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FROM COURTESY TO CYNICISM: THE HIDDEN COST OF INCIVILITY IN SUPERMARKET FRONTLINES

INTRODUCTION

To ensure their organizations' competitiveness and performance, everyone hopes to retain qualified and committed staff.[1] However, high levels of employee turnover intention have already become a serious issue for enterprises all around the world. Turnover intention indicates that an employee intends or has an idea to leave the organization, or that they intend to freely shift jobs or existing organizations. Furthermore, it can be defined as a conscious and deliberate decision to quit the existing organization. Employee turnover intention hurts the organization since it reduces productivity, motivation, discipline, and morale. According to Iddagoda, Dewasiri, and Keppetipola,[2] employee turnover increases when there is lack of employee engagement as well.

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[1] John P. Hausknecht, Julia Rodda, and Michael J. Howard, "Targeted Employee Retention: Performance-Based and Job-Related Differences in Reported Reasons for Staying," *Human Resource Management* 48, no. 2 (2009): 269-88, https://doi.org/10.1002/hrm.20279.

[2] Anuradha Iddagoda, Narayanage Dewasiri, and Manoaj Keppetipola, "Identified Research Gaps in the Literature of Employee Engagement: A Study of Military Context," *Akademia Zarządzania* 6, no. 2 (2022): 171–97, https://doi.org/10.24427/az-2022-0021; Y. Anuradha Iddagoda, "The Employee's Personal Character and Its Imperative in the Post-Covid-19 Pandemic World," *Labor et Educatio* 8 (2020): 37–51, https://doi.org/10.4467/25439561le.20.009.13000; Manoaj Keppetipola, and Anuradha Iddagoda, "Nature of Employee Engagement: Rethinking Its Levels," *Labor et Educatio* 9 (2021): 103–25,. https://doi.org/10.4467/25439561LE.21.007.15361.

Scholars and practitioners have become more interested in the causes and effects of workplace incivility in recent years. Workplace incivility thus refers to verbal or nonverbal inappropriate behavior such as a condescending glance, harsh remarks, impatience, or disregard for others. Furthermore, management science research has shown that civility is vital in today's workplaces and industries. Zia-Ud-Din, Arif, and Shabbir[3] discovered that 79% of respondents presented inappropriate work ethics, and 87% had witnessed uncivil actions. 93% of adults have experienced unpleasant behavior, with a quarter of respondents stating that this occurs at least once a week.[4]

The findings appear to be consistent with the reality that an unpleasant workplace influences a person's decision to leave their current business. Given the multiple factors that contribute to an unhealthy workplace, the study highlights the importance of rudeness and cynicism. It is therefore vital to understand how workplace incivility influences turnover intention, with organizational cynicism acting as a moderator. Furthermore, this study focused on front-line employees at a large retailer in Kurunegala district.

The study conducts in-depth research to assess whether workplace incivility influences the intention of frontline workers to leave large-scale supermarkets, with an emphasis on the Kurunegala district. Similarly, the authors investigated whether organizational cynicism mediates the relationship between workplace incivility and frontline worker turnover intentions in large-scale supermarkets. To address both the contextual and empirical gaps, the study was conducted on the impact of workplace incivility on the turnover intention of frontline workers in large-scale supermarkets, with a focus on the Kurunegala district: the mediating effect of organizational cynicism.

RESEARCH OBJECTIVES

General Objectives
1. To investigate the impact of workplace incivility on turnover intention of frontline workers in large-scale supermarkets at Kurunegala district

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[3] Muhammad ZIA-UD-DIN, Arifa ARIF, and Muhammad Aqib SHABBIR, "The Impact on Workplace Incivility on Employee Absenteeism and Organization Commitment," *International Journal of Academic Research in Business and Social Sciences* 7, no. 5 (2017): 205–21.

[4] Muhammad Tahir MANZOOR, Tareq MANZOOR, and Mumtaz KHAN, "Workplace Incivility: A Cynicism Booster Leading to Turnover Intentions," *Decision* 47, no. 1 (2020): 91–99, https://doi.org/10.1007/s40622-020-00238-6.

Specific Objectives

2. To investigate the impact of supervisor incivility on turnover intention of frontline workers in large-scale supermarkets at Kurunegala district
3. To investigate the impact of co-worker incivility on turnover intention of frontline workers in large-scale supermarkets at Kurunegala district
4. To investigate the impact of customer incivility on turnover intention of frontline workers in large-scale supermarkets at Kurunegala district
5. To investigate the mediating effect of organizational cynicism on workplace incivility and turnover intention of frontline workers in supermarkets at Kurunegala district.

LITERATURE REVIEW

Turnover Intention

Employee turnover is one of the most serious issues that industries face.[5] Turnover intention happens when a person considers finding a better job and decides to leave their current organization owing to specific working conditions and the country's overall economic position. It is often referred to as the willingness to leave an organization.[6] In fact, because employees are dissatisfied with their existing jobs, their intention to leave and hunt for new job alternatives is referred to as turnover intention.

According to this concept, turnover intention is intended to assess employees' subjective feelings toward turnover rather than their specific behavior. Turnover intention can also be defined as the process of an employee leaving an organization and being replaced by another employee; it is a permanent employee dismissal from the organization, either voluntarily or by the company. Furthermore, turnover intention might be characterized as employees developing the idea of turnover before making the ultimate decision.[7] As a result, employees typically undergo a time of thought before reaching a final choice on turnover.

