Users Incivility and Library Staff Attitudes: Evidence from Khyber Pakhtunkhwa Public Sector University Libraries

Inayat ur Rehman[1], Dr. Rahim Jan[2] &
Naveed Ahmed[3]

Abstract

Purpose: The main purpose of this study was to investigate the association between users' incivility and library staff attitudes. In addition, this study also checked the role of gender in the relationship between users' incivility and library staff attitudes.

Design/Methodology/Approach: The data was collected from 57 Library and Information Sciences professionals (LIS) working in Khyber Pakhtunkhwa University academic libraries.

Findings: The empirical findings of the study suggested that the LIS professionals emotionally responded in the form of aggression, irritation, and distraction when they encountered uncivil behaviors from the users. Similarly, regarding the behavioral response of LIS professionals, this study found that LIS professionals were engaged in arguments with the users when they (users) are involved in uncivil behaviors. However, the empirical findings regarding the emotional response of gender suggested that as compared to males, female LIS professionals were sad, nervous, and distracted when they encountered uncivil behaviors from users. In addition, regarding the behavioral response of gender, the findings suggested that female LIS professionals complain to managers about the users after the happening of uncivil behaviors.

Practical implications: In light of these findings, this study recommended that organizations/institutions should try to develop strict policies and guidelines regarding workplace incivility to minimize uncivil behaviors in the future.

Keywords: Workplace incivility; library staff attitude; gender; academic libraries; Khyber Pakhtunkhwa; Pakistan.

[1] Department: Library Information Science University / Institution affiliated: Khushal Khan Khattak University, Town/City: Karak City, KPK Province, Country: Pakistan, Email: inayatktk2@gmail.com

[2] Department: Library Information Science University / Institution Affiliated: Khushal Khan Khattak University, Town/City: Karak City, KPK Province Country: Pakistan Email: rahimjanrajjar@gmail.com

[3] Department: Library Information Science
University/Institution Affiliated: Khushal Khan Khattak University
Town/City: Karak City, KPK Province Country: Pakistan
Email: nakhattak358@gmail.com

1. Introduction

Recently, workplace incivility (WI) has received considerable attention from management scholars and policymakers. The term workplace incivility was first introduced by Andersen and Pearsen (1999) by defining it as a "low-intensity deviant behavior with ambiguous intent to harm the target, in violations of norms of workplace mutual respect. Uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard for others". Consistent with this definition researchers have further divided incivility into three different categories namely experienced[4], witness[5], and instigated[6] incivility (Torres et al., 2017; Schilpzand et al., 2016). Moreover, preceding empirical literature also suggests that incivility can lead to negative outcomes at the workplace such as increasing negative emotions, and turnover intentions (Lim et al., 2008), reduced job satisfaction, work quality and efforts, and work-family conflict (Lim et al., 2008; Pearson and Porath, 2009).

Consequently, in the library and information Sciences discipline, users/patrons can play a significant role because it is the ultimate place for them to gain a comprehensive idea and knowledge about different concepts and issues. Moreover, these patrons can have different personalities, behaviors, and attitudes which sometimes seems quite difficult for employees as well as librarians to manage such diverse individuals. Considering these issues, several studies can be found on how to manage challenging users (Dyszlewski, Moore, and Tung, 2015). However, these studies discuss other forms of bad behavior (bullying, mobbing, and aggression) among colleagues and supervisors (Freedman & Vreven, 2016; Henry, Eshleman, Croxton, & Moniz, 2018; Kendrick, 2017; Kim, Geary, & Bielefield, 2018) while ignoring incivility mainly users' incivility except Vraimaki et al. (2019) who highlighted that in service organizations especially in the library, rather than co-workers and supervisors, user incivility can be more common and frequently encountered than other forms of negative behaviors. Therefore, following their recommendations, having different personalities, behaviors, and attitudes, we see how user incivility affects library staff in Khyber Paktunkhwa universities.

