



# Plagiarism Checker X Originality Report

**Similarity Found: 17%**

Date: Sunday, November 03, 2019

Statistics: 1082 words Plagiarized / 6473 Total words

Remarks: Low Plagiarism Detected - Your Document needs Optional Improvement.

-----

WORKPLACE INCIVILITY, WORK ENGAGEMENT, AND TURNOVER INTENTIONS:  
MULTI-GROUP ANALYSIS Abstract Purpose - The purpose of this study is to examine workplace incivility in work engagement and employee turnover intention in the work place in Indonesia. In addition, this study also examine the differences in intensity of these relationships by gender.

Design/methodology/approach- In total, 644 employees from various business industries in Indonesia completed a quantitative survey relating to their perceptions of workplace incivility, work engagement, and turnover intention. Data were analyzed with partial least square multi-group analysis technique (PLS-MGA). Findings- The results show that workplace incivility has a negative effect on work engagement, and a positive effect on turnover intention, and the intensity of these relationships differ by gender.

Work engagement has been shown to have a negative effect on turnover intentions and to play a mediating role in workplace incivility and turnover intention relationship.

Practical implications - Relevant recommendations are presented to HR managers and practitioners to prevent unethical practices in organizations and encourage communication and interaction by promoting civil behavior in the workplace

Originality/value- This paper contributes to the study of workplace incivility, work engagement, and the intention turnover, and also on gender equality studies.

Specifically, this study highlights how male and female employees react when they see or experience incivility in their workplace. This information will inform managers and organizations the more effective ways to manage communication patterns and interactions within organizations, especially in Indonesia.

Keywords: workplace incivility, work engagement, turnover intention, gender Paper type  
Research paper PUBLIC INTEREST Since its introduction twenty years ago, incivility in the workplace has become one of the issues that has attracted the attention of organization researchers and practitioners. Various empirical studies have been conducted to identify and explain the causes and consequences of incivility for individuals and organizations.

However, previous studies conducted in Europe, the US, and Asian countries almost entirely found different forms of incivility in the workplace, due to differences in values or norms of politeness in different regions. Responding to this issue, the present research expands the study of workplace incivility in the context of Indonesian culture and clarifies the difference from previous researches on the role of gender on the impact of workplace incivility on work engagement and turnover intention.

INTRODUCTION Since its introduction twenty years ago, workplace incivility has received the attention of organization researchers and practitioners. Various empirical studies have been conducted to identify and explain the causes and consequences of incivility for individuals and organizations. Intensive researches involving large samples in Europe and America throughout 1999 - 2009 show that workplace incivility has become a serious concern (eg Pearson & Porath, 2009; Lewis & Malecka, 2009; Cortina, Magley, Williams, & Langhout, 2001) .

Almost all studies conducted in America and Europe show an increasing trend of uncivil behaviors that are accepted by employees of various sectors/industries. This condition confirms that workplace incivility is a global problem that requires immediate attention from human resource and organization professionals (Ghosh et al. 2013). Most of the preliminary researches on workplace incivility were conducted in the United States, and later developed in Australia (Warrner et al.,

2016; Birks et al., 2017; Loh & Loi., 2018) and Canada (Smith et al., 2015). In Asia, there were several large-scale studies such as in China (Zhou et al., 2015; Chen et al., 2018; Shi et al., 2018; Ma et al., 2018), Korea (Hur et al., 2016; Son & Jang, 2017; Hyun et al., 2018); India (Sharma & Singh, 2016); Philippines (Bulloch, 2017), Singapore (Loh, 2015; Torres et al.

2017; Ho & Tan, 2018), and Malaysia (Lim, 2016; Koon & Pun, 2018; Arshad & Ismail, 2018; Dahri & Ab Hamid, 2018). Nearly all studies have found different forms of workplace incivility because there are differences in values or norms of politeness in different regions. This makes incivility not have a general form that can be accepted by all research, and thus, the issue of workplace incivility still leaves a gap to be explored in the context of cross-cultural research.

In Asia, Yeung and Griffin (2008) found that 77% of respondents surveyed from various organizations in China, Hong Kong, India, Japan, Singapore, and Korea reported to have received disrespectful behavior from their coworkers or superiors at least once a year. The attention of researchers and practitioners on workplace incivility is reflected in various studies in numerous countries.

They involve almost all types of work which show that workplace incivility continues to increase significantly and is increasingly worrying. Researchers in the field of organizational behavior and management direct the impact of workplace incivility on various negative employee behaviors such as withdrawal (Lim et al., 2008; Pearson & Porath, 2009; Loi et al. 2013); abuse, production deviation, sabotage, theft, and withdrawal (Bibi et al. 2013); absenteeism, higher levels of anger, fear, and sadness at work (Porath and Pearson, 2012), work dissatisfaction, and fatigue (Welbourne et al., 2015; Kim et al., 2013; Rahim and Cosby, 2016), higher stress level (Beattie and Griffin, 2014), reduced creativity (Porath and Enez, 2009), retention (Lim et al., 2008), and turnover intention (Cortina et al., 2002; Reio and Trudel, 2013; Rahim and Cosby, 2016).

Workplace incivility is also directly related to productivity (Lewis and Melecha, 2011; Rahim and Cosby, 2016), turnover intention (Rahim & Cosby, 2016; Sharma & Singh, 2016; Cortina et al., 2013); and work engagement (Beattie & Griffin, 2014; Reio Jr., & Sanders-Reio, 2011; Yeung & Griffin, 2008). An experimental study conducted by Foulk, Woolum, and Erez (2016) concludes that incivility behavior can spread within an organization like the flu.

This condition is referred to by Andersson and Porath (1999) as spiral incivility, where incivility victims will retaliate and cause aggressive behavior, although a recent study by Vahle-Hinz, Baethge, & Van Dick (2019) fails to prove the effect of the spiral. In this study, we investigate the relationship between workplace incivility, work engagement, and turnover intention.

More specifically, this study is interested to see the direct and indirect relationship of workplace incivility to turnover through work engagement. Furthermore, this study expanded the area of workplace incivility, work engagement, and turnover intention, as well as gender-diversity and gender equality research in the context of the work environment in Indonesia.

This information will guide managers and organizations on the more effective ways to manage communication patterns and interactions within organizations, especially in Indonesia. An understanding of this form of incivility behavior can help companies to

develop policies and rules related to communication patterns and interactions in order to create a more effective work environment.

This study makes a number of contributions to the literature of workplace incivility, work engagement, and turnover intention. First, the proposed models test the interrelation of workplace incivility, work engagement, and turnover intention that were previously tested separately, such as the relationship between workplace incivility and work engagement (Beattie & Griffin, 2014; Reio Jr, & Sanders-Reio, 2011; Yeung & Griffin, 2008) and the intention of resigning (uterus & Cosby, 2016; Sharma & Singh, 2016; Cortina et al., 2013).

Second, work engagement in various studies has a mediating role in relation to various intention turnover antecedents (eg Agarwal & Gupta, 2018; Memon, Salleh, & Baharom, 2016), but no one has tested the mediating role of work engagement in the workplace incivility-turnover intention relationship. Thus, this study is directed to expand previous researches by examining the role of work engagement as a means of workplace incivility-turnover intention relationship.

Third, this research develops a multi-group model of analysis by considering the factor of gender (eg Riadi, Hendryadi, & Tricahyadinata, 2019; Hendryadi & Zannati, 2018; Cortina, Kabat-Farr, Leskinen, Huerta, & Magley, 2013; Sliter et al., 2012). The factor of gender was found to be inconsistently affecting perceptions of workplace incivility. Therefore, this study is present to close that gap.

The research was organized into five sections including an introduction. In the second part, literature review, conceptual framework and hypothesis are proposed. The third part explains the research method including research design, sample, measurement and analysis techniques. The fourth section presents the results and continues with the discussion.

Finally, conclusions and recommendations are presented, especially explaining the main findings and their implications for organization practitioners and policy makers.

**THEORETICAL BACKGROUND**

Workplace incivility Workplace incivility is the interaction among employees which violates respectful norms (Cortina, Magley, Williams, & Langhout, 2001; Hanrahan & Leiter, 2014).

The definition most widely cited in the literature from Andersson and Pearson (1999) is as low-intensity behavior with ambiguous intent to harm the target, which violates workplace norms for mutual respect, rude, showing a lack of respect towards others. Workplace incivility is a deviant behavior, verbally and non-verbally, such as a look of

condescension, harsh words, impatience or a lack of respect for the dignity of others. As a result, employees who are victims of incivility have a tendency to decrease their commitment over time (Montgomery et al., 2004).

Other examples of unethical behavior include not saying thank you, heeding co-workers' suggestions, texting or sending emails during meetings, making derogatory comments, showing hostility, invasion of privacy, exclusive behavior, gossiping and ignoring or insulting coworkers (Pearson & Porath, 2009). Incivil behavior in the workplace is a part of employees daily behaviors in interacting with each other in an organization.

The perpetrators sometimes do not realize they have conducted this behavior, such as undervaluing coworkers (for example not saying thank you for the simple assistance provided), or asking for help in polite words to subordinates or fellow coworkers. Other examples of this behavior include actions such as using condescending language, making verbal and non-verbal threats, gossiping, ignoring coworkers' requests, and showing disrespect for others at work (Holm et al., 2015).

The hallmark of incivility is that sometimes the purpose is unclear, and is not intended to be detrimental to others. Although people sometimes behave rudely with a clear purpose to demean or insult others, at other times their disrespectful behavior can be caused by fatigue, carelessness, or indifference to local social norms.

Thus, the existence of intention is unclear either from the perpetrator, the victim, or the bystander (Andersson and Pearson, 1999; Pearson et al., 2001). Relation of Incivility to Work Engagement Work engagement is relatively rarely studied in relation to workplace incivility (Beattie & Griffin, 2014). The concept of work engagement was first introduced by Kahn (1990) as the use of organizational members for their work roles; in an engagement, people use and express themselves physically, cognitively, and emotionally while carrying out their work. Schaufeliet al.

(2002) provides a definition of work engagement as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption". Vigor refers to high energy and mental endurance at work, a willingness to invest efforts to get the job done well, and struggle and perseverance when facing difficulties. Dedication refers to a sense of significance, enthusiasm, inspiration, pride, and challenges at work.

Absorption is characterized as a person who is fully concentrated and really enjoys work where time passes quickly, and has a difficulty escaping from work (Bakker & Demerouti, 2008; Schaufeli, Salanova, Gonzales-Roma, & Bakker, 2002.). Incivility at work represents normative behavior that is contrary to the norms of civility; behaving rudely

and disrespectfully, and demonstrating a lack of respect for others (Andersson & Pearson, 1999; Cortina et al., 2001). Beattie and Griffin (2014) conducted an important research among security personnel working in Australia.

Their results found that security personnel have higher levels of stress when they experience incivility, but high support from superiors reduced this effect. In addition, the negative effect of incivility on work engagement is only significant for those who have low self-evaluation. Empirical support for workplace incivility relationships is also evidenced in the study of Reio Jr.

& Sanders-Reio (2011) whose study was on computer company employees in America, and the study of Yeung & Griffin (2008) in Asia. Thus, if work engagement can be increased through interactions in the workplace such as support from colleagues and leaders, then workplace incivility as a form of behavior that tends to be demeaning, abusive treatment from the superior or colleagues will have a negative impact on employees' perceptions of their environment, and have implications for the low work engagement.

Therefore, based on the theoretical description and empirical evidence above, the hypothesis proposed is: H1: workplace incivility is negatively related to employee work engagement Relation of Incivility to Turnover Intention Employee turnover refers to when an employee decides to leave an organization voluntarily (Shaw et al., 2005). The employee's decision to leave the organization is very expensive for both individuals and organizations (Lee et al., 2004).

Three basic components are generally considered when calculating employee turnover costs, including recruitment costs, replacement costs, and training costs (Cascio, 2000). Researchers have found workplace incivility is negatively related to productivity and job satisfaction, and positively related to absenteeism, tardiness, and desire to resign (Lim & Cortina, 2005; Penney & Spector, 2005; Rahim & Cosby, 2015).

Various studies provide important notes about the effects of incivility in the workplace on turnover intentions (Rahim & Cosby, 2016; Sharma & Singh, 2016; Cortina et al., 2013). From their study on business administration students in the United States, Rahim and Cosby (2016) found that workplace incivility is positively related to the intention to resign. In various sectors, Sharma and Singh (2016) and Cortina et al. (2013) found that workplace incivility can increase the level of intention to resign.

The studies of Hendryadi and Rachma Zannati (2018); Riadi, Hendryadi, and Tricahyadinata (2019) provide preliminary empirical evidence regarding the link between



workplace incivility and employee turnover intention in Indonesia. Both studies found a positive effect of workplace incivility on employee turnover intention. Disrespectful behavior occurs in general and in many organizations, and organizations often do not understand their harmful effects, and most managers are not prepared to deal with it. Due to their experience as victim of workplace incivility, employees tend to reduce work effort, time on the job, and job performance.

(Rahim & Cosby, 2016; Pearson & Porath, 2005). That is, the higher the employee's perception of incivility in their workplace, the intention to leave or find a new job is higher. Therefore, based on the abovementioned researches, the second hypothesis is proposed: H2: workplace incivility is positively related to turnover intention. Relation of Work Engagement to Turnover Intention In the view of the Job Demands-Resources model (J D-R Model), the main contributors to work engagement come from two factors: job demand and job and personal resources.

Job resources such as social support (both from colleagues and superiors), performance feedback, skills variation, autonomy, and learning opportunities have positive implications for work engagement (Bakker and Demerouti, 2007; Schaufeli and Salanova, 2007). That is, employees who receive more work resources (for example the support of colleagues and superiors) then the tendency to have a sense of attachment is higher.

Second, personal resources are positive self-evaluations related to resilience and refer to individual feelings about their ability to control the environment (Hobfoll et al., 2003). Personal resources can be in the form of self-efficacy, optimism, self-esteem, endurance, and so on (Bakker and Demerouti, 2007). Job demands refer to aspects of work that require ongoing physical and/or psychological effort and are therefore associated with certain physiological and/or psychological costs (Hakanen, Schaufeli, & Ahola, 2008).

In the J D-R Model, job demands act to moderate the relationship between job resources and personal resources to work engagement. Job demands can be in the form of work, mental, emotional, and physical demands. The main effect of work engagement in the J D-R model is employee performance, both in the form of role performance, extra role performance, creativity, and in terms of the company's financial performance (Bakker and Demerouti, 2007).

Several recent studies have found that work engagement has a negative effect on turnover intention (Lu, Lu, Gursay, & Neale, 2016; Memon, 2016; Babakus, Yavas, & Karatepe, 2017; Caesens, Stinglhamber, & Marmier, 2016; De Simone, Planta, & Cicotto, 2018; Agarwal & Gupta, 2018). Using data from employees and supervisors in 29 hotels in North America, L, et al.

(2016) found that supervisor level employees had significantly higher work engagement and lower turnover intentions than line level employees. Caesens et al. (2016) conducted a study on 647 employees in Belgium and found that the relationship between work engagement and employee turnover intention was curvilinear. Curvilinear relationship is a form of relationship between two variables where one variable increases followed by another variable, but this increase only occurs at a certain point. (like an inverted U curve).

Another form of curvilinear relationship is when one variable increases, and the other decreases to a certain point, and after that the two variables increase together (forming a U curve). Work engagement also has direct and indirect effects with turnover intention (De Simone et al., 2018). Besides having a direct effect on turnover intention, work engagement in various studies has a mediating role (eg Agarwal & Gupta, 2018; Memon, Salleh, & Baharom, 2016; Agarwal et al., 2012). Agarwal et al.

(2012) prove that work engagement is negatively correlated with turnover intention, and mediate the relationship between LMX and turnover intention. In another research, Agarwal & Gupta (2018) proved work engagement as a mediator for the relationship between job characteristics and turnover intention. Memon et al.

(2016) found that work engagement has a negative relationship with turnover intention, and work engagement also mediates the relationship of job satisfaction with turnover intention. Based on the empirical evidence, this study argues that the relationship model between workplace incivility and turnover intention can be mediated by work engagement in line with support for workplace incivility-work engagement relationship (Reio Jr & Sanders-Reio, 2011; Yeung & Griffin; 2008) and the relationship work engagement - turnover intention (Lu, Lu, Gursoy, & Neale, 2016; Memon.,

2016; Babakus, Yavas, & Karatepe, 2017; Caesens, Stinglhamber, & Marmier, 2016; De Simone, Planta, & Cicotto, 2018; Agarwal & Gupta, 2018). Thus the hypothesis proposed is: H3: work engagement is negatively related to turnover intention H4: work engagement mediates the relationship between workplace incivility and turnover intention Gender Roles in the relation of workplace incivility, work engagement, turnover intention Demographics are the characteristics of employees that distinguish them from other employees. Demographic elements can be in the form of age, gender, education, years of service, and other social factors.