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[5] Fredric D. Frank, Richard P. Finnegan, and Craig R. Taylor, "The Race for Talent: Retaining and Engaging Workers in 21st Century," *Human Resource Planning* 27, no. 3 (2004): 12–25.

[6] Carl J. Thoresen et al., "The Affective Underpinnings of Job Perceptions and Attitudes: A Meta-Analytic Review and Integration," *Psychological Bulletin* 129, no. 6 (2003): 914–45, https://doi.org/10.1037/0033-2909.129.6.914.

[7] Hsi-Tien Chen, and Chih-Hung Wang, "Incivility, Satisfaction and Turnover Intention of Tourist Hotel Chefs: Moderating Effects of Emotional Intelligence," *International Journal of Contemporary Hospitality Management* 31, no. 5 (2019): 2034–53, https://doi.org/10.1108/IJCHM-02-2018-0164.

WORKPLACE INCIVILITY

Social exchange theory discusses how employees form exchange ties and how these interactions influence their attitudes and behaviors. Similarly, the social exchange hypothesis is based on the assumption that individuals who work for a certain business have both positive and negative feelings about their employer, causing them to be dedicated or dissatisfied.[8] The concept of social exchange has also been used to explain various forms of abuse, such as workplace violence, bullying, and intentions to quit.

Andersson and Pearson[9] presented a theoretical essay in the journal Academy of Management Review that first proposed workplace incivility. Although the concept of workplace incivility was already introduced two decades ago, it has since gained popularity among scholars. According to Andersson and Pearson,[10] workplace incivility is a type of abuse that involves low-intensity deviant behavior with an uncertain aim to injure the target and violates workplace standards for mutual respect. Workplace incivility is defined as three characteristics: breach of workplace norms and respect, uncertain intent, and low intensity.

Furthermore, workplace incivility is described as general mistreatment in the workplace, which includes activities such as bullying, hostility, physical and verbal abuse, emotional, physical, or psychological violence, or tyrannical, deviant, and antisocial behavior.[11] It is also defined as the exchange of impolite behaviors and words that specifically contradict organizational norms and values. According to Hodgins, MacCurtain, and Mannix-McNamara,[12] workplace incivility might emerge due to emotional tiredness, anxiety, and a decrease in job happiness.

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[8] Muhammad Shahid NAWAZ, and Faizuniah PANGIL, "The Relationship between Human Resource Development Factors, Career Growth and Turnover Intention: The Mediating Role of Organizational Commitment." *Management Science Letters* 6 (2016): 157–76, https://doi.org/10.5267/j.msl.2015.12.006.

[9] Lynne M. ANDERSSON, and Christine M. PEARSON, "Tit for Tat? The Spiraling Effect of Incivility in the Workplace," *Academy of Management Review* 24, no. 3 (1999): 452–71, https://doi.org/10.2307/259136.

[10] ANDERSSON and PEARSON, "Tit for Tat?," 452-71.

[11] Margaret H. VICKERS, "Writing What's Relevant: Workplace Incivility in Public Administration—A Wolf in Sheep's Clothing," *Administrative Theory & Praxis* 28, no. 1 (2006): 69–88.

[12] Margaret HODGINS, Sarah MACCURTAIN, and Patricia MANNIX-MCNAMARA, "Workplace Bullying and Incivility: A Systematic Review of Interventions," *International Journal of Workplace Health Management* 7, no. 1 (2014): 54–72, https://doi.org/10.1108/IJWHM-08-2013-0030.

As Hur, Moon, and Jun posit,[13] workplace incivility is the mistreatment of employees at work in the form of bullying, abusive supervision, and mobbing – a law-breaking behavior that violates workplace standards, is uncivil, and displays a lack of respect. According to Leiter and Day,[14] this phenomenon has five dimensions: supervisor incivility, co-worker incivility, subordinate incivility, customer incivility, and incivility directed by the responder toward others at work.[15] Similarly, workplace incivility includes incivility from supervisors, co-workers, and customers. it can be caused by the actions of internal parties (co-worker incivility and/or supervisor incivility), as well as by those outside the business, such as consumers.[16]

Supervisor Incivility

This means that managers engage in subtle disrespectful actions and behaviors toward their subordinates without a clear purpose to breach workplace norms, standards, and ideals of mutual respect. Similarly, Reio and Ghosh[17] defined supervisor incivility as many of the same types of incivility behaviors that begin with the supervisor. It is also defined as employees' perceptions of their supervisors' persistent use of aggressive verbal and nonverbal actions, with the exclusion of physical contact.[18] As a result, supervisor incivility is one of the dark and hidden aspects of leadership behavior detrimental to both employees and the organization.[19]

[13] Won-Moo Hur, Taewon Moon, and Jea-Kyoon Jun, "The Effect of Workplace Incivility on Service Employee Creativity: The Mediating Role of Emotional Exhaustion and Intrinsic Motivation," *Journal of Service Marketing* 30, no. 3 (2016): 302–15, https://doi.org/10.1108/JSM-10-2014-0342.

