Empirical Analysis of Workplace Incivility, Psychological Capital, Turnover Intention and Organizational Commitment in the Indian Service Sector

Zahoor Ahmad Parray (Corresponding Author)[*]

Tanveer Ahmad Shah[**]

Shahbaz ul Islam[***]

A b s t r a c t

The primary goal of this study is to explore the relationship between psychological capital, organisational commitment, workplace incivility, and turnover intention in India's service sector. Only a few groups of scholars have studied these constructs, and these scholars have not analysed the relationships among these variables jointly. The Structural Equation Modelling (SEM) was used to test the hypotheses. The data was gathered from 750 service sector employees in India. According to the findings, psychological capital decreases the chances of workplace incivility and turnover intention. Furthermore, workplace incivility weakens organisational commitment and increases the chances of employees leaving the organisation. This research study intends to enlighten unexplored issues of organisational behaviour in India's service sector. The proposed research model has practical implication that the psychological capital creates positive emotions to enhance organisational commitment and in turn reduces the negative outcomes like incivility at the workplace and turnover intention.

Keywords: *Organisational commitment, Positive organisational behaviour, Psychological capital, Turnover intention, and Workplace incivility,*

[*]   Assistant Professor, Department of Management Studies, South Campus, University of Kashmir, Anantnag 192101. Email: zahoorhs@gmail.com, Ph.: +919796550026

[**]   Research Scholar, Department of Management Studies, South Campus, University of Kashmir. Email: shahtanveermaqbool77@gmail.com Ph.: +918803586071

[***]   Research Scholar, Department of Management Studies, South Campus, University of Kashmir.Anantnag 19210. Email: shahbazbhat334@gmail.com, Ph.: +917006353122

1. Introduction

Employee's behaviour is of great concern nowadays. The issues of psychological capital, organisational commitment, workplace incivility, and turnover intention have attracted the intention of many scholars. Psychological capital has emerged as a new management philosophy to promote the firm's long-term development, the development of better job attitudes among employees, as well as their knowledge and skills to increase productivity and efficiency. Organisations with a great amount of psychological capital have better chances to survive and thrive in the market. At the same time, workplace incivility has become a major issue within organisations, and different ways are tried to overcome it. However, in the Indian service sector, human resources policies for employee development include traditional policies such as better salary, bonuses, and work rewards, which are insufficient to achieve employees' dedication and interest towards organisations. As a result, firms must focus on psychological capital as a tool in addition to traditional human and social capital to boost employee commitment and interest. Therefore, this study will analyse the relationship between psychological capital, organisational commitment, workplace incivility, and turnover intention and the interrelationship of these variables to their roles in the maintenance and development of organisations in particular and the service sector in general. There is a wealth of research on the association between psychological capital, organisational commitment, workplace incivility, and turnover intention. Typical findings include psychological capital and workplace incivility (Norman, Avey, Nimnicht, and Graber Pigeon 2010; Roberts et al. 2011), psychological capital and turnover intention (Luthans, Smith, and Palmer, 2010), psychological capital and commitment(Youssef and Luthans, 2007; Larson and Luthans, 2006; Sen et al., 2017; Kim et al., 2017; Allen and Meyer, 1990; Etebarian et al., 2012), organisational commitment and turnover intention (Lee &Mowday, 1987; Michaels & Spector, 1982; Abrams, Ando, & Hinkle, 1998), workplace incivility and organisation commitment(Leiter and Maslach 1988; Wright and Cropanzano, 1998), and, workplace incivility and turnover intention (Cortina et al. 2001). However, these studies focus on these constructs individually, whereas there is no such attempt made by the scholars to see the link between psychological capital, workplace incivility, organisation commitment, and turnover intention of employees collectively in a single model. The existing research cited above has not focused on employee's characteristics of the services sector in emerging markets, especially in India. This research will assist firms in understanding the role of psychological capital on organisational commitment, workplace incivility, and turnover intention to urge employees to perform more successfully and improve India's socio-economic growth.

2. Literature Review and Hypotheses Development

2.1 Conceptual background

2.1.1 Psychological capital

The psychological capital concept appears within the discipline of organisational behaviour during the start of the 21st century and plays an important contribution to the positive organisation behaviour movement (POB). The movement of positive psychology in organisations has strengthened the belief that psychological strengths and other tangible resources can help an organisation reshape employees' attitudes and promote desirable job outcomes (Lyubomirsky et al., 2005). Seligman (2002) says, "when we are engaged (absorbed inflow), perhaps we are investing, building psychological capital for our future." According to Avey et al. (2011), the efficiency and pertinence of positivepsychological capital are favourably connected to desired job outcomes and adversely related to unpleasant job outcomes in their study. Psychological capital is stated as an individual's positive psychological condition of development, which is made up of four positive psychological resources: self-efficacy, optimism, hope, and resilience (Luthans et al., 2007). These four components are known as positive psychological capital, and they form the foundation of positive organisational behaviour (POB) (Luthan& Youssef, 2007). According to Luthans (2004), Psychological capital is beyond an organisation's human and social capital. While the focus of economic capital was on "what you have?" human capital focussed on "what you know?" and social capital focussed on "whom you know?", Psychological Capital in contrast to these, concentrates on individual "Who you are?"

and "what you can become?"(Luthans, Avey, Avolio, Norman, & Combs, 2006).

2.1.3 Workplace Incivility:

Incivility, which is common in the workplace (Pearson &Porath, 2005), has become a research topic in organisational and social sciences (Lim, Cortina, &Magley, 2008), and it has infected organisational culture and workplaces (Pearson, C.M., 2011). Incivility in the workplace, according to Martin (1996), includes incorrectly answering the phone (e.g., just saying "yes"), failure to utilise courtesy (e.g., please and thank you), impatiently waiting oversomeone busy and leaving half a cup of coffee to avoid boiling another pot. Incivility at the workplace can be defined as disrespect towards other employees, interpersonal conflict or mistreatment among employees, and not recognising employees' good performances (Clark, Farnsworth, & Landrum, 2009). Most researchers have stated workplace incivility as a low-level harmful behaviour that can disrupt an organisation's norms (Andersson and Pearson, 1999). Incivility at the workplace leads to a negative organisational environment, which increases the rude behaviour of employees (Ghosh, Dierkes, and Falletta 2011). Workers who perceive rude behaviour in the workplace may express frustration, irritation, stress, or violent behaviour (Speedy, 2006; Reio&Ghosh, 2009; Sidle, 2009). Several negative organisational and health outcomes have been suggested by various researchers related to incivility at the workplace (Laschinger et al., 2012; Oyeleye et al., 2013, Lanzo et al., 2016, Hur et al. 2016). It was found that employees who become thetargets of rude behaviour in the workplace may prefer to hide their feelings, which would sooner or later affect their good fortune and performance.

