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Research Article

Exploring the Nexus Between Workplace Incivility and Counterproductive Work Behavior: Empirical Evidence from Non-Academic Staff in Private Universities of Pakistan

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ABSTRACT

Workplace incivility continues to grow as a major organizational challenge which affects educational institutions and other work environments the most. The phenomenon includes minor deviant actions which include rude and disrespectful conduct that forms toxic workplace environments. Incivility at work develops into counterproductive work behavior (CWB) that causes employees to show worse performance while generating mental disengagement and increasing workplace tensions. It is essential to study elements which might decrease the unfavourable interaction between workplace incivility and counterproductive work behavior.

This study investigates the moderating role of co-worker support in the relationship between workplace incivility and CWB. Surveys were distributed to non-academic staff members who worked in private universities located in Lahore, Pakistan. The research used regression analysis to analysed how workplace incivility affected CWB while assessing if co-worker support acted as a protective mechanism.

Workplace incivility stands as a key factor which contributes to the development of CWB according to this research. High co-worker support perceptions weaken the correlation between workplace incivility and counterproductive work behaviors among employees. The results indicate workplace support acts as a protective element which decreases how incivility affects employee conduct.

The discovered research data provides educational institutions with applicable insights. Organizations need to develop a supportive work setting through teamwork initiatives while offering peer support along with well-defined conflict resolution methods. Employee well-being together with workplace performance will benefit from the implementation of such effective organizational strategies that combat incivility.

Keywords: Workplace incivility, counterproductive work behavior, co-worker support, organizational behavior.

INTRODUCTION

1.1 Background

The growing problem of workplace incivility affects modern organizations with special emphasis on academic institutions. The concept includes minor deviant conduct that goes against workplace standards of respect through unjust comments and dismissive behaviors along with inadequate regard for colleagues (Andersson & Pearson, 1999). These seemingly insignificant behaviors tend to compound into a destructive organizational environment that harms staff mental health and their work engagement along with their job performance.

Non-academic staff at private universities upholds daily operational functions but face workplace incivility from supervisors, faculty members and students and peers. Structures based on hierarchy and academic competitiveness in institutions generate workplace behaviors that contribute to stress along with personnel withdrawal which eventually results in counterproductive work behavior (CWB) (Schilpzand et al., 2016). CWBs describe purposeful actions which cause damage to organizational members and staff resulting in absenteeism and workplace deviance

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along with decreased efficiency in the workplace (Spector & Fox, 2005). The crucial need exists to develop strategies which help reduce the influence of incivility on worker conduct because of potential related effects.

1.2 Problem Statement

The problem of workplace incivility persists inside private universities because employees and their morale face detrimental consequences that reduce productivity levels. Moral support at workplaces becomes more troublesome when institutions fail to implement organized approaches for managing incivility thus it produces higher workplace departure rates along with emotional strain and productive conflicts between coworkers. Research examining the relationship between incivility at work and CWB exists but studies about protective factors minimizing negative workplace effects remain scarce.

Bosses may find protective value in employee support networks because colleagues provide both emotional and practical workplace help to their colleagues. Organization support can aid employees dealing with uncivil behavior by providing them encouragement along with instructions and by developing joint opposition against improper workplace actions (Chiaburu & Harrison, 2008). The relationship between incivility and CWB in private universities remains poorly understood with respect to how co-worker support influences this connection. The study examines how co-worker support lessens the harmful effects of workplace incivility on employee conduct.

1.3 Research Gap

Studies in the field already have widely established that workplace incivility produces jobs dissatisfaction and emotional exhaustion alongside organizational withdrawal (Cortina et al., 2017). Research about co-worker support functions as a mitigation factor remains scarce. The majority of studies examine supervisor relations together with organizational support initiatives while overlooking peer support influences. It is fundamental to investigate how co-workers protect workers because they commonly act as the main support system in stressful work environments.