[14] Michael P. Leiter and Arla Day, *The Straightforward Incivility Scale Manual* (Wolfville, Canada: Centre for Organizational Research & Development–Acadia University, 2013).

[15] Michael P. Leiter, et al., "The Impact of Civility Interventions on Employee Social Behavior, Distress, and Attitudes," *Journal of Applied Psychology* 96, no. 6 (2011): 1258–74, https://doi.org/10.1037/a0024442.

[16] Michael Sliter et al., "How Rude! Emotional Labor as a Mediator between Customer Incivility and Employee Outcomes," *Journal of Occupational Health and Psychology* 15, no. 4 (2010): 486–81, https://doi.org/10.1037/a0020723.

[17] Thomas G. Reio Jr., and Rjashi Ghosh, "Antecedents and Outcomes of Workplace Incivility: Implications for Human Resource Development Research and Practice," *Human Resource Development Quarterly* 20, no. 3 (2009): 237–64, https://doi.org/10.1002/hrdq.20020.

[18] Bennett J. Tepper, "Consequences of Abusive Supervision," *Academy of Management Journal* 43, no. 2 (2000): 178–90, https://doi.org/10.2307/1556375.

[19] Christine L. Porath, and Christine M. Pearson, "The Cost of Bad Behavior," *Organizational Dynamics* 39, no. 1 (2010): 64–71, https://doi.org/10.1016/j.orgdyn.2009.10.006.

Co-worker Incivility

When an employee is subjected to impolite and incivility actions or mistreated by another employee, this is referred to as co-worker incivility. Since employees are terrified of incivility, those who have already experienced it at work will be unable to concentrate and be productive. Furthermore, Andersson and Pearson[20] discovered that co-worker incivility occurs when co-workers in an organization behave rudely or disrespectfully toward one another. It is therefore shaped by a failure to adhere to established norms of behavior. Co-worker incivility should be distinguished from outright aggressiveness because it represents a less extreme form or category of incivility behavior. According to Iddagoda, Bulińska-Stangrecka, and Abeysinghe,[21] when a person has a good character, and they behave in a civilized manner.

Customer Incivility

Customer incivility is defined as the customer's failure to accept and communicate polite social norms.[22] It is on the rise as clients unfairly criticize personnel. Consequently, client incivility can be counterproductive since it creates an overwhelming working atmosphere for the staff in a firm.[23]

Organizational Cynicism

The renowned Greek philosopher Antisthenes founded the cynics school, dealing with everything about a way of life and thinking, which served as the foundation for cynicism. However, until the 1990s, the notion of cynicism was not given enough attention to be addressed in an organizational setting. This belief encompasses various social sciences such as philosophy, political science, sociology, psychology, religion, and management.[24] As a result, cynicism emerged as a manner of existence associated with the Greek civilization. Organizational

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[20] ANDERSSON and PEARSON, "Tit for Tat?," 452–71.

[21] Anuradha IDDAGODA, Helena BULIŃSKA-STANGRECKA, and Rohitha ABEYSINGHE, "Greening of Military Personnel," *Bezpieczeństwo Obronność Socjologia*, no. 13/14 (2020): 102–21.

[22] Michael SLITER, Katherine SLITER, and Steve JEX, "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, no. 1 (2012): 121–39.

[23] Lilia M. CORTINA et al., "Incivility in the Workplace: Incidence and Impact," *Journal of Occupational Health Psychology* 6, no. 1 (2001): 64–80, https://doi.org/10.1037/1076-8998.6.1.64.

[24] Mehmet İNCE, and Şuayip TURAN, " Organizational Cynicism as a Factor that Affects the Organizational Change in the Process of Globalization and an Application in Karaman's Public

cynicism has three dimensions: believing that the organization lacks integrity, feeling awful about the organization, and, because of these thoughts and feelings, acting critically toward the organization.[25] Similarly, organizational cynicism refers to three aspects of how someone feels about their organization: (1) the cognitive dimension – the belief that the organization lacks integrity, and (2) the affective dimension – how an individual feels emotionally about the organization. It could be strong emotions, such as resentment toward their organization, or (3) the behavioral dimension – concerned with how an employee behaves at work.[26]

It includes behaving negatively towards the current organization, like criticizing, gossiping or giving negative looks to others when talking about the organization.

HYPOTHESES DEVELOPMENT

Workplace Incivility and Turnover Intention

As Podsakoff, LePine, and LePine state,[27] workplace incivility is a source of stress and can lead to employee turnover. As a result, Cortina et al.[28] discovered that workplace incivility has a favorable impact on employee turnover intention because it tends to grow due to workplace incivility.

Employee turnover is the final stage before employees leave their positions; it occurs as a result of incivility and ends with the employees' intention to leave.[29]

Institutions," *European Journal of Economics, Finance and Administrative* Science, no. 37 (2011): 104–21.

[25] Pamela BRANDES, Ravi DHARWADKAR, and James W. DEAN, "Does Organizational Cynicism Matter? Employee and Supervisor Perspectives on Work Outcomes," *Eastern Academy of Management Proceedings* 2 (1999): 150–53.

[26] Pryia NAIR, and T. J. KAMALANABHAN, "The Impact of Cynicism on Ethical Intentions of Indian Managers: The Moderating Role of Seniority," *Journal of International Business Ethics* 3, no. 1 (2010): 14–29.

