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EXPLORING THE RELATIONSHIP BETWEEN WORKPLACE INCIVILITY AND PRODUCTIVITY: AN EMPIRICAL INVESTIGATION

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ABSTRACT

Purpose-*This empirical study examined how workplace incivility is related to the productivity of employees working in organized retail.* ***Design/Methodology/approach****- Workplace incivility and productivity consist of (task performance, organizational support, social support from the supervisor, and social support from coworkers) were extensively reviewed in the study. Purposive sampling was used to select the respondents for the study. Data collected has been validated using confirmatory factor analysis and hypotheses have been tested through structural equation modeling.* ***Findings-*** *The results of the SEM analysis showed that the hypothetical model had a good fit with the data. Results suggest that there is a significant negative relationship between workplace incivility and productivity among employees. This implies that when employees experience incivility in the workplace, their productivity decreases.* ***Conclusion****- Organizations need to take steps to prevent and address workplace incivility to improve employee productivity.* ***Research Limitations/Implications-*** *This study was conducted in an Indian cultural context, which could be extended to other Asian countries. Further, explore the effectiveness of different interventions for preventing and addressing workplace incivility, as well as the factors that may moderate the relationship between workplace incivility and productivity.* ***Originality/value*** *– The paper empirically identifies the relationship between workplace incivility and productivity in the Indian context. Further, this model developed can be used for future research keeping it as a base.*

Keywords: *Workplace Incivility, Productivity, Task Performance, Social Support.*

Introduction

Workplace incivility refers to disrespectful and uncivil behaviors in the workplace, such as belittling comments and ignoring others' contributions. It is a prevalent issue with negative consequences for employees and organizations. Workplace incivility negatively affects employee well-being, job satisfaction, and productivity (Lim et al., 2008; Miner-Rubino & Cortina, 2004). The retail sector employs many individuals and has a unique work environment with frequent interactions between employees, supervisors, and customers (Grandey, 2000). In a customer-focused environment, workplace incivility can harm employee well-being and productivity (Salin, 2003). Thus, there is a need to examine the relationship between incivility and productivity in this sector. Given the unique traits of the retail industry, such as customer demands, time pressures, and coworker interactions, it is important to study the connection between workplace incivility and productivity in this sector. Researchers have recognized the significance of this relationship in order to develop strategies that reduce the harmful effects of incivility and create a positive work atmosphere that boosts employee productivity (Foulk et al., 2016). Workplace incivility can inform interventions and policies to prevent and address incivility in the retail sector. Understanding its dynamics allows for training programs, conflict resolution strategies, and supportive policies to create a respectful work environment (Liao et al., 2009)

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Literature Review and Hypotheses

- **Workplace Incivility**

Workplace incivility refers to low-intensity negative behaviors, characterized by rudeness, disrespect, and violation of social norms, which occur in the workplace (Pearson, Andersson, & Porath, 2005). These behaviors are typically subtle and ambiguous, making it challenging to address them directly (Foulk, Woolum, & Erez, 2016). Workplace incivility encompasses a wide range of disrespectful behaviors that are rude, impolite, or insensitive and that can harm the targeted individual or group (Cortina, Magley, Williams, & Langhout, 2001, p. 65).

Workplace incivility includes supervisor and co-worker incivility. Supervisor incivility refers to uncivil behavior by supervisors towards subordinates. It includes disrespectful communication, belittling remarks, ignoring ideas or contributions, and condescending attitudes (Hoobler & Brass, 2006; Pearson et al., 2005). Supervisor incivility has been linked to negative outcomes: reduced job satisfaction, decreased performance, and increased turnover intentions (Miner-Rubino & Cortina, 2007). Workplace incivility from co-workers defines uncivil behaviors by colleagues or peers. It includes rudeness, gossiping, backstabbing, excluding others, and undermining work (Einarsen & Skogstad, 1996; Pearson et al., 2005). Co-worker incivility can create a toxic work environment, erode trust and cooperation, and harm employees' well-being and satisfaction (Liao et al., 2009).

