

# Exploring the Mediating Role of Workplace Incivility in the Relationship Between Emotional Intelligence and Job Satisfaction Among Lebanese Nurses

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## Abstract:

This paper looks at the mediating role of workplace incivility between the emotional intelligence of nurses' in relation to job satisfaction. The sample used comprised of 415 nurses employed at hospitals in Lebanon. The results yielded a significant positive impact of that emotional intelligence on nurses' satisfaction at the job. It has also shown that workplace incivility works as a negative mediator among satisfaction and EI skills. However, the limitation of a generalization is bound to registered Lebanese nurses working in hospitals. future studies should include other sample groups, like private/home nurses. This study builds on organizational behavior studies whiten an Eastern context by examining the workplace incivility's mediating role, which was previously not widely tackled. It suggests that nurses' job satisfaction is positively impacted by emotional Intelligence (EI). It also focuses on the workplace incivility's partial negative mediation role. The results point out that medical centers will be able to increase job satisfaction through leveraging their employees' EI.

**Keywords:** Lebanon, Nurses, Emotional Intelligence, Workplace incivility, Job satisfaction.

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## 1. Introduction

Nurses significantly contribute to health interventions and improve health outcomes for individuals, their families, and communities. They play the lead role in providing and delivering healthcare (Budden et al., 2013; Alameddine et al., 2017). As such, having an adequate number of nurses is crucial to fortify health systems and grantee quality health coverage and services.

Lebanon ranks eighth lowest in the Eastern Mediterranean Region with regards to nurse density, and as such, is considered to have experienced an increase in the migration of nursing skills due to poor retention, low job satisfaction, and high turnover (Alameddine et al., 2017; Alameddine et al., 2019). Lebanese Nurses have worked relentlessly and acted heroically within an environment characterized by its extreme stress levels and difficulty (Doumit, 2020). The level of elevated negativity the nurses are usually subjected to makes them in great need of a mechanism or approach that diminishes the levels of stress they have to a more tolerable one. According to Kheirmand et al., 2016; Rakhshani et al. (2018), EI is among the several approaches that a person can adopt as an effective means to coop with such an elevated level of stress; additionally, Emotional Intelligence can be as a precautionary measure to counter such negativity levels. Therefore, emotional intelligence (EI) is a critical ability required for efficient service delivery among nurses, who are often at the frontline of service delivery at various health facilities (Lartey et al., 2021). In the dynamic and often high-pressure environment

of healthcare, the well-being and job satisfaction of nurses are paramount. In nursing, incivility is one of the most conspicuous antisocial behaviors individuals face in their workplace (Khan et al., 2021). It is abundant in the modern workplace (Bunk & Magley, 2013). Incivility is characterized by rude, discourteous, belittling, and insulting behavior, which is believed to be a silent epidemic (Porath, 2016). In the healthcare industry, incivility behavior is pervasive in work settings and can spread in an entire work environment (Schilpzand et al., 2016; Zhang et al., 2018). It can stem from colleagues, supervisors, or patients and their families, leading to a toxic work environment.

Workplace incivility can erode job satisfaction by creating an environment of tension and mistrust. Employees who experience or witness incivility may feel undervalued and demoralized, which can diminish their motivation and engagement. Over time, this can reduce job satisfaction, adversely affecting individual employees and the organization (Parray et al., 2023; Singh, 2016). Such negative interactions can significantly impact a nurse's job satisfaction and mental health.

The trends of incivility have been prevalent in the nursing profession and are associated with significant health, social, and organizational concerns that require attention (Berry et al., 2016; Casale, 2017; Christie & Jones, 2014; Embree & White, 2010; Holm et al., 2015). Despite the absence of apparent intent to harm, incivility may be detrimental to targets, witnesses, and co-workers, adversely impacting the organization if this behavior is not addressed (Pearson et al., 2001). Due to its low intensity, uncivil workplace behavior often goes unnoticed or is easily ignored; however, disregarding these tendencies allows incivility in the workplace to exacerbate more severe forms of workplace misbehavior (Loi et al., 2021). Ninety-three percent of nurses have reported witnessing incivility in the workplace. These workplace incivility experiences occur with greater frequency and intensity than civil interactions (Christie & Jones, 2014). Particularly in Lebanon, a country grappling with economic and social challenges, the nursing profession is crucial yet often underappreciated. For Lebanese nurses, working conditions are not at their optimal level economically or even in terms of safety levels. The demanding reality facing the Lebanese healthcare professionals will most likely, in the long term, lead to psychological symptomatology (Fawaz & Samaha, 2020) and give rise to different negative consequences on their workplace behavior.

According to what was presented earlier and to the observations of the associations between workplace incivility, emotional intelligence, and job satisfaction, it could be deduced that a gap in the literature which links emotional intelligence (EI) and job satisfaction to workplace incivility as a mediator, more specifically in the nursing industry. Understanding the factors influencing job satisfaction among Lebanese nurses can provide insights into improving their work conditions and, by extension, patient care quality. One significant study area is the interplay between emotional intelligence, workplace incivility, and job satisfaction.

