

Workplace Incivility and Turnover Intentions: Moderating Role of Organizational Culture

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Abstract:

The study has been conducted to find out the impact of workplace incivility (WI) on turnover intentions (TI) and the moderating role of organizational culture (OC) in the association in the Indian IT Industry. The constructs chosen for the study are workplace incivility, turnover intentions and organizational culture. The model is tested by the application of SEM. The data collection is done from 250 respondents employed in IT sector in Bangalore, India. The reliability of the factors is established through CFA (Confirmatory Factor Analysis). The results show that there is a positive association between WI and TI and OC acts as a moderator in this relationship. The study has been undertaken in the IT sector in Bangalore India, the results cannot be generalized across the industry. Few recommendations have been provided to minimize the incidents of workplace incivility. Those recommendations can prove helpful to the IT sector to develop the strategies which will help in reducing uncivil behavior at the workplaces and consequently reduce the employee turnover intentions. The research has a value as the study is an attempt to explore the moderating role of the organizational culture in the association between WI and TI in the IT industry in India.

Keywords: Workplace Incivility, Turnover Intention, Organizational Culture, SEM.

I INTRODUCTION

Employee turnover has been defined as employees leaving the organizations voluntarily (Hom and Griffeth, 1994). Loquercio et al., (2006), analyzed that employee turnover is the percentage of employees exiting each time but before the estimated end of their agreement. A lesser employee turnover is considered acceptable in most of the organizations as it counterbalances stagnancy, takes out weak performers. However, increase in employee turnover has always been associated with low performance, resulting in enormous costs and negative organizational outcomes (Ingersoll and Smith, 2004). Several research studies have focused on studying different facets of TI. After investigating the association between job burnout and

turnover, Kalliath and Beck (2001), concluded that supervisory support has a mediating effect on job burnout and turnover of employees. Firth et al., (2007), investigated the variables that may be predictive of turnover intentions and identified stress and self-esteem as main predictors of turnover intentions. Cotton and Tuttle (1986), did meta-analysis and confirmed that job satisfaction, tenure, compensation, perception about employment had reliable correlation with employee turnover. Tai and Robinson (1978), did a multivariate analysis and concluded that less emotional support from family and friends and less official support from supervisor leads to the possibility of turnover of employees. (Berg, 1991) has indicated that there is a positive association between education level and turnover

intentions. Forrier and Sels, (2003), addressed the question of a high employee turnover being accompanied by lower training investment and found a positive relationship. Hinkin and Tracey(2000), have associated turnover of employees with poor management, poor work environment and insufficient pay. Walters and Raybould (2007), investigated the relationship between burnout and perceived organizational support. A robust relationship exists between organizational support, exhaustion, cynicism and turnover intentions. Past research has associated 'hygiene factors' like low morale, role conflict and ambiguity, lack of career growth and development with turnover intentions (Davidson et al.,2001; O' Connel and Kung, 2007). Few research studies have predicted the association between organizational culture and attitude of employees which in turn may result in employee retention or turnover (Schyns et al., 2009). Employees tend to leave when managers don't focus on their career development and when employees perceive that there is a lack of clarity in the directions given by the management (Hay, 2002).

Past research studies in various countries have supported the association between WI and TI. Keashly et al. (1994), supported that the kind of relationships people share at work has an effect on job satisfaction and TI. Cortina et al., (2001), investigated the relationship between WI and job satisfaction, withdrawal from the job. Harvey et al.,(2007), conducted a study to test the impact of abusive supervision on turnover intentions and emphasized that supervisors abusing employees leads to unpleasant outcomes including TI. Research has indicated that the sustained WI has a considerable effect on the turnover intention and consequently to the exit of organizational members (Porath and Pearson 2012; Wilson and Holmval, 2013).

According to Andersson and Pearson (1999),

workplace incivility is usually characterized by norms violation in terms of mutual respect and regard, it is considered as less intense forms of divergent behaviors at the workplaces. Most of the research has been emphasized on the escalating impact of WI (Blau and Andersson, 2005; Fox and Stallworth, 2003). According to Andersson et al., (1999), a perceived incivility reciprocated with counterattack has a potential to escalate to the coercive actions.