2. Literature review

The role of WI has been extensively studied in the preceding literature, for example, Faheem, Ali, Akhtar, and Haq (2022) analyzed the association between WI, turnover intentions, coworker

deviance, and the job performance of nurses. They collected data from 318 nurses through a structured questionnaire. They found that both overt and covert incivility have a positive and significant association with nurses' turnover intentions. They also stated that overt incivility does not affect nurses' task performance and contextual performance. On the other hand, covert incivility is negatively and significantly associated with task performance and contextual performance.

Moon and Morais (2022) studied how WI affects organizational citizenship behaviors and turnover intentions. They collected data from 703 South Korean employees. They found that WI has a negative and significant relationship with organizational citizenship behaviors while it has a positive and significant association with employee turnover intentions. They further stated that emotional exhaustion and acceptability of WI mediate the relationship among WI, turnover intentions, and organizational citizenship behaviors.

Butt and Yazdani (2021) checked the impact of WI on counter-productive work behavior with the mediating role of organizational cynicism, emotional exhaustion, and the moderating role of psychological capital in the association between WI and counterproductive work behavior. They used a stratified random sampling technique and collected data from 215 different bank employees in Lahore, Pakistan through a structured questionnaire. They said that WI increases counterproductive work behavior while emotional exhaustion mediates the positive relationship between WI and counterproductive work behaviors; at the same time, psychological capital being used as a moderating variable weakens the aforementioned relationship.

Sharma and Mishra (2021) examined how a family's uncivil behaviors affect instigated incivility toward subordinates. They collected data from 282 supervisors and subordinate dyads and found that family emotional exhaustion plays an important mediating role in affecting the association between family uncivil behaviors and instigated incivility at the workplace. They also stated that mindfulness (leader-member exchange) weakens the impact of family uncivil behaviors (family emotional exhaustion) on family emotional exhaustion (instigated WI).

Vraimaki, Koloniari, Kyprianos, and Koulouris (2019) studied the employees' reactions to users' incivility in academic libraries. The data was collected through a web-based structured questionnaire from 127 individuals working in academic libraries in Greek. The findings of the study suggested that academic library users are mostly uncivil by showing impatience, anger, and making unnecessary demands from library personnel. They further found that

respondents (academic library personnel) show milder reactions to such uncivil behaviors of users.

Kendrick (2017) conducted a focus group discussion and studied the low morale experience of academic librarians. Before conducting the discussion, he sent informed-consent documents and requested 21 academic librarians for interviews who had confronted low morale while working in a school or university library. Though libraries are considered to provide a quiet, comfortable, and refuge environment, he found that academic libraries are not invulnerable to low morale. He further noticed that the causes of facing low morale are workplace abuse (negligence, verbal/written or emotional abuse) which has not been widely discussed in the preceding literature about negative workplace behaviors. He further recommended that effective policies at the library and campus level should be developed to effectively handle the negative workplace behaviors in a library.

Freedman and Vreven (2016) studied how librarians perceive uncivil and bullying behaviors in the library workplace. An online survey was produced using Survey Monkey method and data was collected from 414 individuals. The result showed that several possible factors were influencing bullying which include the type of institution, a librarian's ethnicity, his academic status, and the number of years working in the library. They further highlighted that the findings of the study can help improve workplace climate and maximize the retention and recruitment of librarians in academic libraries, and early career/young librarians in the promotion and tenure process in the future.

Houston and Paganelli (2015) analyzed the effect of school librarians' emotional responses (ER) due to changes in information access and technological innovations. They conducted an exploratory survey technique which is believed to provide a clear understanding of librarians experiencing nature and effective future insights. They found that school librarians experience negative emotions and discouragement in particular due to information and technological changes in the library field. They further stated that the librarian's response was negative when such changes occurred due to external factors. However, school librarians were positive if they were influential in the changes being made. Moreover, novice librarians showed a positive attitude about the changes as compared to other librarians.