- **Productivity**

Productivity refers to an individual's ability to efficiently and effectively complete tasks and achieve desired outcomes within an organization (Schaufeli, Taris, & Rispens, 2008). It encompasses the quality and quantity of work produced by an individual, as well as the efficient utilization of time and resources to accomplish goals (Hackman & Oldham, 1980). Work productivity of employees in the retail sector refers to the level of performance, efficiency, and effectiveness with which individual employees carry out their job responsibilities and contribute to the overall goals and outcomes of the retail organization. High levels of employee productivity contribute to overall organizational productivity, while organizational support and effective management practices can enhance employee productivity (Evans & Lindsay, 2020).

  - **Task Performance:** Task performance is essential for productivity. It involves successfully completing specific job duties and meeting performance targets. In retail, task performance involves assisting customers, providing information and recommendations, handling transactions, managing inventory, restocking shelves, maintaining displays, and complying with guidelines (Evans & Lindsay, 2020). These tasks are crucial for a positive shopping experience and driving sales. Task performance is vital in retail as it directly affects the organization's overall success. Good task performance leads to satisfied customers, repeat business, positive word-of-mouth, and improved sales and profitability (Lusch, Vargo, & Tanniru, 2010). Poor task performance can lead to unhappy customers, missed sales, and harm to the organization's reputation.
  - **Perceived Organizational Support:** Perceived organizational support (POS) is an employee's perception of how much their organization values and supports them (Eisenberger et al., 1986). POS is influenced by factors like supervisor and coworker behavior, company policies and practices, and the work environment (Rhoades & Eisenberger, 2002). Employees' beliefs about the organization's support impact satisfaction, well-being, and commitment (Eisenberger et al., 1997).
  - **Social Support from Coworkers and Supervisors:** Social support is help from your social network to cope with stress and can come in various forms from different people in your life. Supervisor's social support includes emotional and instrumental help offered by supervisors to employees at work (Eisenberger et al., 2002). This support includes feedback, guidance, recognition, and creating a positive work environment. It helps overcome challenges, boosts motivation, and enhances productivity. Supervisor social support in retail refers to guidance and support from managers to subordinates. Co-worker social support refers to the help and cooperation among colleagues (Rhoades & Eisenberger, 2002). Emotionally supportive co-workers who share knowledge and collaborate effectively contribute to a positive and productive work environment (Podsakoff et al., 2000). Co-worker social support in retail involves positive interactions, collaboration, and help from colleagues, including task assistance, knowledge sharing, advice, and creating a supportive work environment (Perryer et al., 2018). Co-worker support boosts job satisfaction, reduces

stress, and fosters camaraderie among retail employees. Both co-worker and supervisor support are crucial in the demanding retail sector with customer interactions and time pressures. Incivility harms workplace relationships, erodes trust, and reduces social support among employees (Lim et al., 2008). Lack of social support can reduce productivity and hinder performance.

Hypothesis

- **Incivility and Task Performance**

Workplace incivility negatively affects task performance. Experiencing or witnessing uncivil behaviors creates a hostile environment, leading to less job satisfaction, increased stress, and reduced engagement (Lim, Cortina, & Magley, 2008). These factors impede employees' task performance, leading to reduced effectiveness and efficiency. Incivility targets experience emotional distress, reduced energy and motivation, and increased turnover intentions (Bowling and Beehr, 2006; Bunk and Magley, 2013; Chiaburu and Harrison, 2008; Giumetti et al.). 2013; Kern et al. 2009; Lim et al. 2005; Lim et al. 2011).Also, those targeted by incivility experience reduced performance in tasks (Chen et al. 2013; Kern et al. 2009; Lim et al. 2005; Lim et al. 2011). 2013; Giumetti et al.,2013). Based on the available evidence, we propose the following hypothesis:

Cortina et al. (2001) studied workplace incivility and its impact on task performance. They found that incivility from supervisors negatively affects performance. Supervisors' incivility hampers employee focus, performance, motivation, and efficiency by creating a hostile work environment. When employees face supervisor incivility, it undermines their motivation and commitment to task performance. Hobfoll et al. (2003) studied how resource loss, resource gain, and emotional outcomes are connected in inner-city women. They discovered that workplace incivility from supervisors' results in resource loss, which has a negative effect on task performance. When individuals experience incivility from supervisors, it can hinder task performance. Based on the available evidence, we propose the following hypothesis:

H_1: There is a significant negative relationship between Workplace Incivility from Supervisors and task performance.

