stajkovic, A. D., & Luthans, F. (1998). Social cognitive theory and self-efficacy: Go beyond traditional motivational and behavioral approaches. *Organizational Dynamics*, 26(4), 62–74.
 64. Tabachnick, B. G., & Fidell, L. S. (2007). *Using multivariate statistics* (5th ed.). Boston, MA: Allyn & Bacon.
 65. Taylor, S. G., Bedeian, A. G., & Kluemper, D. H. (2012). Linking workplace incivility to citizenship performance: The combined effects of affective commitment and conscientiousness. *Journal of Organizational Behavior*, 33(7), 878–893. doi:10.1002/job.773
 66. Tella, A. (2007). The impact of motivation on student's academic achievement and learning outcomes in mathematics among secondary school students in Nigeria. *Eurasia Journal of Mathematics, Science & Technology Education*, 3(2), 149–156.
 67. Vallerand, R. J. (1997). Toward a hierarchical model of intrinsic and extrinsic motivation. *Advances in Experimental Social Psychology*, 29, 271–360, Academic Press.
 68. Yamada, D. C. (2000). The phenomenon of “workplace bullying” and the need for status blindhostile work environment protection. *Georgetown Law Journal*, 88, 475–537.
 69. Youssef, C. M., & Luthans, F. (2007). Positive organizational behavior in the workplace: The impact of hope, optimism, and resilience. *Journal of Management*, 33(5), 774–800. doi:10.1177/0149206307305562