WI is a factor which lies at the bottom of the abuse continuum (Vickers, 2006) and has a potential for low intensity counterproductive work behavior. There are serious consequences associated with WI. (Grandey et al., 2007, Cortina et al., 2001) have associated WI with burnout and exhaustion. Additionally, WI is associated with more occurrences of absenteeism (Hauge et al., 2010) and intention to quit (Reiojrand Bang, 2013; Lim, et al., 2009).

Every act of incivility has a victim. Whenever victims come across the acts of incivility they feel helpless and disgusted with these uncontrollable situations. Consequently, such situations result in anxiety and distress. To avoid such stressful situations victims, tend to leave the organization. Pearson et al., (2000), reported that in addition to other consequences like decreased work effort, displaying cognitive and affective impairment, absenteeism, the impact is more vivid regarding turnover. According to their study, one-half of the respondents admitted that incivility caused them to contemplate changing jobs.

According to Cameron et al., (2001), as employees face more incidents of insensitive and in-civil behaviors at workplace they become dissatisfied with every aspect of their job and consider quitting the job more frequently. Additionally, incivility leads to disruption of employee relationships and lack of cooperation. Employees targeted with continuous incivility exit at a very high rate (Rospenda, 2000; Lim and

Cortina, 2009).

According to Miner-Rubino and Cortina, (2006), even employees who merely observe uncivil behavior show lower commitment towards their jobs and more turnover intentions will emerge. Research in the past has focused on aggressive behavior and its link to the adverse consequences. There are few studies which have identified the relationship between WI and poor well-being of the employees (Einarsen and Raknes, 1997).

Knowing the impact of WI in employees' work life, there is still a need for the in-depth study of the moderating impact of various workplace variables on the WI (Miner-Rubino and Reed, 2010).

II REVIEW OF LITERATURE

Workplace incivility and Turnover Intentions

In the last few years WI has developed as one of the central points in organizational behavior studies. The focus of the research has been on aggressive employee behavior at workplaces, intimidation and abusive behavior of supervisors and the negative impact of WI on victim's job-related attitudes and actions. Research has shown that counterproductive work behavior leads to reduced organizational citizenship behavior (Dalal, 2005) and consequently withdrawal from work and ineffectiveness (Chiaburu and Harrison, 2008) and such kind of negative workplace behaviors make employee well-being questionable (Bowling and Beehr, 2006). Workplace incivility is considered as less intense and more ambiguous in nature as compared to other negative workplace behaviors (Schilpzand et al., 2015). Workplace incivility is pervasive. According to Pearson and Porath (2013), workplace incivility takes away employee productivity, morale and leads to turnover intentions. Workplace incivility is estimated to

cost \$ 14000 per employee per year due to withdrawal from work and mental distractions (Pearson and Porath, 2009). Le Blanc and Kelloway (2002), have developed a model stressing that WI has undesirable consequences on employee emotional well-being, affective commitment which eventually leads to turnover intentions. Research has indicated that the victims of workplace incivility get involved in counterproductive work behaviors (Schilpzand et al., 2015), which includes the desire to retaliate (Bunk and Magley, 2013), increased absenteeism, lack of self-esteem, turnover intentions and drug abuse (Lim and Teo, 2009). Research has also associated workplace incivility with reduced employee engagement (Chen et al., 2013), cognitive distraction, negative mood and fear among victims (Cortina et al., 2001), turnover intentions (Griffin, 2010), job dissatisfaction and turnover intentions (Wilson and Holmval, 2013).

There is considerable amount of research to support the proposition that workplace incivility leads to turnover intentions. Keashly et al., (1994), has indicated that the quality of interpersonal relationship at work have a positive correlation with job satisfaction and TI. Harvey et al., (2007), tested the impact of abusive behavior by supervisors and ingratiation on TI and concluded that abusive supervision has detrimental effect on work-related outcomes. The effect of cyber bullying in workplaces has been examined by Lim and Teo (2009), to find out how it leads to TI. Therefore, based on the review of literature given above, first hypothesis of the study has been postulated.

Hypothesis 1: Workplace incivility has a positive and significant relationship with Employee turnover intentions.

Moderating Role of Organizational Culture

Being an inclusive concept that comprises of technology, norms, ideologies, customs.

Organizational culture is a significant aspect that has an impact on behavior of organizational members (Lee, 1999). According to (Gifford et al., 2002), the culture of an organization can prove an influential characteristic which influences the work environment.