After conducting a literature review thought which it was undoubtedly established the existence of EI and workplace incivility among nurses in Lebanon. This paper aims to further lessen the gap in literature pertaining to the above-addressed topic. through the study, tackled both the theoretical and empirical aspects in a holistic model that includes the EI skills through which workplace incivility-job satisfaction relationship is enhanced among hospital nurses. This research aims are of twofold: to investigate the ways workplace incivility influences Lebanese nurses' job satisfaction. And understand

the mediating role of workplace incivility in the emotional intelligence and job satisfaction relationship?

## **2. Literature Review and Hypotheses Development**

### **2.1 Emotional Intelligence**

Thorndike (1920) was the first to propose Emotional intelligence., Thorndike (1920) viewed intelligence as the total of three components: mechanical intelligence, abstract intelligence, and social intelligence; which he believed was essential to interactions and relationships among people. He established that an individual's social intelligence was not linked to educational capabilities and is a major factor to achievements in the one's daily life. Gardner (1993) has made a distinction between two forms of personal intelligence contained in "the social intelligence group "The first type, Interpersonal intelligence, is related to one ability to understand and work with others. Intrapersonal intelligence, the second type, is linked to one's ability to portrait an accurate perception of his/her oneself and utilize it to successfully function in life' different aspects.

Interpersonal intelligence encompasses four distinct capabilities; namely, managing clusters, negotiating resolutions, establishing private ties, as well as participating in communal assessment. According to Goleman (1995), such abilities show 'interpersonal polish' and accelerate societal accomplishment. individual possessing such abilities are able to quickly establish good relationships, understand the feelings and reactions of others accurately. They can as such play a leading and organizing role including successfully managing conflicts. Emotional Intelligence was more explicitly described by Mayer and Salovey (1993). The authors suggested that EI encompasses both verbal as well as non-verbal evaluation and representation of feelings, emotional management, and solving problems by the use of emotions.

Goleman (1995) developed the "emotional intelligence" term. Goleman (1995) deemed emotional intelligence (EI) as an essential component of an individual's set of skill. EI comprises of five basic areas. The first, known to be the foundation of EI, is one's capability to recognize one's own feelings and constantly watch them. Emotion management, the second element, is connected a person's capability to manage one's feelings which improves self-awareness of the individual. The third factor, self-motivated emotional organizing, is applied to achieve ones a target. This component is vital to increasing an individual's concentration; self-motivation mastery is equivalent to controlling both creativity as well as action. The fourth ability is connected to recognize the emotions of other people. The aptitude to be sympathetic is embedded in emotional self-awareness. The fifth component is a person's capacity to be in a efficient correlation. This describes one's ability to manage the emotions of those they interact with. At a later stage These five skills were decreased to the four known skills: social skills, self-management, self-awareness, social awareness, and (Goleman, 2001).

The term self-awareness denotes one's ability to recognizing his/her own internal state, preferences, and intuition (Easa, 2021; Zakariasen & Victoroff, 2012). This is indicative of the opportunity to utilize, learning, feeling, realizing, and managing sentiments. Self-awareness transcends awareness of one's feelings; it is more connected to the utilizing such understanding to self-discovery (Dirette, 2010). Self-management is considered to be an individual's ability to accommodate his/her conduct and sentiments in order to behave correctly in a given situations. (McPheat, 2019) As cited in Easa

(2021), to that effect, self-management is when an individual takes ownership of his/her sentiments and the corresponding behaviors and decisions related to these emotions. Social awareness is associated with the ability to understand and manage the emotions of others (McPheat, 2019) as cited in Easa (2021). As such, a socially aware person recognizes his/her environment, as well as his/her capability of correctly decoding the set of sentiments those around him/her foster. Relationship management, also known as social skills, are competencies staff gain through interacting with others. Relationship management introduces approaches to connect with those around and individual, as such increases efficiency, strengthens relationships, and contributes to a staff member's quality of life (Easa, 2021).

## **2.2 Job satisfaction**

As an academic concept, job satisfaction has aroused wide attention from the fields of management, social psychology, and practice in recent years (Zhu, 2012). The formal definition of job satisfaction can be traced back to the studies of Fisher and Hanna in 1931, in which they described it as a product of a non-regulatory mood tendency.