Kean and Johnson (2009) studied how patron-aggressive behaviors affect library staff in academic libraries. They conducted a survey and collected data from 35 staff members who were regularly interacting with the library clients. They found that as compared to other forms of aggressive behaviors, verbal abuse (a type of aggressive behavior) was most prevalent among the staff members in

academic libraries. They also stated that 50 percent of staff members were concerned about the patron's aggressive behaviors. They further mentioned that there were different reasons for patrons aggressive behaviors which include general frustration with the library, unable to get material location, and inability to borrow material from the library. Based on these findings, they recommended that librarians and other concerned authorities should try to develop clear and effective policies about patron aggression to minimize such negative behaviors in the future.

Perez, Cuadrado, and Cervera (2009) analyzed university library users' attitudes toward the mistreatment of books. By using convenient sampling techniques, they developed an open questionnaire and collected data from 230 (132 males and 98 females) users who had attended any academic library exhibition regarding book mistreatment. They noticed that out of 100 percent of respondents, 95.2 percent were students, 1.8 percent were teachers, and 1.8 percent of administrative staff. They found that most of the respondent's behaviors/attitudes regarding book mistreatment involved comments such as atrocity, abuse, embarrassment, unfairness, and others. They also found that punishment/incentives and surveillance can play an important role in reducing book mistreatment.

Currie (2002) developed three different questions to investigate the difficulties of library patrons/users in academic libraries. He said that librarians should not consider difficult patrons as a problem but should see them as a challenge to the level of services and standards they contain. He also stated that it is necessary to take a substitutional shift if we need to reconstruct our ideas and beliefs about users, their behaviors regarding information, and the quality of services a library provides to fulfill their requirements.

3. Objectives of the study
The major objectives of the paper are as follows:
1. To analyze the relationship between incivility attributes and users' incivility in the library workplace.
2. To study the effect of users' incivility on the attitude of library personnel.
3. To examine how gender moderates the nexus between users' incivility and library staff attitudes.

4. Research Methodology
This study is quantitative and the survey method was used to gather data about the effects of users' incivility on the library staff of universities in Khyber Pakhtunkhwa. To obtain the objectives of the study, an adopted questionnaire Vraimaki et al, (2019) was used to

collect data from the public sector universities of Khyber Pakhtunkhwa. The population of the study included librarians or in–charge librarians working in the central libraries of public sector universities of Khyber Pakhtunkhwa. There are 27 public sector universities in Khyber Pakhtunkhwa (HEC, 2021). Therefore, a census-based approach (a technique where data is collected from each individual or unit of the population (Killick, Hall, Duff,& Deakin, 2015) was used, and data were collected from the whole population.

The present study followed Vraimaki et al. (2019) for all variable measurements. For instance, the researcher used 11 items Likert scale for user incivility, 11 items on the Likert scale for incivility attribution, 7 items on the Likert scale for emotional attitude, 9 items on a dichotomous scale for behavioral attitude, and a dichotomous scale for gender.

The collected data was organized and analyzed through the statistical package for social sciences (version 22). Moreover, in according with the objectives of the study appropriate statistical tests were applied to obtain results and draw inferences. For data analysis, this study has used various tests such as descriptive statistics, correlation analyses, and T-tests.

5. Result and Discussion

5.1 Demographic Information

By collecting data from 57 individuals working in public sector university libraries in Khyber Pakhtunkhwa through a census-based approach, this section provides the demographic information of the participants. It deals with the participants' gender, age, professional experience, qualification, designation, etc. These variables play a vital role in the awareness of users' uncivil attitudes.

5.2 Gender of the Respondents

Table 1 shows the results regarding the respondents' gender showed that out of 100% (57 respondents), 84.2% (48) were males and 15.7% (9) were female. These results indicated that in the university libraries of Khyber Pakhtunkhwa, the ratio of male librarians is greater than female librarians.

Table 1

Gender of the Respondents

Qualification	Frequency	Percent
Male	48	84.2
Female	9	15.7
Total	57	100

5.3 Age of the respondents

      Table 2 shows the analysis of the age category presented different results. These results showed that out of 57 (100%) respondents, 4 (7%) were between 21 to 30 years, 35 (61.4%) respondents were between 31 to 40 years, 15 (26.3%) were between 41 to 50 years while 3 (5.3%) respondents were between 51- to 60-year-old.