2.1.4 Organisational Commitment.

Organisational commitment is an important variable in the field of organisational behaviour (Al Sadaet, al. 2017) as researchers are paying attention to the organisational commitment from time to time (Mowday et al., 1982; Chughtai and Zafar, 2006). The significance of organisational commitment in the field of organisational behaviour literature is that employee commitment towards their organisation has frequently been recognised as a substantial factor that regulates their job-related behaviours in

the organisations (Mowday et al., 1979; Meyer et al., 2002). Many researchers have provided descriptions and perspectives on organisational commitment and its components (O'Reilly and Chatman, 1986; Mowday et al., 1979). Al-Sada et al. (2017) stated commitment is an emotional state which creates the bond between the employees and the organisation and helps to create a sense among them whether to leave or stay with their organisation. Shoaib et al. (2021) suggested that because the corporate environment is continually changing, administrators and managers must develop new approaches to boost employee faithfulness and their commitment to the organisation. This helps organisations not only to increase their production and efficiency but also to help them gain a competitive advantage (Yiing and Ahmad, 2009). Organisational commitment, according to Meyer and Allen (1991), is split into three parts: (1) continuous commitment, in which employees consider costs and benefits before leaving the organisation, (2) normative commitment, in which workers improve their positive mental state when they receive incentives, thereby remains with the organisation (3) effective commitment, in which the employee develops a personal and emotional state with the organisation.

2.1.5 Turnover intention:

The turnover intention concept in the existing literature has been used with different terms like tendency to leave, committed to leaving or intention to quit from the organisation. Turnover is a critical issue in organisations, not only for the employer but also for the entire organisation. It has both good and bad elements (Phillips and Connell, 2003). An employee's job withdrawal from their organisation and occupation, as well as their search for alternative positions, is termed as turnover intention (Blau 2007). Turnover intention is stated by Jaros (1997) as an employee's wish or desire to leave an organisation. Many studies have beenconducted on turnover intentions in the field of human resources and organisational behaviour during the last few decades (Lee and Mowday, 1987; Tett and Meyer, 1993; Burguess et al., 2001). The term turnover is a noun that refers to the influx and outflow of people in an organisation, and it is a highly prevalent organisational occurrence. Involuntary and voluntary turnover are the two types of turnover. Turnover is

associated with the number of badconsequences for the organisations and has several social implications (Dalton and Todor, 1979).

2.1 Research hypotheses

2.1.1 Psychological capital & Workplace incivility

Roberts et al. (2011) discovered the link between workplace incivility, psychological capital, and stress concluding that people with a greater level of psychological capital have fewer chances to engage in CWBs (counterproductive work behaviours) and therefore have fewer odds of uncivil behaviour at work. Psychological capital has been shown to minimise negative workplace behaviours and increase good workplace behaviours. High levels of psychological capital were linked to lower counter-productivity (Avey, Luthans, and Youssef, 2010). They further discovered psychological capital was a stronger predictor of CWBs, showing that psychological capital and workplace misbehaviour are strongly linked. Norman et al. (2010) revealed that psychological capital was both directly and indirectly associated with workplace misbehaviour through organisational identity. According to Hashemi et al. (2018), employees with strong psychological capital is said to have psychological resources to avoid harmful behaviours such as workplace incivility, workplace violence, emotional weariness, and abusive supervision. The employees having high psychological capital remain calm, hopeful, optimistic, faithful, consistent and resilient whenever any untoward thing prevails (Woolley, Caza, & Levy, 2011).

As a result, we recommend the following hypotheses to be tested:

H1. Psychological capital negatively affects employees' workplace incivility.

H1a. Self-efficacy negatively affects employees' workplace incivility.

H1b.Optimism negatively affects employees' workplace incivility.

H1c. Hope negatively affects employees' workplace incivility.

H1d. Resilience negatively affects employees' workplace incivility.

2.2.2 Psychological capital & Turnover intention:

Previous research has recommended that psychological capital and turnover intention are negatively related due to employees' tendency towards optimism (Avey et al., 2009, 2010). Many studies show that workers with a higher degree of psychological capital have better job satisfaction as well as a positive attitude, which leads them to stay in their jobs (Luthans et al., 2005, 2007). Employees who are happy in their jobs and with their employers have fewer chances to leave the organisation, demonstrating psychological capital has a negative effect on turnover intentions (Avey et al. 2010). A study conducted by Youssef (2004) on managerial and non-managerial employees found a positive and strong link between psychological capital and turnover intention. Employees with high psychological capital show a reduced tendency to leave the organisation even in high-stressed work conditions (Chiu&Tsai,2006; Wright&Boneet, 1997). Employees who always remain positive about their work situations, and show dedication are highly optimistic about their achievements and are satisfied with their work and have lower chances of leaving the organisation (Avey et al. 2009, 2010). De Lange et al. (2008) and Sweetman and Luthans (2010) discovered that workers with greater psychological capital do not engage in turnover intention behaviour. Another study conducted by Abbas et al. (2014) claimed that psychological capital helps employees to develop positive thoughts that do not allow employees minds for negative thoughts, such as intention to leave the organisation. In light of the above literature, we will identify whether the hypothesis given below holds in India's service sector.

H2: Psychological capital has negative relation with the Turnover intention

2.2.3 Psychological capital and organisational commitment

Many empirical and theoretical research studies were conducted to better understand the association between psychological capital and organisational commitment. It has been discovered that a higher amount of psychological capital is beneficial to increase organisational commitment

and the willingness of employees to remain with the organisation for a long time (Larson and Luthans, 2006; Kim et al., 2017). Various studies have been conducted to see the relationship between psychological capital and organisational commitment (Etebarian et al., 2012; Youssef and Luthans, 2007; Sen et al., 2017). The sub-components of psychological capital also act as a powerful tool to enhance the level of commitment among employees working in different organisations. In his study, Schneider (2001) suggested that optimism is a person's optimistic tendency to survive difficulties and challenges in life. Employees having an optimistic approach helps them to expect better future happenings in case there are uncertain environmental circumstances (Carver and Scheier, 2002). Furthermore, resilient employees willrespond positively to adversity or take considerable risks for the company's benefit (Masten and Reed, 2002). Resilient employees are more likely to stick together and overcome challenges. Therefore, the components of psychological capital have a favourable association with organisational commitment (Rego et al., 2016; Newman et al., 2014;). Accordingly, the following hypotheses were suggested as supported by the above literature:

H3. Psychological capital positively affects employees' organisational commitment.

H3a. Psychological capital positively affects employees' continuance commitment.

H3b. Psychological capital positively affects employees' normative commitment.

H3c. Psychological capital positively affects employees' affective commitment.