A number of researchers have theorized that categorizing by gender can be offensive. Women are more likely to be targets of disrespectful behavior at work than men



(Welbourne et al. 2015; Miner and Eischeid, 2012; Loi et al. 2013; Cortina, 2013). According to this idea, women are considered more sensitive to social behavior than men.

The consequence is that they are more likely to face interpersonal problems, such as workplace incivility, than men. Cortina (2008) suggests that disrespectful behavior may be targeted more often at women and ethnic minorities (in the American context). This theory is supported by research findings that assert that women experience more incivility in the form of harassment at work than men (Cortina et al.

2001, 2002; Lim et al. 2008; Pearson & Porath, 2005). Reio Jr., & Sanders-Reio, (2011) found that women experience more incivility from their coworkers and men experience more incivility from their superiors. However, the majority of studies comparing men and women show that incivility generally has the same negative effect on women and men (Cortina et al.

2001; Lim et al., 2008). More recent research found that 65 percent of women compared to 47 percent of men experienced "general incivility" in their workplaces (Cortina et al., 2013). Based on the various empirical evidence, there are two important things to note, first, immoral behavior in the form of harassment is more likely to be accepted by women from their coworkers (Reio Jr., & Sanders-Reio, 2011; Pearson & Porath, 2005); and younger in age (Lim & Lee, 2011).

Second, the difference in results can be explained based on the assumptions put forward by Rousseau et al. (2008) that national culture tends to influence social values, and how individuals perceive and respond to workplace incivility. For example, it is possible for employees who work in countries with high power distance cultural values (such as Indonesia and Japan) to tend to regard neglect by their superiors as a reasonable behavior, rather than employees who work in countries with lower power distance (like America and Europe).

Thus, this study considers that gender is likely to only have an impact and strength in the relationship between workplace incivility and work engagement and turnover intention (Riadi et al., 2019). **METHODOLOGY** Sample procedure The research sample was taken from 12 companies from various business sectors in Jakarta, Indonesia. A total of 644 respondents were involved in completing the three-month questionnaire in 2019. A total of 52.48% of the respondents were male, and the majority (69%) had a senior high school education. The majority of respondents (64.13%) are still single.

Most of the respondents are aged 21-25 (45.50%). Measurements Workplace incivility

was adapted from a seven-item scale developed by Cortina et al. (2001) to measure the extent to which employees experienced incivility at work in the past year. Items are rated on a five-point Likert scale (never = 1, rarely = 2, sometimes = 3, often = 4, most of the time = 5).

Example of the item: "How often in the past year have you received .....". This scale was tested and has a Cronbach's internal consistency of 0.87 (Chen et al., 2010); and 0.89 (Rahim & Cosby, 2016). In this study, internal scale consistency was obtained at 0.87. Work engagement. Work engagement is measured on a short European Union Work Engagement scale (UWES-9).

UWES includes three subscales that reflect the basic dimensions of attachment, including: vigor (three items; for example, "I feel enthusiastic about going to work"), dedication (three items; for example, "I want to know about the results of my work"), and absorption (three items; for example "time goes by so fast while working"). Each item is rated on a seven-point Likert scale from 0 ("never") to 6 ("always"). Table 1 shows the Cronbach Alpha coefficient of 0.765 in this study that met internal consistency requirements. Turnover intention.

Three items of the turnover intention subscale from the Michigan Organizational Assessment Scale (Seashore et al., 1982) were used to measure respondents' turnover intentions. Example items for this scale are, "I am actively looking for a new job," and "I often think of quitting". Responses ranged from 1 (strongly disagree) to 5 (strongly agree). The possible range of scores is 3 to 15.

A higher score on the scale indicates a higher level of intention to stop. This scale has been shown to have adequate reliability and validity ( $\alpha = 0.91$ , Karim et al., 2015). In this study, the value of internal consistency was 0.802 (see Table 1). Table 1. Principal Component Analysis and Cronbach Alpha Construct/Indicator \_% of Variance  
\_Cronbach's Alpha \_Workplace incivility \_29.16 \_0.873 \_Work Engagement \_21.71 \_0.765  
\_Turnover Intention \_8.821 \_0.802 \_Source: field data, processed (2019) Technique of Data Analysis The first part of this analysis is designed to examine the psychometric measures of incivility, work engagement, and turnover intentions. The second part of the analysis is designed to test the hypothesis.

Partial least square structural equation modeling (PLS-SEM) with a multi-group analysis (MGA) approach is used to test the model. Data analysis was performed using SmartPLS 3.0 software (Ringle et al., 2012) Common Method Biases Before further statistical analysis is performed, the common method variance (CMV) is examined first.

CMV identifies false correlations that usually occur in cross-sectional data collection methods (e.g. surveys conducted at the same time) are used to measure variables (Tehseen et al., 2017). In this study, CMV was assessed using the Harman single factor test with the principal component analysis (PCA) approach (Podsakoff et al., 2003).

The CMV test results show that there is no single dominant factor in the three constructs which explains more than 50 percent of the total variance (see Table 1). Thus, it can be stated that CMV is not a serious problem in this study.

### RESULTS AND DISCUSSION

#### Descriptive Analysis

The first analysis begins with descriptive statistics that show the means and standard deviations for the study variables (Table 2).

Statistics	Gender	N	Mean	Std. Deviation	Sig (independent t-test)
Workplace Incivility	Male	338	1.89	.78	0.095
Workplace Incivility	Female	306	1.79	.72	
Work Engagement	Male	338	3.65	.61	0.208
Work Engagement	Female	306	3.71	.54	
Turnover Intention	Male	338	2.39	1.03	0.292
Turnover Intention	Female	306	2.47	1.04	

Note: WIC= workplace incivility, WE= work engagement; TI = turnover intention

Table 2 shows that the average score of workplace incivility, work engagement, and turnover intentions for the male group are slightly higher than for women. Unexpectedly, men have a higher level of perception than women in workplace incivility.

This data differs from previous research which states that women are more likely to be targets of incivility (Welbourne et al. 2015; Miner & Eischeid, 2012; Cortina, 2008). Next is that men have lower levels of work engagement and turnover intention than women. However, no statistically significant differences were found in the three constructs by gender (all sig. in the independent t test > 0.05).

#### Structural Equations Model

This study uses a one-stage measurement model and the explanation of the results adopts the recommendations of Chin (2010) and Hair et al. (2011; 2014). The first stage of testing is to evaluate the measurement model (outer model) to test the validity and reliability of the extract, and then to evaluate the significance of the parameters (inner model) to prove the relationship between constructs.

#### Measurement model evaluation (outer model)

Evaluation of the measurement model is carried out to check internal consistency and construct validity (convergent validity and discriminatory validity) as determined by Hair et al. (2014). In the first stage, internal consistency is evaluated using the Cronbach's alpha coefficient and construct reliability (CR).

The results of the analysis show that all latent constructs meet the requirements for internal consistency, namely  $CA > 0.70$  (WI = 0.88; WE = 0.75; TI = 0.80). Next is evaluating the reliability of the composite (CR) and giving results in line with CA, where

the CR is entirely above 0.70 (WI = 0.91; WE = 0.86; TI = 0.88). It can be concluded that the measurement model has met all the reliability requirements as recommended by Hair et al. (2014) and Chin (2010).

Construct validity is to check convergent validity and discriminant validity. Convergent validity is assessed through loading factor (?) and average variance extracted (AVE). Fornel and Larcker (1981) recommend that the cut-off value for AVE is 0.50, and the loading factor is above 0.70. As shown in Table 3, all loading factors > 0.70 and all AVE greater than 0.50, and the results can be considered satisfactory (Hair et al., 2011). Table 3.

Scale items and evaluation of the measurement model

Indicator	Loading	std.dev	_Cronbach's a	_CR	_AVE
_Workplace incivility (WI)	0.88	0.91	0.58	WIC1	0.75
	0.02			WIC2	0.75
	0.02			WIC3	0.77
	0.02			WIC4	0.80
	0.02			WIC5	0.78
	0.02			WIC6	0.76
	0.02			WIC7	0.70
_Work Engagement (WE)	0.75	0.86	0.67	VIG	0.82
	0.02			DED	0.82
	0.03			ABS	0.81
	0.03			Turnover intention (TI)	0.80
	0.88	0.72		TI1	0.82
	0.02			TI2	0.86
	0.01			TI3	0.86
	0.01				

Discriminant validity checks the extent to which a construct is different from other constructs.

The parameter recommended by Fornell-Larcker (in Hair et al., 2011) is comparing AVE with correlations between latent variables. The measurement model is stated to have good discriminant validity if the correlation between latent variables is lower than the square of AVE. As shown in Table 4, the AVE squared for all latent variables is greater than the correlation between variables.

Thus, it can be concluded that the scale used in this study has sufficient construct validity. Table 4. Discriminant validity: Fornell-Larcker Criterion

	_Incivility	_Self Efficacy	_Turnover	_Workplace incivility (WI)	_Work Engagement (WE)	_Turnover intention (TI)
_Incivility	0.76					
_Self Efficacy	-0.24	0.82				
_Turnover	0.38	-0.28	0.85			
_Workplace incivility (WI)	0.76			0.58		
_Work Engagement (WE)	-0.24	0.82			0.67	
_Turnover intention (TI)	0.38	-0.28	0.85			0.88

Note: The square root of the AVEs are in italic and bold

Structural model testing (Inner model) After evaluating the measurement model, the next step is to evaluate the structural model. Criteria for evaluating structural models as suggested by Hair et al. (2014). They consist of R<sup>2</sup>, f<sup>2</sup> and Q<sup>2</sup>.

Next is to examine the path coefficient, and the significance of the path. R<sup>2</sup> dependent variable explains the amount of variance explained by the model that represents the relevant predictive value with the cut-off value as follows: R<sup>2</sup> values of 0.75, 0.50, or 0.25 can be categorized as strong, moderate and weak (Hair et al., 2011).

The value of  $R^2$  obtained for this model shows that both variables (work engagement and turnover intention) have weak predictive power ( $R^2 = 0.06$  and  $R^2 = 0.18$  for each latent endogenous variable). In addition to evaluating the  $R^2$  values of all endogenous constructs, changes in the  $R^2$  value when certain exogenous constructs are eliminated from the model can be used to evaluate whether if any constructs are removed it can have a substantive impact on endogenous constructs.

This measurement is called  $f^2$  effect size (Hair et al., 2011). The guidelines for assessing  $f^2$  are the values of 0.02 (small effect), 0.15 (moderate), and 0.35 (large) (Cohen, 1988; Hair et al., 2011). The analysis showed the value of  $f^2 = 0.06$  (WI ( WE); 0.04 (WE ( TI); 0.06 (WI ( WE); and 0.13 (WI ( TI). The effect size values range between 0.06 - 0.13 and are in the weak category.

The next evaluation model is to use blindfolding to validate the crossing of each construct. Stone-Geisser's  $Q^2$  value which is greater than zero indicates that the exogenous constructs have predictive relevance for endogenous constructs (Hair et al., 2011). The results showed that the  $Q^2$  value for work engagement was 0.07, and the turnover intention was 0.18.

These results indicate that workplace incivility has weak predictive relevance for work engagement, but is good enough for turnover intention. Finally, to test the suitability of the theoretical model, a conservative parameter of the SRMR value is used, i.e. if the SRMR value is less than 0.08, it indicates good fit (Hair et al., 2011). SRMR value based on the analysis results obtained is 0.06 ( $<0.08$ ).

It can be stated that for the sake of theoretical testing, the results of this analysis are good enough. Multi-group analysis In the next step, bootstrap analysis is used to assess the significance of the path coefficient. The minimum number of bootstrap samples is 5,000 as recommended by Hair et al. (2014).

To conduct group comparisons, the structural model uses a multi-group approach (PLS MGA). Table 5 displays the p-value and confidence intervals obtained for each path coefficient. Table 5. Path coefficient results Path\_Groups N = 644 \_Male N = 338 \_Female N = 306 \_WI -> WE \_0.24\*\* \_0.19 \*\* \_0.29 \*\* \_WI -> IT \_0.34\*\* \_0.34\*\* \_0.34\*\* \_WE -> IT \_0.20\*\* \_0.25 \*\* \_0.15\* \_WI -> WE -> IT \_0.05\*\* \_ - \_ - Notes: \*  $p < 0.05$ ; \*\*  $p < 0.01$ , group 1 = the entire group, group 2 = male; group 3 = women This article empirically examines the relationship between workplace incivility (WI), work engagement (WE), and turnover intention (IT) in Indonesian business sector organizations. Table 5 presents the results of the structural model analysis.

Based on the results of the analysis, it can be stated that WI has a negative relationship with WE (coefficient = -0.24, p-value 0.00), so H1 is supported. This shows that when employees feel a high level of incivility, it can lower their level of work engagement. This finding reinforces the results of a previous study conducted by Beattie and Griffin (2014); Reio Jr. & Sanders-Reio (2011); and Yeung & Griffin (2008).

Workplace incivility is a contradictory form of good social relations within an organization, and can have implications for the low level of work engagement. The results of the analysis further showed that the relationship between workplace incivility and work engagement was significant for the two groups, both for men and women. Path coefficient values -0.19 (men) and -0.29 (women) show that women have a greater tendency to lessen their work engagement than men if exposed to disrespectful behavior in the workplace.

The next hypothesis shows that workplace incivility plays an important role in predicting employee turnover intention. The path coefficient value is significant and positive between WI and TI (coefficient = 0.34, p-value 0.00) so that H2 is supported. These results reinforce previous empirical evidence (Sharma & Singh, 2016; Rahim & Cosby, 2015; Hendryadi & Zannati, 2018; Riadi et al., 2019).

That is, the higher the employee's perception of incivility in their workplace, the intention to leave or find a new job is higher. Therefore, based on the abovementioned researches, the second hypothesis is proposed: Multi-group analysis shows that both men and women have an equal response related to turnover intention (coefficient of 0.34 for the whole group). The results of this study differ from that of Riadi et al.

(2019) that found the effect of workplace incivility on turnover intention was greater in the male group than in the female; and does not support differences in receiving incivility between men and women (Welbourne et al., 2015; Miner & Eischeid, 2012; Cortina, 2008). It can be said that workplace incivility can increase the intention to find another job among employees.

When this intention increases, employees will have the intention to consider quitting their jobs. This effect generally applies to men and women, and there is no difference between men and women in responding to workplace incivility for turnover. Thus, both men and women who have experience workplace incivility have the same tendency to leave their organizations.

This result shows the positive effects of working in a social work environment where employees treat one another with respect and refrain from disrespectful behavior in



their daily work. Finally, the analysis found that WE negatively predicted turnover intention (coefficient = -0.20, p-value 0.00), so that H3 was supported. These results are consistent with previous empirical evidence (eg Lu et al., 2016; Memon., 2016; Babakus et al., 2017; Caesens et al., 2016; De Simone et al.,

2018; Agarwal & Gupta, 2018). Based on the results of the multi-group analysis obtained, interesting results are shown where the relationship of work engagement with turnover intention is greater in the male group (coefficient of -0.25) compared to the group of women (-0.15). It means that men have more tendency to consider leaving the job than women.

Besides having a direct effect on turnover intention, work engagement in this study was proven to mediate the relationship of workplace incivility and turnover intention (coefficient 0.05, p-value 0.00). This finding is the first test on the indirect relationship of workplace incivility to turnover intention by placing work engagement as a mediator, so that it has a theoretical contribution to the impact of workplace incivility on turnover intention.

**CONCLUSIONS** The summary of the results The relationship between workplace incivility, work engagement, and turnover intention has been proven by various previous studies in cross-cultural contexts. This study not only focuses on investigating the direct effect of workplace incivility on turnover intention, but also examines the role of work engagement as a mediator using multi-group design by placing gender as a distinguishing factor between variables.

The results show that workplace incivility has a negative effect on work engagement, and a positive effect on turnover intention, and the intensity of these relationships differs by gender. Work engagement has been shown to have a negative effect on turnover intentions and to play a mediating role in workplace incivility and turnover intention relationship.

**Theoretical and practical implications** This study contributes to the existing knowledge about the impact of workplace incivility on work engagement and turnover intention through several ways. First, this study has proven that workplace incivility has a negative impact on work engagement, and positively on turnover intention. In addition, the relationship of workplace incivility with turnover intention is proven through work engagement, thereby expanding previous research studies that only focus on the direct effects of workplace incivility to work engagement (Reio Jr & Sanders-Reio, 2011; Yeung & Griffin; 2008) and the relationship between work engagement and turnover intention (Lu et al., 2016; Memon., 2016; Babakus et al., 2017; Caesens et al., 2016; De Simone et

al., 2018; Agarwal & Gupta, 2018).

Second, the relationship of workplace incivility to work engagement and turnover intention was found to vary by gender. Based on the empirical evidence previously explained, there are several key implications for organizations to consider when creating a policy. First, managers must pay attention to workplace incivility situations to reduce employee turnover intentions, especially workplace incivility which can lead to the decrease of work engagement and the increase of turnover intentions.