As such, Job satisfaction has accepted to be a set of sturdy and harmonized setups at a workplace encompassing the physiological, environmental, and psychological situations (Hoppock, 1935). Job satisfaction is dependent on the positive feelings of the staff pertaining to their work (Spector, 1997), and has seen to be the sensations experienced by a person following the achievement of a task or function. This psychological state or mindset can be either positive or negative, and is affected by the results of the job completed (Aziri, 2011). Job satisfaction among nurses is a critical factor that influences their well-being, performance, patient care quality, and retention rates. High job satisfaction is associated with reduced burnout, lower turnover rates, and better healthcare outcomes (Bartram et al., 2004)

## **2.3 Workplace Incivility**

Workplace incivility (WI) may be defined as “low-intensity deviant workplace behavior with an ambiguous intent to harm” (Schilpzand et al., (2016a); Adil et al., (2020)). Uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard for others (Andersson & Pearson, 1999; Lanzo et al., 2015)

In organizational behavior, workplace incivility has become a widespread concern with significant consequences for employee well-being and productivity. Research exploring the connection between emotional intelligence and workplace incivility has produced complex results, revealing direct and indirect effects. Some studies indicate that individuals with higher emotional intelligence are less likely to exhibit uncivil behaviors due to their ability to regulate emotions and communicate effectively in difficult situations (Loi et al., 2021). The authors emphasize the importance of emotional intelligence in workplace dynamics and highlight potential precursors to the harmful behaviors that contribute to workplace incivility. Ashraf and Khan (2014) found that the adverse effects of workplace incivility on doctors' performance were less pronounced in those with high emotional intelligence than those with low emotional intelligence. However, these findings are consistent with those of Bibi et al. (2013), who also identified a significant relationship between emotional intelligence and workplace incivility.

Majeed et al. (2021) argued that solid emotional intelligence moderates the connection between abusive supervision and workplace incivility.

Based on the preceding arguments, the following hypothesis is posed:

***H1: Emotional intelligence negatively affects workplace incivility of Lebanese nurses***

Understanding the relationship between emotional intelligence and job satisfaction is crucial for organizations that foster positive work environments and enhance employee engagement (Ramirez-Asis et al., 2021). Several theoretical frameworks underpin the relationship between emotional intelligence and job satisfaction.

Empirical studies investigating the relationship between emotional intelligence and job satisfaction have yielded mixed findings, indicating direct and indirect effects. For instance, a meta-analysis by Miao et al. (2017) reported a significant positive correlation between emotional intelligence and job satisfaction, suggesting that individuals with higher emotional intelligence, specifically the first three skills, self-awareness, self-management, and social awareness, tend to experience greater job satisfaction. Similarly, a longitudinal study by Côté and Morgan (2002) found that emotional intelligence in general and self-management more precisely predicted subsequent job satisfaction among employees.

In addition, Lan and Truinh (2021) reported a significant positive relationship between emotional intelligence and job satisfaction, suggesting that when the employees are more self-aware, job satisfaction increases, thereby improving work performance. These results supported a cross-sectional study by Suleman et al. (2020), revealing a substantial positive relationship between self-awareness and job satisfaction. The more the employees are self-aware, the more they show job satisfaction (Aznan et al., 2019). These results are congruent with Jung & Yoon (2016), who suggested that employee self-awareness and self-management significantly positively affected job satisfaction. The more the employee is self-aware of their emotions and regulates them, the higher their job satisfaction.

Whereas on the other hand, surprisingly, a cross-sectional study by Ghoreishi et al. (2014) reported that there is no significant association between emotional intelligence and all its sub-skills and job satisfaction have found. This suggestion was also supported by Badawy & Magdy (2015) emotional intelligence in all its facets did not affect job satisfaction.

Based on the preceding arguments, the following hypothesis is posed:

***H2: Emotional intelligence positively affects the job satisfaction of Lebanese nurses.***

Incivility in the workplace can have extensive consequences, impacting not only individual well-being but overall corporate productivity and performance. Job satisfaction, which reflects employees' overall perception of their job and work environment, is a critical factor that can adversely affect workplace incivility. Recent empirical research has provided compelling evidence of the negative influence that workplace incivility has on job satisfaction.

Welbourne et al. (2016) found that employees who experience workplace incivility tend to have lower job satisfaction and a diminished sense of belonging. However, they also noted that the use of avoidant and religious coping strategies can alleviate this adverse effect. Sharma and Singh (2016) supported

the notion of workplace incivility's unfavorable impact. In contrast, Cingoz and Kaplan (2015) argued that workplace incivility did not significantly affect job satisfaction. They attributed this finding to their sample, drawn from the private sector with relatively high earnings, where incivility may have less impact.

Schilpzand et al. (2016) found that previous experiences of workplace incivility were negatively correlated with subsequent job satisfaction across various organizational contexts. Cortina et al. (2017) examined numerous studies and found a significant negative association between workplace incivility and job satisfaction, consistent across different populations and methodologies.

Based on the preceding arguments, the following hypothesis is posed:

*H3: Workplace incivility negatively affects the job satisfaction of Lebanese nurses.*

### **2.3.1 The Mediating Role of Workplace Incivility**

Workplace incivility has emerged within organizational behavior as a pervasive issue with far-reaching implications for employee well-being and productivity. Research examining the relationship between emotional intelligence and workplace incivility has yielded nuanced findings, highlighting both direct and indirect effects. Some studies suggest that individuals with higher levels of emotional intelligence are less likely to engage in uncivil behaviors as they possess the self-regulatory skills necessary to manage their emotions and communicate effectively in challenging situations (Loi et al., 2021).