Pearson, Andersson, and Wegner (2001) explored the effects of coworker incivility on task performance, finding a negative impact. Duffy et al. (2002) explored workplace social undermining, specifically incivility from coworkers, and determined that it adversely impacts task performance. Researchers found that coworker incivility can lead to a hostile work environment, resulting in decreased cooperation and impaired task performance. Aquino et al. (2003) and Lim and Lee (2011) examined the impact of workplace incivility on both work and non-work outcomes, including task performance. They found that workplace incivility from coworkers negatively affects task performance. As per these studies, the proposed hypothesis is:

H_2: There is a significant negative relationship between Workplace Incivility from Coworkers and task performance.

- **Incivility and Perceived Organizational Support**

When incivility is present, it can erode employees' perceptions of support from the organization, thereby reducing their access to necessary resources and hindering their performance (Lim et al., 2008). Negative behaviors signal a lack of care and respect from the organization and can lead to negative employee perceptions of organizational support. Incivility can make employees feel that the organization fails to protect and support their well-being, undermining their perception of organizational support. Studies have shown a negative relationship between workplace incivility from supervisors and perceived organizational support. (Duffy et al., 2002; Lim et al., 2008; Leiter & Maslach, 2009; Schaufeli et al., 2009; Schilpzand et al., 2016). Based on the available evidence, we propose the following hypothesis:

H_3: There is a significant negative relationship between Workplace Incivility from Supervisors and perceived organizational support.

Mitchell and Ambrose (2007) found that workplace incivility from coworkers is related to lower levels of perceived organizational support (p. 1164). Pearson, Andersson, and Wegner, 2001; Pearson, Andersson, and Porath, 2005; Aquino and Thau, 2009 revealed a negative relationship between workplace incivility from coworkers and the perception of organizational support (p. 1059). We proposed the hypothesis as:

H_4: There is a significant negative relationship between Workplace Incivility from Coworkers and perceived organizational support.

- **Incivility and Social support from Supervisors and Co-workers**

Social support from supervisors and co-workers plays a crucial role in employees' well-being, job satisfaction, and performance (Fisher, 2016). As per the study done by Cortina et al.2001 experiencing incivility at work was linked to lower perceived organizational support, with employees who encountered uncivil behaviors from coworkers and supervisors perceiving less support from their organization. According to Holm et al. (2005), low social support and high job demand lead to negative outcomes caused by experienced supervisor incivility. Several studies have found that workplace incivility from supervisors is negatively associated with social support from supervisors (Lam and Huang, 2017; Lim and Lee, 2011; Schaufeli, Bakker, and Van Rhenen, 2009; Eisenberger, Huntington, Hutchison, and Sowa, 1986).Based on these studies, we propose the following hypotheses.

H_5: There is a significant negative relationship between Workplace Incivility from Supervisor and social support from the supervisor.

Treadway et al., 2007 found that workplace incivility from coworkers negatively affects the social support provided by supervisors. Liu et al., 2012 found that coworker incivility is negatively related to social support from supervisors. Also (Pearson, Andersson, and Wegner, 2001; Lim, Cortina, and Magley, 2008) concluded workplace incivility from coworkers is negatively related to the perception of support from supervisors. So for this study the proposed hypothesis:

H_6: There is a significant negative relationship between Workplace Incivility from coworkers and social support from supervisors.

Duffy, Ganster, and Pagon (2002) observed a negative relationship between workplace incivility from supervisors and the social support received from coworkers (p. 343). Also, Cortina, Kabat-Farr, Magley, and Nelson,2017; Lim and Lee, 2011; Pearson, Andersson, and Wegner, 2001) found that workplace incivility from supervisors can lead to a decrease in the perception of social support from coworkers. Based on these studies, we propose the following hypothesis.

H_7: There is a significant negative relationship between Workplace Incivility from supervisors and social support from co-workers.

Pearson, Andersson, and Wegner (2001) found that workplace incivility from coworkers negatively impacts the social support received from other coworkers (p. 1403). (Leiter, Price, and Spence Laschinger, 2010; Liu, Perrewé, and Ferris, 2010; Sliter, Sliter, and Jex (2012) found that workplace incivility from co-workers is negatively related to the perception of social support from coworkers. From these studies, we propose the following hypothesis

H_8: There is a significant negative relationship between Workplace Incivility from Coworkers and social support from co-workers.