Our findings show that workplace incivility has a key role in reducing work engagement and increasing turnover intention. It needs to be followed up through various strategic steps from the human resource management to prevent the more worrisome effects of workplace incivility. Therefore, it is important for top management to recognize the existence of incivility in the workplace and to stop it as early as possible.

For example, to foster a work environment that promotes mutual respect, organizations must encourage cultural values that explicitly prohibit all forms of disrespectful behavior among employees, and between superiors and subordinates. Second, so that managers or supervisors have the ability to identify and improve communication patterns between employees, it is advisable to regularly attend communication and leadership training so that communication between superiors and subordinates, and among employees can be effectively carried out.

**Limitations and future research directions** There are still many limitations in this study. First, the data was collected from business sector organizations in Indonesia using convenience sampling, which can limit research generalizations. Therefore, it is recommended that future researchers replicate this research in various sectors using random sampling.

Second, the majority of respondents in this study consisted of unmarried employees aged between 21-30 years, with high school education. These respondent characteristics may not represent the values and perceptions of senior employees (over 35 years). Future research is recommended to use a more varied sample by adding the percentage of employees over 35 years.

Finally, the cross-sectional nature of this study has limited claims for relationship quality. Therefore, subsequent research needs to use a longitudinal design to test changes over time which will be very valuable to test causality.

INTERNET SOURCES:

-----  
<1% -

[https://www.academia.edu/13246475/The\\_influence\\_of\\_empowerment\\_and\\_incivility\\_on\\_the\\_mental\\_health\\_of\\_new\\_graduate\\_nurses](https://www.academia.edu/13246475/The_influence_of_empowerment_and_incivility_on_the_mental_health_of_new_graduate_nurses)

<1% -

<http://www.iosrjournals.org/iosr-jbm/papers/Vol20-issue5/Version-5/B2005051118.pdf>

<1% -

[https://www.researchgate.net/publication/26655614\\_Patterns\\_and\\_Profiles\\_of\\_Response\\_to\\_Incivility\\_in\\_the\\_Workplace](https://www.researchgate.net/publication/26655614_Patterns_and_Profiles_of_Response_to_Incivility_in_the_Workplace)

<1% -

[https://www.researchgate.net/publication/303550895\\_Effect\\_of\\_workplace\\_incivility\\_on\\_job\\_satisfaction\\_and\\_turnover\\_intentions\\_in\\_India](https://www.researchgate.net/publication/303550895_Effect_of_workplace_incivility_on_job_satisfaction_and_turnover_intentions_in_India)

<1% -

[https://www.researchgate.net/publication/318741257\\_The\\_Unfolding\\_Impact\\_of\\_Leader\\_Identity\\_Entrepreneurship\\_on\\_Burnout\\_Work\\_Engagement\\_and\\_Turnover\\_Intentions](https://www.researchgate.net/publication/318741257_The_Unfolding_Impact_of_Leader_Identity_Entrepreneurship_on_Burnout_Work_Engagement_and_Turnover_Intentions)

<1% -

[https://www.researchgate.net/publication/313098973\\_On\\_incivility\\_its\\_impact\\_and\\_directions\\_for\\_future\\_research](https://www.researchgate.net/publication/313098973_On_incivility_its_impact_and_directions_for_future_research)

<1% -

<https://www.emerald.com/insight/content/doi/10.1108/JSOCM-12-2016-0078/full/html>

<1% -

[https://www.researchgate.net/publication/328150324\\_Hubungan\\_workplace\\_incivility\\_dan\\_turnover\\_intention\\_efek\\_moderasi\\_gender](https://www.researchgate.net/publication/328150324_Hubungan_workplace_incivility_dan_turnover_intention_efek_moderasi_gender)

<1% -

[https://www.academia.edu/3483931/Conflict\\_and\\_abusive\\_workplace\\_behaviors\\_The\\_moderating\\_effects\\_of\\_social\\_competencies](https://www.academia.edu/3483931/Conflict_and_abusive_workplace_behaviors_The_moderating_effects_of_social_competencies)

<1% - [https://www.researchgate.net/publication/227533694\\_Happiness\\_at\\_Work](https://www.researchgate.net/publication/227533694_Happiness_at_Work)

<1% - <https://quizlet.com/45138302/criminology-flash-cards/>

<1% -

[https://www.academia.edu/6688503/Intercultural\\_Communication\\_and\\_East-Asian\\_Politeness](https://www.academia.edu/6688503/Intercultural_Communication_and_East-Asian_Politeness)

<1% -

<http://apcz.umk.pl/czasopisma/index.php/JPM/article/viewFile/JPM.2014.018/4317>

<1% -

[https://www.researchgate.net/publication/6405624\\_Analytical\\_Methods\\_of\\_Biological\\_Monitoring\\_for\\_Exposure\\_to\\_Pesticides\\_Recent\\_Update](https://www.researchgate.net/publication/6405624_Analytical_Methods_of_Biological_Monitoring_for_Exposure_to_Pesticides_Recent_Update)

<1% - <https://www.healthaffairs.org/doi/full/10.1377/hlthaff.21.5.189>

<1% - <https://quizlet.com/221002062/cross-cultural-psychology-chapter-1-flash-cards/>

<1% -

[https://www.academia.edu/13260423/Journal\\_of\\_Management\\_and\\_OrganizationJMO\\_A](https://www.academia.edu/13260423/Journal_of_Management_and_OrganizationJMO_A)

additional\_services\_for\_Journal\_of\_Management\_and\_Organization\_The\_in\_uence\_of\_HR\_practices\_and\_job\_satisfaction\_on\_interpersonal\_deviance\_in\_the\_workplace

<1% -

[https://www.researchgate.net/publication/326683314\\_Dysfunctional\\_Behavior\\_at\\_the\\_Workplace\\_and\\_Its\\_Impact\\_on\\_Employees'\\_Job\\_Performance](https://www.researchgate.net/publication/326683314_Dysfunctional_Behavior_at_the_Workplace_and_Its_Impact_on_Employees'_Job_Performance)

<1% -

<https://pdfs.semanticscholar.org/4402/1534c60d7753aa321d9ca810b0ec9c52122d.pdf>

1% -

[https://www.researchgate.net/publication/309576642\\_A\\_model\\_of\\_workplace\\_incivility\\_job\\_burnout\\_turnover\\_intentions\\_and\\_job\\_performance](https://www.researchgate.net/publication/309576642_A_model_of_workplace_incivility_job_burnout_turnover_intentions_and_job_performance)

<1% - <http://journal.feb.unmul.ac.id/index.php/INOVASI/article/download/4088/391>

<1% - <https://www.sciencedirect.com/science/article/pii/S0007681319300758>

<1% - <https://www.tandfonline.com/doi/full/10.1080/1359432X.2019.1576633>

<1% -

[https://www.researchgate.net/publication/261879555\\_Workplace\\_Incivility\\_and\\_Counterproductive\\_Work\\_Behavior\\_Moderating\\_Role\\_of\\_Emotional\\_Intelligence\\_Siraj\\_ud\\_Din](https://www.researchgate.net/publication/261879555_Workplace_Incivility_and_Counterproductive_Work_Behavior_Moderating_Role_of_Emotional_Intelligence_Siraj_ud_Din)

<1% - <https://quizlet.com/265499381/chapter-3-flash-cards/>

<1% -

<https://blog.proofhub.com/5-quick-ways-to-make-your-workplace-more-efficient-9ccf2d6a09cf>

<1% - <https://link.springer.com/article/10.1007/s10869-018-9591-4>

<1% -

[https://www.researchgate.net/publication/287508090\\_Heresies\\_and\\_Sacred\\_Cows\\_in\\_Scholarly\\_Marketing\\_Publications](https://www.researchgate.net/publication/287508090_Heresies_and_Sacred_Cows_in_Scholarly_Marketing_Publications)

<1% - <https://www.sciencedirect.com/science/article/pii/S0278431915001851>

<1% - <http://csiop-scpio.ca/news.html>

<1% - <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1955747/>

2% -

[https://www.researchgate.net/publication/330509972\\_WORKPLACE\\_INCIVILITY\\_SELF-EFFICACY\\_AND\\_TURNOVER\\_INTENTION\\_RELATIONSHIP\\_MODEL\\_A\\_MULTI-GROUP\\_ANALYSIS](https://www.researchgate.net/publication/330509972_WORKPLACE_INCIVILITY_SELF-EFFICACY_AND_TURNOVER_INTENTION_RELATIONSHIP_MODEL_A_MULTI-GROUP_ANALYSIS)

<1% -

[https://www.researchgate.net/profile/Irsan\\_Tricahyadinata/publication/330509972\\_WORKPLACE\\_INCIVILITY\\_SELF-EFFICACY\\_AND\\_TURNOVER\\_INTENTION\\_RELATIONSHIP\\_MODEL\\_A\\_MULTI-GROUP\\_ANALYSIS/links/5c471243299bf12be3da7f6a/WORKPLACE-INCIVILITY-SELF-EFFICACY-AND-TURNOVER-INTENTION-RELATIONSHIP-MODEL-A-MULTI-GROUP-ANALYSIS.pdf](https://www.researchgate.net/profile/Irsan_Tricahyadinata/publication/330509972_WORKPLACE_INCIVILITY_SELF-EFFICACY_AND_TURNOVER_INTENTION_RELATIONSHIP_MODEL_A_MULTI-GROUP_ANALYSIS/links/5c471243299bf12be3da7f6a/WORKPLACE-INCIVILITY-SELF-EFFICACY-AND-TURNOVER-INTENTION-RELATIONSHIP-MODEL-A-MULTI-GROUP-ANALYSIS.pdf)

<1% - <https://www.emergingrnleader.com/incivilityinnursing/>

<1% - <https://psycnet.apa.org/doiLanding?doi=10.1037/apl0000387>

<1% - <https://us.experteer.com/magazine/managers-list-desired-employee-behavior/>

<1% -  
[https://scholarworks.sjsu.edu/cgi/viewcontent.cgi?article=8269&context=etd\\_theses](https://scholarworks.sjsu.edu/cgi/viewcontent.cgi?article=8269&context=etd_theses)  
<1% - [http://trap.ncirl.ie/599/1/Robert\\_Knight.pdf](http://trap.ncirl.ie/599/1/Robert_Knight.pdf)  
<1% - <http://www.arnoldbakker.com/workengagement.php>  
<1% - <http://www.ddegjust.ac.in/studymaterial/bba/bba-301.pdf>  
<1% - <https://core.ac.uk/download/pdf/61389017.pdf>  
<1% -  
[https://www.researchgate.net/publication/262577955\\_Day-level\\_fluctuations\\_in\\_stress\\_and\\_engagement\\_in\\_response\\_to\\_workplace\\_incivility\\_A\\_diary\\_study](https://www.researchgate.net/publication/262577955_Day-level_fluctuations_in_stress_and_engagement_in_response_to_workplace_incivility_A_diary_study)  
<1% -  
[https://www.researchgate.net/publication/331306592\\_A\\_Literature\\_Review\\_on\\_Employee\\_Retention\\_with\\_Focus\\_on\\_Recent\\_Trends](https://www.researchgate.net/publication/331306592_A_Literature_Review_on_Employee_Retention_with_Focus_on_Recent_Trends)  
<1% - [https://en.m.wikipedia.org/wiki/Counterproductive\\_work\\_behavior](https://en.m.wikipedia.org/wiki/Counterproductive_work_behavior)  
<1% -  
<http://journals.sagepub.com/doi/pdf/10.1177/0149206306297582?legid=spjom%3B33%2F2%2F141&cited-by=yes>  
<1% - <http://www.pjprnip.edu.pk/pjpr/index.php/pjpr/article/download/309/307>  
<1% -  
[https://atrium.lib.uoguelph.ca/xmlui/bitstream/handle/10214/8522/chris\\_alexandra\\_201410\\_MA.pdf;sequence=1](https://atrium.lib.uoguelph.ca/xmlui/bitstream/handle/10214/8522/chris_alexandra_201410_MA.pdf;sequence=1)  
<1% -  
[https://www.researchgate.net/publication/258956981\\_The\\_influence\\_of\\_empowerment\\_and\\_incivility\\_on\\_the\\_mental\\_health\\_of\\_new\\_graduate\\_nurses](https://www.researchgate.net/publication/258956981_The_influence_of_empowerment_and_incivility_on_the_mental_health_of_new_graduate_nurses)  
<1% -  
[https://www.researchgate.net/publication/299417117\\_Using\\_the\\_Job-Demands-Resources\\_model\\_to\\_predict\\_turnover\\_in\\_the\\_information\\_technology\\_workforce\\_-\\_General\\_effects\\_and\\_gender](https://www.researchgate.net/publication/299417117_Using_the_Job-Demands-Resources_model_to_predict_turnover_in_the_information_technology_workforce_-_General_effects_and_gender)  
<1% - <https://www.wilmarschaufeli.nl/publications/Schaufeli/270.pdf>  
<1% - <https://link.springer.com/article/10.1007/s40037-013-0080-1>  
<1% - [https://www.academia.edu/861148/Towards\\_a\\_model\\_of\\_work\\_engagement](https://www.academia.edu/861148/Towards_a_model_of_work_engagement)  
<1% - <https://quizlet.com/1851913/hrm-exam-flash-cards/>  
<1% -  
[https://www.researchgate.net/profile/Marisa\\_Salanova/publication/234062263\\_We\\_Need\\_a\\_Hero\\_Toward\\_a\\_Validation\\_of\\_the\\_Healthy\\_and\\_Resilient\\_Organization\\_HERO\\_Model/links/02bfe50ec09a5ac326000000/We-Need-a-Hero-Toward-a-Validation-of-the-Healthy-and-Resilient-Organization-HERO-Model.pdf](https://www.researchgate.net/profile/Marisa_Salanova/publication/234062263_We_Need_a_Hero_Toward_a_Validation_of_the_Healthy_and_Resilient_Organization_HERO_Model/links/02bfe50ec09a5ac326000000/We-Need-a-Hero-Toward-a-Validation-of-the-Healthy-and-Resilient-Organization-HERO-Model.pdf)  
<1% -  
<https://www.emerald.com/insight/content/doi/10.1108/IJWHM-01-2019-0006/full/html>  
<1% - <https://www.wilmarschaufeli.nl/publications/Schaufeli/302.pdf>  
<1% - <http://www.srhe.ac.uk/conference2016/abstracts/0185.pdf>

<1% - <https://doi.apa.org/getdoi.cfm?doi=10.1037/1072-5245.14.2.121>

<1% - <https://link.springer.com/article/10.1007%2Fs10551-012-1296-4>

<1% - [https://www.isonderhouden.nl/doc/pdf/arnoldbakker/articles/articles\\_arnold\\_bakker\\_164.pdf](https://www.isonderhouden.nl/doc/pdf/arnoldbakker/articles/articles_arnold_bakker_164.pdf)

<1% - <https://www.mdpi.com/1660-4601/16/10/1812/htm>

<1% - <https://www.sciencedirect.com/science/article/pii/S0278431917303730>

<1% - <https://quizlet.com/27866366/statistics-psy-3301-final-exam-flash-cards/>

<1% - <https://medium.com/@BenHolliday/doing-less-the-inverted-u-e5d688fca3d2>

<1% - <https://quizlet.com/80141852/psych-311-exam-4-flash-cards/>

<1% - [https://www.researchgate.net/publication/283990349\\_Media\\_Use\\_Preference\\_The\\_Mediating\\_Role\\_of\\_Communication\\_on\\_Political\\_Engagement](https://www.researchgate.net/publication/283990349_Media_Use_Preference_The_Mediating_Role_of_Communication_on_Political_Engagement)

<1% - [https://mafiadoc.com/international-journal-of-information-business-and-management\\_599e22731723dd09401ae44f.html](https://mafiadoc.com/international-journal-of-information-business-and-management_599e22731723dd09401ae44f.html)

<1% - <http://www.ijcrar.com/vol-3-1/Ananda%20D,%20et%20al.pdf>

<1% - [https://www.academia.edu/6035179/The\\_mediating\\_role\\_of\\_organizational\\_commitment\\_between\\_emotional\\_exhaustion\\_and\\_turnover\\_intention\\_among\\_customer\\_service\\_representatives\\_in\\_Pakistan](https://www.academia.edu/6035179/The_mediating_role_of_organizational_commitment_between_emotional_exhaustion_and_turnover_intention_among_customer_service_representatives_in_Pakistan)

<1% - <https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=5643&context=dissertations>

<1% - <https://www.scipress.com/ILSHS.51.33.pdf>

<1% - [https://www.researchgate.net/publication/227940283\\_Studying\\_and\\_Measuring\\_Civility\\_A\\_Framework\\_Trends\\_and\\_Scale](https://www.researchgate.net/publication/227940283_Studying_and_Measuring_Civility_A_Framework_Trends_and_Scale)