[27] Nathan P. PODSAKOFF, Jeffery A. LEPINE, and Marcie A. LEPINE, "Differential Challenge Stressor-Hindrance Stressor Relationships with Attitudes, Turnover Intentions, Turnover and Withdrawal Behavior: A Meta-Analysis," *Journal of Applied Psychology* 92, no. 2 (2007): 438–54, https://doi.org/10.1037/0021-9010.92.2.438.

[28] CORTINA et al., "Incivility in the Workplace," 64–80.

[29] Nichelle C. CARPENTER, Christopher M. BERRY, and Lawrence HOUSTON, "A Meta-Analytic Comparison of Self-Reported and Other-Reported Organizational Citizenship Behavior," *Journal of Organizational Behavior* 35, no. 4 (2014): 547–74, https://doi.org/10.1002/job.1909.

According to Mahfooz et al.[30] as well as Lim, Cortina, and Magley,[31] people subjected to workplace incivility are less likely to stay in their positions.

Rahim and Cosby[32] also discovered that there is a positive association with workplace incivility and turnover intention, tardiness, and absenteeism. In addition, according to Rocky and Setiawan,[33] workplace incivility has a significant impact on turnover intention. Therefore, based on the already mentioned literature, this study proposes the following hypothesis:

H_1: *There is a significant positive impact of workplace incivility on turnover intention*

Supervisor Incivility and Turnover Intention

Supervisors are considered the most frequent reason for employees' intention to leave because they perpetrate incivility behaviors.[34] According to Chamanga et al.,[35] incivility behaviors of the supervisor contribute to the demotivation and increase turnover intention of the employees. A supervisor and employee relationship built on mutual trust is advantageous to both the company and the personnel. Employee motivation, attitude towards their jobs, and organizational performance all rise as a result of this favourable link.[36]

H_2: *There is a significant positive impact of supervisor incivility on turnover intention*

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[30] Zainab MAHFOOZ et al., "Does Workplace Incivility & Workplace Ostracism Influence the Employees' Turnover Intentions? Mediating Role of Burnout and Job Stress & Moderating Role of Psychological Capital," *International Journal of Academic Research in Business and Social Sciences* 7, no. 8 (2017): 398–413, https://doi.org/10.6007/IJARBSS/v7-i8/3244.

[31] Sandy LIM, Lilia M. CORTINA, and Vicki J. MAGLEY, "Personal and Workgroup Incivility: Impact on Work and Health Outcomes," *Journal of Applied Psychology* 93, no. 1 (2008): 95–107, https://doi.org/10.1037/0021-9010.93.1.95.

[32] Afzalur RAHIM, and Dana M. COSBY, "A Model of Workplace Incivility, Job Burnout, Turnover Intentions, and Job Performance," *Journal of Management Development* 35, no. 10 (2016): 1255–65, https://doi.org/10.1108/JMD-09-2015-0138.

[33] ROCKY, and Roy SETIAWAN, "Pengaruh *Workplace Incivility* dan *Job Burnout* Terhadap *Turnover Intention* Pada Cv Metalik Baru," *Agora* 6, no. 2 (2018): article 287267.

[34] CORTINA et al., "Incivility in the Workplace," 64–80.

[35] Edwin CHAMANGA et al., "Factors Influencing the Recruitment and Retention of Registered Nurses in Adults Community Nursing Services: An Integrative Literature Review," *Primary Health Care & Development* 21 (2020): article e31, https://doi.org/10.1017/S1463423620000353.

[36] Uju Violet ALOLA, Turgay AVCI, and Ali ÖZTÜREN, "Organization Sustainability through Human Resource Capital. The Impacts of Supervisor Incivility and Self-Efficacy," *Sustainability* 10, no. 8 (2018): article 2610, https://doi.org/10.3390/su10082610.

Co-worker Incivility and Turnover Intention

According to Arslan and Kocaman,[37] a cross-sectional study of 574 employees in Turkish hospitals found that co-worker incivility has a favorable influence on turnover intention. Rahim and Cosby[38] then presented a study of employed under-graduate business students, colleagues, and supervisors in the United States with a sample size of 223 which demonstrated that co-worker incivility influences turnover intention to seem like an employee's response. Furthermore, in research of military "active members of the army" in the United States with 15497 respondents as a sample, Cortina et al.[39] discovered that co-worker incivility has an impact on employee departure intentions.

H_3: There is a significant positive impact of co-worker incivility on turnover intention

Customer Incivility and Turnover Intention

In some instances, when employees are affected by customer incivility, they have cynical attitudes towards their work and the job itself because of psychological changes in their minds. According to collected data, 38% of respondents are willing to resign from their jobs to escape from those incivility behaviors from the customers.[40] Previous studies have also identified that rude customers' actions with the intention to harm or disrupt the mutual respect and shared belief are difficult to address by the company.[41] Therefore, based on these findings, the authors proposed another hypothesis as:

H_4: There is a significant positive impact on customer incivility on turnover intention

Mediation Impact of Organizational Cynicism on Workplace Incivility and Turnover Intention

Another issue related to cynicism is the feeling of not being treated like a person, namely not in an equal way, in the workplace, and this is also connected to workplace rudeness. Therefore, wanting to quit a job is a significant predictor of actually quitting, but one should consider multiple factors before deciding to leave from the current job. Research suggests that a negative work environment

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[37] Havva ARSLAN YÜRÜMEZOĞLU, and Gülseren KOCAMAN, "Structural Empowerment, Workplace Incivility, Nurses' Intention to Leave Their Organization and Profession: A Path Analysis," *Journal of Nursing Management* 27, no. 4 (2019): 732–39, https://doi.org/10.1111/jonm.12751.