The effects of workplace incivility on private universities in Pakistan remain largely unstudied alongside the insufficient investigation of co-worker support as a mitigating factor. Academic workplaces are distinct with multiple factors including faculty-staff power inequalities and unstable employment and demanding performance requirements that might create uncivil behavior. The research analyses co-worker support as an influence on the incivility-to-CWB connection within private Pakistani universities.

1.4 Research Objectives

This study aims to:

1. Examine the relationship between workplace incivility and counterproductive work behavior (CWB).
2. Assess how co-worker support moderates this relationship.

By achieving these objectives, this research will provide valuable insights into how organizational cultures can be improved to reduce workplace incivility and its detrimental effects.

1.5 Research Questions

This study seeks to answer the following key questions:

1. Does workplace incivility significantly increase counterproductive work behavior?
2. Can co-worker support mitigate the effects of workplace incivility on CWB?

1.6 Significance of the Study

The results provide a valuable contribution to workplace psychology research as well as organizational behavior through fresh approaches in handling workplace incivility. This research contributes evidence-based work culture development strategies to private universities by showing potential buffering effects from co-worker support.

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The practical results of this study enable university leadership and policymakers to create effectiveness programs which battle incivility through peer assistance initiatives together with team development and communication openness initiatives. Future academic workplace research can use this study to establish parameters for understanding employee behavior effects from work relationships.

The purpose of this research is to create an approach which improves employee health as well as job satisfaction and institutional efficiency within higher education institutions by examining workplace tensions and coworker support mechanisms.

2. LITERATURE REVIEW

2.1 Workplace Incivility: Definition, Causes, and Consequences

Definition of Workplace Incivility

The term workplace incivility signify substandard behaviors that breach professional standards through impolite conduct without intended harm or aggressive nature (Cortina et al., 2023). Workplace harassment or bullying differ from incivility because they use clear hostile actions whereas incivility operates through covert behaviors such as interrupting colleagues or making dismissive statements or ignoring others at work or withholding important information. The individual acts build up and result in an unfavourable work environment that develops over time.

Causes of Workplace Incivility

Multiple elements from the workplace environment lead to incivility in professional settings. The main contributing factor to workplace incivility is organizational culture. An organization that tolerates disrespectful conduct or does not take action against it allows the escalation of workplace disrespect to become common practice. Work-related stress combined with high job demands and unclear work responsibilities drives employees to act in rude ways because employees under stress may do it involuntarily or use it to manage their stress levels.

Workplace incivility directly depends on the leadership style adopted by organizations. Staff members directed through authoritarian leadership methods experience higher levels of incivility due to manager tactics of fear and intimidation. Workplace incivility continues to exist when managers choose a passive leadership approach by withholding their intervention from workplace conflicts and refusing to implement respectful behavior standards. The combination of competitive work dynamics with inadequate team communication and interpersonal personality conflicts at work supports the growth of uncivil conduct.

Consequences of Workplace Incivility

Workplace incivility creates effects that spread throughout the organization when affecting more than one employee. Staff who encounter uncivil conduct at work show elevated degrees of stress and anxiety and emotional exhaustion and less satisfaction with their jobs. Low morale together with decreased employee engagement and reduced productivity result from such situations. Incivility drives employees to withdraw by causing absenteeism and showing more desire to leave their position when they experience hostile workplace conditions.

Workplace incivility causes organizations to lose money through lower productivity together with increased worker turnover and bad publicity. Workers who experience disrespect and undervaluation create poor team collaboration which results in lower team unity and less innovation. Workplace incivility functions as a strong indicator which leads employees to generate detrimental workplace behaviors known as Counterproductive Work Behavior (CWB).

The study needs to analyse co-worker support as a possible protective measure against workplace incivility due to its potential to minimize negative workplace effects in private universities where non-academic staff members encounter specific workplace issues.