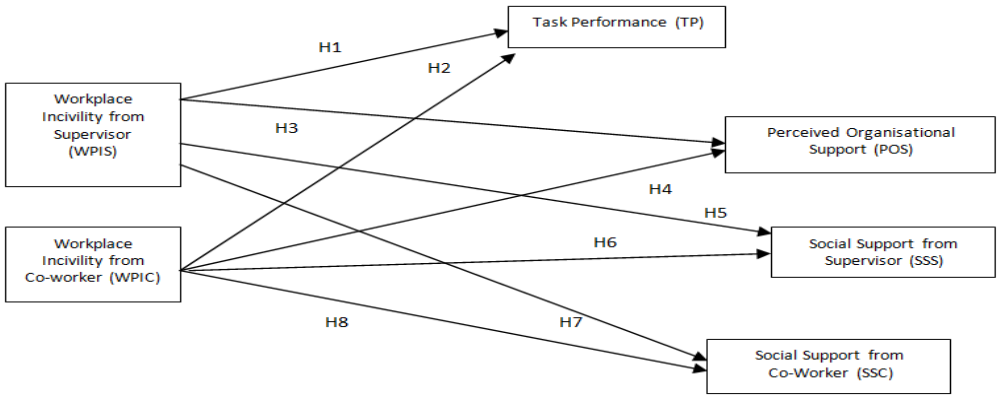


Figure 1: Conceptual Framework

Research Methods

This study aims to bridge the research gap by investigating the relationship between workplace incivility and productivity among employees in the organized retail sector. The research was descriptive as the phenomenon of workplace incivility was studied and the patterns were identified. Further, the associations between workplace incivility and productivity were also identified in the Indian context. To achieve the study objectives, the following steps were taken.

Research Design and Methodology

To study retail workplaces, a sample of 500 employees, supervisors, and managers from Delhi-NCR, Chandigarh, Punjab, and Haryana regions was selected. Purposive sampling was used to choose participants who could provide valuable insights. A questionnaire assessing workplace incivility and productivity was used for data collection. Before proceeding, an Exploratory Factor Analysis (EFA) was conducted to uncover the underlying structure of the variables. EFA helps understand the relationships between variables by identifying latent factors underlying them. It is a technique within factor analysis that aims to identify underlying relationships. To validate the collected data, Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) will be employed to test the proposed hypotheses.

Research Measures

Generation of scale items: Measurement scales of each construct were adopted and adapted from different validated previous studies. All the items related to predicting variables were measured using a 5-point Likert scale ranging from never (1) to always (5). *Workplace Incivility:* Seven items were adapted from Cortina et al.'s Workplace Incivility scale (2001), while the remaining items were self-generated using literature and expert guidance. In Cortina et al.'s original measure, participants were asked to recall supervisor and coworker incivility experiences from the past 5 years. However, the scale is modified here by reducing the recall time to 6 months to 1 year, making it easier to remember recent incidents of workplace incivility. Additional items are added to the original seven items from the literature to measure incivility from co-workers and supervisors, making a total of 28 items for the study. Task performance scale, as measured by Williams and Anderson (1991), includes seven items. Perceived organizational support (POS) was measured using an 8-item scale developed by Eisenberger et al. (1997) to assess employees' perception of the organization's value and concern for their well-being. A 6-item scale (Kim, 1996) measures social support, including supervisor support (4 items) and coworker support (2 items) (Price, 1997).

Results

Validation of Measurement Model There were six constructs and 46 items to measure workplace incivility and productivity. Among these 25 items belong to workplace incivility construct (supervisor incivility-13 items & co-worker Incivility-12 items) and 21 items belong to productivity (task performance-7 items, organizational support-8 items, social support from coworkers-2 items, and social support from supervisors-4 items). The result of this study is therefore presented as follows: Factor loading ranges from .628 to .936 which is relatively good enough. This tells the strong correlation of the items with the factors they are loaded on. The commonality test result is also depicted in Table 1. As claimed by Hair et al. (2014), a variable with a communality value less than 0.5 has no sufficient explanation. Hence, extraction values indicated that the variables got an adequate explanation. As claimed by Hair et al. (2014), a variable with a communality value less than 0.5 has no sufficient explanation. Results are shown in Table-1 as below.