[38] RAHIM and COSBY, "A Model of Workplace Incivility," 1255–65.

[39] CORTINA et al., "Incivility in the Workplace," 64–80.

[40] ARSLAN and KOCAMAN, "Structural Empowerment," 732–39.

[41] ANDERSSON and PEARSON, "Tit for Tat?," 452–71.

can be a major reason why people choose to quit.[42] Hence, another hypothesis defines the organizational cynicism as a mediating factor between workplace incivility and turnover intention.

H_5: There is a mediation effect of organizational cynicism on workplace incivility and turnover intention
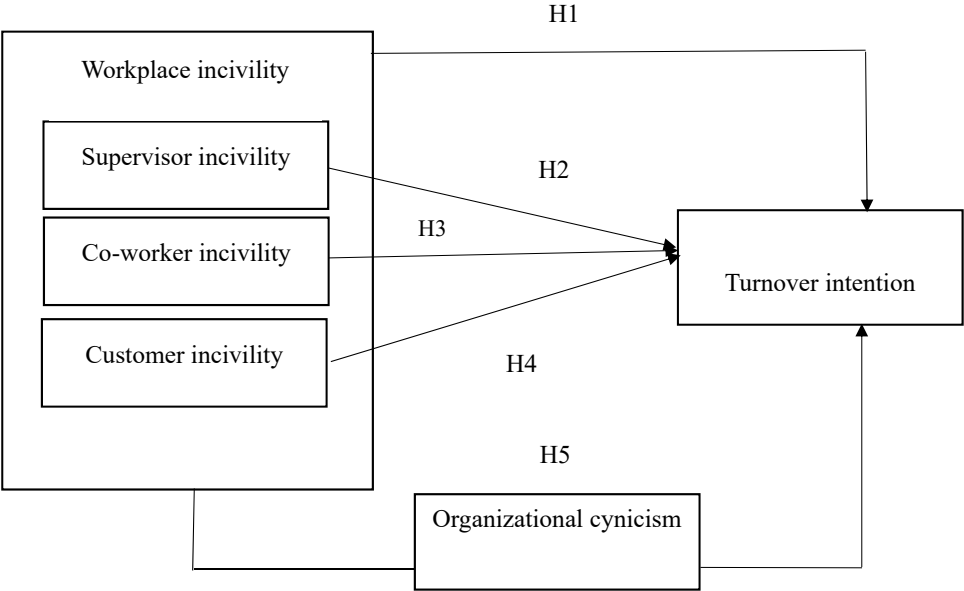
METHODOLOGY

Conceptual Framework

Figure 1: Conceptual framework
Source: Developed by the authors

According to the conceptual framework of the study, workplace incivility is the independent variable, whereas turnover intention is the dependent variable. Independent variable is further classified under three dimensions as: supervisor incivility, co-worker incivility, and customer incivility. Moreover, organizational cynicism acts as the mediating variable.

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[42] David G. ALLEN, Philip C. BRYANT, and James M. VARDAMAN, "Retaining Talent: Replacing Misconceptions with Evidence-Based Strategies," *The Academy of Management Perspectives* 24, no. 2 (2010): 48–64, https://doi.org/10.5465/AMP.2010.51827775.

RESEARCH APPROACH

The followed methodological approach of the current study is deductive approach because it is properly organized and can identify a logical order which connects each and every step of the process with the previous ones.[43] Hence, the authors have developed the hypotheses based on the existing literature and empirical findings regarding the research area. Research design methods are further followed to test the hypotheses.

RESEARCH DESIGN

When a researcher gets a comprehensive understanding of the phenomenon thanks to collecting data, this study follows descriptive research design.[44] Moreover, the current study can be identified as a descriptive one because the authors have a comprehensive understanding of the data collection points. The study will focus on the front-line workers in large-scale supermarkets.

RESEARCH STRATEGY

According to Saunders et al.,[45] the deductive approach research will follow survey as the research strategy. To collect the data from the required sample, the structured questionnaire will be used under the survey strategy. Quantitative data can then be collected through this strategy. Therefore, current study adopts deductive approach and survey strategy because the latter contributes the researcher to gather data from required sample through a structured questionnaire while generating quantitative data.

POPULATION AND SAMPLING

Further, population of the current study can be stated as the frontline workers of large-scale supermarkets at the Kurunegala district. The enrolled population for the current study was 340. It consisted of 230, 60 and 50 front-line workers from three selected large-scale supermarkets, respectively. Sampling method

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[43] Alan BRYMAN, and Emma BELL, *Business Research Methods*, 3rd ed. (Oxford: Oxford University Press, 2011).

[44] Mark SAUNDERS, Philip LEWIS, and Adrian THORNHILL, *Research Methods for Business Students*, 7th ed. (Harlow: Pearson, 2016).