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2.2 Counterproductive Work Behavior (CWB): Impact on Organizations and Employee Well-being

Definition and Types of CWB

Counterproductive work behavior (CWB) refers to intentional employee actions that harm an organization, its employees, or both (Grover, 2022). CWBs can be classified into two broad categories:

- **CWB-Individual (CWB-I)**: Behaviors that negatively impact colleagues, such as verbal aggression, gossip, workplace sabotage, and refusal to cooperate.
- **CWB-Organization (CWB-O)**: Actions that harm the organization, including theft, fraud, property damage, absenteeism, and deliberate work slowdowns.

Impact of CWB on Organizations

Organizations under CWB attacks struggle with three main challenges that consist of productivity drops along with financial losses alongside reputational damage. The implementation of CWB by employees triggers workplace policy violations that lead to additional expenses for disciplinary action and legal costs. CWB produces an unhealthy workplace environment that diminishes employee morale and decreases their engagement.

Research evidence shows workplace incivility functions as a substantial risk factor toward CWB. Job mistreatment commonly leads employees to manifest their retaliation by adopting defiant conduct or aggressive actions or by disconnecting from their work. Workplace retaliation takes two forms because employees may focus on individual staff members (CWB-I) or target the organization as a whole (CWB-O). Non-academic workers at private universities whose roles are subjected to student or staff or administrator rudeness tend to lose their drive at work and demonstrate decreased performance and disengagement from their job responsibilities.

The practice of CWB leads directly to negative consequences on employee welfare

Both organizations and employee mental and emotional state suffer from the consequences of CWB. Workers involved in CWB face elevated job-stress levels while bearing feelings of guilt and demonstrating dissatisfaction with their profession. Workers receiving this unprofessional behavior face anxiety along with insecurity and demotivation that results in unsatisfactory job experiences and burnout. It becomes essential to study factors that would reduce the impact of workplace incivility when CWB rates continue to rise. Workplace stressors tend to find protection through the supportive actions of colleagues who understand the mental challenges experienced at work.

2.3 Co-Worker Support as a Moderator: Theoretical Foundations

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2.4 Empirical Studies on Incivility, CWB, and Co-Worker Support

Relationship Between Workplace Incivility and CWB

The connection between uncivil workplace treatment and CWB remains very strong according to numerous empirical studies. Workers who often face uncivil behavior at work tend to demonstrate counterproductive actions including work withdrawal and both passive and active forms of disobedience as well as active destructive efforts. Research across education settings as well as medical facilities and corporate organizations demonstrates that workplace incivility leads to fabrication of hostile workplaces that make employees disengage and retaliate.

Moderating Role of Co-Worker Support

Studies confirm how co-worker support reduces the connection between workplace incivility and CWB. Workers who experience good workplace relationships tend to avoid deviant behaviors at work despite encountering uncivil treatment. Research conducted by Lim et al. (2020) demonstrated that workplace encouragement together with co-worker support lowers employee work-related stress levels and decreases their propensity to display CWB. Sguera et al. (2018) discovered that employee satisfaction improves due to co-worker support which decreases the adverse consequences of workplace incivility.

Gap in Research: Private Universities in Pakistan

The academic field has intensely researched both workplace incivility and CWB across corporate establishments but specific studies on private universities in Pakistan remain scarce. Research examines the reactions of non-academic employees in Pakistani private universities who face treatment incivility from different groups but understands little about support's impact on their behavioral responses. The research seeks to fill this research void through an investigation that investigates co-worker support as a moderator in the relationship between workplace incivility and CWB for non-academic staff in private universities across Lahore Pakistan.

3. THEORETICAL FRAMEWORK

3.1 Social Exchange Theory (Blau, 1964)

SET acts as a core theory to interpret how interpersonal exchanges affect professional conduct in organizations. According to Blau (1964) people at work exchange their contributions through reciprocal relationships because they receive equal value in return. Collaborators and supervisors who treat employees with fairness and respect while offering support will result in workers showing positive behaviors at work. Incivil treatment toward employees which includes unprofessional conduct and disrespect or exclusion leads to counterproductive work behavior as retaliatory or distancing reactions.