Table 1: Communalities and Reliability

Variables	Communalities		Corrected Item-Total Correlation	Cronbach's Alpha if item deleted	Mean	SD
	Initial	Extraction				
WPIS2	1.000	.671	.643	.976	3.34	1.339
WPIC2	1.000	.800	.723	.976	3.29	1.348
WPIC3	1.000	.719	.677	.976	3.25	1.342
WPIC4	1.000	.645	.594	.977	3.39	1.405
WPIC5	1.000	.695	.664	.976	3.12	1.371
WPIC6	1.000	.931	.757	.976	3.26	1.175
WPIC7	1.000	.866	.753	.976	3.25	1.179
WPIC8	1.000	.878	.748	.976	3.24	1.188
WPIC9	1.000	.862	.718	.976	3.25	1.266
WPIC10	1.000	.849	.724	.976	3.30	1.281
WPIC11	1.000	.932	.757	.976	3.27	1.162
WPIC12	1.000	.881	.725	.976	3.24	1.264
WPIS1	1.000	.848	.718	.976	3.37	1.351
WPIS2	1.000	.858	.738	.976	3.35	1.357
WPIS3	1.000	.875	.734	.976	3.41	1.332
WPIS4	1.000	.858	.733	.976	3.34	1.368

WPIS5	1.000	.762	.710	.976	3.43	1.348
WPIS6	1.000	.794	.714	.976	3.35	1.339
WPIS7	1.000	.819	.708	.976	3.43	1.346
WPIS8	1.000	.796	.700	.976	3.48	1.388
WPIS9	1.000	.821	.728	.976	3.42	1.356
WPIS10	1.000	.966	.781	.976	3.41	1.261
WPIS11	1.000	.977	.784	.976	3.41	1.256
WPIS12	1.000	.954	.762	.976	3.39	1.259
WPIS13	1.000	.954	.772	.976	3.40	1.258
TP1	1.000	.751	.645	.976	3.39	1.315
TP2	1.000	.704	.636	.976	3.33	1.366
TP3	1.000	.665	.627	.976	3.31	1.344
TP4	1.000	.621	.592	.977	3.23	1.340
TP5	1.000	.728	.631	.976	3.42	1.331
TP6	1.000	.563	.618	.976	3.53	1.340
TP7	1.000	.596	.626	.976	3.43	1.310
ORG1	1.000	.764	.677	.976	3.09	1.308
ORG2	1.000	.754	.639	.976	3.11	1.308
ORG3	1.000	.619	.639	.976	3.07	1.300
ORG4	1.000	.701	.697	.976	3.13	1.304
ORG5	1.000	.634	.706	.976	3.23	1.297
ORG6	1.000	.956	.803	.976	3.12	1.102
ORG7	1.000	.767	.685	.976	3.12	1.292
ORG8	1.000	.760	.656	.976	3.13	1.300
SSC1	1.000	.987	.502	.977	3.52	1.177
SSC2	1.000	.985	.501	.977	3.53	1.156
SSS1	1.000	.746	.618	.976	3.37	1.338
SSS2	1.000	.755	.668	.976	3.28	1.331
SSS3	1.000	.713	.615	.976	3.42	1.346
SSS4	1.000	.663	.653	.976	3.46	1.351

Exploratory Factor Analysis

For this study, to check the internal validity, exploratory factor analysis (EFA) was carried out on all the items, firstly Bartlett test of Sphericity and the Kaiser-Meyer-Olkin (KMO) test were carried out on the primary data gathered through surveys to ensure that the data was suitable. As shown in table-2, the KMO value is 0.946 which is excellent as it extends the general acceptance value of 0.6. Also, the statistical test for Sphericity was found to be relevant to Bartlett's test of Sphericity ($\chi 2$ (1035, N=500) =34021.514, p<.000) for all the elements of a questionnaire illustrates that sample size and correlations were sufficiently large for factor analysis. Further Principal Component Analysis (PCA) was conducted and followed with the Varimax rotation method. In table-3 the values of total variance were explained. The Eigen Value indicates how much total variance each factor explains. The information about the variables and their relative explanatory strength, as illustrated by their Eigen values. It specifies the number of factors to be extracted.