Likewise, workplace incivility is considered a source of work pressure. Therefore, Chen & Wang (2018) considered that emotional intelligence plays a buffering in this relationship. In such a way, the higher the emotional intelligence, the weaker the effect of workplace incivility on satisfaction is, and vice versa.

According to the literature (Lopes et al. (2005); Brackett et al. (2006); Kafetsios (2004), people with high emotional intelligence are more prosocial, have better interpersonal relationships with their colleagues, and are emotionally close to each other. Therefore, in conflict situations, those persons are less likely to misunderstand the emotions of others and, as such, misinterpret them as threatening and intimidating, consequently decreasing the possibility of being a target of workplace incivility (Karim et al., 2015).

Incivility can have far-reaching consequences, not only for individual well-being but also for organizational productivity and effectiveness. One crucial aspect affected by workplace incivility is job satisfaction, which reflects employees' overall evaluation of their job and work environment. Recent empirical research has provided compelling evidence of the adverse effects of workplace incivility on job satisfaction (Welbourne et al. (2016); Wang & Chih-Hung (2019); Guo & Kumar (2020)).

Moreover, individuals who have difficulty understanding the perspectives of others are more likely to develop poor social skills and have difficulties with their peer relationships (Lomas et al., 2012; Karim et al., 2015). Thus, targets of uncivil behaviors have lower levels of emotional intelligence than nontargets and will tend to be seen as vulnerable by perpetrators.

The combined observations of workplace incivility's association with emotional intelligence and work-related outcomes support the idea that workplace incivility perceptions might mediate the relation between emotional intelligence and work-related outcomes such as job satisfaction and commitment.

Karim et al. (2015) explained in their research that workplace incivility plays a vital role in the relationship between emotional intelligence and job satisfaction. That is said, workplace incivility mediates this relationship; this mediation effect is explained by the assertion of MacCann et al. (2011) that highly emotionally intelligent individuals are better able to deal with stressful situations, which in turn will lead to better workout outcomes, such as job satisfaction.

Understanding the link between workplace incivility and emotional intelligence and job satisfaction will help develop the interventions needed to mitigate the negative effect of workplace incivility on nurses' work. Knowing that the studies conducted on the mediating effect of workplace incivility between emotional intelligence and work-related outcomes such as job satisfaction are rare in the literature, and based on the above arguments, the following hypothesis is posed:

**H4:** Workplace incivility mediates the relationship between *emotional intelligence and job satisfaction of Lebanese nurses*

#### 2.4. Research Framework

The literature on workplace incivility, emotional intelligence, and job satisfaction led us to develop the research framework depicted in Figure 1.

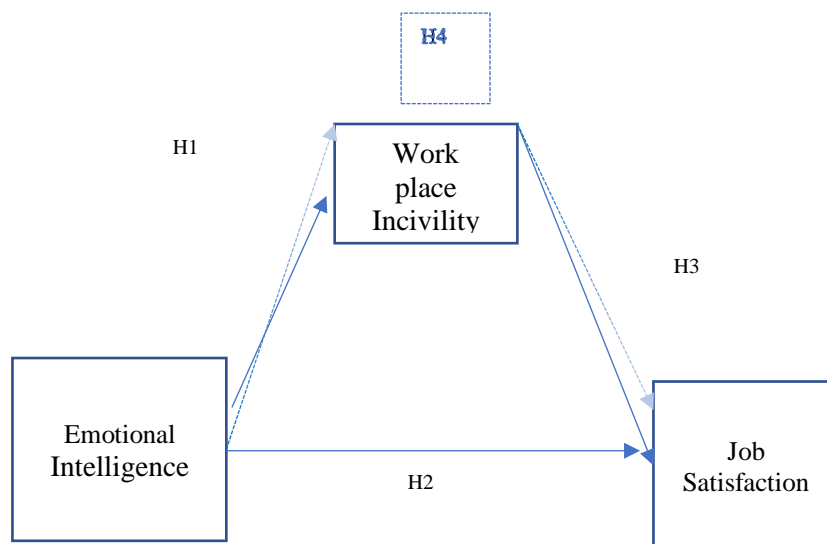


Figure 2.1 Conceptual Framework

Source: Developed by Loi et al. (2021) and adjusted by the researcher

#### 2.5. Research Methods

Data were collected randomly online via Google Forms to test the proposed hypotheses. The participants are the registered nurses currently working in Lebanese hospitals occupying different positions in the hospital, and the sample unit is the registered nurse who fills out the questionnaire and

assesses his/her emotional intelligence, workplace incivility, and job satisfaction related to it based on his/her subjective perceptions. In total, 415 usable questionnaires were returned. Demographically, 15.7 % of the respondents were male and 84.3 % female. 95.1 % of them were between 20 and 50 of age. As for experience, 79.5 % had a surplus of 5 years of experience within the field, and 20.9 % had less than 5 years of experience in the nursing sector.