Table 2

   Age of the Respondents

Professional Experience	Frequency	Percent
21-30	4	7.0
31-40	35	61.4
41-50	15	26.3
51-60	3	5.3
Total	57	100.0

5.4 Designation of the Respondents

      The respondents of the current study were librarians or in charge librarians working in Khyber Pakhtunkhwa public sector universities' central library. The result in Table 3 shows that among a total of 57 (100%) respondents, there were 2 (3.5%) chief librarians, 1 (1.7%) head librarian, 9 (15.7%) deputy librarians, 1 (1.7%) additional librarian, 7 (12.2%) librarians, 25 (43.8%) assistant librarians, 6 (10.5%) library assistants, 1 (1.7%) classifier, 1 (1.7%) cataloguer, and 4 (7.0%) libraries In Charge. These results indicated the overall ratio of assistant librarians in our sample was high followed by deputy librarians and librarians.

Table 3

   Designation of the Respondents

Designation	Frequency	percent
Chief Librarian	2	3.5
Head Librarian	1	1.7
Deputy Librarian	9	15.7
Additional Librarian	1	1.7
Librarian	7	12.2
Assistant Librarian	25	43.8
Library Assistant	6	10.5
Classifier	1	1.7
Cataloguer	1	1.7

In charge Library	4	7.0
Total	57	100.0

5.5 Professional Experience of the Respondents

Table 4 shows the evaluation of data related to professional experience and this table indicates that among the 57 (100%) respondents, 13 (22.8%) respondents had 1 to 10 years of professional experience, 24 (42.1%) respondents had 11 to 20 years of professional experience, 11 (19.2%) respondents had 20 to 30 years of professional experience while 9 (15.3%) respondents had 30 to 40 years of professional experience. The table presents the frequency distribution and percentage of different professional experiences.

Table 4
Professional Experience of the Respondents

Professional Experience	Frequency	Percent
1- 10	13	22.8
11-20	24	42.1
21-30	11	19.2
31-40	9	15.3
Total	57	100.0

5.6 Qualification of the Respondents

Table 5 shows that among 57 (100%) respondents, 1 (1.8%) responded has B.LIS degree, 41 (71.9%) respondents had MLIS degrees, 14 (24.6%) respondents had M.Phil degrees and 1 (1.8%) had a Ph.D. degree. These results indicated that the majority of the respondents had MLIS degrees followed by M.Phil.

Table 5
Qualification of the Respondents

Qualification	Frequency	Percent
B.LIS	1	1.8
MLIS	41	71.9
M.Phil.	14	24.6
PHD	1	1.8
Total	57	100

5.7 User incivility

The present study followed Vraimaki et al. (2019) method where the researcher asked the participants whether or not they had experienced or witnessed uncivil behavior from users during their employment period. The result showed that library employees seldom faced uncivil behavior from users.

The results in Table 6 indicated that the majority of the respondents had experienced or witnessed uncivil behaviors from users including anger (85.9%), insulting comments on employees (79%), inferior or stupid (87.7%), users do not trust information ask form higher authority (78.9 %), irritated or impatient (87.7%), users are condescending (80.7%), users comments about job performance (78.9%), users comments about the competencies of employees (84.2%), unreasonable demand (84.2%), users verbal personal attacks on employees (73.7%), frustration on employees at my library (70.1%).

The researcher has conducted the study in Khyber Pakhtunkhwa universities' academic libraries. Therefore, the above findings of our study were consistent with the preceding literature such as Vraimaki et al. (2019) who conducted a study in Greek academic libraries and argued that uncivil behaviors from users are seldom encountered by the library staff in academic libraries. However, our results contradict Kean and Mckoy-Johnson (2009) who stated that uncivil behaviors from users are frequently seen in public libraries.