The results in Table-2 show that the EFA procedure has extracted six components. Each component has a certain number of items with their respective factor loading. In this study, only items having factor loading above 0.6 (Hair, Anderson, Tatham, & Black, 1995) will be retained since it indicates the usefulness of items in measuring the particular construct. As a result, all 46 items have a factor loading above 0.6, and therefore all 46 items will be considered for further analysis under six factors or construct. The output reveals that the EFA has extracted 6 factors with Eigen value 22.803 for ***Factor1-Workplace Incivility from Supervisor*** *(WPIS)* contributing 49.572%, ***Factor 2-Workplace Incivility from Co-worker (WPIC)*** contributing 13.991%, ***Factor 3- Perceived organizational support (POS)*** contribute 5.869%, ***Factor 4-Task performance (TP)*** contribute 3.910%, ***Factor 5- Social support from supervisor (SSS)*** contribute 3.260% and ***Factor 6- Social support from Co-workers (SSC)*** contribute 2.616% respectively. The total variance explained is 79.218% and according to Cavana et al. (2001), if the total variance explained value is more than 60%, it is considered to be good. This indicates that the items are grouped into six factors that can be considered for further analysis.

Table 2: Factor Analysis Results for Incivility & Productivity (Varimax Rotated Results and Scale Reliability)

Items Code	Factors					
	1	2	3	4	5	6
WPIS11	.936					
WPIS12	.933					
WPIS10	.928					
WPIS13	.925					
WPIS3	.892					
WPIS1	.879					
WIS4	.878					
WPIS2	.872					
WPIS7	.860					
WPIS10	.849					
WPIS8	.845					
WPIS6	.819					
WPIS5	.794					
WPIC6		.897				
WPIC11		.896				
WPIC12		.880				
WPIC9		.869				
WPIC8		.860				
WPIC10		.853				
WPIC7		.849				
WPIC2		.820				
WPIC3		.775				
WPIC1		.757				
WPIC5		.751				
WPIC4		.748				
POS6			.819			
POS2			.772			
POS8			.762			
POS1			.759			
POS7			.756			
POS4			.685			
POS3			.679			
POS5			.652			
TP1				.750		
TP5				.736		
TP2				.720		
TP3				.695		
TP4				.679		
TP6				.652		
TP6				.628		
SSS1					.709	
SSS3					.697	
SSS2					.681	
SSS4					.674	
SSC1						.909
SSC2						.907
Eigen Value	22.803	6.436	2.700	1.799	1.500	1.203
% Variance	49.572	13.991	5.869	3.910	3.260	2.616
Cumulative % Variance	49.572	63.563	69.432	73.342	76.602	79.218
Scale Reliability Alpha(Cronbach's Alpha)	0.986	0.977	0.946	0.912	0.871	0.990
Cronbach's Alpha=0.981, Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.946, Bartlett's Test of Sphericity (Approx Chi Square=34021.514, df=1035, Sig=.000, Mean=3.265						

Confirming Measurement Models (CFA)

CFA evaluates theoretical foundation-data match. Its result determines relationship acceptance or rejection. CFA was performed using AMOS 16 to assess measurement model reliability, convergence, and discriminative validity. Items with SRW < 0 were excluded. 50 removed (Hair et al., 2006). Confirmatory factor analysis was used to assess the convergent validity, discriminant validity, and reliability of the measurement model, following recommended guidelines (Barnes et al., 2021; Gana & Broc, 2019). The items' loadings on their latent constructs ranged from 0.551 to 0. 997) Barnes et al. (2021) found that items with loadings above 0.50 were acceptable for the study. According to Hair et al.(2014) 0. AVE should be ≥5 for recommended threshold, while composite reliability should be ≥0.70 for well-established threshold. Besides the recommended threshold of 70 and above mentioned by Hair et al. (2014) is used to test the internal consistency of the constructs. Table 4 shows Cronbach's α values ranging from 0. 871 and 0.990 demonstrate that all reliability values exceed the cutoff point, indicating strong consistency in measuring the constructs. The statistical results in Table-4 support the validity and reliability of the constructs, affirming the successful establishment of all criteria. Thus, the measurement model for investigating the link between workplace incivility and productivity is valid and reliable.