2.2.4 Workplace incivility and organisational commitment:

Leiter and Maslach (1988) discovered a negative link between co-worker/supervisor incivility and organisational commitment. The results of their research displayed that co-worker incivility had an indirect and negative impact on organisational commitment through emotional tiredness, while supervisor incivility had a direct effect on organisational commitment. Workplace Incivility, according to several studies, harms individual behaviour and leads to negative outcomes like decreased organisational commitment (Cortina et al., 2001; Jackson and Maslach, 1982; Wright and

Cropanzano, 1998; Meyer et al., 2002). Barling and Phillips (1993) discovered a relation between uncivil behaviour and lower organisational commitment. Leather et al. (1997) investigated that individuals who were subjected to uncivil behaviours had a lower organisational commitment. Several other studies also showed workplace incivility as a negative predictor of organisational commitment (Allen & Meyer, 1996; Caza& Cortina, 2007; Miner-Rubino& Reed, 2010; Smith et al., 2010; Hershcovis, 2011; Liu et al., 2019). Accordingly, the following hypothesis was proposed:

H4. Workplace incivility negatively affects employees' organisational commitment.

H4a. Workplace incivility negatively affects employees' continuance commitment.

H4b. Workplace incivility negatively affects employees' normative commitment.

H4c. Workplace incivility negatively affects employees' affective commitment.

2.2.5 Workplace incivility and Turnover intention

Workplace incivility and turnover intention have a strong negative relationship with each other that directly affects the manpower practices like recruitment, selection, training, and retaining the workforce (Miner-Rubino and Reed, 2010). Workplace incivility not only increases the chances of employees leaving the organisation but also affects the organisation's overall performance. Cortina et al. (2001) discovered that workers withdraw physically or mentally from work environments when exposed to workplace incivility. This departure can be seen as absenteeism during times of uneasiness or acts of total abandonment during the most heinous peaks of suffering (Adams, 1965; Donovan et al., 1998; Shore et al., 2006).Tepper (2000) found that employees who have dealings with offensive managers had greater turnover rates and less involvement toward their jobs and the organisation. Many other studies on workplace incivility have revealed that these uncivil workplace behaviours may lead to job loss or increased turnover intentions (Loh and Loi, 2018; Wilson and Holmvall, 2013; Tricahyadinata et al., 2020; Manzoor et al., 2020). Accordingly, following hypothesis is suggested.

H5. Workplace incivility has a positive impact on turnover intention.

2.2.5 Organisation commitment and Turnover intention:

Allen and Meyer (1990) stated that organisational commitment bonds an employee to an organisation, thereby decreasing the chances of turnover intention. Several studies have looked into the relationship between employee's organisational commitment and turnover intentions, and it has been discovered that there is a negative association between organisational commitment and the possibility of turnover (Mowday et al., 1979, 1982; Kim and Brymer, 2011; Schwepker, Jr, 2001; Kim et al., 2016; Yang and Chang, 2008; Peters, Bhagat, and O'Connor 1981). Organisational commitment is said to consist of three components, and each of these components has an impact on employee turnover intentions. The affective commitment had been found to have a considerable negative influence on intention to quit, according to Whitener and Walz (1993), whereas continuation commitment had been found to have no effect. Meyer, Allen, and Smith (1993) discovered that affective commitment and employee's intention to leave the organisation has a significant negative relationship, whereas normative commitment is found to have a weaker but substantial effect on turnover intention, and continuance commitment is found to have no effect on the decision to leave. Accordingly, the following hypotheses were suggested:

H6. Organisational commitment negatively affects employees' turnover intention.

H6a. Continuance commitment negatively affects employees' turnover intention.

H6b. Normative commitment negatively affects employees' turnover intention.

H6c. Affective commitment negatively affects employees' turnover intention.

3. Methodology

3.1 Design and sample

From June 2020 to July 2021, this research was carried out. A convenient sampling method was used for research purposes, and questions were asked to both superiors and co-workers in the service sector. The respondents for this study were selected from public and private healthcare and educational intuitions in north Indian states and union territories like Jammu and Kashmir, Delhi, Punjab and Haryana. The database consisted of healthcare professionals and higher education employees working in major hospitals and universities in north India. All respondents are academically very sound and have a good hold on the English language because of that reason, our surveys and communications were in English medium. Due to covid 19 pandemic and guidelines of the government to follow SOPs, we conduct our survey online using the internet, google form and other social media tools. We sent out invitations to participate in this study at random to healthcare and higher education employees. The invitation included a brief description of the research study as well as an HTML link to the online survey. The survey was developed in a way so that the Internet Protocol (IP) address was linked with every response and automatically discarded several answers from the same IP address. The overall number of questionnaires sent was 1,350, and after reviewing the results, the final sample chosen for testing was 750, with 430 (57%) women and 320 (43%) males. In terms of age, 400 persons under the age of 30 (53%) and 350 people over the age of 30 (47%) responded.

The research consists of qualitative as well as quantitative methods. The qualitative method was used to create the measurements and scales relevant to the study's setting and also to conduct a sequence of in-depth interviews with Specialists. The quantitative technique is used to investigate the research ideas. The scales for quantitative techniques were tested using Cronbach's alpha reliability and exploratory factor analysis (EFA). The structural equation modelling (SEM) was used to test the study model and the scales' reliability, convergence, and discriminant values were assessed using confirmatory factor analysis (CFA).

3.2 Research Instruments

The variables examined in this study included psychological capital, organisational commitment, workplace incivility and turnover intention. This research included sub-variables of psychological capital as hope, optimism, resiliency, and self-efficacy,

while organisational commitment includes affective, normative, and continuation commitment. The original scales used to measure psychological capital comprise four sub-variables with 24 questions from Luthans et al. (2007), workplace incivility scale used includes seven questions from Cortina et al. (2001), organisational commitment scale includes three sub-variables from Meyer and Allen (1991), and turnover intention include three questions from Mobley et al.'s (1978) scale. To measure the research variables and to suit the research setting in India, the research team altered the scales using the group discussion approach. The observed factors were assessed using a five-point Likert scale, with 1 denoting strongly disagree, 2 denoting disagree, 3 denoting neutral, 4 denoting agree, and 5 denoting strongly agree.

4. Research Results

Instrument validation

Confirmatory factor analysis shown in Table-1 was used to evaluate the validity of the variables in the proposed study model. For testing construct validity, Hair et al. (1998) suggest the Kaiser–Meyer–Oklin (KMO) measure of sample adequacy and Bartlett's test of sphericity, while Straub et al. (2004) prefer Cronbach's reliability test to evaluate internal measurement consistency. To determine how much of the common variance can be explained by all factors, the total variance explained (TVE) score is utilised. The structural equation modelling (SEM) method was used to evaluate the overall model fit. To measure construct validity, five indices were used: $\chi2$/degree of freedom ($\chi2$/df), comparative fit index (CFI), goodness-of-fit index (GFI), root mean square residual (RMR), and Tucker–Lewis index (TLI).

Table 1 shows that the reliability and confirmatory factor analysis produced satisfactory results. As can be observed, Bartlett's test of sphericity score is satisfactory (significance less than 0.05), KMO is more than 0.5 (Hair et al., 1998), and all factor loadings are within acceptable ranges (above the 0.5 thresholds; Hair et al., 1998). All of the components have a good TVE score (above 0.5), and Cronbach's alpha is also more than 0.6. (Zikmund et al., 2010). A total of 12 items out of 52 items that were originally used were removed from this analysis.