<1% - <https://quizlet.com/40402518/psychology-of-sex-differences-flash-cards/>

<1% - <https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=8601&context=dissertations>

<1% - <https://quizlet.com/250877454/mgt-3320-chap-12-flash-cards/>

<1% - <https://www.scirp.org/journal/PaperInformation.aspx?PaperID=62879>

<1% - [https://www.researchgate.net/profile/Sandy\\_Lim3/publication/303838510\\_Emotional\\_Mechanisms\\_Linking\\_Incivility\\_at\\_Work\\_to\\_Aggression\\_and-Withdrawal\\_at\\_Home\\_An\\_Experience-Sampling\\_Study/links/5b743e5545851546c9088034/Emotional-Mechanisms-Linking-Incivility-at-Work-to-Aggression-and-Withdrawal-at-Home-An-Experience-Sampling-Study.pdf](https://www.researchgate.net/profile/Sandy_Lim3/publication/303838510_Emotional_Mechanisms_Linking_Incivility_at_Work_to_Aggression_and-Withdrawal_at_Home_An_Experience-Sampling_Study/links/5b743e5545851546c9088034/Emotional-Mechanisms-Linking-Incivility-at-Work-to-Aggression-and-Withdrawal-at-Home-An-Experience-Sampling-Study.pdf)



<1% - <https://www.sciencedirect.com/science/article/pii/S2214845015300107>

<1% - <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3423563/>

<1% - <https://quizlet.com/122767868/mgt-flash-cards/>

<1% - [https://www.researchgate.net/publication/285138897\\_Assessing\\_Website\\_Usability\\_Attributes\\_Using\\_Partial\\_Least\\_Squares](https://www.researchgate.net/publication/285138897_Assessing_Website_Usability_Attributes_Using_Partial_Least_Squares)

<1% - <http://www.jiii.org/uploadfile/2014/0113/20140113031756189.pdf>

<1% - <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4712762/>

<1% - <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2791395/>

<1% - [https://www.researchgate.net/publication/267640229\\_A\\_STUDY\\_ON\\_GENERATION\\_Y\\_BEHAVIOR\\_AT\\_WORKPLACE](https://www.researchgate.net/publication/267640229_A_STUDY_ON_GENERATION_Y_BEHAVIOR_AT_WORKPLACE)

<1% - [https://mafiadoc.com/job-demands-job-resources-and-their-relationship-wilmar-schaufeli\\_599407ce1723ddcd6988d0ad.html](https://mafiadoc.com/job-demands-job-resources-and-their-relationship-wilmar-schaufeli_599407ce1723ddcd6988d0ad.html)

<1% - <https://www.sciencedirect.com/science/article/pii/S0020748917300846>

<1% - [https://www.academia.edu/29656635/Emotional\\_Intelligence\\_and\\_Perceived\\_Work-related\\_Outcomes\\_Mediating\\_Role\\_of\\_Workplace\\_Incivility\\_Victimization](https://www.academia.edu/29656635/Emotional_Intelligence_and_Perceived_Work-related_Outcomes_Mediating_Role_of_Workplace_Incivility_Victimization)

<1% - <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2771877/>

<1% - <http://file.scirp.org/xml/79627.xml>

<1% - [https://www.researchgate.net/publication/266912424\\_A\\_Parametric\\_Approach\\_to\\_Partial\\_Least\\_Square\\_Structural\\_Equation\\_Modeling\\_MultiGroup\\_Analysis\\_PLS-MGA](https://www.researchgate.net/publication/266912424_A_Parametric_Approach_to_Partial_Least_Square_Structural_Equation_Modeling_MultiGroup_Analysis_PLS-MGA)

<1% - [https://link.springer.com/chapter/10.1007/978-3-319-64069-3\\_10](https://link.springer.com/chapter/10.1007/978-3-319-64069-3_10)

<1% - [https://www.researchgate.net/publication/260621145\\_Addressing\\_Common\\_Method\\_Variance\\_Guidelines\\_for\\_Survey\\_Research\\_on\\_Information\\_Technology\\_Operations\\_and\\_Supply\\_Chain\\_Management](https://www.researchgate.net/publication/260621145_Addressing_Common_Method_Variance_Guidelines_for_Survey_Research_on_Information_Technology_Operations_and_Supply_Chain_Management)

<1% - <http://ec.europa.eu/eurostat/documents/64157/4374310/13-Handbook-recommended-practices-questionnaire-development-and-testing-methods-2005.pdf/52bd85c2-2dc5-44ad-8f5d-0c6ccb2c55a0>

<1% - <https://www.sciencedirect.com/science/article/pii/S0278431918301385>

<1% - <https://www.sciencedirect.com/science/article/pii/S0278431919300428>

<1% - <https://treato.com/CMV+Infection,Menstrual+Period+Issues/?a=s>

<1% - [https://unstats.un.org/unsd/HHsurveys/pdf/Chapter\\_16.pdf](https://unstats.un.org/unsd/HHsurveys/pdf/Chapter_16.pdf)

<1% - <https://rjoas.com/issues/2018-02.pdf>

<1% - <https://www.sciencedirect.com/science/article/pii/S0049089X16305087>

<1% -

[https://www.academia.edu/10612737/The\\_Effect\\_of\\_Reading\\_Anxiety\\_and\\_Motivation\\_on\\_EFL\\_Learners\\_Choice\\_of\\_Reading\\_Strategies](https://www.academia.edu/10612737/The_Effect_of_Reading_Anxiety_and_Motivation_on_EFL_Learners_Choice_of_Reading_Strategies)

<1% - <https://www.sciencedirect.com/science/article/pii/S0959652615013566>

<1% - <https://jserd.springeropen.com/articles/10.1186/s40411-018-0048-2>

<1% - <https://www.sciencedirect.com/science/article/pii/S1877042813050301>

<1% -

[https://www.researchgate.net/post/Discriminant\\_VValidity\\_through\\_Variance\\_Extracted\\_Factor\\_Analysis2](https://www.researchgate.net/post/Discriminant_VValidity_through_Variance_Extracted_Factor_Analysis2)

<1% - <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5418840/>

<1% - <https://www.ecwaua.org/what-is-convergent-validity-and-discriminant-validity/>

<1% - <https://files.eric.ed.gov/fulltext/EJ1081508.pdf>

<1% -

[https://www.academia.edu/24841537/E-Commerce\\_Adoption\\_as\\_a\\_Predictor\\_of\\_the\\_Perceived\\_Strategic\\_Value\\_of\\_E-Commerce\\_among\\_E-Commerce\\_Adopter\\_SMEs\\_in\\_Turkey](https://www.academia.edu/24841537/E-Commerce_Adoption_as_a_Predictor_of_the_Perceived_Strategic_Value_of_E-Commerce_among_E-Commerce_Adopter_SMEs_in_Turkey)

<1% -

[https://www.researchgate.net/post/what\\_is\\_a\\_good\\_r\\_square\\_value\\_in\\_regression\\_analysis](https://www.researchgate.net/post/what_is_a_good_r_square_value_in_regression_analysis)

<1% - <https://zencaroline.blogspot.com/2007/05/discriminant-validity.html>

<1% - [http://ijer.ut.ac.ir/pdf\\_629\\_ca70ffe059d3517c6debf13d8e08589.html](http://ijer.ut.ac.ir/pdf_629_ca70ffe059d3517c6debf13d8e08589.html)

<1% - <https://www.sciencedirect.com/science/article/pii/S0260691718301813>

<1% -

[https://www.researchgate.net/publication/271380521\\_Broken\\_Windows\\_and\\_Collective\\_Efficacy](https://www.researchgate.net/publication/271380521_Broken_Windows_and_Collective_Efficacy)

<1% -

[https://www.researchgate.net/publication/332229579\\_Determinants\\_of\\_SME\\_export\\_performance](https://www.researchgate.net/publication/332229579_Determinants_of_SME_export_performance)

<1% - <https://www.statisticssolutions.com/factor-analysis-sem-path-analysis/>

<1% - <https://www.princeton.edu/~otorres/Regression101.pdf>

<1% - <https://www.slideshare.net/firdhabasbeth/session-4-structural-model-evaluation>

<1% -

[https://www.academia.edu/6010849/4\\_-\\_How\\_to\\_use\\_Smart\\_PLS\\_software\\_Structural\\_Model\\_Assessment\\_1-25-13](https://www.academia.edu/6010849/4_-_How_to_use_Smart_PLS_software_Structural_Model_Assessment_1-25-13)

<1% -

<https://www.slideshare.net/pallobby/introduction-to-structural-equation-modeling-partial-least-squares-sempls-61043221>

<1% -

[https://www.academia.edu/21692256/Factors\\_influencing\\_SMEs\\_website\\_continuance\\_intention\\_in\\_Malaysia](https://www.academia.edu/21692256/Factors_influencing_SMEs_website_continuance_intention_in_Malaysia)

<1% -

[https://www.academia.edu/40105747/Development\\_and\\_Validation\\_of\\_the\\_Workplace\\_](https://www.academia.edu/40105747/Development_and_Validation_of_the_Workplace_)

## Dignity\_Scale

<1% - <http://davidakenny.net/cm/fit.htm>

<1% - <https://www.sciencedirect.com/science/article/pii/S1366554516300795>

<1% - <http://independent.academia.edu/wanmohamadasyrafwanafthanorhan>

<1% -

[https://www.researchgate.net/post/What\\_is\\_the\\_minimum\\_sample\\_acceptable\\_for\\_structural\\_equation\\_modelling\\_using\\_AMOS](https://www.researchgate.net/post/What_is_the_minimum_sample_acceptable_for_structural_equation_modelling_using_AMOS)

<1% -

[https://www.researchgate.net/publication/306128474\\_Hypothesis\\_Testing\\_with\\_Confidence\\_Intervals\\_and\\_P\\_Values\\_in\\_PLS-SEM](https://www.researchgate.net/publication/306128474_Hypothesis_Testing_with_Confidence_Intervals_and_P_Values_in_PLS-SEM)

<1% -

[https://www.academia.edu/27803274/The\\_Impact\\_of\\_Organizational\\_Culture\\_on\\_Organizational\\_Performance](https://www.academia.edu/27803274/The_Impact_of_Organizational_Culture_on_Organizational_Performance)

<1% - <http://www.econpea.org/pub/PEA2013%20Conference%20Proceedings.pdf>

<1% - <https://bmjopen.bmj.com/content/8/12/e021874>

<1% - <https://www.sciencedirect.com/science/article/pii/S0148296317301121>

<1% - <https://www.sciencedirect.com/science/article/pii/S0263237315001310>

<1% -

[https://www.academia.edu/33881273/Effects\\_of\\_communication\\_on\\_turnover\\_intention\\_A\\_case\\_of\\_hotel\\_employees\\_in\\_Malaysia](https://www.academia.edu/33881273/Effects_of_communication_on_turnover_intention_A_case_of_hotel_employees_in_Malaysia)

<1% -

[https://mafiadoc.com/personal-and-workgroup-incivility-impact-on-work-and-health-outcomes\\_5a22c1a91723ddf82668820e.html](https://mafiadoc.com/personal-and-workgroup-incivility-impact-on-work-and-health-outcomes_5a22c1a91723ddf82668820e.html)

<1% - <https://www.sciencedirect.com/science/article/pii/S0001879115300075>

<1% - <http://www.todayscience.org/JBM/article/jbm.v4i4p22.pdf>

<1% - <https://quizlet.com/42151737/mgmt-4470-final-flash-cards/>

<1% - <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4314154/>

<1% -

[https://www.researchgate.net/profile/Deborah\\_Dunn2/publication/256984715\\_Relationship\\_of\\_Workplace\\_Incivility\\_Stress\\_and\\_Burnout\\_on\\_Nurses%27\\_Turnover\\_Intentions\\_and\\_Psychological\\_Empowerment/links/59eba9900f7e9bfdeb70485f/Relationship-of-Workplace-Incivility-Stress-and-Burnout-on-Nurses-Turnover-Intentions-and-Psychological-Empowerment.pdf](https://www.researchgate.net/profile/Deborah_Dunn2/publication/256984715_Relationship_of_Workplace_Incivility_Stress_and_Burnout_on_Nurses%27_Turnover_Intentions_and_Psychological_Empowerment/links/59eba9900f7e9bfdeb70485f/Relationship-of-Workplace-Incivility-Stress-and-Burnout-on-Nurses-Turnover-Intentions-and-Psychological-Empowerment.pdf)

<1% - <https://link.springer.com/article/10.1057%2Fpalgrave.jibs.8400205>

<1% -

[https://www.researchgate.net/publication/332124521\\_Workplace\\_Incivility\\_and\\_Job\\_Satisfaction\\_Mediating\\_Role\\_of\\_Emotion\\_Management](https://www.researchgate.net/publication/332124521_Workplace_Incivility_and_Job_Satisfaction_Mediating_Role_of_Emotion_Management)

<1% - <http://lup.lub.lu.se/student-papers/record/4464075/file/4464088.pdf>

<1% - <http://ijecm.co.uk/wp-content/uploads/2015/12/31228.pdf>

<1% -

[https://www.researchgate.net/publication/267457109\\_Workplace\\_incivility\\_A\\_review\\_of\\_the\\_literature\\_and\\_agenda\\_for\\_future\\_research](https://www.researchgate.net/publication/267457109_Workplace_incivility_A_review_of_the_literature_and_agenda_for_future_research)

<1% - <https://www.sciencedirect.com/science/article/pii/S0001209216308316>

<1% - <https://onlinelibrary.wiley.com/doi/pdf/10.1002/job.636>

<1% -

<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.306.4476&rep=rep1&type=pdf>

<1% - <https://www.inter.siam.edu/article/graduate-school-mba/>

<1% -

<https://bmchealthservres.biomedcentral.com/articles/10.1186/s12913-014-0547-8>

<1% - <https://bmcmmededuc.biomedcentral.com/articles/10.1186/s12909-019-1640-9>



Hendry Basrah &lt;hendry.basrah@gmail.com&gt;

---

**190452637 (Cogent Psychology) A revise decision has been made on your submission**

1 pesan

**Cogent Psychology** <em@editorialmanager.com>

6 Januari 2020 06.02

Balas Ke: Cogent Psychology &lt;psychology@cogentoa.com&gt;

Kepada: Hendryadi Hendryadi &lt;hendry.basrah@gmail.com&gt;

Ref: COGENTPSYCHOLOGY-2019-0215

190452637

WORKPLACE INCIVILITY, WORK ENGAGEMENT, AND TURNOVER INTENTIONS: MULTI-GROUP ANALYSIS

Cogent Psychology

Dear Hendryadi Hendryadi

Your manuscript entitled "WORKPLACE INCIVILITY, WORK ENGAGEMENT, AND TURNOVER INTENTIONS: MULTI-GROUP ANALYSIS", which you submitted to Cogent Psychology, has now been reviewed.

The reviews, included at the bottom of the letter, indicate that your manuscript could be suitable for publication following revision. We hope that you will consider these suggestions, and revise your manuscript.

Please submit your revision by Feb 04, 2020, if you need additional time then please contact the Editorial Office.

To submit your revised manuscript please go to <https://rp.cogentoa.com/dashboard/> and log in. You will see an option to Revise alongside your submission record.

If you are unsure how to submit your revision, please contact us on [psychology@cogentoa.com](mailto:psychology@cogentoa.com)

Please ensure that you include the following elements in your revised submission:

- \* public interest statement - a description of your paper of NO MORE THAN 150 words suitable for a non-specialist reader, highlighting/explaining anything which will be of interest to the general public (to find about more about how to write a good Public Interest Statement, and how it can benefit your research, you can take a look at this short article: <http://explore.cogentoa.com/author-tool-kit/public-interest-statement>)
- \* about the author - a short summary of NO MORE THAN 150 WORDS, detailing either your own or your group's key research activities, including a note on how the research reported in this paper relates to wider projects or issues.

You also have the option of including the following:

- \* photo of the author(s), including details of who is in the photograph - please note that we can only publish one photo
- \* cover image - you are able to create a cover page for your article by supplying an image for this purpose, or nominating a figure from your article.

If you supply a new image, please obtain relevant permissions to reproduce the image if you do not own the copyright.

If you require advice on language editing for your manuscript or assistance with arranging translation, please do consider using the Taylor & Francis Editing Services.

Please ensure that you clearly highlight changes made to your manuscript, as well as submitting a thorough response to reviewers.

We look forward to receiving your revised article.