Table 3: Measurement Model Fit Indices

S. No.	Measurement Components	Respective Values	Standard Values	Interpretation
1	CMIN/df (χ^2/df)	2.929	<3: Fit; 3-5: Acceptable	Acceptable
2	P value of model	.000	< .05	Great
3	GFI (Goodness of fit) χ^2	.911	>.95 great ; >.090 acceptable	Acceptable
4	AGFI (Adjusted Goodness of Fit)	.910	>.95 great; >.090 acceptable	Acceptable
5	NFI (Normal Fit Index)	.909	>.95 great; >.090acceptable	Acceptable
6	RFI (Relative Fit Index)	.902	>.95 great; >.090 acceptable	Acceptable
7	TLI (Turkey Luis Index)	.919	>.95 great; >.090 acceptable	Acceptable
8	CFI (Comparative Fit Index)	.924	>.95 great; >.090 acceptable	Acceptable
9	RMSEA (Root mean square error of approximation)	.062	<.05 Good; .05-.10 moderate	Moderate

Note: Recommended Source-Hair et al., 2014

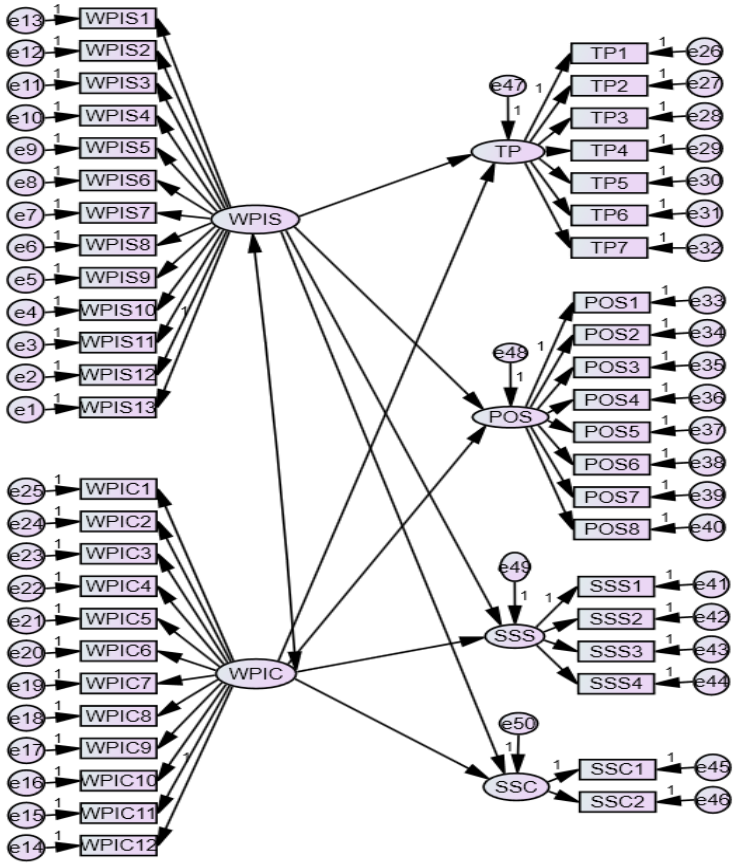
Table 4: Convergent Validity and Construct Reliability

	Items	Loadings	AVE	MSV	√AVE	CR	Cronbach's Alpha
WPIS	WPIS1	.577	0.642	0.441	0.801	0.954	.986
	WPIS2	.588					
	WPIS3	.568					
	WPIS4	.732					
	WPIS5	.779					
	WPIS6	.768					
	WPIS7	.633					
	WPIS8	.551					
	WPIS9	.725					
	WPIS10	.985					
	WPIS11	.997					
	WPIS12	.978					
	WPIS13	.973					
WPIC	WPIC1	.807	0.594	0.466	0.770	0.948	.977
	WPIC2	.889					
	WPIC3	.630					
	WPIC4	.574					
	WPIC5	.675					
	WPIC6	.967					
	WPIC7	.925					
	WPIC8	.932					
	WPIC9	.627					
	WPIC10	.716					
	WPIC11	.967					
	WPIC12	.828					
TP	TP1	.838	0.600	0.444	0.774	0.913	.912
	TP2	.800					
	TP3	.776					

	TP4	.744					
	TP5	.823					
	TP6	.701					
	TP7	.727					
POS	POS1	.834	0.704	0.444	0.839	0.950	.946
	POS2	.819					
	POS3	.798					
	POS4	.817					
	POS5	.792					
	POS6	.903					
	POS7	.818					
	POS8	.806					
SSS	SSS1	.781	0.628	0.466	0.792	0.871	.871
	SSS2	.838					
	SSS3	.769					
	SSS4	.782					
SSC	SSC1	.989	0.980	0.181	0.989	0.990	.990
	SSC2	.991					

- **Structure Model Validation:** A good fitting model is accepted as the fit indices for the model shown fell within the acceptable range: CMIN/df = 3.038, the goodness-of-fit (GFI) =.803, TLI = .914, CFI= .919, and RMSEA = .064. The final structural model and the proposed relationships between the variables are shown in Figure -3. According to the model shown in figure-3, there are eight established propositions related to workplace incivility and productivity.