According to SET when employees feel work exchanges are unbalanced after facing workplace incivility without appropriate support they will resort to negative workplace behaviors to achieve balance. Workers who experience workplace incivility revert to negative workplace behaviors which include decreased effort along with tardiness and actual deviant actions. The support employees receive from their coworkers acts as an element which reduces their retaliatory behavior. Emotional reassurance together with assistance and validation provided by colleagues protects workers from taking revenge on their organization or their peers.

The personnel of private universities engage with faculty members as well as students as well as administrative staff on a regular basis. Employees who endure unremitting workplace abuse in situations lacking social support systems have increased risks of engaging in CWB because they might experience alienation which motivates them to lose their drive. Co-worker support provides employees with strength to become resilient which prevents them from engaging in work-related destructive behavior.

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3.2 Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007)

Through Job Demands-Resources (JD-R) theory researchers can study the relationship between workplace incivility and CWB while evaluating co-worker support as a protective mechanism. The human work environment contains both job demands which represent stressors including workload and incivility and also resources in terms of support systems such as co-worker support Bakker and Demerouti (2007). Employees develop work-related stress and exhaustion as well as disengagement because job demands exceed their available resources which leads to CWB.

Workplace incivility presents itself as an important job requirement that pulls employees' emotional and psychological strength into exhaustion. Workers who experience discourteous conduct from others might develop feelings of frustration together with disappointment and exhaustion in their mental capacity. The JD-R model indicates that personnel who receive inadequate work support will show negative output by causing damage to their colleagues and organization.

Organizations providing job resources enable employees to both handle workplace stress adequately and stay focused during difficult working conditions. Workplace incivility becomes less damaging to employees due to the important job resource role that co-worker support plays in a professional environment. The existence of peer support systems within work environments enables employees to address their stress while reducing their CWB occurrences. The presence of supportive colleagues in private university settings provides stress relief to non-academic staff experiencing uncivil behavior thus shielding them from negative stress effects and reducing their inclination toward counterproductive actions.

Model: Influence of Workplace Incivility on Counterproductive Work Behavior with Moderating Role of Co-worker Support

Dependent Variable:

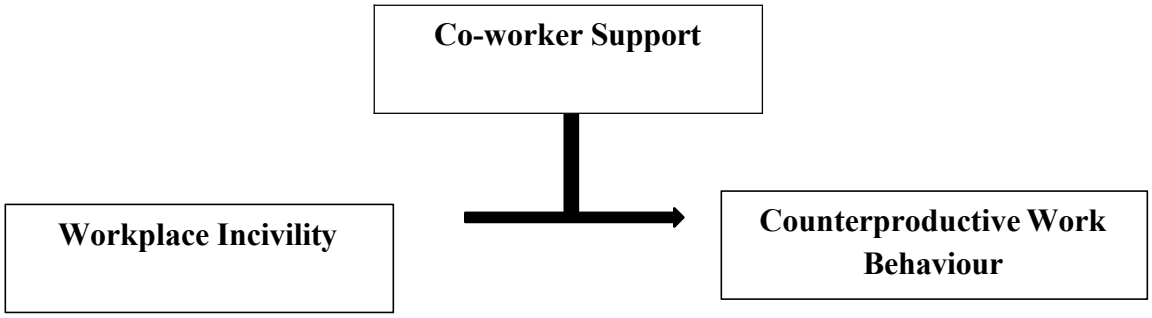
- Counterproductive Work Behavior

Independent Variables:

- Workplace Incivility

Moderating Variable:

- Co-worker Support



3.3 Hypothesis Development

H1: Workplace incivility is positively related to CWB

This research will test how workplace incivility connects directly to CWB according to Social Exchange Theory and the JD-R model. Repeated instances of uncivil behavior at work lead employees to perform deviant actions because these behaviors help them cope as well as help them rebalance work relationships. Research evidence confirms this

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pattern because staff who encounter inappropriate behavior tend to show elevated tendencies towards work withdrawal as well as retaliatory actions and sabotage.