According to (Mulcahy and Betts, 2005; Meterko et al., 2004), constructing a positive organizational culture may augment the satisfaction level of employees and help in creating a positive atmosphere where the members have positive exchanges with the colleagues and help them to achieve personal growth while attaining organizational goals. Previous research has indicated that organizational culture has an impact on job satisfaction and TI. After doing a research study in hospitals, (Kangas et al., 1999) concluded that excellent organizational cultural practices in terms of opportunities and self-governance are the significant factors in determining the job satisfaction and employee retention.

The moderating role of OC is explained with the help of social exchange theory. There are different opinions related to the existence of social exchange theory, however most of the theorists conclude that social exchange leads to certain transactions that create commitments to reciprocate (Emerson, 1976). According to Shapiro and Shore (2007), there are three characteristics of social exchange- relationships, tradeoff and exchange. The association starts with one party benefitting other party. It the party which is getting benefitted reciprocates and series of exchanges takes place it creates mutual obligation between the two parties. The reciprocity makes employees to respond positively to a favorable action (Blau, 1964). According to (Eisenberger and Stinglhamber, 2011) when organizations provide cultural dimensions such as job security, stability, trust and openness, goal orientation, human resource orientation to the

employees it generates a feeling of organizational commitment among the employees which makes the people to stay with an organization and thereby reducing TI.

OC is one of the most important mechanisms of organizational behavior (Barley et al., 1988). According to (Berg and Wilderom, 2004), organizational culture is a common observation of work practices in an organization. On the basis of the empirical studies they identified five dimensions of organizational culture which included autonomy, human resource orientation, external orientation, improvement orientation and departmental coordination. Calori and Sarnin (1991), suggested that some attributes of organizational culture are highly significant in firm's growth whereas other attributes are less significant. According to Marcoulides and Heck (1993), there are certain cultural elements which enhance the organizational performance while others can be disregarded as they are dysfunctional. Various studies have shown different aspects of OC. Van Muijen et al., (1999), proposed following organizational culture dimensions viz, goal orientation, rules orientation, support orientation and innovation orientation. Dension and Mishra (1995), proposed the following cultural dimensions in their study: Involvement, consistency, adaptability and mission. Culture has become a part of the organizational identity and if culture has to be effective it must address the needs of the organization (Wallach, 1983). Phil and Beaulieu (1992), studied the organizational culture in public accounting firms and concluded that organizational operational practices have the essence of the values which the organization practices. Certain organizations are branding themselves based on the value system they follow which depict their culture.

According to Deal and Kennedy (1982), OC plays a significant role in the business success. If

the cultural influences in an organization will be neglected over a period the economic performance will suffer. There is a considerable amount of research showing the association between different organizational cultures and a variety of organizational outcomes. Dension and Mishra (1995), concluded that OC is identified imperative for creating a competitive advantage.

Detert et al., (2000), emphasized on the association between culture and improvement initiatives in organizations. Researchers have concluded that investment oriented organizational practices reduce employee turnover. John Sheridian (1992), investigated the retention rates of college graduates and found out that culture has significant impact on the voluntary termination of employees. According to him the cultural effects on turnover intentions tend to be stronger than labor market and demographic characteristics. McEvoy and Cascio (1985), investigated the relationship between job enrichment as a component of organizational

culture and turnover reduction strategies. Kerr and Slocum (1987), believed that OC is one of the factors leading to retention or turnover of employees because it is associated with controlling the behaviors and attitudes of organizational members. Research (Jenkins et al., 2008) has shown that those employees who are well-fit are likely to stay whereas those who are not well-fit in an organizational culture tend to leave sooner or later voluntarily. Based on the review given above second hypothesis of the study has been postulated.

Hypothesis 2: Organizational culture will moderate the relationship between workplace incivility and turnover intentions, where the relationship will be weaker when the organizational culture is high.

After reviewing the literature we have formulated two hypotheses which are illustrated in the form of a figure 1 given below.