Discussion of Results

The results showed strong backing for hypothesis H1, that psychological capital has a negative effect on workplace incivility in India's service sector. Hashemi et al. (2018) result supports our findings that employees with a greater amount of psychological capital have psychological resources that prevent them from negative behaviours like workplace incivility as psychological capital helps employees cope better with anxiety, depression and stress. Employees' psychological capital places a high value on employees' compassion, generosity, and wisdom, but it also emphasises how to minimise negative employee behaviour. Employees with a greater amount of psychological capital find it easier to deal with discourteousness or disrespectful situations than those with a lesser amount of psychological capital (Roberts et al., 2011). The H1a, H1b, H1c, and H1d hypotheses that employees' optimism, hope, self-efficacy, and resiliency (components of psychological capital)in India's service sector have a negative relationship with workplace incivility are also supported by study results. Employee psychological capital components have been shown to buffer negative outcomes by allowing employees to have strong faith in their abilities during difficult situations (Rhee et al. 2017).

The results also showed strong support for **the H2** hypothesis that psychological capital has a negative relation with the turnover intention of employees in India's service sector at a meaningful 5% significance level. Our results are similar to the research conducted byPeterson & Luthans(2003) and Avey et al. (2010), as their research proposes that employees with a greater amount of psychological capital have consistently greater performance and employee's retention rates. Psychological capital and its sub-components helps to decrease anxiety, vulnerability, uncontrollability, and unpredictability that lead employees to retain their position in the organisation (Snyder and colleagues 1991). Psychological capital acts as a buffer on intent to turnover employees (Shrestha, A. K., & Jena, L. K. 2021).

The results also showed a strong backing for **H3** hypothesis that psychological capital has a strong positive effect on employees organisational commitment in India's service sector and is also

supported at the significance level of 1% by our research results. The study's results are similar to Sahoo and Sia's (2015) on the importance of psychological capital to increase employee organisational commitment. Furthermore, at significant levels of 1% and 10%, the data support the H3a, H3b, and H3c hypotheses that psychological capital positively influences continuation, normative, and affective commitment. Employees in India's service sector with a greater psychological capital have greater chances of showing a positive attitude, performing well at work, and focusing on organisational commitment. This is because the workers in India's service sector predominantly have an agricultural family background and are therefore closely related, energetic and ready to make efforts to accomplish goals, bear tough and unsafe conditions and express optimism about the events that are occurring in the organisation. Simultaneously, fostering psychological capital among agriculture family-based people in the form of optimism and joy of life(Yalcin, 2016). Employees' continuation, normative, and affective commitment in India's service sector can be considered to be influenced by psychological capital (Yildiz, 2018).

The results also showed strong backing for the **H4** hypothesis that workplace incivilitynegatively affects employees' organisational commitment in India's service sector at a significance level of 1%. The result of Morrison, R. L. (2008) supports our findings that workplace incivility negatively affects employees' organisational commitment as they argue that the influence of workplace incivility is as reasonable as employees who experience uncivil behaviour from their co-workers/supervisors who would feel less committed towards their organisation. The H3a, H3b, and H3c hypothesis test results display that workplace incivility negatively affects affective commitment of employee's at a significance level of 10% and negatively affects normative commitment of employees at a significance level of 1% and no convincing proof of an effect on continuance commitment. Workplace incivility negatively affects affective commitment is also supported by earlier research (Tarraf, 2012). Workplace incivility also negatively affects normative commitment; hence, it collectively affects organisational commitment (Bushell, 2013).

The results showed a strong support for the **H5** hypothesis that workplace incivility positively affects the employee's turnover intention in the service sector of India at a 1% significance level. The results revealed that the impacts of workplace incivility were substantial enough to affectemployees' intentions to leave. This result is consistent with Lim & Cortina (2005) and Lim, Cortina,&Magley(2008) findings on the positive linkage between workplace incivility and employee turnover intentions. Employees in India's service sector will be more likely to depart if there is more workplace incivility. Employees withdraw physically or psychologically from work surroundings when they are exposed to workplace incivility. Therefore, it is safe to assume that incivility at the workplace in India's service sector enhances employee emotions of job discontent, and when this unhappiness reaches a critical level, employees leave their organisations (Adams, 1965; Donovan et al., 1998). As a result, it is possible to conclude that there is a large culture of uncivil behaviour in Indian workplaces. These unsocial practices also cause employee dissatisfaction, leading to many employees quitting their jobs.

The H6 hypothesis that organisational commitment negatively affects employee turnover intention in India's service sector at the 5% significance level is also well supported by the results of this study. The results showed that employees who are more committed to their firms have lesser chances to leave, implying that employees will only leave if their commitment is waning. This suggests that the results are in line with those of Lim et al. (2008) and Griffin (2010), who found that organisational commitment negatively affects employee's turnover intention. The most widely held beliefs about commitment are that it is a psychological condition that links an employee to its organisation and that it is an indicator of individuals who are firmly dedicated to an organisation and are least likely to leave. As a psychological condition, commitment is characterised as a worker's relationship with its organisation, as well as the decision to continue with the organisation (Meyer & Allen, 1991). The H6a, H6b and H6c hypotheses that affective, normative, and continuance commitment negatively affects employee's turnover intentional, the 1 and 10% significance levels are also supported by the study results. Meyer and Allen's (1993) organisational commitment model is the most widely

used multidimensional model. Affective, normative, and continuation components are all regarded to contribute to employee retention in this approach.

The correlation matrix and Standardised structural paths are shown in tables 2 and 3, respectively. Figures 1 and 2 represents Proposed Research models.

5 Implications

The aim of this research is to look at the relationship between psychological capital, organisational commitment, workplace incivility, and turnover intention in the Indian service sector. The findings should help researchers better understand the psychological capital theory and workplace incivility in an Indian-origin firm. The study's findings convey critical messages about organisational behaviour in the service sector in emerging markets such as India. Psychological capital, in particular, negatively affects workplace incivility and turnover intention while positively affecting organisational commitment. As a result, leaders and consultants may aim to nurture and create psychological capital inside organisations that are suited for the Indian culture, particularly in the service sector, and to connect corporate culture with the Indian values and expanding markets. Jung and Yoon (2015) found that employees with high levels of resiliency, hope, and optimism about their professions will improve organisational commitment. Employees' improved positive mood directly affects their organisational commitment. This has revealed the need for managers in organisations to establish psychological capital in their staff to boost organisational commitment and productivity (Yildiz, 2018).

In contrast to other types of human and social capital management, which depend upon some limited training programmes, PsyCap management can be improved through a wide range of management programs such as goal setting, feedback systems, etc. (Luthans & Youssef, 2004). Employees' skills to cope with difficult work settings will improve as a result of selection and placement built on strengths, along with opportunities for training intended to build these capacities. This will reduce their tendency to indulge in uncivil behaviours, increase commitment and diminish withdrawal behaviours.