Best wishes,

Gabriela Topa, Ph.D.  
Editor  
Cogent Psychology

Comments from the Editors and Reviewers:

Title, Abstract and Introduction – overall evaluation

Reviewer 1: Sound with minor or moderate revisions

Methodology / Materials and Methods – overall evaluation

Reviewer 1: Sound

Objective / Hypothesis – overall evaluation

Reviewer 1: Sound with minor or moderate revisions

Figures and Tables – overall evaluation

Reviewer 1: Sound

Results / Data Analysis – overall evaluation

Reviewer 1: Sound

Interpretation / Discussion – overall evaluation

Reviewer 1: Sound with minor or moderate revisions

Conclusions – overall evaluation

Reviewer 1: Sound with minor or moderate revisions

References – overall evaluation

Reviewer 1: Sound with minor or moderate revisions

Compliance with Ethical Standards – overall evaluation

Reviewer 1: Not applicable

Writing – overall evaluation

Reviewer 1: Sound with minor or moderate revisions

Supplemental Information and Data – overall evaluation

Reviewer 1: Not applicable



## Comments to the author

Reviewer 1: The introduction appears more like a literature review. It should have certain latest facts and figures from magazines/reports to support the need for the study. The para "The research was organized into five sections including an introduction. In the second part, literature review, conceptual framework and hypothesis are proposed. The third part explains the research method including research design, sampling procedures, measurement and analysis techniques. The fourth section presents the results and continues with the discussion. Finally, conclusions and recommendations are presented, especially explaining the main findings and their implications for organization practitioners and policy makers" is not required.

The authors write "The concept of work engagement was first introduced by Kahn (1990)". Kahn however discussed personal engagement. Please review "An Empirical Clarification on the Assessment of Engagement at Work" to get clarity.

Before developing the hypotheses, strong theoretical underpinning is required. Merely quoting prior studies is not theory. Kindly check the paper "What theory is not".

Few more papers such as the below can be checked for theoretical insights into work engagement – turnover intention relationship:

Impact of Work Engagement on Turnover Intention: Moderation by psychological Capital in India.

The Relationship between Psychological Capital and Turnover Intention: Work Engagement as Mediator and Work experience as Moderator.

Please separate results and discussion section.

Separate theoretical contributions and managerial implications sections.

## Title, Abstract and Introduction – overall evaluation

Reviewer 2: Sound with minor or moderate revisions

## Methodology / Materials and Methods – overall evaluation

Reviewer 2: Sound

## Objective / Hypothesis – overall evaluation

Reviewer 2: Sound

## Figures and Tables – overall evaluation

Reviewer 2: Sound with minor or moderate revisions

## Results / Data Analysis – overall evaluation

Reviewer 2: Sound

## Interpretation / Discussion – overall evaluation

Reviewer 2: Sound

## Conclusions – overall evaluation

Reviewer 2: Sound

## References – overall evaluation

Reviewer 2: Sound with minor or moderate revisions

## Compliance with Ethical Standards – overall evaluation

Reviewer 2: Sound

Writing – overall evaluation  
Reviewer 2: Sound

Supplemental Information and Data – overall evaluation  
Reviewer 2: Not applicable

Comments to the author

Reviewer 2: The text concerns an important problem of the role of work engagement. The theoretical introduction is sufficient, but requires a shortening, e.g. the paragraph beginning with the sentence "The research was organized into five sections including an introduction" should be deleted. Relations between variables and hypotheses are well justified. None of them apply to gender differences, hence the paragraph "Gender Roles in the relation of workplace incivility, work engagement, turnover intention" is unnecessary.

A statement about the data collection "respondents were Involved in completing the three-month questionnaire in 2019" is not precise enough. The test procedure should be accurately described. The UWES scale (Schaufeli & Bakker, 2003) is Utrecht Work Engagement Scale, not the European Union Work Engagement scale. Table 1 duplicate the text from the Measurements section, so it is not needed. Similar reps should be avoided. The content of the tables and reference style should be adapted to APA style, eg. should be only „SD“, not „Standard deviation“; Schaufeli, et al. (2002) (see; p5), the citation of more than one author, it must be cited in full for the first time in the text (eg. Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002). In addition, sometimes significance level is not shown. In order to shorten the text, it is worth introducing a graphical model of relationships between variables. The advantage of the text are a practical implications of results.

The major methodological shortcoming of the paper is applies a design of cross-sectional, correlational character. Such design poses major limitations and the conclusions on the predictive role of the assumed constructs cannot be drawn. The hypothesized mediation fits a longitudinal design much better. However, the authors are aware of this limitation. Considering the sample size and the use of SEM, it is worth consider publishing the article despite the limitations mentioned above.

---

In compliance with data protection regulations, you may request that we remove your personal registration details at any time. (Use the following URL: <https://www.editorialmanager.com/cogentpsychology/login.asp?a=r>). Please contact the publication office if you have any questions.



**Review\_Cogent Psychology\_4.doc**

24K



Kotak Masuk x

kepada saya ▼


 Inggris ▾ > Indonesia ▾ [Terjemahkan pesan](#)

Ref: COGENTPSYCHOLOGY-2019-0215R1

190452637

## WORKPLACE INCIVILITY, WORK ENGAGEMENT, AND TURNOVER INTENTIONS: MULTI-GROUP ANALYSIS

Cogent Psychology

Dear Hendryadi Hendryadi

I am pleased to tell you that your work was accepted for publication in **Cogent Psychology** on Mar 11, 2020.

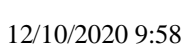
Please note: only minor, or typographical changes can be introduced during typesetting and proofing of your manuscript. Major changes to you

For your information, comments from the Editor and Reviewers can be found below if available, and you will have an opportunity to make minor

Your article will be published under the Creative Commons Attribution license (CC-BY 4.0), ensuring that your work will be freely accessible by anyone as long as the user gives appropriate credit, provides a link to the license, and indicates if changes were made.

Once the version of record (VoR) of your article has been published in **Cogent Psychology**, please feel free to deposit a copy in your institution

Thank you for submitting your work to this journal, and we hope that you will consider us for your future submissions.





# Workplace incivility, work engagement, and turnover intentions: Multi-group analysis

Irsan Tricahyadinata, Hendryadi, Suryani, Saida Zainurossalamia ZA & Sukisno Selamat Riadi |

To cite this article: Irsan Tricahyadinata, Hendryadi, Suryani, Saida Zainurossalamia ZA & Sukisno Selamat Riadi | (2020) Workplace incivility, work engagement, and turnover intentions: Multi-group analysis, Cogent Psychology, 7:1, 1743627

To link to this article: <https://doi.org/10.1080/23311908.2020.1743627>



© 2020 The Author(s). This open access article is distributed under a Creative Commons Attribution (CC-BY) 4.0 license.



Published online: 09 Apr 2020.



Submit your article to this journal [↗](#)



Article views: 320



View related articles [↗](#)



View Crossmark data [↗](#)



Received: 03 November 2019  
Accepted: 11 March 2020

\*Corresponding author: Hendryadi,  
Department of Management, Sekolah  
Tinggi Ilmu Ekonomi Indonesia  
Jakarta, Indonesia  
E-mail: [hendry.basrah@gmail.com](mailto:hendry.basrah@gmail.com)

Reviewing editor:  
Gabriela Topa, Social and  
Organizational Psychology,  
Universidad Nacional De Educacion  
a Distancia, Spain

Additional information is available at  
the end of the article

## SOCIAL PSYCHOLOGY | RESEARCH ARTICLE

# Workplace incivility, work engagement, and turnover intentions: Multi-group analysis

Irsan Tricahyadinata<sup>1</sup>, Hendryadi<sup>2\*</sup>, Suryani<sup>3</sup>, Saida Zainurossalamia ZA<sup>1</sup> and  
Sukisno Selamat Riadi<sup>1</sup>

**Abstract:** The purpose of this study is to examine workplace incivility in work engagement and employee turnover intention in the work place in Indonesia. In addition, this study also examines the differences in intensity of these relationships by gender. In total, 644 employees from various business industries in Indonesia completed a quantitative survey relating to their perceptions of workplace incivility, work engagement, and turnover intention. Data were analyzed with partial least square multi-group analysis technique (PLS-MGA). The results show that workplace incivility has a negative effect on work engagement, and a positive effect on turnover intention, and the intensity of these relationships differ by gender. Work engagement has been shown to have a negative effect on turnover intentions and to play a mediating role in workplace incivility and turnover intention relationship.

## ABOUT THE AUTHORS

Dr. Irsan Tricahyadinata is an Assistant Professor at the Faculty of Economics and Business Universitas Mulawarman, Samarinda, Indonesia. His current research interests include human resources management and organization behavior. Email: [irsan.tricahyadinata@feb.unmul.ac.id](mailto:irsan.tricahyadinata@feb.unmul.ac.id)

Hendryadi is a lecturer at Sekolah Tinggi Ilmu Ekonomi Indonesia Jakarta, Jakarta, Indonesia. His current research interests are Islamic work ethics, leadership, workplace incivility, and quantitative research methods. Email: [hendry.basrah@gmail.com](mailto:hendry.basrah@gmail.com)

Dr. Suryani is an Associate Professor at the Islamic State Institute of Lhokseumawe, Aceh, Indonesia. Her research interests include organizational culture, leadership, and ethics from the Islamic perspective. Email: [suryani.uin@gmail.com](mailto:suryani.uin@gmail.com)

Dr. Saida Zainurossalamia ZA is an Assistant Professor at the Faculty of Economics and Business Universitas Mulawarman, Samarinda, Indonesia. His research interests are marketing strategic and organizational behavior. Email: [saida.zainurossalamia.za@feb.unmul.ac.id](mailto:saida.zainurossalamia.za@feb.unmul.ac.id)

Prof. Sukisno Selamat Riadi is a Professor at the Universitas Mulawarman, Samarinda, Indonesia. He has published many articles in the area of human resources management and organizational behavior. Email: [sukisno.selamat.riadi@feb.unmul.ac.id](mailto:sukisno.selamat.riadi@feb.unmul.ac.id)

## PUBLIC INTEREST STATEMENT

In the last two decades, incivility in the workplace has become one of the issues that has attracted the attention of organization researchers and practitioners. Various empirical studies have been conducted to identify and explain the causes and consequences of incivility for individuals and organizations. However, previous studies conducted in Europe, the US, and Asian countries almost entirely found different forms of incivility in the workplace, due to differences in values or norms of politeness in different regions. Responding to this issue, the present research expands the study of workplace incivility in the context of Indonesian culture and clarifies the difference from previous researches on the role of gender on the impact of workplace incivility on work engagement and turnover intention.



Relevant recommendations are presented to HR managers and practitioners to prevent unethical practices in organizations and encourage communication and interaction by promoting civil behavior in the workplace.

**Subjects:** Work & Organizational Psychology; Human Resource Management; Organizational Studies; Cultural Studies

**Keywords:** workplace incivility; work engagement; turnover intention; gender; paper type research paper

## 1. Introduction

In the last two decades, workplace *incivility* has received the attention of organization researchers and practitioners. Various empirical studies have been conducted to identify and explain the causes and consequences of incivility for individuals and organizations. Intensive researches involving large samples in Europe and America throughout 1999–2009 show that workplace incivility has become a serious concern (e.g., Cortina et al., 2001; Lewis & Malecha, 2011; C. Pearson & Porath, 2009). Almost all studies conducted in America and Europe show an increasing trend of uncivil behaviors that are accepted by employees of various sectors/industries. This condition confirms that workplace incivility is a global problem that requires immediate attention from human resource and organization professionals (Ghosh et al., 2013).

Most of the preliminary researches on workplace incivility were conducted in the United States, and later developed in Australia (Birks et al., 2017; Loh & Loi, 2018; Warrner et al., 2016) and Canada (Smith et al., 2010). In Asia, there were several large-scale studies such as in China (Chen et al., 2018; Ma et al., 2018; Shi et al., 2018; Zhou et al., 2015), Korea (Hyun et al., 2018; Son & Jang, 2017); India (Sharma & Singh, 2016); Philippines (Bulloch, 2017), Singapore (Ho & Tan, 2018; Loh, 2015; Torres et al., 2017), and Malaysia (Arshad & Ismail, 2018; Dahri & Ab Hamid, 2018; Koon & Pun, 2018; Lim, 2016). Nearly all studies have found different forms of workplace incivility because there are differences in values or norms of politeness in different regions. This makes incivility not have a general form that can be accepted by all research, and thus, the issue of workplace incivility still leaves a gap to be explored in the context of cross-cultural research. In Asia, Yeung and Griffin (2008) found that 77% of respondents surveyed from various organizations in China, Hong Kong, India, Japan, Singapore, and Korea reported to have received disrespectful behavior from their coworkers or superiors at least once a year. The attention of researchers and practitioners on workplace incivility is reflected in various studies in numerous countries. They involve almost all types of work which show that workplace incivility continues to increase significantly and is increasingly worrying.

Researchers in the field of organizational behavior and management direct the impact of workplace incivility on various negative employee behaviors such as withdrawal (Lim et al., 2008; C. Pearson & Porath, 2009); abuse, production deviation, sabotage, theft, and withdrawal (Bibi et al., 2013); absenteeism, higher levels of sadness, anger, and fear at work (Porath & Pearson, 2012), work dissatisfaction, and fatigue (Kim et al., 2013; Rahim & Cosby, 2016; Welbourne et al., 2016), higher stress level (Beattie & Griffin, 2014), and reduced creativity (Porath & Enez, 2009), retention (Lim et al., 2008). Workplace incivility is also directly related to productivity (Lewis & Malecha, 2011; Rahim & Cosby, 2016), turnover intention (Cortina et al., 2013; Rahim & Cosby, 2016; Sharma & Singh, 2016) and work engagement (Beattie & Griffin, 2014; Reio & Sanders-Reio, 2011; Yeung & Griffin, 2008). An experimental study conducted by Foulk et al. (2016) concludes that incivility behavior can spread within an organization like the flu. This condition is referred to by Andersson and Pearson (1999) as spiral incivility, where incivility victims will retaliate and cause aggressive behavior, although a recent study by Vahle-Hinz et al. (2019) fails to prove the effect of the spiral.

This study makes a number of contributions to the literature of workplace incivility, work engagement, and turnover intention. First, the proposed models test the interrelation of workplace incivility, work engagement, and turnover intention that were previously tested separately, such as the relationship between workplace incivility and work engagement (Beattie & Griffin, 2014; Reio & Sanders-Reio, 2011; Yeung & Griffin, 2008) and turnover intention (Cortina et al., 2013; Rahim & Cosby, 2016; Sharma & Singh, 2016). Second, work engagement in various studies has a mediating role in relation to various intention turnover antecedents (e.g., Agarwal & Gupta, 2018; Memon et al., 2016), but no one has tested the mediating role of work engagement in the workplace incivility-turnover intention relationship. Thus, this study is directed to expand previous researches by examining the role of work engagement as a mediator of workplace incivility-turnover intention relationship. Third, this research develops a multi-group model of analysis by considering the factor of gender (e.g., Cortina et al., 2013; Hendryadi & Zannati, 2018; Sliter et al., 2012). The gender was found to be inconsistently affecting perceptions of workplace incivility. Therefore, this study is present to close that gap.

The first objective of the present study is to investigate the relationship between workplace incivility, work engagement, and turnover intention. More specifically, this study examined the direct and indirect relationship of workplace incivility to turnover through work engagement. The second objective of the study is to expand the area of workplace incivility, work engagement, and turnover intention, as well as gender-diversity and gender equality research in the context of work environment in Indonesia. This information will provide better insights for managers and organizations on the more effective ways to manage communication patterns and interactions within organizations, especially in Indonesia. This is followed by the next section that focuses on the literature review and the research hypotheses, methodology, including research design, sampling procedures, measurement and analysis techniques. The next section deals with the results and discussion. An understanding of this form of incivility behavior can help companies to develop policies and rules related to communication patterns and interactions in order to create a more effective work environment. The paper concludes with the practical and theoretical implications of the findings and significance of the study about Indonesian organizations.

## **2. Theoretical background and hypotheses**

### **2.1. Workplace incivility**

Empirical studies of workplace incivility are undeniably most influenced by Andersson and Pearson (1999, p. 457) who provide the definition of workplace incivility as “low-intensity behavior with ambiguous intent to harm the target, which violates workplace norms for mutual respect; rude, showing a lack of respect towards others.” Spiral theory was then developed by Andersson and Pearson (1999) to explain how the chain effect of workplace incivility. Spiral phenomenon starts at the starting point where incivility behavior is expressed as uncivilized behavior by individuals, violates norms, or as a form of behavior that is unacceptable to victims (Andersson & Pearson, 1999). This situation then raises a desire to get a revenge. This desire will likely result in incivility in response to the impoliteness experienced. As the spiral continues, one or both parties tend to reach a tipping point because of anger, embarrassment, and humiliation, which can trigger intense intentional behavior such as violence or aggression. The spiral of incivility can continue until there is an agreement between the two parties to forgive each other, or one of the parties resigns. Furthermore, the primary spiral can trigger a secondary spiral. Secondary spirals are triggered by immodesty (Andersson & Pearson, 1999). For example, someone who witnesses a spiral of impoliteness tends to take similar actions; and therefore, workplace incivility then becomes increasingly widespread within the organization. Based on the spiral theory of incivility, it can be concluded that workplace incivility is a cycle that can be triggered from a small problem and then increases in intensity into rude behavior or more severe aggression in the workplace. C.M. Pearson and Porath (2005) propose that efforts to stop this spiral phenomenon can begin with building an organizational culture and climate based on mutual respect, and especially a culture that does not tolerate the behavior of impoliteness that occurs within the organization (C.M. Pearson & Porath, 2005).