Table 6

Users' incivility

	Never		Rarely		Sometimes		Very often		MDN	IQR
	F	%	F	%	F	%	F	%		
UI1	8	14.0	26	45.6	21	36.8	2	3.5	2	1.0
UI2	12	21.1	18	31.6	23	40.4	4	7.0	2	1.0
UI3	7	12.3	23	40.4	19	33.3	8	14.0	2	1.0
UI4	12	21.1	15	26.3	20	35.1	10	17.5	3	1.0
UI5	7	12.3	18	31.6	24	42.1	8	14.0	3	1.0
UI6	11	19.3	25	43.9	19	33.3	2	3.5	2	1.0
UI7	12	21.1	19	33.3	21	36.8	5	8.8	2	1.0
UI8	9	15.8	19	33.3	24	42.1	5	8.8	3	1.0
UI9	9	15.8	11	19.3	26	45.6	11	19.3	3	1.0
UI10	15	26.3	22	38.6	16	28.1	4	7.0	2	2.0
UI11	17	29.8	17	29.8	19	33.3	4	7.0	2	2.0

*F= Frequency

5.8 Incivility attribution

Minimizing WI problems requires two steps. The first one was awareness while the second one was the reason causes of the problem. Following these steps, the researcher asked the respondents to show their level of agreement with each factor (overall 11 factors) that leads to interpersonal conflict between users and employees.

The results are shown in Table 7. These results indicated that besides their own abilities and library services and infrastructure, library employees also viewed uncivil behaviors due to users' personalities and users' lack of knowledge regarding the libraries. For example, the results showed that users are too demanding (94.8%) (MDN =3, IQR =1.0) and unaware of library rules and regulations (79 %) (MDN =3, IQR =1), users are unaware of the services provided (87.8%) (MDN= 3, IQR =1.0), users are impatient (84.2 %) (MDN=3, IQR=1.0), users have trouble to express their needs (93%) (MDN=3, IQR= 1.0), users have inadequate library training (77.2) (MDN=3, IQR= 0.5). In addition, regarding the questions about employee attributions, the results showed that employees are not properly trained (89.5%) (MDN=3, IQR=1.0), employees have a low breaking point, due to workload (86.2%) (MDN=3, IQR=1), low-quality services offer (87.8%) (MDN=3, IQR=1.0), not a suitable place for quality service provision in the library (77.2%) (MDN= 3, IQR= 1.0), infrastructure is not adequate for high-quality service provision (79%) (MDN=3, IQR=1.0).

Table 7

Incivility attribution

	Strongly disagree		Disagree		Agree		Strongly agree		MDN	IQR
	F	%	F	%	F	%	F	%		
IA1	3	5.3	9	15.8	42	73.7	3	5.7	3	0.0
IA2	3	5.3	15	26.3	27	47.4	12	21.1	3	1.0
IA3	3	5.3	16	28.1	31	54.4	7	12.3	3	1.0
IA4	-	-	27	47.4	21	36.8	9	15.8	3	1.0
IA5	-	-	15	26.3	38	66.7	4	7.0	3	1.0
IA6	2	3.5	12	21.1	30	52.6	13	22.8	3	0.5
IA7	1	1.8	22	38.6	28	49.1	6	10.5	3	1.0
IA8	1	18	19	33.5	29	50.9	8	14.0	3	1.0
IA9	2	3.5	25	43.9	23	40.4	7	12.3	3	1.0
IA10	11	19.3	13	22.8	20	35.1	13	22.8	3	1.0
IA11	9	15.8	9	15.8	27	47.4	12	21.1	3	1.0

*F= Frequency

5.9 Correlation Analysis Between Users' Incivility and Incivility Attributes

This study performed Kendall's tau-b correlation coefficient to test the correlation between incivility attributes and users' uncivil behaviors. The results presented in Table 8 indicated that the user's anger has a weak positive and significant relationship with most incivility attributes. For example, this study found that user anger has a positive and significant relationship with users' unawareness about library rules, regulations, and job performance, users' inadequate training about libraries, and low quality of service provision. Similarly, this study also found a positive and significant relationship for other determinants of incivility attribution.