According to the study's findings, employees' psychological capital negatively affects the turnover intention of employees. We recommend that human resource training and enlargement activities that acknowledge and promote the undervalued positive or helpful resources of psychological capital may help employees manage stress and, as a result, will reduce voluntary turnover (Avey et, al. 2009). We strongly encourage employees to participate in the organisation's innovation and progress programmes to uplift their basic constructs of psychological capital. Employee participation will make them feel like the organisation's problems are their own, that they are a part of the organisation, and that they are creating an emotional commitment towards their organisation (Blomme et al., 2010). Therefore, they will not leave the organisation.

Since our findings display that incivility at the workplace has a substantially detrimental impact on employee engagement to the firm. As a result, HRD professionals should consider macro-level tactics to restrict incivility and minimise its impacts, such as developing policies and codes of conduct that encourage respect and discourage incivility (Pearson et al., 2005). Cortina (2008) suggested that the workplace environment can either encourage or discourage incivility. Organisational leaders must be cautious in modelling and creating acceptable behavioural standards because workplace norms are formed through traditions, culture, and regulations (Estes, B., & Wang, J., 2008). Furthermore, managers must ensure that these rules are enforced because it is vital for maintaining civility norms. If left uncontrolled, uncivil behaviour may erode the norms of civility and become ingrained in an organisation's culture (Andersson & Pearson, 1999).

People's moral judgments and perceptions of moral concerns may be influenced by their placed characters (Leavitt et al. 2012). Being respected and valued are the main sources of workers' sense of happiness and belongingness with their organisation (Walumbwa et al. 2011), and whenever organisations fail to deal with incivility in the way workers expect, the negative feelings may intensify and ultimately increase the turnover intention of employees. Workplace incivility has detrimental effects on workers' emotional well-being, which is linked to the increased chances of turnover intention (Huang,

& Lin 2019). To deal with workers intention to quit, leaders and managers can create more avenues for reporting incivility, offer stress counselling or boost comfortable social networks that may help promote employees organisational commitment and positive relationships.

Organisations in the service sector must make suitable adjustments in their organisational culture so that the managers are in a position to reduce incivility behaviours within organisations, which may help them in overcoming employees' intention to leave (Rahim, & Cosby, 2016). HRD practitioners and managers should assess organisational commitment regularly to collect information on workers' tendency for turnover as the outcomes of the study specify that organisational commitment affects employees' turnover intention. This information should benefit practitioners in assisting organisations with human resource problems relating to the turnover intention of employees.

Furthermore, Avey et al. (2011) revealed that psychological capital could be used to foster positive attitudes, actions, and outcomes and mitigate negative employee behaviour. Psychological capital imparts energy within individuals through positive components of psychological capital like self-efficacy, optimism, hope, and resiliency which might help them to improve organisational commitment, lower staff turnover, and decrease workplace incivility (Idris and Manganaro, 2017 and Roberts et al. 2011). It can be inferred that strengthening psychological capital shall be given priority within organisations, particularly in India's service sector and enterprises in general. As a result, educational and healthcare administrators should expand their knowledge and abilities so that psychological capital can be exploited for the benefit of both organisation and employees. Establishing the linkages between these research variables can assist service sector managers in India in making better judgments regarding psychological capital, workplace incivility, turnover intention, and organisational commitment.

References

Abbas, M., Raja, U., Darr, W., & Bouckenooghe, D. (2014). Combined effects of perceived politics and psychological capital on job satisfaction, turnover intentions, and performance. *Journal of Management*, 40(7), 1813-1830.

Abrams, D., Ando, K., & Hinkle, S. (1998). Psychological attachment to the group: Cross-cultural differences in organisational identification and subjective norms as predictors of workers' turnover intentions. *Personality and Social psychology bulletin*, 24(10), 1027-1039.

Adams, J. S. (1965). Inequity in social exchange. In *Advances in experimental social psychology* (Vol. 2, pp. 267-299). Academic Press.

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organisation. *Journal of occupational psychology*, 63(1), 1-18.

Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organisation: An examination of construct validity. *Journal of vocational behaviour*, 49(3), 252-276.

Al-Sada, M., Al-Esmael, B., & Faisal, M. N. (2017). Influence of organisational culture and leadership style on employee satisfaction, commitment and motivation in the educational sector in Qatar. *EuroMed Journal of Business*.

Andersson, L. M., & Pearson, C. M. (1999). Tit for tat? The spiralling effect of incivility in the workplace. *Academy of management review*, 24(3), 452-471.

Avey, J. B., Luthans, F., & Jensen, S. M. (2009). Psychological capital: A positive resource for combating employee stress and turnover. *Human resource management*, 48(5), 677-693.

Avey, J. B., Luthans, F., & Youssef, C. M. (2010). The additive value of positive psychological capital in predicting work attitudes and behaviours. *Journal of Management*, 36(2), 430-452.

Avey, J. B., Reichard, R. J., Luthans, F., & Mhatre, K. H. (2011). Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviours, and performance. *Human resource development* quarterly, 22(2), 127-152.

Barling, J., & Phillips, M. (1993). Interactional, formal, and distributive justice in the workplace: An exploratory study. *Journal of Psychology*, 127(6), 649-656.

Blau, G. (2007). Does a corresponding set of variables for explaining voluntary organisational turnover transfer to explaining voluntary occupational

turnover?. *Journal of Vocational behaviour*, 70(1), 135-148.

Blomme, R. J., Van Rheede, A., & Tromp, D. M. (2010). The use of the psychological contract to explain turnover intentions in the hospitality industry: A research study on the impact of gender on the turnover intentions of highly educated employees. *The International Journal of Human Resource Management*, 21(1), 144-162.

Burgess, S., Lane, J., & Stevens, D. (2001).Churning dynamics: an analysis of hires and separations at the employer level. *Labour Economics*, 8(1), 1-14.

Bushell, P. (2013). New graduate nurses' structural empowerment and their experience of co-worker incivility and burnout.

Carver, C. S., &Scheier, M. F. (2002).The hopeful optimist. *Psychological Inquiry,* 13(4), 288-290.

Caza, B. B., & Cortina, L. M. (2007). From insult to injury: Explaining the impact of incivility. *Basic and Applied Social Psychology*, 29(4), 335-350.

Chughtai, A. A., &Zafar, S. (2006). Antecedents and consequences of organisational commitment among Pakistani university teachers.*Applied HRM Research*, 11(1), 39.

Clark, C. M., Farnsworth, J., & Landrum, R. E. (2009). Development and description of the incivility in nursing education (INE) survey.*Journal of Theory Construction & Testing*, 13(1),7.

Cortina, L. M., Magley, V. J., Williams, J. H., &Langhout, R. D. (2001). Incivility in the workplace: incidence and impact. *Journal of occupational health psychology*, 6(1), 64.

Cortina, L. M. (2008). Unseen injustice: Incivility as modern discrimination in organisations. *Academy of management review*, 33(1), 55-75.

Chiu, S. F., & Tsai, M. C. (2006).Relationships among burnout, job involvement, and organisational citizenship behaviour.*The Journal of Psychology*, 140(6), 517-530.