The level of support from co-workers alters the connection between workplace incivility and CWB. By providing extra support the risk of CWB decreases.

Strong workplace support between co-workers will reduce the positive effects that workplace incivility produces on CWB behaviors. Employees receive from co-worker support fundamental resources that help decrease their stress levels and prevent them from developing counterproductive reactions according to the JD-R model. Within Social Exchange Theory employees who receive support tend to feel obligated to return good actions thus avoiding retaliation.

When employees experience strong support from their coworkers their workplace shows lower incidence of CWB regardless of the prevailing atmosphere of incivility. Employee resilience improves and sense of belonging develops among non-academic staff at private universities due to consistent colleague support thus reducing their negative responses toward incivil conduct.

4. METHODOLOGY

4.1 Research Design

The research design utilizes cross-sectional quantitative methods to study the connection between workplace incivility and counterproductive work behavior (CWB) and the way co-worker support functions as a moderator. Scientists can reveal variable relationships together with patterns by utilizing a cross-sectional method to obtain single-time data records. Surveys served this study since researchers needed responses for statistical assessment because of its structured nature.

The research requires a quantitative method because it enables objective measurement of workplace incivility and CWB and co-worker support through established rating scales. The assessment of relationships between these variables within private universities becomes possible through statistical techniques that include regression analysis and moderation testing which supply solid empirical evidence.

4.2 Sample and Population

This research investigates workplace incivility among the non-academic staff of five private universities operating in Lahore Pakistan. Non-academic employees received selection because they encounter faculty members and students and administrative personnel on a regular basis thus making them prone to workplace incivility. The administrative tasks and clerical work performed by these employees alongside operational responsibilities can undergo change due to unfavourable interactions at their workplace.

4.2.1 Sampling Method

The research sampling followed a stratified random method to guarantee an equal representation between non-academic employee types including administrative staff and both support and technical workers. The sampling approach enhances the general validity of research findings by maintaining adequate representation of non-academic staff from different categories throughout private university institutions.

4.2.2 Sample Size

The use of Cochran's formula enabled researchers to determine the suitable sample size. Cochran's formula indicated a needed sample size of 300 respondents because the estimate included 1,500 non-academic employees while the research goal maintained both a 5% error margin and 95% confidence level. A sufficient number of 300 participants allows regression along with moderation analysis to run without compromising statistical reliability.

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4.3 Data Collection

A structured questionnaire was used to gather data through physical distribution and online channels to achieve maximum participation from the respondents. The researchers provided research participants full guarantees regarding both privacy and confidentiality to encourage genuine feedback. Participation in the research was voluntary while getting informed consent from participants before data collection occurred.

The questionnaire consisted of **four sections**:

1. **Demographic Information**: Gender, age, years of experience, job role, and department.
2. **Workplace Incivility**: Measured using Cortina's (2001) Workplace Incivility Scale.
3. **Counterproductive Work Behavior (CWB)**: Measured using the Counterproductive Work Behavior Checklist (CWB-C) developed by Spector et al. (2006).
4. **Co-Worker Support**: Measured using the Co-Worker Support Scale by Chen et al. (2023).

Each section used a **Likert-scale format (1 = Strongly Disagree to 5 = Strongly Agree)** to capture the intensity of workplace experiences and perceptions.

4.4 Measures

4.4.1 Workplace Incivility Scale (Cortina, 2001)

The **Workplace Incivility Scale (WIS)**, developed by Cortina (2001), assesses subtle rude and disrespectful behaviors in the workplace. It includes **7 items**, such as:

- *"My colleagues have ignored me when I needed assistance."*
- *"I have been spoken to in a condescending manner."*

This scale has been widely used in workplace incivility research and demonstrates high **internal consistency (Cronbach's alpha > 0.85)**.