The present study found that users' insulting comments had a positive and significant relationship with users' unawareness of library rules and regulations and users' impatience among others. In addition, users' impatience has a positive and significant relationship with users' over-demand.

Table 8 *Correlation matrix*

Variables	UI1	UI2	UI3	UI4	UI5	UI6	UI7	UI8	UI9	UI10	UI11
IA1	0.10 (0.404)	0.055(0.649)	-0.003 (0.977)	-0.009(0.941)	0.287**(0.016)	0.010(0.931)	0.136 (0.254)	0.049(0.682)	0.136 (0.254)	0.290** (0.015)	0.243** (0.042)
IA2	0.396***(0.001)	0.280**(0.016)	0.121(0.296)	0.185(0.107)	0.183(0.115)	0.164 (0.162)	0.236** (0.041)	0.063 (0.591)	0.244** (0.035)	0.357*** (0.002)	0.330*** (0.004)
IA3	0.219*(0.067)	0.282**(0.016)	-0.030(0.796)	0.107 (0.356)	0.227*(0.053)	-0.002 (0.987)	0.142 (0.224)	-0.016 (0.890)	0.069 (0.553)	0.279** (0.017)	0.235** (0.045)
IA4	0.110(0.360)	0.206*(0.082)	0.023(0.848)	-0.044(0.707)	0.159(0.179)	0.120 (0.317)	0.108 (0.362)	0.131 (0.268)	0.133 (0.259)	0.129 (0.277)	0.097 (0.411)

IA5	0.062(0.612)	0.093(0.442)	0.137(0.258)	0.077(0.520)	0.094(0.436)	-0.026(0.830)	0.078(0.516)	0.197(0.104)	-0.009(0.943)	0.235*(0.052)	0.045(0.707)
IA6	0.267**(0.025)	0.148(0.206)	0.076(0.516)	-0.139(0.228)	0.224*(0.055)	0.053(0.656)	0.313***(0.007)	-0.060(0.612)	0.094(0.422)	0.252**(0.031)	0.193*(0.099)
IA7	0.230*(0.058)	0.098(0.411)	0.213*(0.076)	0.066(0.574)	0.081(0.498)	-0.057(0.636)	0.221*(0.062)	-0.072(0.543)	-0.026(0.827)	0.132(0.265)	0.234**(0.049)
IA8	0.304**(0.012)	0.263**(0.026)	0.241**(0.041)	0.046(0.693)	0.181(0.126)	0.208*(0.082)	0.245**(0.038)	0.164(0.167)	0.036(0.759)	0.225*(0.057)	0.219*(0.064)
IA9	0.103(0.389)	0.207*(0.079)	0.195*(0.097)	0.203*(0.080)	0.180(0.127)	-0.047(0.694)	0.215*(0.067)	0.134(0.257)	0.103(0.381)	0.067(0.570)	0.203*(0.084)
IA10	0.326***(0.005)	0.259**(0.023)	0.157(0.167)	0.049(0.665)	0.106(0.349)	0.250**(0.030)	0.153(0.179)	0.080(0.482)	0.033(0.772)	0.308***(0.007)	0.349***(0.002)
IA11	0.275**(0.019)	0.295**(0.011)	0.202*(0.079)	0.150(0.187)	0.115(0.317)	0.115(0.323)	0.141(0.220)	0.171(0.138)	0.005(0.963)	0.237**(0.039)	0.335***(0.004)

* Correlation is significant at 10% level.
** Correlation is significant at 5% level.
***Correlation is significant at 1% level

5.10 Library Personnel Attitudes to Users' Incivility

To test the library personnel's attitudes toward users' uncivil behaviors, the researcher asked the respondents how they reacted to users' uncivil behaviors. Here, the study divided library personnel attitudes into two parts. The first part showed emotional attitudes

while the second part indicated behavioral attitudes. The emotional attitude showed library personnel attitude in the form of anger, irritation, nervousness, distraction, sadness, disappointment, and downheartedness while the behavioral attitudes indicated the dichotomous questions (Yes/No) like making fun of the user on his/her back, arguments with the users, and slowing of services to the users among others.