Workplace incivility is a deviant behavior, verbally and non-verbally, such as a look of condescension, harsh words, impatience or a lack of respect for the dignity of others. As a result, employees who are victims of incivility have a tendency to decrease their commitment over time (Montgomery et al., 2004). Other examples of unethical behavior include not saying thank you, heeding co-workers' suggestions, texting or sending emails during meetings, making derogatory comments, showing hostility, invasion of privacy, exclusive behavior, gossiping and ignoring or insulting coworkers (C. Pearson & Porath, 2009).

Incivil behavior in the workplace is a part of employees' daily behaviors in interacting with each other in an organization. The perpetrators sometimes do not realize they have conducted this behavior, such as undervaluing coworkers (for example, not saying thank you for the simple assistance provided), or asking for help in polite words to subordinates or fellow coworkers. Other examples of this behavior include actions such as using condescending language, making verbal and non-verbal threats, gossiping, ignoring coworkers' requests, and showing disrespect for others at work (Holm et al., 2015). The hallmark of incivility is that sometimes the purpose is unclear, and is not intended to be detrimental to others. Although people sometimes behave rudely with a clear purpose to demean or insult others, at other times their disrespectful behavior can be caused by fatigue, carelessness, or indifference to local social norms. Thus, the existence of intention is unclear either from the perpetrator, the victim, or the bystander (Andersson & Pearson, 1999).

## **2.2. Relation of incivility to work engagement**

Work engagement is relatively rarely studied in relation to workplace incivility (Beattie & Griffin, 2014). The concept of engagement refers to Kahn (1990) as psychologically present to exert physical, emotional, and cognitive energies into one's role. In engagement, people use and express themselves physically, cognitively, and emotionally while carrying out their work (Kahn, 1990). Schaufeli et al. (2002) provides a definition of work engagement as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption". Vigor refers to high energy and mental endurance at work, a willingness to invest efforts to get the job done well, and struggle and perseverance when facing difficulties. Dedication refers to a sense of significance, enthusiasm, inspiration, pride, and challenges at work. Absorption is characterized as a person who is fully concentrated and really enjoys work where time passes quickly, and has a difficulty escaping from work (Bakker & Demerouti, 2007).

Incivility at work represents normative behavior that is contrary to the norms of civility; behaving rudely and disrespectfully, and demonstrating a lack of respect for others (Andersson & Pearson, 1999; Cortina et al., 2001). Beattie and Griffin (2014) conducted an important research among security personnel working in Australia. Their results found that security personnel have higher levels of stress when they experience incivility, but high support from superiors reduced this effect. In addition, the negative effect of incivility on work engagement is only significant for those who have low self-evaluation. Empirical support for workplace incivility relationships is also evidenced in the study of Reio and Sanders-Reio (2011) whose study was on computer company employees in America, and the study of Yeung and Griffin (2008) in Asia. Thus, if work engagement can be increased through interactions in the workplace such as support from colleagues and leaders, then workplace incivility as a form of behavior that tends to be demeaning, abusive treatment from the superior or colleagues will have a negative impact on employees' perceptions of their environment, and have implications for the low work engagement. Therefore, based on the theoretical description and empirical evidence above, the hypothesis proposed is:

H1: workplace incivility is negatively related to employee work engagement

### **2.3. Relation of incivility to turnover intention**

Employee *turnover* refers to when an employee decides to leave an organization voluntarily (Shaw et al., 2005). The employee's decision to leave the organization is very expensive for both individuals and organizations (Lee et al., 2004). Three basic components are generally considered when calculating employee turnover costs, including recruitment costs, replacement costs, and training costs (Cascio, 2000). Researchers have found workplace incivility is negatively related to productivity and job satisfaction, and positively related to absenteeism, tardiness, and desire to resign (Lim et al., 2008; Rahim & Cosby, 2016). Various studies provide important notes about the effects of incivility in the workplace on turnover intentions (Cortina et al., 2013; Rahim & Cosby, 2016; Sharma & Singh, 2016). From their study on business administration students in the United States, Rahim and Cosby (2016) found that workplace incivility is positively related to the intention to resign. In various sectors, Sharma and Singh (2016) and Cortina et al. (2013) found that workplace incivility can increase the level of intention to resign. The studies of Hendryadi and Zannati (2018) provide preliminary empirical evidence regarding the link between workplace incivility and employee turnover intention in Indonesia. Both studies found a positive effect of workplace incivility on employee turnover intention. Disrespectful behavior occurs in general and in many organizations, and organizations often do not understand their harmful effects, and most managers are not prepared to deal with it. Due to their experience as victim of workplace incivility, employees tend to reduce work effort, time on the job, and job performance. (C. M. Pearson & Porath, 2005; Rahim & Cosby, 2016). That is, the higher the employee's perception of incivility in their workplace, the intention to leave or find a new job is higher. Therefore, based on the abovementioned researches, the second hypothesis is proposed:

H2: workplace incivility is positively related to *turnover intention*

### **2.4. Relation of work engagement to turnover intention**

In the view of the Job Demands-Resources model (J D-R Model), the main contributors to work engagement come from two factors: job demand and job and personal resources. Job resources such as social support (both from colleagues and superiors), performance feedback, skills variation, autonomy, and learning opportunities have positive implications for work engagement (Bakker & Demerouti, 2007). That is, employees who receive more work resources (for example, the support of colleagues and superiors) then the tendency to have a sense of attachment is higher. Second, personal resources are positive self-evaluations related to resilience and refer to individual feelings about their ability to control the environment (Hobfoll, 2002). Personal resources can be in the form of self-efficacy, optimism, self-esteem, endurance, and so on (Bakker & Demerouti, 2007). Job demands refer to aspects of work that require ongoing physical and/or psychological effort and are therefore associated with certain physiological and/or psychological costs (Hakanen et al., 2008). In the J D-R Model, job demands act to moderate the relationship between job resources and personal resources to work engagement. Job demands can be in the form of work, mental, emotional, and physical demands. The main effect of work engagement in the J D-R model is employee performance, both in the form of role performance, extra role performance, creativity, and in terms of the company's financial performance (Bakker & Demerouti, 2007).

Several recent studies have found that work engagement has a negative effect on turnover intention (Agarwal & Gupta, 2018; Babakus et al., 2017; Caesens et al., 2016; Lu et al., 2016; Memon et al., 2015, 2016; De Simone et al., 2018). Using data from employees and supervisors in 29 hotels in North America, Rahim and Cosby (2016) found that supervisor level employees had significantly higher work engagement and lower turnover intentions than line level employees. Caesens et al. (2016) conducted a study on 647 employees in Belgium and found that the relationship between work engagement and employee turnover intention was curvilinear. Curvilinear relationship is a form of relationship between two variables where one variable increases followed by another variable, but this increase only occurs at a certain point. (like an inverted U curve). Another form of curvilinear relationship is when one variable increases, and the other decreases to a certain

point, and after that the two variables increase together (forming a U curve). Work engagement also has direct and indirect effects with turnover intention (De Simone et al., 2018).

Besides having a direct effect on turnover intention, work engagement in various studies has a mediating role (e.g., Agarwal et al., 2012; Agarwal & Gupta, 2018; Gupta & Shaheen, 2017a, 2017b; Memon et al., 2016). Agarwal et al. (2012) prove that work engagement is negatively correlated with turnover intention, and mediate the relationship between LMX and turnover intention. In another research, Agarwal and Gupta (2018) proved work engagement as a mediator for the relationship between job characteristics and turnover intention. The mediating role of work engagement on the relationship between psychological capital and turnover intention was supported by Gupta and Shaheen (2017a) and the moderating role of personal resources in the relationship between work engagement and turnover intention (Gupta & Shaheen, 2017b). Memon et al. (2016) found that work engagement has a negative relationship with turnover intention, and work engagement also mediates the relationship of job satisfaction with turnover intention. Based on the empirical evidence, this study argues that the relationship model between workplace incivility and turnover intention can be mediated by work engagement in line with support for workplace incivility-work engagement relationship (Gupta & Shaheen, 2017a; Reio & Sanders-Reio, 2011; Yeung & Griffin, 2008) and the relationship work engagement—turnover intention (Agarwal & Gupta, 2018; Babakus et al., 2017; Caesens et al., 2016; De Simone et al., 2018; Lu et al., 2016; Memon, 2016). Thus, the hypothesis proposed is:

H3: work engagement is negatively related to turnover intention

H4: work engagement mediates the relationship between workplace incivility and turnover intention

Demographics are the characteristics of employees that distinguish them from other employees. Demographic elements can be in the form of age, gender, education, years of service, and other social factors. A number of researchers have theorized that categorizing by gender can be offensive. Women are more likely to be targets of disrespectful behavior at work than men (Cortina et al., 2013; Welbourne et al., 2016). According to this idea, women are considered more sensitive to social behavior than men. The consequence is that they are more likely to face interpersonal problems, such as workplace incivility, than men.

Cortina (2008) suggests that disrespectful behavior may be targeted more often at women and ethnic minorities (in the American context). This theory is supported by research findings that assert that women experience more incivility in the form of harassment at work than men (C.M. Pearson & Porath, 2005; Cortina et al., 2001; Lim et al., 2008). Reio and Sanders-Reio (2011) found that women experience more incivility from their coworkers and men experience more incivility from their superiors. However, the majority of studies comparing men and women show that incivility generally has the same negative effect on women and men (Cortina et al., 2001; Lim et al., 2008). More recent research found that 65 percent of women compared to 47 percent of men experienced “general incivility” in their workplaces (Cortina et al., 2013).

Based on the various empirical evidence, there are two important things to note, first, immoral behavior in the form of harassment is more likely to be accepted by women from their coworkers (C.M. Pearson & Porath, 2005; Reio & Sanders-Reio, 2011); and younger in age (Lim & Lee, 2011). Second, the difference in results can be explained based on the assumptions put forward by Rousseau et al. (2008) that national culture tends to influence social values, and how individuals perceive and respond to workplace incivility. For example, it is possible for employees who work in countries with high power distance cultural values (such as Indonesia and Japan) to tend to regard neglect by their superiors as a reasonable behavior, rather than employees who work in countries with lower power distance (like America and Europe). Thus, this study considers that gender is likely to only have an impact and strength in the relationship between workplace incivility and work engagement and turnover intention.

### 3. Methodology

#### 3.1. Sample procedure

The research sample was taken from 12 companies from various business sectors in Jakarta, Indonesia. A total of 644 respondents were involved in completing the questionnaire in 2019. A total of 52.48% of the respondents were male, and the majority (69%) had a senior high school education. The majority of respondents (64.13%) are still single. Most of the respondents are aged 21–25 (45.50%).

#### 3.2. Measurements

Workplace incivility was adapted from a seven-item scale developed by Cortina et al. (2001) to measure the extent to which employees experienced incivility at work in the past year. Items are rated on a five-point Likert scale (never = 1, rarely = 2, sometimes = 3, often = 4, most of the time = 5). Example of the item: “How often in the past year have you received ... ..?”. This scale was tested and has a Cronbach  $\alpha$  internal consistency of 0.87 (Chen et al., 2013); and 0.89 (Rahim & Cosby, 2016). In this study, internal consistency was obtained at 0.87.

#### 3.3. Work engagement

Work engagement is measured on a short Utrecht Work Engagement scale (UWES-9) developed by Schaufeli et al. (2006). UWES includes three subscales that reflect the basic dimensions of attachment, including: vigor (three items; for example, “I feel enthusiastic about going to work”), dedication (three items; for example, “I want to know about the results of my work”), and absorption (three items; for example, “time goes by so fast while working”). Each item is rated on a five-point Likert scale from 0 (“never”) to 4 (“always”). The Cronbach Alpha coefficient of 0.76 in this study that met internal consistency requirements.

#### 3.4. Turnover intention

Three items of the turnover intention subscale from the Michigan Organizational Assessment Scale (Seashore et al., 1982) were used to measure respondents’ turnover intentions. Example items for this scale are, “I am actively looking for a new job,” and “I often think of quitting”. Responses ranged from 1 (strongly disagree) to 5 (strongly agree). The possible range of scores is 3 to 15. A higher score on the scale indicates a higher level of intention to stop. This scale has been shown to have adequate reliability and validity ( $\alpha = 0.91$ , Karim et al., 2015). In this study, the value of Cronbach Alpha was 0.80.

#### 3.5. Technique of data analysis

The first part of this analysis is designed to examine the psychometric measures of incivility, work engagement, and turnover intentions. The second part of the analysis is designed to test the hypothesis. Partial least square structural equation modeling (PLS-SEM) with a multi-group analysis (MGA) approach is used to test the model. Data analysis was performed using SmartPLS 3.0 software (Hair et al., 2012)

#### 3.6. Common method biases

Before further statistical analysis is performed, the common method variance (CMV) is examined first. CMV identifies false correlations that usually occur in cross-sectional data collection methods (e.g., surveys conducted at the same time) are used to measure variables (Tehseen et al., 2017). In this study, CMV was assessed using the Harman single factor test with the principal component analysis (PCA) approach (Podsakoff et al., 2003). The CMV test results show that there is no single dominant factor in the three constructs which explains more than 50 percent of the total variance. Thus, it can be stated that CMV is not a serious problem in this study.



**Table 1. Descriptive statistics**

	Gender	N	Mean	SD	Sig (independent t-test)
Workplace incivility	Male	338	1.89	.78	0.095
	Female	306	1.79	.72	
Work Engagement	Male	338	3.65	.61	0.208
	Female	306	3.71	.54	
Turnover intention	Male	338	2.39	1.03	0.292
	Female	306	2.47	1.04	

Note: WIC = workplace incivility, WE = work engagement; TI = turnover intention.

## 4. Results and discussion

### 4.1. Descriptive analysis

The first analysis begins with descriptive statistics that show the means and standard deviations for the study variables (Table 1)

Table 1 shows that the average score of workplace incivility, work engagement, and turnover intentions for the male group are slightly higher than for women. Unexpectedly, men have a higher level of perception than women in workplace incivility. This data differs from previous research which states that women are more likely to be targets of incivility (Cortina, 2008; Welbourne et al., 2016). Next is that men have lower levels of work engagement and turnover intention than women. An independent-samples t-test was performed to examine whether the workplace incivility, work engagement, and turnover intention differ significantly between the gender. As indicated in Table 1, no statistically significant differences were found in the three constructs by gender (all sig. in the independent t-test > 0.05).

### 4.2. Structural equations model

This study uses a one-stage measurement model and the explanation of the results adopts the recommendations of Henseler et al. (2016), Hair et al. (2012, 2014). The first stage of testing is to evaluate the measurement model (outer model) to test the validity and reliability of the extract, and then to evaluate the significance of the parameters (inner model) to prove the relationship between constructs.

#### 4.2.1. Measurement model evaluation (outer model)

Evaluation of the measurement model is carried out to check internal consistency and construct validity (convergent validity and discriminatory validity) as determined by Hair et al. (2014). In the first stage, internal consistency is evaluated using the Cronbach  $\alpha$  coefficient and construct reliability (CR). The results of the analysis show that all latent constructs meet the requirements for internal consistency, namely CA > 0.70 (WI = 0.88; WE = 0.75; TI = 0.80). Next is evaluating the reliability of the composite (CR) and giving results in line with CA, where the CR is entirely above 0.70 (WI = 0.91; WE = 0.86; TI = 0.88). It can be concluded that the measurement model has met all the reliability requirements as recommended by Hair et al. (2014) and Chin (2010).

Construct validity is to check convergent validity and discriminant validity. Convergent validity is assessed through loading factor ( $\lambda$ ) and average variance extracted (AVE). Fornell and Larcker (1981) recommend that the cut-off value for AVE is 0.50, and the loading factor is above 0.70. As shown in Table 2, all loading factors > 0.70 and all AVE greater than 0.50, and the results can be considered satisfactory (Hair et al., 2012).

Discriminant validity checks the extent to which a construct is different from other constructs. The parameter recommended by Fornell-Larcker (in Hair et al., 2012) is comparing AVE with correlations

**Table 2. Scale items and evaluation of the measurement model**

Indicator	Loading	std.dev	Cronbach's $\alpha$	CR	AVE
Workplace incivility (WI)			0.88	0.91	0.58
WIC1	0.75	0.02			
WIC2	0.75	0.02			
WIC3	0.77	0.02			
WIC4	0.80	0.02			
WIC5	0.78	0.02			
WIC6	0.76	0.02			
WIC7	0.70	0.02			
Work Engagement (WE)			0.75	0.86	0.67
VIG	0.82	0.02			
DED	0.82	0.03			
ABS	0.81	0.03			
Turnover intention (TI)			0.80	0.88	0.72
TI1	0.82	0.02			
TI2	0.86	0.01			
TI3	0.86	0.01			

**Table 3. Discriminant validity: Fornell-Larcker Criterion**

	Incivility	Self Efficacy,	Turnover
Workplace incivility (WI)	<b>0.76</b>		
Work Engagement (WE)	–0.24	<b>0.82</b>	
Turnover intention (TI)	0.38	–0.28	<b>0.85</b>

Note: The square root of the AVEs are in italic and bold.

between latent variables. The measurement model is stated to have good discriminant validity if the correlation between latent variables is lower than the square of AVE. As shown in Table 3, the AVE squared for all latent variables is greater than the correlation between variables. Thus, it can be concluded that the scale used in this study has sufficient construct validity.