The study encompasses three dimensions. The dimensions include workplace incivility, emotional intelligence, and job satisfaction. Participants were asked to respond to the by rating each of the questions on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (Strongly agree). Emotional intelligence (EI) is evaluated through its four sub-components of EI: social awareness, self-management, self-awareness, and social skills; moreover, this study adopts the 16-item Assessing Emotions Scale (WLEIS,2004). Workplace incivility is measured by a construct with 17 items capturing workplace incivility (Kirk et al., 2009). A six items scale will be implemented to gage satisfaction. The replies will be counted through a 5-point Likert scale (Brayfield & Rothe, 1951) and checked by Curry et al. (1986). The construct's validity and reliability exist in a similar paper (Andersen & Andersen, 2012).

### 3. RESULTS AND DATA ANALYSIS

#### 3.1. Exploratory Factor Analysis

Because of the study's vast number of questions (Banerjee & Chaudhuri, 2020) and large sample size, Exploratory Factor Analysis (EFA) was used to aggregate data. Prior to conducting any Structural Equation Modeling (SEM) study, it is critical to evaluate the correlations between variables using factor loadings between indicators and common factors (Byrne, 2016).

EFA adequacy is a vital validation criterion (Hair et al., 2014), which requires adequate inter-item correlations to obtain a credible factoring solution. The Kaiser-Meyer-Olkin (KMO) measure and Bartlett's sphericity test were used (Hair et al., 2014).

This study's average KMO value was 0.819, more significant than 0.50. Furthermore, Bartlett's test of sphericity produced a chi-square value of 7605.416 with 460 degrees of freedom and a significant p-value less than 0.05, signaling that data are correlated adequately.

##### 3.1.1 EFA Validity

The literature distinguishes two types of validity components: convergent and discriminant validity (Watkins, 2018).

	SAWEI	SMGEI	SOWEI	RMGEI	WI	SAT
$\alpha$	0.91	0.803	0.719	0.879	0.907	0.860

**Table 1:** EFA pattern matrix

Convergent validity in Exploratory Factor Analysis (EFA) is determined by analyzing if items load substantially on a single primary factor with values larger than 0.5 or an average value of all item indicators greater than 0.60 (Gaskin, 2020) or 0.70 (Costello & Osborne, 2005). This study first assessed EFA convergent validity by guaranteeing significant correlations between each factor and its associated items, with loadings more than 0.50.

Second, each variable was evaluated to determine whether it significantly affected a significant component in the pattern matrix. Third, the average factor loadings per factor were calculated, with results predicted to surpass 0.70. Table 1 displays the EFA's convergent validity, demonstrating that loadings more prominent than 0.50 are strong on a significant factor and that the average loading per factor surpasses 0.70 with average values for SAWEI of 0.891, SMGEI 0.793, SOWEI 0.724, RMGEI 0.85, WI 0.775, SAT

0.768.

EFA discriminant validity is tested by determining if variables load entirely on their factors without overlapping other factors. There are no cross-loadings between item factors or correlations. Thus, the discriminant validity is confirmed.

Results are displayed in the EFA pattern matrix in Table 1 and the correlation matrix in Table 2.

**Pattern Matrix<sup>a</sup>**

	Component					
	1	2	3	4	5	6
SAWEI1		.899				
SAWEI2		.945				
SAWEI3		.816				
SAWEI4		.905				
SMGEI5					.773	
SMGEI6					.768	
SMGEI7					.778	
SMGEI8					.856	
SOWEI9						.671
SOWEI10						.673
SOWEI11						.689
SOWEI12						.863
RMGEI13				.889		
RMGEI14				.903		
RMGEI15				.789		
RMGEI16				.776		
WI6	.714					
WI7	.717					
WI9	.763					
WI12	.706					
WI13	.889					
WI14	.704					
WI15	.901					
WI16	.809					
SAT1			.738			
SAT2			.893			

SAT4			.548			
SAT5			.925			
SAT6			.739			

**Table2:** Correlation matrix

Extraction Method: Principal Component Analysis.

Rotation Method: Promax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Component	1	2	3	4	5	6
1	1.000	-.296	-.496	-.131	-.020	.022
2	-.296	1.000	.500	.269	.105	.259
3	-.496	.500	1.000	.184	.045	.097
4	-.131	.269	.184	1.000	.119	.155
5	-.020	.105	.045	.119	1.000	.005
6	.022	.259	.097	.155	.005	1.000

**Table3:** Component Correlation Matrix

Extraction Method: Principal Component Analysis.

Rotation Method: Promax with Kaiser Normalization.

The correlation matrix reveals minimal high correlations between variables, with the highest correlation value of 0.500 inferior to the 0.85 threshold, indicating adequate discriminant validity. Both EFA convergent and discriminant validity values were considered acceptable for the analysis.