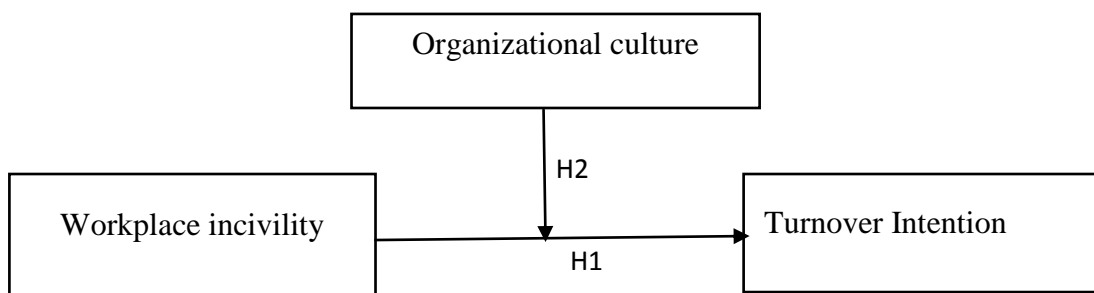


Fig. 1. Illustration of the research model of this study

III METHODS

The sample, data collection procedure, and information about the five measures are clearly elaborated in respective sections. Finally, results of SEM are briefly discussed.

Procedure and participants

Collection of primary data was done through a structured questionnaire based on five-point Likert's scale. The questionnaire has two sections;

first section includes the demographic information like, gender, experience and age. The second section includes the items that measure the constructs workplace incivility, turnover intentions and organizational culture. Out of 300 questionnaires, 250 questionnaires were completed showing a response rate of 83%. The sampling technique used for the study is convenience sampling. The study has been undertaken in IT sector in Bangalore, India. The

purpose of the study was explained to HR Departments through face to face interactions and emails. Table 1 shows, 52% of the respondents

were males and most of the respondents are in the age range of 26-45 years.

Table 1
Demographic Information of respondents

Item	Contents	No. of samples	Percentage
Gender	Male	130	52%
	Female	120	48%
Age	18-24 yrs.	30	12%
	25-34 yrs.	90	36%
	35-44 yrs.	80	32%
	45-54 yrs.	30	12%
	55-60 yrs.	20	8%
Experience	Below 5 yrs.	30	12%
	5-9 yrs.	170	68%
	10-15 yrs.	50	20%

Measures

Workplace Incivility

WI was measured with the help of a six-item scale was adapted from a scale developed by Martin and Hine, (2005). The scale was modified as per the requirements of the present study. The reliability of workplace incivility scale used for this study is 0.77.

Turnover Intentions

TI has been measured using a scale developed by Roodt, (2004). Out of 15-items in the original scale only 5-items were chosen depending upon their suitability for the current study. The reliability of TI scale used for this study is 0.82.

Organizational Culture

Various studies (Alexander, 1978; Gordon, 1979) have taken into consideration various aspects of OC. In this study we have taken into consideration following aspects of OC: Dominant characteristics, Organizational leadership,

Management of Employees, Organization Glue, Strategic Emphasis and Criteria of Success. To capture these aspects of organizational OC (Cameron and Quinn, 2011) scale was adapted. The reliability of organizational culture scale used for this study is 0.83.

Analytic approach

The analysis has been conducted in three steps. First, convergent and discriminant validity has been assessed. Second, descriptive statistics, reliability and correlation has been tested using SPSS Third, Hypotheses has been tested with the help of SEM (Structural Equation Modelling).

IV RESULTS

Step 1: Descriptive statistics, correlations and reliabilities

Table 2 shows the estimates of correlations amongst the three variables. The variables show a significant correlation supporting all the hypotheses.

Table 2

Descriptive Statistics and Bivariate Correlations

Variables	Mean	SD	1	2	3
1. Workplace Incivility	4.19	.88	(.77)		
2. Organizational Culture	3.68	.78	-.403**	(.82)	
3. Turnover Intentions	3.58	.81	.552**	-.391**	(.83)

Notes: N = 250

**p<.01, (two tailed tests). Reliabilities are reported in parentheses

Step 2: Construct validity of the full measurement model

Construct validity is shown in the study by evaluating convergent and discriminant validity. Confirmatory factor analysis was done to find out convergent validity, discriminant validity. Convergent validity is done by approximating

factor loadings, CR (composite reliability) and AVE (average variance extracted). In table 3, the results confirm convergent validity as all the values fall in acceptable region. The goodness of fit statistics of the measurement model specified good model fit with the data ($\chi^2 = 689.542$, $df = 246.6$, $p < .05$, $CMIN/df = 2.796$, $GFI = .903$, $CFI = .92$, $RMSEA = .56$).