[45] SAUNDERS et al., *Research Methods for Business Students*.

used to choose frontline workers is stratified sampling technique, namely selecting a representative sample from the population.

INTERNAL RELIABILITY OF QUESTIONNAIRE

Table 1: Statistics for internal reliability of questionnaire

Variables	Number of questions	Cronbach's alpha
Supervisor incivility (SI)	4	.832
Co-worker incivility (COI)	3	.901
Customer incivility (CUI)	5	.828
Turnover intention (TI)	8	.817

Source: Survey Data, 2023

Table 1 shows the results of reliability analysis conduct using the SPSS program for four dimensions, namely: supervisor incivility (SI), co-worker incivility (COI), customer incivility (CUI), and turnover intention (TI). The Cronbach's alpha values for those dimensions are 0.832 for SI, 0.901 for COI, 0.828 for CUI and 0.817 for TI. They all exceed the generally accepted threshold of 0.7, which indicates the high internal consistency reliability of all the dimensions.

Further, the number of questions used to examine each of dimension is 4 questions for SI, 3 questions for COI, 5 questions for CUI, and 8 questions for TI. Cronbach's alpha values therefore determined that the instruments used to measure those dimensions are reliable and valid for examining workplace incivility and TI.

DATA COLLECTION

For quantitative research, standardized questionnaire is the most reliable method of collecting primary data,[46] and the current study uses standardized questionnaire to collect it. The authors have gathered the data by visiting large-scale supermarkets in Kurunegala district while distributing the soft copies of questionnaires to the respondents. Moreover, the researcher has submitted the online survey to the interviewees.

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[46] BRYMAN and BELL, "Business Research Methods."

DEMOGRAPHICS OF RESPONDENTS

Table 2: Gender

	Frequency	Percentage
Male	88	47.8
Female	96	52.2
Total	184	100.0

Source: Survey data (2023)

According to Table 2, it can be noticed that the majority of the respondents are female (52.2%).

CORRELATION ANALYSIS

Table 3: Correlation analysis of workplace incivility and turnover intention

		Turnover intention
Workplace incivility	Pearson correlation	.827**
	Sig. (1-tailed)	.000

Source: Survey data (2023)

Table 3 shows that the correlation coefficient between workplace incivility and turnover intention is 0.827, and it is significant at 0.01. In order to accept the hypothesis, the sig-value or p-value should be reported as lesser than 0.05. It shows high positive significant relationship between workplace incivility and turnover intention.

Table 4: Correlation analysis of supervisor incivility and turnover intention

		Turnover intention
Supervisor incivility	Pearson correlation	.749**
	Sig. (1-tailed)	.000

Source: Survey data (2023)

As presented in Table 4, the correlation coefficient between supervisor incivility and turnover intention is 0.749, and that is significant at 0.01. In order to accept the hypothesis, the sig-value or p-value should be reported as lesser than 0.05. According to the correlation analysis results between SI and DV, there is a high positive significant relationship between supervisor incivility and turnover intention.

Table 5: Correlation analysis of co-worker incivility and turnover intention

		Turnover intention
Co-worker incivility	Pearson correlation	.595**
	Sig. (1-tailed)	.000

Source: Survey data (2023)

Table 5 demonstrates the correlation coefficient between co-worker incivility and turnover intention of 0.595, and that is significant at 0.01. In order to accept the hypothesis, the sig-value or p-value should become lesser than 0.05. Based on the correlation analysis results for COI and DV, it indicates a moderate positive significant relationship between co-worker incivility and turnover intention.

Table 6: Correlation analysis of customer incivility and turnover intention

		Turnover intention
Customer incivility	Pearson correlation	.789**
	Sig. (1-tailed)	.000

Source: Survey data (2023)

According to the Table 6, the correlation coefficient between customer incivility and turnover intention is 0.789, and that is significant at 0.01. In order to accept the hypothesis, the sig-value or p-value should become lesser than 0.05. The correlation analysis between CUI and DV reveals a high positive significant relationship between customer incivility and turnover intention.

SIMPLE REGRESSION ANALYSIS

Workplace Incivility and Turnover Intention

Table 7: Model summary

Model	R	R-square	Adjusted R-square	Std. error of the estimate
1	.827a	.683	.681	.438
a. Predictors: (Constant), Workplace incivility				

Source: Survey data (2023)

As illustrated in the model summary Table 7, model's R-square value is denoted as 0.683. It indicates that 68.3% of turnover intention (DV) is explained by workplace incivility (IV), so when IV changes, DV changes by this percentage.

Table 8: ANOVA table

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	75.205	1	75.205	392.386	.000[b]
	Residual	34.882	182	.192		
	Total	110.088	183			
a. Dependent Variable: Turnover intention						
b. Predictors: (Constant), Workplace incivility						

Source: Survey data (2023)

According to the ANOVA Table 8, the F-value of regression model is 392.386 and significant at 0.000. In order to accept the hypothesis, the sig-values should be lesser than 0.05. The F-value is also higher than the residual value, which indicates that the model fitness is lower.