### 3.1.2 EFA Reliability

The reliability of a factor is normally analyzed using internal consistency; this will assess inter-item correlations inside a construct (Treiman, 2014) and has been verified as part of the EFA assumptions. EFA reliability is also assessed using Cronbach's Alpha coefficient (Hair et al., 2014), with values less than 0.5 seen as unreliable, between 0.5 and 0.7 as mild, and greater than 0.7 as acceptable (Bryman & Bell, 2015). All latent variables with remaining items had

values higher than 0.70, evidencing EFA reliability. The results are displayed in Table 4.

		SA WE I	SM GEI	SO WEI	RM GEI	WI	SAT
$\alpha$		0.91	0.803	0.719	0.879	0.907	0.860

**Table4:** Result

### 3.1.3 CFA Common Method Bias (CMB)

Two tests were run to identify potential technique bias in the dataset. First, Harman's single-factor test (Podsakoff, 2003) was used, which states that the explained variation by a single component should not be more than 50%. Second, the Variance Inflation Factor (VIF) test was made using Kock's (2015) criterion, with a result larger than 3.3, which indicates bias.

Harman’s single-factor test generated an explained variance value of 26.253 % < 50% when restricting all 6 factors into 1 factor, validating the absence of CMB issues in the findings. Additionally, the Variance Inflation Factor (VIF) was examined if accounting for multicollinearity issues with values greater than 3.3 (Kock, 2015). Table5 displays the VIF values below the 3.3 thresholds, where all values were less than 1.3 < 3.3, indicating a model free of CMB

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.613	26.253	26.253	7.613	26.253	26.253
2	3.674	12.668	38.921			
3	2.588	8.925	47.846			
4	2.331	8.037	55.883			
5	1.795	6.190	62.072			
6	1.425	4.915	66.987			
7	.952	3.282	70.270			
8	.893	3.078	73.348			
9	.747	2.574	75.922			
10	.697	2.402	78.324			
11	.615	2.119	80.443			
12	.585	2.018	82.462			
13	.548	1.891	84.353			
14	.510	1.759	86.112			
15	.496	1.709	87.820			
16	.461	1.589	89.410			
17	.401	1.384	90.794			
18	.382	1.317	92.111			
19	.337	1.161	93.272			
20	.303	1.044	94.316			
21	.293	1.011	95.327			
22	.265	.915	96.243			
23	.244	.843	97.085			
24	.226	.780	97.866			
25	.177	.609	98.475			
26	.157	.542	99.017			
27	.126	.435	99.452			
28	.082	.283	99.735			
29	.077	.265	100.000			

**Table5:** VIF values

Extraction Method: Principal Component Analysis.

### 3.2 Hypothesis Testing

Model 4 in Andrew Hayes’s PROCESS macro is used to test the hypothesis. It is a simple mediation model used to assess whether an independent variable (X) influences a dependent variable (Y) through a mediator (M) (Hayes, 2022).

In this study, Y is SAT, X is EI, and M is WI

Path a (EI →WI):

R	R-sq	MSE	F	df1	df2	P
.2176	.0474	.2762	20.5321	1.0000	413.000	.0000

**Table 6**

	Coeff	Se	t	P	LLCI	ULCI
Constant	4.7209	.2197	21.4926	.000	4.2892	5.1527
EI_I	-.2669	.0589	-4.5312	.000	-.3827	-.1511

**Table 7**

Standardized coefficients: EI\_I -.2176

The covariance matrix of regression parameter estimates: Constant EI\_I

**Table 8**

Constant	.0482	-.0128
EI_I	-.0128	.0035

Table7 summarizes the output of a linear regression model,  $(\beta_0) = 4.7209$ ; it represents the predicted value of the outcome variable (WI) when the predictor (EI) is 0; it is highly significant ( $p < .001$ ). For EI,  $(\beta_1) = -0.2669$ , for every one-unit increase in EI\_I, the outcome (WI\_I) decreases by 0.2669 units. This negative relationship is statistically significant ( $p < .001$ ). Lower Limit (LLCI): -0.3827, Upper Limit (ULCI): -0.1511. These intervals do not include 0, confirming the significance of the EI\_I coefficient. t-statistic for EI\_I = -4.5312,  $p < .001$   $p < .001$   $p < .001$  The t-value indicates a robust and significant relationship between EI\_I and WI. As a result, emotional intelligence (EI) has a statistically significant negative effect on workplace incivility (WI). As such, H1 is supported.

For the Path B (EI →SAT):

R	R-sq	MSE	F	df1	df2	P
.6161	.3795		125.9672	2.0000	412.000	.0000

**Table 9**

	Coeff	Se	t	P	LLCI	ULCI
Constant	3.9374	.3924	10.0329	.000	3.1659	4.7088
EI_I	.6022	.0741	8.1287	.000	.4566	.7478

**Table 10:** Output of a linear regression model

Standardized coefficients: EI\_I .3232

The covariance matrix of regression parameter estimates: Constant EI\_I

Constant	.1540	-.0240
EI_I	-.0240	.0055

**Table 11**

Based on Table9, R=0.6161 indicates a moderate positive correlation between emotional intelligence and job satisfaction. EI explains R<sup>2</sup>=0.3795, approximately 37.95% of the variance in SAT. This suggests that while EI is a significant predictor, other factors not included in the model also contribute to Job Satisfaction. F=125.9672, p<0.001p < 0.001p<0.001: The model as a whole is statistically significant, meaning EI\_I reliably explain variance in SAT\_T.