Table 3
Confirmatory factor analysis (Convergent validity)

Construct and Indicators	Completely Standardized Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Workplace Incivility				
WI1	0.850			
WI2	0.843			
WI3	0.792	0.77	0.913	0.637
WI4	0.779			
WI5	0.762			
WI6	0.756			
Turnover Intentions				
TI1	0.902			
TI2	0.832			
TI3	0.820	0.82	0.917	0.691
TI4	0.878			
TI5	0.711			
Organizational Culture				
OC1	0.848			
OC2	0.841			
OC3	0.839			
OC4	0.833	0.83	0.924	0.671
OC5	0.788			
OC6	0.763			
OC7	0.758			

The results shown in Table 3 predict that the standardised factor loading of the items of the constructs are in the range of 0.758 to 0.902 and are significant (P-values). The CR ranges from 0.913 to 0.924. According to Hair et al. (2010), the constructs show a statistically significant estimates of the standardized loading estimates of 0.5 or higher; AVE of 0.5 suggests enough convergence and results are showing reliability estimate higher than 0.5 suggesting high reliability. Therefore, the model reflects a good construct validity.

Common Method Bias

Podsakoff et al. (2003) proposed that common method bias can be qualified as a measurement method and not to the measures representing the construct. Due to this bias, problems of the

measurement error are raised, which results in perplexing the results of research studies. Our respondents comprised IT Professionals from different organizations in IT sector While collecting the responses important directions were given and the importance of research as well as responses were communicated to respondents. Therefore, it was assumed that responses taken from respondents with respect to Workplace Incivility, Turnover Intentions and Organizational Culture are suitable. A CFA was done to validate the scales taken from previous literature; the criteria satisfaction is determined by the results. Items of the questionnaire were also evaluated to make sure that there was no overlapping. The phases mentioned above were helpful in curtailing the effects of Common Method Bias

Table 4
Discriminant Validity

	Workplace Incivility	Organizational Culture	Turnover Intentions
Workplace Incivility	(0.831)		
Organizational Culture	0.217	(0.735)	
Turnover Intentions	0.589	0.355	(0.819)

Step 3: Moderated structural equation modelling results

As the constructs taken in the study are latent, moderated structural equation modelling has been applied. This is due to the fact that in regression analysis, only one dependent factor can be analysed at a time, which leads to loss of both statistical power (decrease in reliability) (Ping, 1995). For conducting MSEM, Ping’s approach (1995) has been adopted and followed three steps (Appendix I) as detailed by Cortina, Chen, and

Dunlap (2001) and Conway et al. (2015). The results ($\chi^2 = 443.68$; $df = 154$; $CMIN/df = 2.88$, $GFI = .89$, $CFI = .90$; $RMSEA = 0.55$) show that it has a good model fit. Figure 2 shows that there is positive relationship between WI and TI, ($\beta = 0.408$, $p < 0.001$) confirming hypothesis 1 and relationship between organizational culture and TI ($\beta = -.265$, $p < 0.001$) is negative supporting hypothesis 2 indicating that organizational culture acts as a moderator in the relationship between workplace incivility and turnover intentions

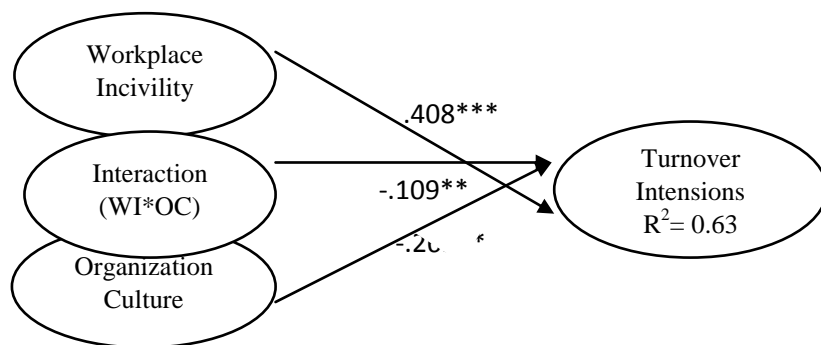


Fig. 2. Moderated Structural Equation Modeling Results

From simple slope test (Figure 3), it explains that organizations having higher OC ($\beta = 0.408$,

$p < 0.001$) will reduce the turnover intentions as compared to lower OC ($\beta = -.265$, $p < 0.001$).