4.4.2 Counterproductive Work Behavior Checklist (Spector et al., 2006)

The **Counterproductive Work Behavior Checklist (CWB-C)** by Spector et al. (2006) measures behaviors that harm organizations or individuals. The scale consists of **32 items**, divided into **five subcategories**:

1. **Abuse (e.g., bullying or verbal aggression toward co-workers)**
2. **Sabotage (e.g., damaging equipment or withholding important information)**
3. **Theft (e.g., stealing office supplies or misusing resources)**
4. **Withdrawal (e.g., frequent absenteeism or lateness)**
5. **Production Deviance (e.g., intentionally working slowly or making errors on purpose)**

Participants responded using a **5-point frequency scale (Never = 1, Very Often = 5)**. The scale has been validated in multiple studies, with **Cronbach's alpha values ranging from 0.85 to 0.92**.

4.4.3 Co-Worker Support Scale (Chen et al., 2023)

The **Co-Worker Support Scale (CWSS)** developed by Chen et al. (2023) measures the extent to which employees feel emotionally and practically supported by their colleagues. It consists of **10 items**, such as:

- *"My co-workers provide me with emotional support when I am stressed."*
- *"My colleagues help me complete tasks when I am overwhelmed."*

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Responses were recorded on a **5-point Likert scale (Strongly Disagree = 1, Strongly Agree = 5)**. The scale has demonstrated **high reliability (Cronbach's alpha > 0.88)** in previous studies.

4.5 Data Analysis

4.5.1 Descriptive Statistics

First, **descriptive statistics** were used to summarize the demographic characteristics of the sample. Mean, standard deviation, and frequency distributions were calculated for all study variables.

4.5.2 Reliability and Validity Tests

To ensure measurement accuracy:

- **Cronbach's alpha** was used to assess the internal consistency of the scales. A value above **0.7** was considered acceptable.
- **Confirmatory Factor Analysis (CFA)** was conducted using **AMOS** to test the validity of the measurement model. Factor loadings above **0.5** were considered acceptable.

4.5.3 Hypothesis Testing

The study hypotheses were tested using **regression analysis and moderation testing** in **SPSS and AMOS**.

1. **Simple Regression Analysis**: To test Hypothesis 1 (**H1: Workplace incivility is positively related to CWB**), a linear regression model was used:

$$CWB=\beta_0+\beta_1(WI)+\varepsilon$$

Where **CWB** represents counterproductive work behavior, **WI** represents workplace incivility, **β1** is the regression coefficient, and **ε** is the error term.

2. **Moderation Analysis**: To test Hypothesis 2 (**H2: Co-worker support moderates the relationship between workplace incivility and CWB**), **Hayes' PROCESS macro (Model 1)** in **SPSS** was used. The moderation model was specified as:

$$CWB=\beta_0+\beta_1(WI)+\beta_2(CS)+\beta_3(WI\times CS)+\varepsilon$$

Where **CS** represents co-worker support and **WI × CS** is the interaction term. A significant interaction effect (**β3**) would indicate that co-worker support moderates the relationship between workplace incivility and CWB.

3. **Control Variables**: Age, gender, and job tenure were included as control variables to account for potential confounding effects.

4.6 Ethical Considerations

- **Informed Consent**: All participants were informed about the purpose of the study and their right to withdraw at any time.
- **Confidentiality**: Responses were anonymized to protect participants' identities.
- **Ethical Approval**: The study received approval from the Institutional Review Board (IRB) of the affiliated university.

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5. RESULTS

Descriptive Statistics: Demographics of Respondents

The research data comes from 458 individuals who analyzed workplace incivility (WI) together with counterproductive work behavior (CWB) and coworker support (CWS). A broad demographic structure represents employees from different professional positions across multiple organizational levels and various industries.