#### 4.2.2. Structural model testing (Inner model)

After evaluating the measurement model, the next step is to evaluate the structural model. Criteria for evaluating structural models as suggested by Hair et al. (2014). They consist of  $R^2$ ,  $f^2$  and  $Q^2$ . Next is to examine the path coefficient, and the significance of the path.  $R^2$  dependent variable explains the amount of variance explained by the model that represents the relevant predictive value with the cut-off value as follows:  $R^2$  values of 0.75, 0.50, or 0.25 can be categorized as strong, moderate and weak (Hair et al., 2011). The value of  $R^2$  obtained for this model shows that both variables (work engagement and turnover intention) have weak predictive power ( $R^2 = 0.06$  and  $R^2 = 0.18$  for each latent endogenous variable).

In addition to evaluating the  $R^2$  values of all endogenous constructs, changes in the  $R^2$  value when certain exogenous constructs are eliminated from the model can be used to evaluate whether if any constructs are removed it can have a substantive impact on endogenous constructs. This measurement is called  $f^2$  effect size (Hair et al., 2012). The guidelines for assessing  $f^2$  are the values of 0.02 (small effect), 0.15 (moderate), and 0.35 (large) (Cohen, 1988; Hair et al.,

2011). The analysis showed the value of  $f^2 = 0.06$  (WI → WE); 0.04 (WE → TI); 0.06 (WI → WE); and 0.13 (WI → TI). The effect size values range between 0.06–0.13 and are in the weak category.

The next evaluation model is to use blindfolding to validate the crossing of each construct. Stone-Geisser's  $Q^2$  value which is greater than zero indicates that the exogenous constructs have predictive relevance for endogenous constructs (Hair et al., 2011). The results showed that the  $Q^2$  value for work engagement was 0.07, and the turnover intention was 0.18. These results indicate that workplace incivility has weak predictive relevance for work engagement, but is good enough for turnover intention.

Finally, to test the suitability of the theoretical model, a conservative parameter of the SRMR value is used, i.e. if the SRMR value is less than 0.08, it indicates good fit (Hair et al., 2011). SRMR value based on the analysis results obtained is 0.06 (<0.08). It can be stated that for theoretical testing, the results of this analysis are good enough.

#### 4.3. Multi-group analysis

In the next step, bootstrap analysis is used to assess the significance of the path coefficient. The minimum number of bootstrap samples is 5,000 as recommended by Hair et al. (2014). To conduct group comparisons, the structural model uses a multi-group approach (PLS MGA). Table 4 displays the p-value and confidence intervals obtained for each path coefficient.

As indicated in Table 4 and Figure 1, work incivility explains a significant relationship in work engagement ( $\beta = -.24$ , p-value < 0.01) for all groups;  $\beta = -.19$ , p-value < 0.01 for male group and  $\beta = -.29$ , p-value < 0.01 for female group. There was also a significant relationship between work incivility and turnover intention:  $\beta = .34$ , p-value < 0.01 (for all groups). Work engagement is also proven to have a significant relationship with turnover intention:  $\beta = -.20$ , p-value < 0.01 (for all groups);  $\beta = -.25$ , p-value < 0.01 (for male group); and  $\beta = -.15$ , p-value < 0.05 (for female group). Lastly, the relationship between workplace incivility—turnover intention is proven to be mediated by work engagement ( $\beta = -.05$ , p-value < 0.01).

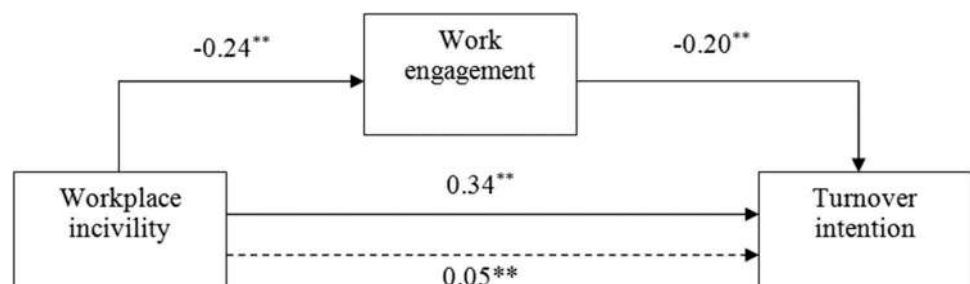
**Table 4. Path coefficient results**

Path	Groups N = 644	Male N = 338	Female N = 306
WI → WE	−0.24**	−0.19 **	−0.29 **
WI → TI	0.34**	0.34**	0.34**
WE → TI	−0.20**	−0.25 **	−0.15*
WI → WE → TI	0.05**	–	–

Notes: \*p < 0.05; \*\*p < 0.01, group 1 = the entire group, group 2 = male; group 3 = women.

**Figure 1. Results of structural model (standardized).**

Notes: \* p < 0.05; \*\* p < 0.01, The entire group. Direct Effect. Indirect Effect.



#### 4.4. Discussion

This article empirically examines the relationship between workplace incivility (WI), work engagement (WE), and turnover intention (IT) in Indonesian business sector organizations. Table 4 presents the results of the structural model analysis. Based on the results of the analysis, it can be stated that WI has a negative relationship with WE (coefficient =  $-0.24$ ,  $p$ -value  $0.00$ ), so H1 is supported. This shows that when employees feel a high level of incivility, it can lower their level of work engagement. This finding reinforces the results of a previous study conducted by Beattie and Griffin (2014), Reio and Sanders-Reio (2011), and Yeung and Griffin (2008). Workplace incivility is a contradictory form of good social relations within an organization, and can have implications for the low level of work engagement. The results of the analysis further showed that the relationship between workplace incivility and work engagement was significant for the two groups, both for men and women. Path coefficient values  $-0.19$  (men) and  $-0.29$  (women) show that women have a greater tendency to lessen their work engagement than men if exposed to disrespectful behavior in the workplace.

The next hypothesis shows that workplace incivility plays an important role in predicting employee turnover intention. The path coefficient value is significant and positive between WI and TI (coefficient =  $0.34$ ,  $p$ -value  $0.00$ ) so that H2 is supported. These results reinforce previous empirical evidence (Hendryadi & Zannati, 2018; Rahim & Cosby, 2016; Sharma & Singh, 2016). That is, the higher the employee's perception of incivility in their workplace, the intention to leave or find a new job is higher. Therefore, based on the abovementioned researches, the second hypothesis is proposed: Multi-group analysis shows that both men and women have an equal response related to turnover intention (coefficient of  $0.34$  for the whole group). The results of this study differ from that of Hendryadi and Zannati (2018) that found the effect of workplace incivility on turnover intention was greater in the male group than in the female; and does not support differences in receiving incivility between men and women (Cortina, 2008; Welbourne et al., 2016). It can be said that workplace incivility can increase the intention to find another job among employees. When this intention increases, employees will have the intention to consider quitting their jobs. This effect generally applies to men and women, and there is no difference between men and women in responding to workplace incivility for turnover. Thus, both men and women who have experience workplace incivility have the same tendency to leave their organizations. This result shows the positive effects of working in a social work environment where employees treat one another with respect and refrain from disrespectful behavior in their daily work.

Finally, the analysis found that WE negatively predicted turnover intention (coefficient =  $-0.20$ ,  $p$ -value  $0.00$ ), so that H3 was supported. These results are consistent with previous empirical evidence (e.g., Agarwal & Gupta, 2018; Babakus et al., 2017; Caesens et al., 2016; De Simone et al., 2018; Lu et al., 2016; Memon, 2016). Based on the results of the multi-group analysis obtained, interesting results are shown where the relationship of work engagement with turnover intention is greater in the male group (coefficient of  $-0.25$ ) compared to the group of women ( $-0.15$ ). It means that men have more tendency to consider leaving the job than women. Besides having a direct effect on turnover intention, work engagement in this study was proven to mediate the relationship of workplace incivility and turnover intention (coefficient  $0.05$ ,  $p$ -value  $0.00$ ). This finding is the first test on the indirect relationship of workplace incivility to turnover intention by placing work engagement as a mediator, so that it has a theoretical contribution to the impact of workplace incivility on turnover intention.

#### 5. Conclusions

##### 5.1. The summary of the results

The relationship between workplace incivility, work engagement, and turnover intention has been proven by various previous studies in cross-cultural contexts. This study not only focuses on investigating the direct effect of workplace incivility on turnover intention, but also examines the role of work engagement as a mediator using multi-group design by placing gender as a distinguishing factor

between variables. The results show that workplace incivility has a negative effect on work engagement, and a positive effect on turnover intention, and the intensity of these relationships differs by gender. Work engagement has been shown to have a negative effect on turnover intentions and to play a mediating role in workplace incivility and turnover intention relationship. The subsequent sections discuss theoretical contributions, managerial implications, limitations and direction for future studies.

### **5.2. Theoretical contributions**

This study contributes to the existing knowledge about the impact of workplace incivility on work engagement and turnover intention through several ways. First, this study has proven that workplace incivility has a negative impact on work engagement, and positively on turnover intention. In addition, the relationship of workplace incivility with turnover intention is proven through work engagement, thereby expanding previous research studies that only focus on the direct effects of workplace incivility to work engagement (Reio & Sanders-Reio, 2011; Yeung & Griffin, 2008) and the relationship between work engagement and turnover intention (Agarwal & Gupta, 2018; Babakus et al., 2017; Caesens et al., 2016; De Simone et al., 2018; Lu et al., 2016; Memon, 2016). Second, the relationship of workplace incivility to work engagement and turnover intention was found to vary by gender. Specifically, this study highlights how male and female employees react when they see or experience incivility in their workplace. There are even fewer studies examining gender differences on relationship between workplace incivility and turnover intention (Cortina et al., 2001; Lim et al., 2008; C.M. Pearson & Porath, 2005; Reio & Sanders-Reio, 2011). This study supports previous researches comparing men and women showing that general disability has the same negative effect on women and men (Cortina et al., 2001; Lim et al., 2008) and found that gender played a moderating role in the relationship between workplace incivility-turnover intention, and and confirm previous empirical studies (e.g., Cortina et al., 2013; Hendryadi & Zannati, 2018; Sliter et al., 2012).

### **5.3. Practical implications**

Based on the empirical evidence previously explained, there are several key implications for organizations to consider when creating a policy. First, managers must pay attention to workplace incivility situations to reduce employee turnover intentions, especially workplace incivility which can lead to the decrease of work engagement and the increase of turnover intentions. Our findings show that workplace incivility has a key role in reducing work engagement and increasing turnover intention. It needs to be followed up through various strategic steps from the human resource management to prevent the more worrisome effects of workplace incivility. Therefore, it is important for top management to recognize the existence of incivility in the workplace and to stop it as early as possible. For example, to foster a work environment that promotes mutual respect, organizations must encourage cultural values that explicitly prohibit all forms of disrespectful behavior among employees, and between supervisors and subordinates. Second, so that managers or supervisors have the ability to identify and improve communication patterns between employees, it is advisable to regularly attend communication and leadership training so that communication between supervisors and subordinates, and among employees can be effectively carried out.

### **5.4. Limitations and future research directions**

There are still many limitations in this study. First, the data was collected from business sector organizations in Indonesia using convenience sampling, which can limit research generalizations. Therefore, it is recommended that future researchers replicate this research in various sectors using random sampling. Second, the majority of respondents in this study consisted of unmarried employees aged between 21–30 years, with high school education. These respondent characteristics may not represent the values and perceptions of senior employees (over 35 years). Future research is recommended to use a more varied sample by adding the percentage of employees over 35 years. Finally, the cross-sectional nature of this study has limited claims for causality. Therefore, subsequent research needs to use a longitudinal design to test changes over time which will be very valuable to test causality.

## Acknowledgements

The authors would like to thank the editor and anonymous reviewers for their supportive comments and suggestions.

## Funding

The authors received no direct funding for this research.

## Author details

Irsan Tricahyadinata<sup>1</sup>  
 E-mail: [irsan.tricahyadinata@feb.unmul.ac.id](mailto:irsan.tricahyadinata@feb.unmul.ac.id)  
 Hendryadi<sup>2</sup>  
 E-mail: [hendry.basrah@gmail.com](mailto:hendry.basrah@gmail.com)  
 ORCID ID: <http://orcid.org/0000-0002-1579-8487>  
 Suryani<sup>3</sup>  
 E-mail: [suryani.uin@gmail.com](mailto:suryani.uin@gmail.com)  
 Saida Zainurossalamia ZA<sup>1</sup>  
 E-mail: [saida.zainurossalamia.za@feb.unmul.ac.id](mailto:saida.zainurossalamia.za@feb.unmul.ac.id)  
 Sukisno Selamat Riadi<sup>1</sup>  
 E-mail: [sukisno.selamet.riadi@feb.unmul.ac.id](mailto:sukisno.selamet.riadi@feb.unmul.ac.id)

<sup>1</sup> Economic and Business Faculty, Universitas Mulawarman, Indonesia.

<sup>2</sup> Department of Management, Sekolah Tinggi Ilmu Ekonomi Indonesia Jakarta, Jakarta, Indonesia.

<sup>3</sup> Faculty of Economics and Islamic Business, Islamic State Institute of Lhokseumawe, Aceh, Indonesia.

## Citation information

Cite this article as: Workplace incivility, work engagement, and turnover intentions: Multi-group analysis, Irsan Tricahyadinata, Hendryadi, Suryani, Saida Zainurossalamia ZA & Sukisno Selamat Riadi, *Cogent Psychology* (2020), 7: 1743627.

## References

- Agarwal, U. A., Datta, S., Blake-Beard, S., & Bhargava, S. (2012). Linking LMX, innovative work behaviour and turnover intentions: The mediating role of work engagement. *Career Development International*, 17(3), 208–230. <https://doi.org/10.1108/13620431211241063>
- Agarwal, U. A., & Gupta, V. (2018). Relationships between job characteristics, work engagement, conscientiousness and managers' turnover intentions: A moderated-mediation analysis. *Personnel Review*, 47(2), 353–377. <https://doi.org/10.1108/PR-09-2016-0229>
- Andersson, L. M., & Pearson, C. M. (1999). Tit for tat? The spiraling effect of incivility in the workplace. *Academy of Management Review*, 24(3), 452–471. <https://doi.org/10.5465/amr.1999.2202131>
- Arshad, R., & Ismail, I. R. (2018). Workplace incivility and knowledge hiding behavior: Does personality matter? *Journal of Organizational Effectiveness: People and Performance*, 5(3), 278–288. <https://doi.org/10.1108/JOEPP-06-2018-0041>
- Babakus, E., Yavas, U., & Karatepe, O. M. (2017). Work engagement and turnover intentions: Correlates and customer orientation as a moderator. *International Journal of Contemporary Hospitality Management*, 29(6), 1580–1598. <https://doi.org/10.1108/IJCHM-11-2015-0649>
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>
- Beattie, L., & Griffin, B. (2014). Day-level fluctuations in stress and engagement in response to workplace incivility: A diary study. *Work and Stress*, 28(2), 124–142. <https://doi.org/10.1080/02678373.2014.898712>
- Bibi, Z., Karim, J., & Din, S. (2013). Workplace incivility and counterproductive work behavior: Moderating role of emotional intelligence. *Pakistan Journal of Psychological Research*, 28(2), 317–334. Retrieved from <http://www.pjprnip.edu.pk/pjpr/index.php/pjpr/article/view/309>
- Birks, M., Cant, R. P., Budden, L. M., Russell-Westhead, M., Özçetin, Y. S. Ü., & Tee, S. (2017). Uncovering degrees of workplace bullying: A comparison of baccalaureate nursing students' experiences during clinical placement in Australia and the UK. *Nurse Education in Practice*, 25, 14–21. <https://doi.org/10.1016/j.nepr.2017.04.011>
- Bulloch, H. (2017). Ambivalent moralities of cooperation and corruption: Local explanations for (under)development on a Philippine island. *The Australian Journal of Anthropology*, 28(1), 56–71. <https://doi.org/10.1111/taja.12173>
- Caesens, G., Stinglhamber, F., & Marmier, V. (2016). The curvilinear effect of work engagement on employees' turnover intentions. *International Journal of Psychology*, 51(2), 150–155. <https://doi.org/10.1002/ijop.12131>
- Cascio, W. F. (2000). *Costing human resources: The financial impact of behavior in organizations* (4th ed.). PWS-Kent Publishing.
- Chen, Y., Ferris, D. L., Kwan, H. K., Yan, M., Zhou, M., & Hong, Y. (2013). Self-love's lost labor: A self-enhancement model of workplace incivility. *Academy of Management Journal*, 56(4), 1199–1219. <https://doi.org/10.5465/amj.2010.0906>
- Chen, Y., Wang, Z., Peng, Y., Geimer, J., Sharp, O., & Jex, S. (2018). The multidimensionality of workplace incivility: Cross-cultural evidence. *International Journal of Stress Management*, 26(4), 356–366. <https://doi.org/10.1037/str0000116>
- Chin, W. W. (2010). How to write up and report PLS analyses. In V. V. Esposito, W. W. Chin, J. Henseler, & H. Wang (Eds.), *Handbook of partial least squares: Concepts, methods and applications in marketing and related fields* (pp. 655–690). Springer.
- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences*. Hillsdale, NJ: Lawrence Erlbaum.
- Cortina, L. M. (2008). Unseen justice: Incivility as modern discrimination in organizations. *Academy of Management Review*, 33(1), 55–75. <https://doi.org/10.5465/amr.2008.27745097>
- Cortina, L. M., Kabat-Farr, D., Leskinen, E. A., Huerta, M., & Magley, V. J. (2013). Selective incivility as modern discrimination in organizations: Evidence and impact. *Journal of Management*, 39(6), 1579–1605. <https://doi.org/10.1177/0149206311418835>
- 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. <https://doi.org/10.1037/a0014934>
- 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. <https://doi.org/10.1037/1076-8998.6.1.64>
- Dahri, A. S., & Ab Hamid, K. (2018). Effect of workplace incivility on job satisfaction among nurses: Mediating role of emotional exhaustion. *The Journal of Social Sciences Research*, 80–90. Retrieved from <https://ideas.repec.org/a/orp/tjsr/2018p80-90.html>
- De Simone, S., Planta, A., & Cicotto, G. (2018). The role of job satisfaction, work engagement, self-efficacy and agentic capacities on nurses' turnover intention and patient satisfaction. *Applied Nursing Research*, 39, 130–140. <https://doi.org/10.1016/j.apnr.2017.11.004>