Dalton, D. R., &Todor, W. D. (1979). Turnover turned over: An expanded and positive perspective. *Academy of management review*, 4(2), 225-235.

De Lange, A. H., De Witte, H., &Notelaers, G. (2008). Should I stay or should I go? Examining longitudinal relations among job resources and work engagement for stayers versus movers. *Work & Stress*, 22(3), 201-223.

Donovan, M. A., Drasgow, F., & Munson, L. J. (1998). The Perceptions of Fair Interpersonal Treatment scale: Development and validation of a measure of interpersonal treatment in the workplace. *Journal of Applied psychology*, 83(5), 683.

Etebarian, A., Tavakoli, S., &Abzari, M. (2012).The relationship between psychologicalcapital and organisational commitment. *African Journal of Business Management*, 6(14), 5057-5060.

Estes, B., & Wang, J. (2008). Integrative literature review: Workplace incivility: Impacts on individual and organisational performance. *Human Resource Development Review*, 7(2), 218-240.

Ghosh, R., Dierkes, S., &Falletta, S. (2011). Incivility spiral in mentoring relationships: Reconceptualising negative mentoring as deviant workplace behaviour. *Advances in Developing Human Resources*, 13(1), 22-39.

Griffin, B. (2010). Multilevel relationships between organisational-level incivility, justice and intention to stay. *Work & Stress*, 24(4), 309-323.

Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998).Factor analysis.Multivariate data analysis. NJ: Prentice-Hall, 3, 98-99.

Hershcovis, M. S. (2011). "Incivility, social undermining, bullying... oh my!": A call to reconcile constructs within workplace aggression research. *Journal of organisational behaviour,* 32(3), 499-519.

Hashemi, S. E., Savadkouhi, S., Naami, A., &Beshlideh, K. (2018). Relationship between jobstress and workplace incivility regarding the moderating role of psychological capital. *Journal of Fundamentals of Mental Health,* 20(2), 103-112.

Hur, W. M., Moon, T., & Jun, J. K. (2016). The effect of workplace incivility on service employee creativity: the mediating role of emotional exhaustion and intrinsic motivation. *Journal of Services Marketing.*

Huang, H. T., & Lin, C. P. (2019). Assessing ethical efficacy, workplace incivility, and turnover intention: a moderated mediation model. *Review of Managerial Science*, 13(1), 33- 56.

Idris, A. M., &Manganaro, M. (2017).Relationships between psychological capital, job satisfaction, and organisational commitment in the Saudi oil and petrochemical industries. *Journal of Human Behavior in the Social Environment*, 27(4), 251-269.

Jackson, S. E., &Maslach, C. (1982). After-effects of job-related stress: Families as victims. *Journal of organisational behaviour*, 3(1), 63-77.

Jaros, S. J. (1997). An assessment of Meyer and Allen's (1991) three-component model of organisational commitment and turnover intentions.*Journal of vocational behaviour*, 51(3), 319-337.

Jung, H. S., & Yoon, H. H. (2015).The impact of employees' positive psychological capital on job satisfaction and organisational citizenship behaviours in the hotel.*International Journalof Contemporary Hospitality Management.*

Kim, W. G., &Brymer, R. A. (2011). The effects of ethical leadership on manager job satisfaction, commitment, behavioural outcomes, and firm performance*. International Journal of Hospitality Management,* 30(4), 1020-1026.

Kim, J. S., Song, H. J., & Lee, C. K. (2016).Effects of corporate social responsibility and internal marketing on organisational commitment and turnover intentions. *International Journal of Hospitality Management,* 55, 25-32.

Kim, H., Lee, J. H., & Na, S. H. (2017, September). Predictor-estimator using multilevel task learning with stack propagation for neural quality estimation.In Proceedings of the Second Conference on Machine Translation (pp. 562-568).

Lanzo, L., Aziz, S., &Wuensch, K. (2016). Workaholism and incivility: Stress and psychological capital's role. *International Journal of Workplace Health Management*.

Laschinger, H. K. S., Wong, C. A., &Grau, A. L. (2012). The influence of authentic leadership on newly graduated nurses' experiences of workplace bullying, burnout and retention outcomes: A cross-sectional study. *International journal of nursing studies*, 49(10), 1266-1276.

Larson, M., &Luthans, F. (2006). The potential added value of psychological capital in predicting work attitudes*. Journal of leadership & organisational studies*, 13(2), 75-92.

Leather, P., Beale, D., Lawrence, C., & Dickson, R. (1997). Effects of exposure to occupational violence and the mediating impact of fear. *Work & Stress*, 11(4), 329-340.

Leavitt, K., Reynolds, S. J., Barnes, C. M., Schilpzand, P., & Hannah, S. T. (2012). Different hats, different obligations: Plural occupational identities and situated moral judgments. *Academy of Management Journal*, 55(6), 1316-1333.

Lee, T. W., &Mowday, R. T. (1987). Voluntarily leaving an organisation: An empirical investigation of Steers and Mowday's model of turnover. *Academy of Management Journal*, 30(4), 721-743.

Leiter, M. P., &Maslach, C. (1988).The impact of interpersonal environment on burnout and organisational commitment.*Journal of organisational behaviour*, 9(4), 297-308.

Lim, S., Cortina, L. M., &Magley, V. J. (2008). Personal and workgroup incivility: Impact on work and health outcomes. *Journal of applied psychology,* 93(1), 95.

Lim, S., & Cortina, L. M. (2005). Interpersonal mistreatment in the workplace: the interface and impact of general incivility and sexual harassment. *Journal of applied psychology*, *90*(3), 483.

Liu, W., Zhou, Z. E., &Che, X. X. (2019). Effect of workplace incivility on OCB through burnout: The moderating role of affective commitment. *Journal of Business and Psychology*, 34(5), 657-669.

Loh, J. M., &Loi, N. (2018). Tit for tat: Burnout as a mediator between workplace incivility and instigated workplace incivility. *Asia-Pacific Journal of Business Administration*.

Luthans, F., Luthans, K. W., &Luthans, B. C. (2004). Positive psychological capital: Beyond human and social capital.

Luthans, F., Avolio, B. J., Walumbwa, F. O., & Li, W. (2005). The psychological capital of Chinese workers: Exploring the relationship with performance. *Management and organisation review*, 1(2), 249-271.

Luthans, F., Avey, J. B., Avolio, B. J., Norman, S. M., & Combs, G. M. (2006). Psychological capital development: toward a micro-intervention. Journal of Organizational Behavior: *The International Journal of Industrial, Occupational and Organisational Psychology and Behavior*, 27(3), 387-393.

Luthans, F., Youssef, C. M., &Avolio, B. J. (2007). Psychological capital: Investing and developing positive organisational behaviour. *Positive organisational behaviour*, 1(2), 9-24.

Lyubomirsky, S., King, L., &Diener, E. (2005). The benefits of frequent positive affect: Doeshappiness lead to success?.*Psychological Bulletin*, 131(6), 803.