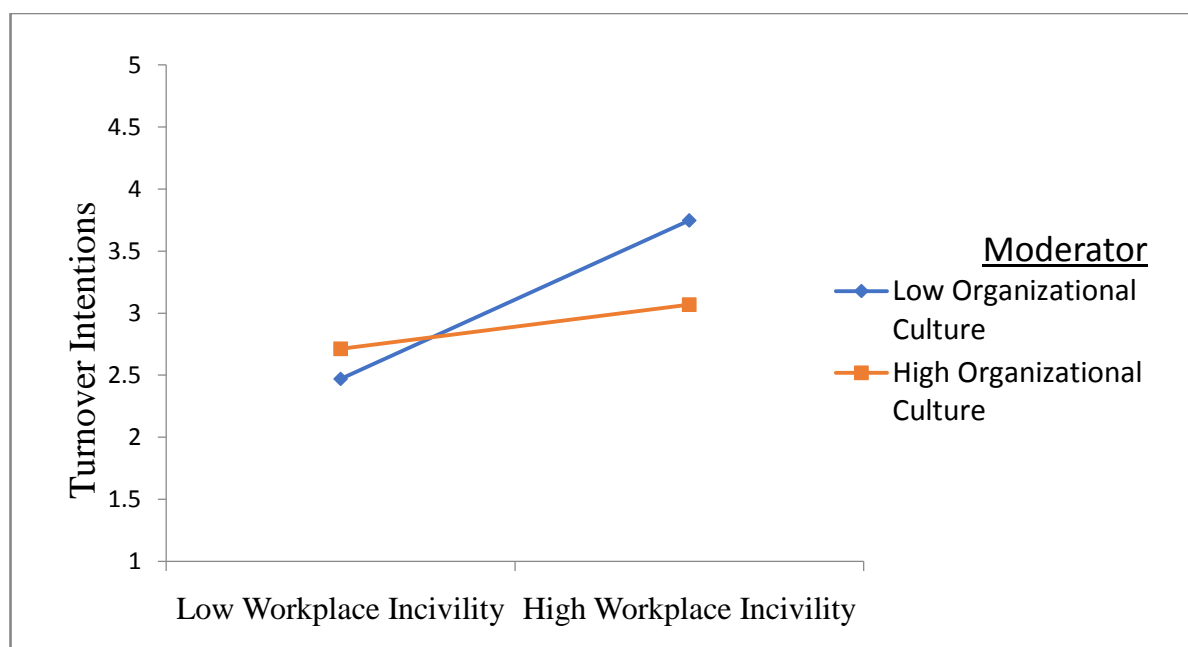


Fig. 3. Showing higher Organizational Culture reducing turnover intentions

V DISCUSSION

Most of the research on WI is focussed on the extreme aspects such as racial discriminations and sexual harassment but the subtle nature of workplace incivility is not explored to a substantial extent by researchers and practitioners. Hence this study is an attempt to find out how significant is the association between WI and TI. To conduct the study data has been collected in the Indian IT sector. Furthermore, the findings of the current study are discussed with reference to

the previous research work.

To understand this mechanism of workplace incivility which causes employees to leave organizations, this study has been conducted on a sample of 250 IT professionals working in IT sector in Bangalore, India. The results of this study show a positive and significant relationship between WI and TI indicating the fact that any kind of uncivil behaviour experienced by the employees strongly influences their intention to leave. This study contributes to already existing

research(Grandey et al., 2007; Lim et al., 2009;Reiojr and Bang, 2013) on the associationbetween WI and TI. According to Pearson et al. (2000), in addition to other consequences like decreased work effort, displaying cognitive and affective impairment, absenteeism, the impact is more vivid regarding turnover. Employees targeted with continuous incivility exit at a very high rate. The results of present study are consistent with the above stated studies indicating that the correlation coefficient between WI and TI is .408 showing a positive relationship between two constructs

Furthermore, the relationship between WI and TI is moderated by OC. The moderating role of the OC can be explained with the help of social exchange theory which emphasizes the reciprocity between the two parties, employer and employee. When employees perceive that positive organizational culture, they tend to remain with the organization irrespective of workplace incivility thereby reducing TI. The findings of this study have validated the findings of previous studies (Sheridian, 1992; McEvoy andCascio 1985). Organizational culture is considered to have strong implication on employee retention as it acts as one of the important determinants of a fit between a person and an organization (Shadur et al., 1999; O'Reilly et al., 1991).