- Fornell, C. G., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50. <https://doi.org/10.1177/002224378101800104>
- Fouk, T., Woolum, A., & Erez, A. (2016). Catching rudeness is like catching a cold: The contagion effects of low-intensity negative behaviors. *Journal of Applied Psychology*, 101(1), 50. <https://doi.org/10.1037/apl0000037>
- Ghosh, R., Reio, T. G., Jr, & Bang, H. (2013). Reducing turnover intent: Supervisor and co-worker incivility and socialization-related learning. *Human Resource Development International*, 16(2), 169–185. <https://doi.org/10.1080/13678868.2012.756199>
- Gupta, M., & Shaheen, M. (2017a). Impact of work engagement on turnover intention: Moderation by psychological capital in India. *Business: Theory and Practice*, 18(1), 136–143. Retrieved from <https://www.ceeol.com/search/article-detail?id=586670>
- Gupta, M., & Shaheen, M. (2017b). The relationship between psychological capital and turnover intention: Work engagement as mediator and work experience as moderator. *Jurnal Pengurusan (UKM Journal of Management)*, 49, 117–126. <https://doi.org/10.17576/pengurusan-2017-49-10>
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing Theory and Practice*, 19(2), 139–151. <https://doi.org/10.2753/MTP1069-6679190202>
- Hair, J. F., Jr, Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM) An emerging tool in business research. *European Business Review*, 26(2), 106–121. <https://doi.org/10.1108/EBR-10-2013-0128>
- Hair, J. F., Sarstedt, M., Pieper, T. M., & Ringle, C. M. (2012). The use of partial least squares structural equation modeling in strategic management research: A review of past practices and recommendations for future applications. *Long Range Planning*, 45(5–6), 320–340. <https://doi.org/10.1016/j.lrp.2012.09.008>
- Hakanen, J. J., Schaufeli, W. B., & Ahola, K. (2008). The job demands-resources model: A three-year cross-lagged study of burnout, depression, commitment, and work engagement. *Work & Stress*, 22(3), 224–241. <https://doi.org/10.1080/02678370802379432>
- Hanrahan, M., & Leiter, M. P. (2014). Workplace mistreatment: recent developments in theory, research, and interventions. *Wellbeing: A Complete Reference Guide*. 1–32. <https://doi.org/10.1002/9781118539415.wbwell029>
- Hendryadi, H., & Zannati, R. (2018). Hubungan workplace incivility dan turnover intention: Efek moderasi gender. *INOVASI*, 14(2), 123–133. <https://doi.org/10.29264/jin.v14i2.4088>
- Henseler, J., Hubona, G., & Ray, P. A. (2016). Using PLS path modeling in new technology research: Updated guidelines. *Industrial Management & Data Systems*, 116(1), 2–20. <https://doi.org/10.1108/IMDS-09-2015-0382>
- Ho, M. S., & Tan, A. A. (2018). Customer perceptions of workplace incivility in Singapore. *Perspectives in Asian Leisure and Tourism*, 3(1), 1. Retrieved from <https://scholarworks.umass.edu/palat/vol3/iss1/1>
- Hobfoll, S. E. (2002). Social and psychological resources and adaptation. *Review of General Psychology*, 6(4), 307–324. <https://doi.org/10.1037/1089-2680.6.4.307>
- Holm, K., Torkelson, E., & Backström, M. (2015). Models of workplace incivility: The relationships to instigated incivility and negative outcomes. *BioMed Research International*, 11(1), 1–10. <https://doi.org/10.1155/2015/920239>
- Hyun, M. S., De Gagne, J. C., Park, J., & Kang, H. S. (2018). Incivility experiences of nursing students in South Korea. *Nursing Ethics*, 25(2), 186–198. <https://doi.org/10.1177/0969733016684546>
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33, 692–724. <https://doi.org/10.5465/256287>
- Karim, J., Bibi, Z., Rehman, S. U., & Khan, M. S. (2015). Emotional intelligence and perceived work-related outcomes: Mediating role of workplace incivility victimization. *Pakistan Journal of Psychological Research*, 30(1), 21–37. Retrieved from <http://www.pjprnp.edu.pk/pjpr/index.php/pjpr/article/view/329>
- Kim, S. Y., Kim, J. K., & Park, K. O. (2013). Path analysis for workplace incivility, empowerment, burnout, and organizational commitment of hospital nurses. *Journal of Korean Academy of Nursing Administration*, 19(5), 555–564. <https://doi.org/10.1111/jkana.2013.19.5.555>
- Koon, V. Y., & Pun, P. Y. (2018). The mediating role of emotional exhaustion and job satisfaction on the relationship between job demands and instigated workplace incivility. *The Journal of Applied Behavioral Science*, 54(2), 187–207. <https://doi.org/10.1177/0021886317749163>
- Lee, T., Mitchell, T., Sablinski, C., Burton, J., & Holtom, B. (2004). The effects of job embeddedness on organizational citizenship, job performance, volitional absences, and voluntary turnover. *Academy of Management Journal*, 47, 711–772. <https://doi.org/10.5465/20159613>
- Lewis, P. S., & Malecha, A. (2011). The impact of workplace incivility on the work environment, manager skill, and productivity. *Journal of Nursing Administration*, 41(1), 41–47. <https://doi.org/10.1097/NNA.0b013e3182002a4c>
- Lim, H. L. (2016). *Role stressors, injustice and workplace incivility in banking sector: Mediating effect of negative emotion and moderating effect of self-monitoring* [Doctoral dissertation, Universiti Utara Malaysia].
- Lim, S., Cortina, L. M., & Magley, V. J. (2008). Personal and workgroup incivility: Impact on work and health outcomes. *Journal of Applied Psychology*, 93(1), 95–107. <https://doi.org/10.1037/0021-9010.93.1.95>
- 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. <https://doi.org/10.1037/a0021726>
- Loh, J. M. (2015). Merlion: The influence of Singapore's cosmopolitan culture on workplace incivility. In M. Omari, M. Paull (Eds.), *Workplace abuse, incivility and bullying* (pp. 155–167). Routledge.
- Loh, J. M., & Loi, N. (2018). Tit for tat: Burnout as a mediator between workplace incivility and instigated workplace incivility. *Asia-Pacific Journal of Business Administration*, 10(1), 100–111. <https://doi.org/10.1108/APJBA-11-2017-0132>
- Lu, L., Lu, A. C. C., Gursay, D., & Neale, N. R. (2016). Work engagement, job satisfaction, and turnover intentions: A comparison between supervisors and line-level employees. *International Journal of Contemporary Hospitality Management*, 28(4), 737–761. <https://doi.org/10.1108/IJCHM-07-2014-0360>
- Ma, C., Meng, D., Shi, Y., Xie, F., Wang, J., Dong, X., & Sun, T. (2018). Impact of workplace incivility in hospitals on the work ability, career expectations and job

- performance of Chinese nurses: A cross-sectional survey. *BMJ Open*, 8(12), e021874. <https://doi.org/10.1136/bmjopen-2018-021874>
- Memon, M. A., Salleh, R., & Baharom, M. N. R. (2015). Linking Person-Job Fit, Person-organization fit, employee engagement and turnover intention: A three-step conceptual model. *Asian Social Science*, 11(2), 313. <http://dx.doi.org/10.5539/ass.v11n2p313>
- Memon, M. A., Salleh, R., & Baharom, M. N. R. (2016). The link between training satisfaction, work engagement and turnover intention. *European Journal of Training and Development*, 40(6), 407–429. <https://doi.org/10.1108/EJTD-10-2015-0077>
- Montgomery, K., Kane, K., & Vance, C. M. (2004). Accounting for differences in norms of respect: A study of assessments of incivility through the lenses of race and gender. *Group & Organization Management*, 29(2), 248–268. <https://doi.org/10.1177/1059601103252105>
- Pearson, C., & Porath, C. (2009). *The cost of bad behavior: How incivility ruins your business and what you can do about it*. Portfolio.
- 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 Executive*, 19(1), 7–18. <https://doi.org/10.5465/ame.2005.15841946>
- 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. <https://doi.org/10.1037/0021-9010.88.5.879>
- Porath, C. L., & Enez, A. (2009). Overlooked but not untouched: How rudeness reduces onlookers' performance on routine and creative tasks. *Organizational Behavior and Human Decision Processes*, 109(1), 29–44. <https://doi.org/10.1016/j.obhdp.2009.01.003>
- Porath, C. L., & Pearson, C. M. (2012). Emotional and behavioral responses to workplace incivility and the impact of hierarchical status. *Journal of Applied Psychology*, 42(1), 326–357. <https://doi.org/10.1111/j.1559-1816.2012.01020.x>
- Rahim, A., & Cosby, D. M. (2016). A model of workplace incivility, job burnout, turnover intentions, and job performance. *Journal of Management Development*, 35(10), 1255–1265. <https://doi.org/10.1108/JMD-09-2015-0138>
- Reio, T. G., Jr, & Sanders-Reio, J. (2011). Thinking about workplace engagement: Does supervisor and coworker incivility really matter? *Advances in Developing Human Resources*, 13(4), 462–478. <https://doi.org/10.1177/1523422311430784>
- Rousseau, D. M., Manning, J., & Denyer, D. (2008). Evidence in management and organizational science: Assembling the field's full weight of scientific knowledge through syntheses. *The Academy of Management Annals*, 2(1), 475–515. <https://doi.org/10.5465/19416520802211651>
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire. *Educational and Psychological Measurement*, 66(4), 701–716. <https://doi.org/10.1177/0013164405282471>
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71–79. <https://doi.org/10.1023/A:1015630930326>
- Seashore, S. E., Lawler, E. E., Mirvis, P., & Cammann, C. (1982). *Observing and measuring organizational change: A guide to field practice*. Wiley.
- Sharma, N., & Singh, V. K. (2016). Effect of workplace incivility on job satisfaction and turnover intentions in India. *South Asian Journal of Global Business Research*, 5(2), 234–249. <https://doi.org/10.1108/SAJGBR-02-2015-0020>
- Shaw, J. D., Duffy, M. K., Johnson, J. L., & Lockhart, D. E. (2005). Turnover, social capital losses, and performance. *Academy of Management Journal*, 48(4), 594–606. <https://doi.org/10.5465/amj.2005.17843940>
- Shi, Y., Guo, H., Zhang, S., Xie, F., Wang, J., Sun, Z., Dong, X., Sun, T., & Fan, L. (2018). Impact of workplace incivility against new nurses on job burn-out: A cross-sectional study in China. *BMJ Open*, 8(4), e020461. <https://doi.org/10.1136/bmjopen-2017-020461>
- 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. <https://doi.org/10.1002/job.767>
- Smith, L. M., Andrussyszyn, M. A., & Laschinger, H. K. S. (2010). Effects of workplace incivility and empowerment on newly-graduated nurses' organizational commitment. *Journal of Nursing Management*, 18(8), 1004–1015. <https://doi.org/10.1111/j.1365-2834.2010.01165.x>
- Son, J. L., & Jang, J. H. (2017). The relationship between dental hygienist's exposure to incivility at workplace and their turnover intention. *Journal of Korean Society of Dental Hygiene*, 17(5), 779–789. <https://doi.org/10.13065/jksdh.2017.17.05.779>
- Tehseen, S., Ramayah, T., & Sajilan, S. (2017). Testing and controlling for common method variance: A review of available methods. *Journal of Management Sciences*, 4(2), 142–168. <https://doi.org/10.20547/jms.2014.1704202>
- Torres, E. N., van Niekerk, M., & Orlowski, M. (2017). Customer and employee incivility and its causal effects in the hospitality industry. *Journal of Hospitality Marketing & Management*, 26(1), 48–66. <https://doi.org/10.1080/19368623.2016.1178620>
- Vahle-Hinz, T., Baethge, A., & Van Dick, R. (2019). Beyond one work day? A daily diary study on causal and reverse effects between experienced workplace incivility and behaving rude towards others. *European Journal of Work and Organizational Psychology*, 28(2), 272–285. <https://doi.org/10.1080/1359432X.2019.1576633>
- Warrner, J., Sommers, K., Zappa, M., & Thornlow, D. K. (2016). Decreasing workplace incivility. *Nursing Management*, 47(1), 22–30. <https://doi.org/10.1097/01.NUMA.0000475622.91398.c3>
- Welbourne, J. L., Gangadharan, A., & Esparza, C. A. (2016). Coping style and gender effects on attitudinal responses to incivility. *Journal of Managerial Psychology*, 31(3), 720–738. <https://doi.org/10.1108/JMP-11-2014-0340>
- Yeung, A., & Griffin, B. (2008). Workplace incivility: Does it matter in Asia? *People and Strategy*, 31(3), 14–19. Retrieved from [https://scholar.google.com/scholar\\_lookup?hl=en&publication\\_year=2008&pages=14-9&issue=3&author=A.+Yeung&author=B.+Griffin&title=%E2%80%9CWorkplace+incivility%3A+Does+it+matter+in+Asia.%E2%80%9DGoogle](https://scholar.google.com/scholar_lookup?hl=en&publication_year=2008&pages=14-9&issue=3&author=A.+Yeung&author=B.+Griffin&title=%E2%80%9CWorkplace+incivility%3A+Does+it+matter+in+Asia.%E2%80%9DGoogle)
- Zhou, Z. E., Yan, Y., Che, X. X., & Meier, L. L. (2015). Effect of workplace incivility on end-of-work negative affect: Examining individual and organizational moderators in a daily diary study. *Journal of Occupational Health Psychology*, 20(1), 117. <https://doi.org/10.1037/a0038167>



© 2020 The Author(s). This open access article is distributed under a Creative Commons Attribution (CC-BY) 4.0 license.

You are free to:

Share — copy and redistribute the material in any medium or format.

Adapt — remix, transform, and build upon the material for any purpose, even commercially.

The licensor cannot revoke these freedoms as long as you follow the license terms.

Under the following terms:

Attribution — You must give appropriate credit, provide a link to the license, and indicate if changes were made.

You may do so in any reasonable manner, but not in any way that suggests the licensor endorses you or your use.

No additional restrictions

You may not apply legal terms or technological measures that legally restrict others from doing anything the license permits.



***Cogent Psychology* (ISSN: 2331-1908) is published by Cogent OA, part of Taylor & Francis Group.**

**Publishing with Cogent OA ensures:**

- Immediate, universal access to your article on publication
- High visibility and discoverability via the Cogent OA website as well as Taylor & Francis Online
- Download and citation statistics for your article
- Rapid online publication
- Input from, and dialog with, expert editors and editorial boards
- Retention of full copyright of your article
- Guaranteed legacy preservation of your article
- Discounts and waivers for authors in developing regions

**Submit your manuscript to a Cogent OA journal at [www.CogentOA.com](http://www.CogentOA.com)**