The empirical findings of this study in Table 9 suggested that 72% of the library personnel were angry at the users' uncivil behaviors followed by library personnel distraction (68.5%), irritation (64.9%), downheartedness (61.4%), sadness (59.7%), nervousness (56.2%), and disappointment (52.1%). Moreover, the results in Table 10 regarding the library personnel's behavioral attitudes indicated that 68% of the library personnel usually complaint to the managers about users' uncivil behaviors, 57.9% of the library personnel helped beyond their job requirements regardless of users' uncivil behaviors, 38.6% of the library personnel usually helped uncivil users within a specific limit, and 36.8% of library personnel started arguments with uncivil users.

Table 9

Library personnel's emotional attitude.

	Strongly disagree		*Disagree*		*Agree*		*Strongly agree*		*MDN*	*IQR*
	F	*%*	*F*	*%*	*F*	*%*	*F*	*%*		
ER1	-	-	16	28.1	38	66.7	3	5.3	3	1.0
ER2	-	-	20	35.1	35	61.4	2	3.5	3	1.0
ER3	-	-	25	43.9	27	47.4	5	8.8	3	1.0
ER4	1	1.8	17	29.8	36	63.2	3	5.3	3	3.0
ER5	1	1.8	22	38.6	31	54.4	3	5.3	3	1.0
ER6	4	7.0	23	40.4	30	52.1	-	-	3	1.0
ER7	3	5.3	19	33.3	32	56.1	3	5.3	3	1.0

*F=Frequency

Table 10

Library personnel's behavioral attitude

	<u>NO</u>		<u>Yes</u>	
	Frequency	*Percentage*	*Frequency*	*Percentage*
BR1	53	93.0	4	7.0
BR2	17	29.8	40	17.2
BR3	24	42.1	33	57.9
BR4	36	63.2	21	36.8
BR5	40	70.2	17	29.8
BR6	51	89.5	6	10.5
BR7	18	31.6	39	68.4
BR8	35	61.4	22	38.6
BR9	45	78.9	12	21.1

5.11 Gender Role in the Association between Users' Incivility and Library Personnel Attitude

As per the preceding literature, equal employment opportunity for both males and females has received considerable attention in recent research (Kochan et al., 2003). Moreover, it is argued that gender can play an important role in affecting various corporate and individual level outcomes such as burnout (Pretty, McCarthy, Catano, 1992), and work-family conflict (Posig, & Kickul, 2004). Hofstede (1980) maintained in his influential study on cultural differences that nations vary systematically in terms of four main dimensions, with masculinity (where the opposite pole is femininity) as one of the dimensions. He also discovered support for the dominant socialization model in which women are to be more nurturing and men are to be more assertive.

Thus, on one hand, the gender role in affecting various individual outcomes (Posig, & Kickul, 2004), and contrarily, regarding the role of gender across different cultures and countries

Hofstede (1980), we checked the role of gender in the relationship between users' incivility and library personnel attitudes in Khyber Pakhtunkhwa public sector universities academic libraries.

To test the above-mentioned relationship, the study developed a dummy variable which is equal to "1" if the LIS professional is a female and "0" if vice versa. In Table 11 the mean values of the T-test result regarding the emotional attitudes showed that as compared to male LIS professionals, female LIS professionals feel more nervous (3.22), sad (3.11), disappointed (3.00), and downhearted (3.11) when they encountered uncivil behaviors. In addition, as compared to female LIS professionals, male LIS professionals are angrier (2.87), and irritated (2.77) when they encounter uncivil behaviors. However, there is no significant difference in distraction in male and female responses due to users' uncivil behaviors.

Consequently, we also tested the difference between male and female behavioral attitudes due to users' uncivil behaviors. The T-test results in Table 12 indicated that when users were involved in uncivil behaviors then as compared to female LIS professionals, male LIS professionals argued more with these users, and such professionals besides their job requirements did not serve these users. However, regarding the other indicators of behavioral attitudes, this study found no significant difference between male and female LIS professionals when they encountered users' uncivil behaviors.