Manzoor, M. T., Manzoor, T., & Khan, M. (2020). Workplace incivility: a cynicism booster leading to turnover intentions. *The decision*, 1-9.

Martin, J. (1996). Miss manners rescue civilisation: From sexual harassment, frivolous lawsuits, dissing, and other lapses incivility.

Masten, A. S., & Reed, M. G. J. (2002).Resilience in development.*Handbook of positive psychology*, 74, 88.

Meyer, J. P., & Allen, N. J. (1991).A three-component conceptualisation of organisational commitment.*Human resource management review*, 1(1), 61-89.

Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organisations and occupations: Extension and test of a three-component conceptualisation. *Journal of applied psychology,* 78(4), 538.

Meyer, J. P., Stanley, D. J., Herscovitch, L., &Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organisation: A meta-analysis of antecedents, correlates, and consequences. *Journal of vocational behaviour*, 61(1), 20-52.

Michaels, C. E., & Spector, P. E. (1982). Causes of employee turnover: A test of the Mobley, Griffeth, Hand, and Meglino model. *Journal of applied psychology*, 67(1), 53.

Miner-Rubino, K., & Reed, W. D. (2010).Testing a moderated mediational model of workgroup incivility: The roles of organisational trust and group regard. *Journal of Applied Social Psychology*, 40(12), 3148-3168.

Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. (1978).An evaluation of precursors of hospital employee turnover.*Journal of Applied psychology*, 63(4), 408.

Morrison, R. L. (2008). Negative relationships in the workplace: Associations with organisational commitment, cohesion, job satisfaction and intention to turnover. *Journal of Management & Organization,* 14(4), 330-344.

Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organisational commitment. *Journal of vocational behaviour*, 14(2), 224-247.

Mowday, R. T., Porter, L. W., & Steers, R. (1982). Organisational linkages: The psychology of commitment, absenteeism, and turnover.

Newman, A., Ucbasaran, D., Zhu, F. E. I., &Hirst, G. (2014). Psychological capital: A review and synthesis. *Journal of organisational behaviour*, 35(S1), S120-S138.

Norman, S. M., Avey, J. B., Nimnicht, J. L., & Graber Pigeon, N. (2010).The interactive effects of psychological capital and organisational identity on employee organisational citizenship and deviance behaviours. *Journal of Leadership & Organizational Studies*, 17(4), 380-391.

O'Reilly, C. A., & Chatman, J. (1986). Organisational commitment and psychological attachment: The effects of compliance, identification, and internalisation on prosocial behaviour. *Journal of applied psychology*, 71(3), 492.

Oyeleye, O., Hanson, P., O'Connor, N., & Dunn, D. (2013). Relationship of workplace incivility, stress, and burnout on nurses' turnover intentions and psychological empowerment*JONA: The Journal of Nursing Administration*, 43(10), 536-542.

Pearson, C. M., &Porath, C. L. (2005). On the nature, consequences and remedies of workplace incivility: No time for "nice"? Think again. *Academy of Management Perspectives*, 19(1), 7-18.

Pearson, C. M. (2011).Research on workplace incivility and its connection to practice.*In Insidious workplace behaviour* (pp. 177-202).Routledge.

Peters, L. H., Bhagat, R. S., & O'Connor, E. J. (1981). An Examination of the Independent and Joint Contributions of Organizational Commitment and Job Satisfaction on Employee Intentions to Quit. *Group & Organization Studies*, 6(1), 73-82.

Peterson, S. J., &Luthans, F. (2003).The positive impact and development of hopeful leaders.*Leadership & Organization Development Journal*.

Phillips, J. J., & Connell, A. O. (2003). Managing employee retention: a strategic accountability approach. Routledge

Rahim, A., & Cosby, D. M. (2016).A model of workplace incivility, job burnout, turnover intentions, and job performance.*Journal of Management Development.*

ReioJr, T. G., &Ghosh, R. (2009). Antecedents and outcomes of workplace incivility: Implications

for human resource development research and practice. *Human Resource Development Quarterly*, 20(3), 237-264

Rego, P., Lopes, M. P., &Nascimento, J. L. (2016). Authentic leadership and organisational commitment: The mediating role of positive psychological capital. *Journal of Industrial Engineering and Management* (JIEM), 9(1), 129-151.

Rhee, S. Y., Hur, W. M., & Kim, M. (2017). The relationship of co-worker incivility to job performance and the moderating role of self-efficacy and compassion at work: The Job Demands-Resources (JD-R) Approach. *Journal of Business and Psychology*, *32*(6), 711-726.

Roberts, S. J., Scherer, L. L., & Bowyer, C. J. (2011). Job stress and incivility: What role does psychological capital play?. *Journal of Leadership & Organizational Studies*, 18(4), 449-458.

Sahoo, B. C., &Sia, S. K. (2015). Psychological capital and organisational commitment: Nature, structure and relationship in an Indian sample. *Asia-Pacific Journal of Management Research and Innovation,* 11(3), 230-244.

Schneider, S. L. (2001). In search of realistic optimism: Meaning, knowledge, and warm fuzziness. *American psychologist*, 56(3), 250.

Seligman, M. E. (2002). P o s i t i v e psychology, positive prevention, and positive therapy.*Handbook of positive psychology*, 2(2002), 3-12.

Sen, A. (2017). Collective choice and social welfare. Harvard University Press.

Shoaib, M., Abbas, Z., Yousaf, M., Zámečník, R., Ahmed, J., &Saqib, S. (2021). The role of GHRM practices towards organisational commitment: A mediation analysis of green human capital. *Cogent Business & Management*, 8(1), 1870798.

Shore, L. M., Tetrick, L. E., Lynch, P., & Barksdale, K. (2006). Social and economic exchange: Construct development and validation. *Journal of applied social psychology*, 36(4), 837-867.

Shrestha, A. K., & Jena, L. K. (2021).Interactive effects of workplace spirituality and psychological capital on employee negativity. *Management and Labour Studies*, 46(1), 59-77.

Smith, L. M., Andrusyszyn, M. A., & Spence Laschinger, H. K. (2010).Effects of workplace incivility and empowerment on newly-graduated nurses' organisational commitment.*Journal of nursing management,* 18(8), 1004-1015.

Sidle, S. D. (2009). Workplace incivility: how should employees and managers respond?. *Academy of Management Perspectives*, 23(4), 88-89.

Speedy, S. (2006). Workplace violence: the dark side of organisational life. *Contemporary Nurse*, 21(2), 239-250.

Straub, D., Boudreau, M. C., &Gefen, D. (2004). Validation guidelines for IS positivist research. *Communications of the Association for Information systems*, 13(1), 24.

Sweetman, D., &Luthans, F. (2010). The power of positive psychology: Psychological capital and work engagement. *Work engagement: A handbook of essential theory and research*, 54, 68.

Snyder, C. R., Sympson, S. C., Michael, S. T., &Cheavens, J. (2001). Optimism and hope constructs: Variants on a positive expectancy theme.