Figure 3: SEM for Testing the Impact of WPI on Productivity



Note: *WPIS-Workplace Incivility from Supervisors; WPIC-Workplace Incivility from Co-Workers; TP-Task Performance; POS-Perceived Organisational Support; SSS-Social Support from Supervisors; SSC-Social Support from Co-workers*

Firstly, we conclude about workplace incivility from co-workers, and its impact on social support from a supervisor has the biggest negative impact (*WPIC→SSS; β= -0.544, t=12.998,p=***),* followed by perceived organizational support *(WPIC→POS; β= -0.332, t=9.050, p=***).* Moreover results demonstrated that social support from coworkers, *SSC (WPIS→SSC; β=-0.239, t=6.798, p=****) ranked third while task performance *(WPIC→TP; β= -0.249, t=6.483, p=***)* ranked fourth on the effect of coworker incivility.

Also, as per the results, we can conclude about workplace incivility from supervisors, has the biggest impact on task performance *(WPIS→TP; β= -0.572, t= 12.840, p=***),* followed by perceived organizational support *(WPIS→POS; β= -0.492, t=11.963, p=***),* after which social support from supervisor ranked third *(WPIS→SSS; β= -0.356, t=8.750, p=***)* while social support from coworker *(WPIS→SSC; β= -0.239, t= 5.327, p=***)* ranked last in their overall effect of workplace incivility from supervisors and coworkers.

Overall, the results from table-5 support all of the hypothesized relationships H1, H2, H3, H4, H5, H6, H7, and H8 and indicate that the proposed model fits the data reasonably well based on the provided fit indices.

Table 5: Standardized Regression Weights and p-values

Hypotheses	Hypothesized Relationship	Standardized Estimates	t-value	p-value	Decision
H1	WPIS→TP	-0.572	12.840	***	Supported
H2	WPIC→TP	-0.249	6.483	***	Supported
H3	WPIS→POS	-0.492	11.963	***	Supported
H4	WPIC→POS	-0.332	9.050	***	Supported
H5	WPIS→SSS	-0.356	8.750	***	Supported
H6	WPIC→SSS	-0.544	12.998	***	Supported
H7	WPIS→SSC	-0.239	5.327	***	Supported
H8	WPIC→SSC	-0.300	6.798	***	Supported
Model Fit					
CMIN/df = 3.038, the goodness-of-fit (GFI) =.803, TLI = .914, CFI= .919 and RMSEA = .064.					

Discussion and Managerial Implications

This study aims to bridge this research gap by investigating the relationship between workplace incivility and productivity among employees in the organized retail sector. By examining key aspects of productivity, such as task performance, organizational support, and social support from supervisors and coworkers, the study seeks to provide a comprehensive understanding of how workplace incivility affects employee productivity in this specific context (Einarsen & Skogstad, 1996; Hoobler & Brass, 2006).

Managerial Implications

This study's findings have important implications for researchers and practitioners in the retail industry. It highlights the negative impact of workplace incivility on productivity, emphasizing the need to address and prevent incivility in the workplace. Organizations can use these insights to develop strategies and interventions that promote a respectful and supportive work environment for higher productivity levels among employees (Liao et al., 2009; Miner-Rubino & Cortina, 2007). This study will enhance existing literature by providing empirical evidence on the link between workplace incivility and productivity in organized retail. The research will broaden our knowledge of the challenges faced by industry employees and emphasize the significance of a positive work environment for improved productivity (Lim et al., 2008; Pearson et al. In conclusion, this study aims to examine the link between workplace incivility and productivity in the retail sector. By studying productivity dimensions and using rigorous research methods, this study aims to enhance theoretical knowledge and practical interventions to improve employee productivity and well-being in this industry.

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