Table 10 summarizes the output of a linear regression model, (β<sub>0</sub>) = 3.9374; it represents the predicted value of the outcome variable (SAT) when the predictor (EI) is 0; it is significant.

For EI, (β<sub>1</sub>) = 0.3232, for every one-unit standard deviation increase in EI\_I, the outcome (SAT) increases by 0.3232 units. This positive relationship is statistically significant (p<.001). Lower Limit (LLCI): 0.3827, Upper Limit (ULCI): 0.1511. These intervals do not include 0, confirming the significance of the EI\_I coefficient. t-statistic for EI\_I = 9.4883, p<..The t-value indicates a robust and significant relationship between EI\_I and SAT. As a result, emotional intelligence (EI) has a statistically significant positive effect on job satisfaction (SAT). Nurses with higher EI tend to report greater satisfaction at work. As such, H<sub>2</sub> is supported.

For the Path C (WI → SAT):

□ **Outcome Variable (Y): SAT\_T (Job Satisfaction).**

□ **Predictors (X: WI)**

R	R-sq	MSE	F	df1	df2	P
.61	.37	.4162	125.	2.0	412.	.00
61	95		9672	000	000	00

**Table 12**

	Coeff	Se	t	P	LLCI	ULCI
Constant	3.9374	.39374	10.0329	.000	3.1659	4.7088
WI_I	-.6969	.0604	-11.5373	.000	-.8156	-.5781

**Table 13:** Output of a linear regression model

Constant	.1540	-.0172
EI_I	-.0172	.0036

**Table 14**

Based on Table12,  $R=0.6161$  indicates a moderate positive correlation between workplace incivility and job satisfaction. WI explains  $R^2=0.3795$ , approximately 37.95% of the variance in SAT. This suggests that while EI is a significant predictor, other factors not included in the model also contribute to Job Satisfaction.  $F=125.9672$ ,  $p<0.001$   $p < 0.001$   $p<0.001$ : The model as a whole is statistically significant, meaning WI\_I reliably explain variance in SAT\_T.

Table13 summarizes the output of a linear regression model,  $(\beta_0) = 3.9374$ ; it represents the predicted value of the outcome variable (SAT) when the predictor (WI) is 0; it is significant.

For WI,  $(\beta_1) = -0.4588$ , for every one-unit standard deviation increase in WI\_I, the outcome (SAT) decreases by 0.4588 units. This positive relationship is statistically significant ( $p<.001$ ). Lower Limit (LLCI):  $-0.8156$ , Upper Limit (ULCI):  $-0.5781$ . These intervals do not include 0, confirming the significance of the WI\_I coefficient. t-statistic for WI\_I =  $-11.5373$ ,  $p<.$ .The t-value indicates a strong, significant relationship between WI\_I and SAT. As a result, workplace incivility (WI) has a statistically significant negative effect on job satisfaction (SAT). Nurses with higher WI tend to report lower satisfaction at work. A more hostile work environment reduces employee satisfaction significantly. As such, H3 is supported.

For the indirect effect, the total effect of EI on SAT (c-path):

effect	Se	t	P	LLCI	ULCI	C_cs
.7882	.0831	9.4883	.000	.6249	.9515	.4231

**Table 15**

This represents the total effect of EI on SAT without considering the mediator (WI). The t-value equals 9.4883;  $p<0.001$  indicates that the total effect is statistically significant. The confidence interval is  $[0.6249,0.9515]$ , indicating that the total effect is positive and significant, as the interval does not include 0. The standardized coefficient (c\_cs) is 0.4231, showing that the total effect, expressed in standard deviations, shows a moderate positive relationship between EI\_I and SAT\_T.

For the direct effect of EI on WI (c'-path):

effect	Se	t	P	LLCI	ULCI	C_cs
.6022	.0741	8.1287	.000	.4566	.7478	.3232

**Table 16**

This represents the direct effect of (EI) on (Sat) after accounting for the mediator (WI). The t-value equals 8.1287;  $p<0.001$  indicates that the direct effect is statistically significant. The confidence interval is  $[0.4566,0.7468]$ , which indicates that the effect is positive and significant as the interval does not include 0. The standardized coefficient (c\_cs) is 0.3232, showing that the total effect, expressed in standard deviations, shows a moderate positive relationship between EI\_I and SAT\_T.