Tarraf, R. C. (2012). Taking a closer look at workplace incivility: Dimensionality and source effects.

Tepper, B. J. (2000).Consequences of abusive supervision.*Academy of management journal,* 43(2), 178-190.

Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organisational commitment, turnover intention, and turnover: path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259-293.

Tricahyadinata, I., Hendryadi, Suryani, Zainurossalamia ZA, S., &Riadi, S. S. (2020). Workplace incivility, work engagement, and turnover intentions: Multi-group analysis. *Cogent Psychology*, 7(1), 1743627.

Walumbwa, F. O., Mayer, D. M., Wang, P., Wang, H., Workman, K., & Christensen, A. L. (2011). Linking ethical leadership to employee performance: The roles of leader-member exchange, self-efficacy, and organisational identification. *Organisational behaviour and human decision processes, 115*(2), 204-213.

Whitener, E. M., &Walz, P. M. (1993).Exchange theory determinants of affective and continuance commitment and turnover. *Journal of Vocational Behavior*, 42(3), 265-281.

Wilson, N. L., &Holmvall, C. M. (2013).The development and validation of the Incivility from Customers Scale. *Journal of occupational health psychology*, 18(3), 310.

Woolley, L., Caza, A., & Levy, L. (2011). Authentic leadership and follower development: Psychological capital, positive work climate, and gender. *Journal of Leadership & Organizational Studies,* 18(4), 438-448.

Wright, T. A., &Bonett, D. G. (1997).The contribution of burnout to work performance. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational andOrganisational Psychology and Behavior*, 18(5), 491-499.

Wright, T. A., &Cropanzano, R. (1998).Emotional exhaustion as a predictor of job performance and voluntary turnover.*Journal of applied psychology*, 83(3), 486.

Yalcin, S. (2016). Analysing the Relationship between Positive Psychological Capital and Organizational Commitment of the Teachers. *International Education Studies*, 9(8), 75-83.

Yang, F. H., & Chang, C. C. (2008). Emotional labour, job satisfaction and organisational commitment amongst clinical nurses: A questionnaire survey. *International Journal of Nursing Studies*, 45(6), 879-887.

Yiing, L. H., & Ahmad, K. Z. B. (2009).The moderating effects of organisational culture on the relationships between leadership behaviour and organisational commitment and between organisational commitment and job satisfaction and performance.*Leadership& Organization Development Journal.*

Yildiz, E. (2018). A case study on relationships between psychological capital, personality and organisational commitment. *International Journal of Business Administration*, 9(2), 99- 122.

Youssef, C. M., &Luthans, F. (2007). Positive organisational behaviour in the workplace: The impact of hope, optimism, and resilience. *Journal of Management*, 33(5), 774-800.

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2010). Business research methods (8th ed.). New York: South-Western/Cengage Learning.

Table-1 Measurement Validation

Items	Items	Mean	SD	KMO	Bartlett's sig	TVE	Cron-bach'sα	Loadings
Psychological capital								
Self efficacy	6	4.03	0.78	0.770	0.00	71.750	0.870	> 0.818
Optimism	6	3.20	1.08	0.790	0.00	74.983	0.890	> 0.783
Hope	6	3.77	0.76	0.835	0.00	57.550	0.820	> 0.711
Resiliency	6	3.91	0.38	0.501	0.00	67.091	0.505	> 0.820
Organisational Commitment								
Affective Commitment	3	4.03	0.89	0.907	0.00	73.580	0.930	> 0.790
Continuance Commitment	3	3.40	0.79	0.693	0.00	53.920	0.740	> 0.555
Normative Commitment	3	3.60	0.96	0.893	0.00	67.635	0.910	> 0.880
Workplace incivility	7	3.85	0.80	0.784	0.00	66.310	0.820	> 0.735
Turnover Intention	3	3.98	0.810	0.821	0.00	73.215	0.878	> 0.813

Table-2 Correlations between constructs

Correlations	Coeffi-cients	Critical ratios	p-value
Work place incivility↔ Psychological capital	-0.083	30.70	0.00
(1) work place incivility↔ Hope capital	-0.044	29.52	0.00
(2) work place incivility ↔ Resiliency capital	-0.063	30.08	0.00
(3) work place incivility ↔ Optimism capital	0.049	26.90	0.00
(4) work place incivility ↔ Efficacy capital	0.199	23.08	0.00
Psychological capital ↔Turnover intention	0.246	21.97	0.00
Psychological capital ↔ Organisational commitment	0.961	3.98	0.00
(1) Psychological capital ↔ Affective commitment	0.086	25.96	0.00
(2) Psychological capital ↔ Continuance commitment	0.700	11.87	0.00
(3) Psychological capital ↔ Normative commitment	0.401	18.47	0.00
work place incivility↔ Turnover intention	-0.127	32.10	0.00
work place incivility↔ Organisationalcommitment	0.300	20.73	0.00
(1) work place incivility↔ Affective commitment	0.044	27.03	0.00
(2) work place incivility ↔ Continuancecommitment	0.063	26.52	0.00
(3) work place incivility ↔ Normativecommitment	0.340	19.83	0.00
Organisational commitment↔ turnover intention	0.381	18.91	0.00
(1) Affective commitment↔ turnover intention	0.078	26.13	0.00
(2) Continuance commitment↔ Turnover intention	0.257	21.72	0.00
(3) Normative commitment↔ turnover intention	0.164	23.94	0.00

Table-3 Standardised structural paths

Structural path	Estimate	Standard error	p-value
Work place incivility↔ Psychological capital	-0.083	0.033	0.106
(1) work place incivility↔ Hope capital	-0.199	0.051	0.000
(2) work place incivility ↔ Resiliency capital	-0.050	0.025	0.243
(3) work place incivility ↔ Optimism capital	-0.044	0.400	0.306
(4) work place incivility ↔ Efficacy capital	-0.063	0.046	0.141
work place incivility ↔Turnover intention	0.114	0.041	0.007
work place incivility↔ Organisational commitment	-0.395	0.041	0.007
(1) work place incivility↔ Affective commitment	-0.081	0.048	0.061
(2) work place incivility ↔ Continuance commitment	-0.058	0.037	0.182
(3) work place incivility ↔ Normative commitment	-0.374	0.036	0.000
Psychological capital ↔Turnover intention	-0.233	0.085	0.000
Psychological capital ↔ Organizational commitment	0.943	0.123	0.000
(1) Psychological capital ↔ Affective commitment	0.711	0.129	0.000
(2) Psychological capital ↔ Continuance commitment	0.098	0.064	0.000
(3) Psychological capital ↔ Normative commitment	0.429	0.074	0.000
Organisational commitment↔ turnover intention	-0.195	0.043	0.002
(1) Affective commitment↔ turnover intention	-0.080	0.039	0.000
(2) Continuance commitment↔ Turnover intention	-0.158	0.051	0.000
(3) Normative commitment↔ turnover intention	-0.168	0.037	0.073