Theoretical Contribution

The study makes few contributions to the respective theory. First, though the antecedents of turnover are recognized, but the underlying mechanisms influencing employees' turnover relationship has not been explored well. Drawing from the Social Exchange theory the study showed that good and motivating organizational culture, leads to reduced likelihood of employees leaving the organization (John Sheridian 1992). when organizations provide cultural dimensions such as good leadership, strategic emphasis, criteria of success to the employees it generates a

feeling of organizational commitment among the employees which makes the people to stay with an organization and thereby reducing TI (Eisenberger and Stinglhamber, 2011). Furthermore, Organizational culture which focuses on leadership, success and strategic orientation leads to employee engagement and creates positive attitude among the employees (Schaufeli et al., 2006), reducing their likelihood to leave an organization.

Second, the study authenticated some of the findings that have been found in the previous studies in western context and has provided new acumens about the relationships between the variables that have not been validated in the previous literature. Replicability of findings are required in the empirical studies (King, 2011; Yong, 2012). Findings of the empirical studies which are established once must be validated again and again in various contexts so that their generalizability can be proved. Moreover, different variables tested in this study (Workplace Incivility, turnover intentions and organizational culture) and their projected course of relationship tested have not been validated in the previous studies of organizational behavior and psychology. In this study the conceptual model has been tested in the Indian IT industry due to which the study has provided new evidence of the associations between the variables chosen and has also validated the already existing relationships among them.

Third, the contribution of this study to the literature also lies in empirical testing of the constructs viz. workplace incivility, turnover intentions and organizational culture using moderated structural equation model (SEM).

Practical Implications

Employees are considered as assets and their contribution in the success of the any business is valuable. It is the responsibility of the

organizations to focus on the psychological well-being of the employees and retain them to avoid the repercussions of employee turnover. WI is one of the major concerns of organizations as it usually leads to burnout and employee turnover intentions. Organizations have to find out the ways to reduce workplace incivility. Leiter (2013), suggested that uncivil behaviors in the organizations can be minimized with the help of leadership. He emphasized the importance of leadership that sets the implied social norms. Johnson and Indvik, (2001) found out that if the workplace incivility is appropriately handled by the leaders, the uncivil behaviors can be minimized.

Other intervention to reduce incivility is creating a positive organizational culture which emphasizes mentoring, trust, openness, result-orientation and participative leadership style. Mentorship programs can prove helpful to guide new employees in behavioral expectations. Policies and procedures as an embodiment of organizational culture can be used as a strategy to reduce workplace incivility. Organizations need to build the appropriate communication channels so that the incidents of workplace incivility are reported. Because of the lack of proper communication channels, the targets often leave the organizations without citing incivility as a cause of their departure (Pearson et al., 2000). Hence open communication and dialogue can be recommended to reduce workplace incivility.

VI LIMITATIONS AND FUTURE IMPLICATIONS

The present study has certain limitation. First the study has been undertaken in IT industry in Bangalore, India, the results cannot be generalized across the industry. Second the collection of data was done by administering a questionnaire to the respondents, there is a likelihood of social desirability bias (Pearson and Porath, 2004). Third only few demographic variables like gender, age

and experience have been taken into consideration in this study, ignoring other variables like education and income levels. Fourth, this study has considered the role of organizational culture as a moderator between WI and TI. Future research studies can focus on other HR aspects such as, compensation and benefits, career growth and development and the like.

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Appendix I

Moderation/Interactions Procedure

The three-step procedure outlined by Cortina et al. (2001) to carry out Ping's (1995) MSEM approach. This approach is also carried out by Conway et al (2015).

Step1: Standardize all indicators for the independent variable X (workplace incivility, S_{xn} , $n = [1, 6]$), Y (turnover intentions, S_{ym} , $m = [1, 5]$), and moderator Z (organizational Culture, S_{zl} , $l = [1, 7]$)

Step 2: Create interaction term

$$XZ = \sum_1^6 S_{xn} * \sum_1^7 S_{zl}$$

Step 3: Fix the measurement properties for interaction terms XZ and YZ.

Λ_{XZ} : Path from latent interaction XZ to indicator xz: $\Lambda_{XZ} = \lambda_{xz} =$

$$XZ = \sum_1^6 \lambda_{xn} * \sum_1^7 \lambda_{zl}$$

Where λ_{xn} are the path coefficients from latent independent variable X (Workplace incivility) to its indicators S_{xn} , $n = [1, 6]$

λ_{zl} are the path coefficients from latent moderator Z (Organizational Culture) to its indicators S_{zl} , $l = [1, 7]$