Table 9: Coefficient for the regression analysis

Model		Unstandardized coefficients		Standardized coefficients	T	Sig.
		B	Std. error	Beta		
1	(Constant)	.877	.146		5.996	.000
	Workplace incivility	.825	.042	.827	19.809	.000
a. Dependent Variable: Turnover intention						

Source: Survey data (2023)

Coefficient value indicates, in case of the change of workplace incivility by 1 unit, how much of turnover intention is modified. According to Table 9, unstandardized coefficient is taken into consideration to support our analysis. To determine whether the relationship between the independent variable and dependent variable is positive or negative, the B-value of the unstandardized coefficient column provides the clarifications. If the B-value is positive, the relationship between the dependent variable and the independent variable is positive; if it is negative, the relationship between the dependent variable and the independent variable is negative as well. By analysing workplace incivility, one can identify positive value of 82.5% ($\beta=0.825$, $p<0.000$).

Therefore, H_1: *There is a significant positive impact of workplace incivility on turnover intention of frontline workers in large-scale supermarkets at Kurunegala district* – is accepted.

MULTIPLE REGRESSION ANALYSIS

Table 10: Model summary

Model	R	R-square	Adjusted R-square	Std. error of the estimate
1	.841[a]	.706	.702	.424
a. Predictors: (Constant), CUI, COI, SI				

Source: Survey data (2023)

According to the model summary Table 10, the R-square value can be identified as 0.706. It suggests that 70.6% of the variation in turnover intention (DV) impacted by workplace incivility can be explained by the variables of supervisor incivility, co-worker incivility, and customer incivility. Therefore, the remaining 29.4% of the variation is linked to the mediation factor as well as to the factors outside the current model.

Table 11: ANOVA table

	Model	Sum of squares	df	Mean square	F	Sig.
1	Regression	77.777	3	25.926	144.428	.000[b]
	Residual	32.311	180	.180		
	Total	110.088	183			
a. Dependent Variable: Turnover intention						
b. Predictors: (Constant), Customer incivility, supervisor incivility, and co-worker incivility						

Source: Survey data (2023)

Table 11 shows that the independent variables (supervisor incivility, co-worker incivility, and customer incivility) have a significant impact on turnover intention through workplace incivility. The sig-value is reported as 0.000, which means it is lesser than 0.05 to be accepted. Therefore, it suggests that any of the three independent variables can be used to represent turnover intention.

Table 12: Coefficient for the regression analysis

Model		Unstandardized coefficients		Standardized coefficients	T	Sig.
		B	Std. error	Beta		
1	(Constant)	.828	.143		5.789	.000
	Supervisor In.	.264	.053	.307	4.975	.000
	Co-worker In.	.146	.040	.180	3.637	.000
	Customer In.	.419	.055	.468	7.660	.000
a. Dependent Variable: Turnover intention						

Source: Survey data (2023)

The sig-values should be lesser than 0.05 or 0.01 in order to accept the hypothesis. According to Table 13, there is a positive relationship between supervisor incivility and turnover intention ($\beta = 0.264$, $p < 0.05$), co-worker incivility and turnover intention ($\beta = 0.146$, $p < 0.05$), and customer incivility and turnover intention ($\beta = 0.419$, $p < 0.05$). Therefore:

H_2: *There is a significant positive impact of supervisor incivility on turnover intention of frontline workers in large-scale supermarkets at Kurunegala district –* is accepted.

H_3: *There is a significant positive impact of co-worker incivility on turnover intention of frontline workers in large-scale supermarkets at Kurunegala district –* is accepted.

H_4: *There is a significant positive impact of customer incivility on turnover intention of frontline workers in large-scale supermarkets at Kurunegala district –* is accepted.

MEDIATION ANALYSIS

According to the mediation analysis, the direct effect means the effect of independent variables on dependent variables, whereas indirect effect indicates the effect of mediators on both independent variables and dependent variables. The total effect is equal to 0.8247, while the direct effect is 0.6752, and the indirect effect is 0.1495. Based on the analysis, it can be described as a partial mediation because the total effect consists of both direct effect (effect from the independent variable) and indirect effect (effect from the mediator).

The direct effect exceeding the indirect effect implies that the independent variables (workplace incivility) have higher effect on dependent variables (turnover intention) than the mediating variable of organizational cynicism. Further,

the mediating variable of organizational cynicism can be accepted as the mediator for this analysis since the significance value (p-value) is denoted as 0.000, which is lesser than 0.05 or 0.0, as well as both upper and lower limit go in same (positive) direction. The level of confidence is also reported as 95%.

Therefore, H_5: *There is a mediation effect of organizational cynicism on workplace incivility and turnover intention* – is accepted

CONCLUSION

This study examines the impact of workplace incivility on turnover intention and the mediating effect of organizational cynicism. The stratified sampling technique was used as the sampling technique to gather data from frontline workers in large-scale supermarkets in Kurunegala district. This study applied the cross-sectional method for data collection of data and further adopted the quantitative approach further using SPSS and mediating analysis to analyse the data. According to the five tested hypotheses examined, the findings prove that the workplace incivility positively impacts on turnover intention. The variables of supervisor incivility, co-worker incivility, and customer incivility therefore also positively impact turnover intention. Moreover, the findings show that there is a mediating effect of organizational cynicism on workplace incivility and turnover intention.