Table 11
Gender wise library personnel's emotional attitude

	Female		*Male*		*T-value*
	Frequency	*Mean*	*Frequency*	*Mean*	
ER1	9	2.22	48	2.87	-3.72***
ER2	9	2.22	48	2.77	-2.99***
ER3	9	3.22	48	2.54	3.14***
ER4	9	3.00	48	2.66	1.57
ER5	9	3.11	48	2.54	2.68***

ER6	9	3.00	48	2.35	3.02***
ER7	9	3.11	48	2.52	2.52**

Table 12
Gender wise library personnel's behavioral attitude

	Female		*Male*		*T-value*
	Frequency	*Mean*	*Frequency*	*Mean*	
BR1	9	0.11	48	0.06	0.15
BR2	9	0.88	48	0.66	1.33
BR3	9	0.33	48	0.62	-1.59
BR4	9	0.11	48	0.41	-1.76*
BR5	9	0.33	48	0.29	0.24
BR6	9	0.00	48	0.12	-1.11
BR7	9	0.55	48	0.70	-0.89
BR8	9	0.11	48	0.43	-1.87*
BR9	9	0.22	48	0.20	0.09

6. Conclusion, Recommendation, and Future Research Directions

6.1 Summary of the findings

The findings of this study are threefold. Firstly, this study found that there is a positive and significant relationship between users' uncivil behaviors and incivility attributions.

Secondly, this study found that library personnel's emotional responses are different (mostly in the form of anger, distractions, and irritation) when they encounter uncivil behaviors from users. Moreover, 57.9% of the library personnel helped beyond their job requirements regardless of users' uncivil behaviors, 38.6% of the library personnel usually helped uncivil users within a specific limit, and 36.8% of library personnel started arguments with uncivil users.

Thirdly, to analyze the role of gender, regarding emotional attitude, this study found that as compared to male LIS professionals, female LIS professionals feel more nervous, sad, disappointed, and downhearted when they encounter uncivil behaviors. To test the behavioral attitudes between males and females due to users' uncivil behaviors, the findings indicated that when users are involved in uncivil behaviors then as compared to female LIS professionals, male LIS professionals argue more with these users.

6.2 Recommendations of the study

1. based on the current study, it is stated that library staff provided sufficient information to prevent library users from uncivil behaviors. Moreover, the focus of LIS professionals remains on the process and not on the users' attitude when you are dealing with problematic users. Therefore, it is recommended that written policies about rules and regulations must be posted at the entrance of the library and should be communicated to the library patrons so that they can better understand the behaviors and attitudes that can be tolerated.

2. Based on the findings of this study, it is further recommended that organizational-level policies for library staff, administrators, and general university staff should be developed to reduce WI. These policies will help the library staff create a culture of civility, politeness, and respect in the library workplace. Moreover, these policies will play an important role in avoiding emotional and BR (such as anger, irritation, arguing with the users, and slowing down the services) in the library workplace.

3. As per this study's findings, it is also recommended that organizations/institutions should provide high-quality library services for users/staff to prevent the library environment from uncivil behaviors.

4. based on the current study findings, it is recommended to arrange training, seminars, and workshops for LIS professionals and library users to provide guidelines about WI and to increase awareness about uncivil behaviors in the library workplace.

6.3 Future research direction

The current study checked the effects of users' incivility on the staff of university libraries in Khyber Pakhtunkhwa. However,

empirical evidence suggests that WI can lead to other negative employee outcomes. Moreover, the majority of the studies are conducted in Western countries which have quite different cultures and institutions. Therefore, it is further suggested that future studies should test other consequences (such as job satisfaction, absenteeism, and turnover intentions) of user incivility.

Finally, to our knowledge, this is the first study in WI in the LIS field, that uses a quantitative method in Pakistan, future research can use qualitative approaches such as interviews etc.

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