The indirect effect of EI on SAT via the mediation (WI) (ab- path)

	effect	BootSe	BootLLCI	BootULCI
WI_Imm	.1860	.0515	.0905	.2947

**Table 17**

	effect	BootSe	BootLLCI	BootULCI
WI_Imm	.0998	.0255	.0501	.1505

**Table 18**

This represents the indirect effect of EI on SAT through WI, representing the portion of the total effect mediated by workplace incivility. The bootstrapping method was used with 5000 bootstrap samples at a 95% confidence interval. The mediation is statistically significant for the bootstrapped confidence interval [0.0905,0.2947] since the interval does not contain 0. The total effect of EI on SAT is strong and positive (0.7882), and the direct effect (0.6022) remains significant even after including workplace incivility. The indirect effect (0.1860) demonstrates that higher Emotional Intelligence reduces Workplace Incivility, increasing Job Satisfaction. Total effect= direct + indirect effect,  $0.6022 + 0.1860 = 0.7882$ . Approximately 23.6% of the total effect is mediated by WI ( $0.1860/0.7882=0.236$ ). At the same time, the other 76.4% is due to the direct effect. As such, H4 is supported.

#### 4. DISCUSSION

This study examines the direct consequence of EI on nurses' workplace incivility in addition to their job satisfaction as well as the indirect effect of EI on job satisfaction through workplace incivility as a mediator.

Results showed that emotional intelligence negatively affects nurses' workplace incivility. This finding is congruent with prior literature by Loi et al. (2021); considering that emotional intelligence is an essential tool in dealing with workplace incivility, the authors assert the importance of emotional intelligence and its effect on workplace functioning and shed light on the possible precursors of the destructive behaviors that compromise workplace incivility. These results are consistent with Ashraf & Khan (2014), Bibi et al. (2013), Chen & Wang (2019).

As expected, the research finding revealed that workplace incivility significantly negatively impacts job satisfaction. This outcome is consistent with the literature (Cingoz & Kaplan (2015); Sharma & Singh (2016); Welbourne et al. (2016)), which showed a negative relationship between workplace incivility and job satisfaction.

The significant link reported in this research between workplace incivility and job satisfaction is consistent with diverse study findings. For instance, Schilpzand et al. (2016) considered that experienced workplace incivility was negatively associated with subsequent job satisfaction among employees in a variety of organizational contexts. Similarly, Cortina et al. (2017) confirmed a robust negative relationship between workplace incivility and job satisfaction.

Results showed that emotional intelligence is positively affecting job satisfaction. As a result, it is congruent with prior results (Joseph & Newman, 2010; Côté & Miners, 2006; Miao et al. (2017)) which showed a positive relationship between emotional intelligence and job satisfaction. Contradicts Kim & Kim (2021) suggested that there is no significant relationship between emotional intelligence and job satisfaction, but an indirect effect through the mediator of learning ability.

Finally, the finding indicated that workplace incivility partially and negatively mediated the relationship between emotional intelligence and job satisfaction. This result is in line with MacCann et al. (2011), who proposed the existence of mediation between emotional intelligence and job

satisfaction; the assertion explains this mediation effect that highly emotionally intelligent individuals are better able to deal with stressful situations, which in turn will lead to better workout comes such as job satisfaction. Karim et al. (2015) explained in their research that workplace incivility is essential in the emotional intelligence job satisfaction relationship. Moreover, individuals who have difficulties understanding the perspectives of others are more likely to develop poor social skills and have difficulties with their peer relationships (Lomas et al., 2012; Karim et al., 2015).

#### **4.1. Theoretical Implications**

This research examined Lebanese nurses' emotional intelligence toward workplace incivility and job satisfaction. Studying the identified gaps contributes significantly to the organizational behavior and management literature and advances our understanding of the complex dynamics between emotional intelligence (EI), workplace incivility, and job satisfaction within the nursing profession.

Research on workplace incivility is still scarce, especially in the Middle East. This research advances prior research by offering empirical evidence through a framework based on antecedents.

#### **4.2. Managerial Implications**

This research provided essential information for the healthcare sector. Given Lebanon's unique socio-political and economic challenges, these implications are particularly crucial for improving nurses' work environment and overall job satisfaction. It also provided insights to healthcare managers, leaders, and supervisors. The current research serves as a first step toward addressing elements that can benefit nurses in Lebanon. It demonstrates the negative influence of the EI construct in helping to mitigate the detrimental effect of workplace incivility. Workplace incivility can exacerbate already challenging working conditions in Lebanon, where the healthcare system faces numerous stressors, including high patient loads and limited resources. Addressing this issue is crucial for maintaining a respectful work environment and ensuring the overall well-being and job satisfaction of nurses. By implementing clear anti-incivility policies, providing conflict resolution training, and establishing support systems, healthcare organizations can mitigate the negative impacts of incivility, fostering a more positive and productive workplace.

#### **4.3. Limitations and Future Research**

Though this research has important implications for theory and practice, it has several shortcomings that might be used as a basis for additional study. This study concentrates mainly on emotional intelligence as a construct; future research can be used to study the effect of each EI component separately. Furthermore, this study was to probe the workplace incivility mediating role. Future studies are suggested to include other moderators as well as mediators, like forgiveness climate and perceived organizational support, that could influence these relationships.

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