PRACTICAL IMPLICATIONS TO HR PROFESSIONALS

Based on the findings, the authors recommend mutual respect as well as positive interpersonal relationships of supervisors, co-workers and customers regarding the employees who work in those types of large-scale supermarkets. Similarly, according to Brandis, Rice, and Schleimer,[47] implementing a clear policy by defining workplace incivility can cause that the organizations refrain from workplace incivility conducts. A precise definition of workplace incivility and all related behaviors and practices must be included in the policy. Every incivility practice and behavior must have clear consequences. Based on the professional and institutional codes of conduct and the organizational values of these institutions, this policy should include the responsibilities of all the employees in creating and maintaining a culture of civility and a positive work environment.

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[47] Susan BRANDIS, John RICE, and Stephanie SCHLEIMER, "Dynamic Workplace Interactions for Improving Patient Safety Climate," *Journal of Health Organization and Management* 31, no. 1 (2017): 38–53, https://doi.org/10.1108/JHOM-09-2016-0185.

There should also be a zero-tolerance policy, and initiatives should be taken to promote a polite workplace through education, guidance, training, counselling, and punishment if needed. Further, the policy should specify the organizational mandate to maintain vigilance and provide structure and support for the target to report unethical and incivility conducts.

The authors advise department managers and HR specialists to create an extensive HRM checklist – a tool that can assist them in achieving strategic alignment fit for preventing and addressing workplace incivility. The participants should adhere to a procedure designed to prevent and address workplace incivility. Further, the authors recommend preparing a performance management system in line with the job description and organizational objectives in order to prevent workplace incivility. Creating a team-based incentive system for performance management could then improve the likelihood of inspiring people to collaborate with the others.[48]

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FROM COURTESY TO CYNICISM:
THE HIDDEN COST OF INCIVILITY IN SUPERMARKET FRONTLINES

S u m m a r y

Workplace incivility has been identified as a major and critical issue that arises in the workplace, and it is thought to have significant effects on both people and organizational outcomes as turnover intention. Consequently, the purpose of this research paper is to look into the impact of workplace incivility on turnover intention as well as the mediating effect of organizational cynicism on that relationship. This study used a cross-sectional design and a deductive research approach. The study's population consists of frontline staff from prominent supermarkets in the Kurunegala district. The sampling strategy utilized was stratified sampling, with a sample size of 184. Under the quantitative

data collection methods, data were gathered via personally administered questionnaires. The data was analyzed using SPSS (Statistical Package for Social Sciences). The findings indicate that workplace incivility has a significant positive impact on turnover intention, while supervisor incivility, co-worker incivility, and customer incivility – which are considered three dimensions of workplace incivility – have also been shown to positively influence turnover intention. According to the data analysis, workplace incivility has a 70.6% impact on the intention of frontline staff to leave large supermarkets. The findings also revealed that organizational cynicism mediates the association between workplace incivility and turnover intention, albeit only partially.

Keywords: workplace incivility; turnover intention; organizational cynicism; supervisor incivility; customer incivility; co-worker incivility

OD UPRZEJMOŚCI DO CYNIZMU:
NIEWIDOCZNE KOSZTY NIEUPRZEJMOŚCI
WŚRÓD PRACOWNIKÓW OBSŁUGI KLIENTA W SUPERMARKETACH

S t r e s z c z e n i e

Nieuprzejmość w miejscu pracy została zidentyfikowana jako istotny i krytyczny problem występujący w środowisku zawodowym, który znacząco wpływa zarówno na jednostki, jak i na wyniki organizacyjne, takie jak intencja odejścia z pracy. W związku z tym celem niniejszego artykułu jest zbadanie wpływu nieuprzejmości w miejscu pracy na intencję odejścia z pracy, a także roli cynizmu organizacyjnego jako czynnika pośredniczącego w tej relacji. W badaniu zastosowano projekt przekrojowy oraz dedukcyjne podejście badawcze. Populację badania stanowili pracownicy obsługi klienta wiodących supermarketów zlokalizowanych w dystrykcie Kurunegala. Wykorzystano metodę doboru warstwowego, a liczebność próby wyniosła 184 osoby. W ramach ilościowych metod gromadzenia danych zastosowano kwestionariusze dostarczane osobiście. Analizę danych przeprowadzono przy użyciu programu SPSS (Statistical Package for Social Sciences). Wyniki wskazują, że nieuprzejmość w miejscu pracy wywiera istotny, pozytywny wpływ na intencję odejścia z pracy, a także że nieuprzejmość ze strony przełożonych, współpracowników i klientów – uznawane za trzy wymiary nieuprzejmości w miejscu pracy – również pozytywnie wpływają na tę intencję. Analiza danych wykazała, że nieuprzejmość w miejscu pracy odpowiada za 70,6% zmienności intencji odejścia z pracy wśród pracowników obsługi klienta w dużych supermarketach. Ponadto stwierdzono, że cynizm organizacyjny częściowo pośredniczy w związku między nieuprzejmością w miejscu pracy a intencją odejścia z pracy.

Słowa kluczowe: nieuprzejmość w miejscu pracy; intencja odejścia z pracy; cynizm organizacyjny; nieuprzejmość ze strony przełożonych; nieuprzejmość ze strony klientów; nieuprzejmość ze strony współpracowników