Correlation Analysis: Relationship between Workplace Incivility and CWB

The relationship between workplace incivility (WI) and counterproductive work behavior (CWB) and coworker support (CWS) appears in Table 1. Research results establish a medium strength positive correlation between WI and CWB with 0.353. The association between coworker support and counterproductive work behavior shows a correlation value of 0.310. The results from this research establish preliminary support that workplace incivility directly causes counterproductive work behaviors.

Regression Results

Workplace Incivility as a Predictor of CWB

The results from the regression analysis establish workplace incivility acts as a significant predictor of CWB. The results show that WI as a workplace civility variable demonstrates a 0.216 standardized coefficient where p values remain less than 0.001 thus demonstrating higher workplace incivility leads to more CWB. The established model demonstrates an average 16.7% variance explanation power toward CWB ($R^2 = 0.167$, Adjusted $R^2 = 0.162$) while functioning as a moderate predictor.

Moderating Role of Coworker Support

A moderation analysis was conducted using Hayes' PROCESS macro (Model 1) to assess whether coworker support (CWS) moderating relationship between workplace incivility and CWB. The interaction term (WI x CWS) is significant ($\beta = -0.120$, $p = 0.009$), indicating that coworker support buffers the impact of workplace incivility on counterproductive work behavior.

The conditional effects analysis reveals that at low levels of CWS, WI has a strong effect on CWB ($\beta = 0.354$, $p < 0.001$). However, at high levels of CWS this relationship weakens ($\beta = 0.075$, $p = 0.290$). This finding underscores the role in supportive coworkers in mitigating the negative effects of workplace incivility.

Confirmatory Factor Analysis

The confirmatory factor analysis (CFA) supports the reliability and validity of the measurement model. Key statistics include:

- **Cronbach's Alpha**: Ranges from 0.943 to 0.982, indicating high internal consistency.
- **Composite Reliability (rho_c)**: Values exceed 0.9 for all constructs, confirming construct reliability.
- **Average Variance Extracted (AVE)**: All AVE values are above 0.685, demonstrating good convergent validity.
- **Discriminant Validity**: The square root of AVE values is greater than inter-construct correlations, supporting the distinctiveness of constructs.

Figure 4.2: Structural Equation Modeling (SEM) Analysis

SEM results indicate significant direct effects of workplace incivility (WI) on counterproductive work behavior (CWB) ($\beta = 0.216$, $p < 0.001$) and coworker support (CWS) on CWB ($\beta = 0.186$, $p < 0.001$). The interaction term (WI x CWS) shows a significant negative effect ($\beta = -0.120$, $p = 0.009$), confirming moderation.

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Table 1: Model Fit Statistics

Model Fit Index	Saturated Model	Estimated Model
SRMR	0.066	0.072
Chi-square	∞	∞
NFI	n/a	n/a

The SRMR value (0.072) indicates an acceptable model fit.

Table 2: Regression Analysis Summary

Predictor	Coeff. (β)	Std. Error	t-value	p-value
WI	0.5593	0.1068	5.2372	0.0000
CWS	0.5002	0.1164	4.2972	0.0000
WI x CWS	-0.1025	0.0325	-3.1533	0.0017

Table 3: Conditional Effects of WI at Different Levels of CWS

CWS Level	Effect of WI on CWB	Std. Error	t-value	p-value
Low (2.00)	0.3542	0.0548	6.4614	0.0000
Medium (3.86)	0.1638	0.0527	3.1061	0.0020
High (4.71)	0.0759	0.0717	1.0590	0.2902

Summary of Findings

1. **Workplace incivility significantly predicts counterproductive work behavior** ($p < 0.001$), supporting Hypothesis 1.

2. **Coworker support moderates this relationship**, with higher support reducing the impact of incivility on CWB.

3. **Model fit indicators confirm that the proposed model is valid and reliable.**

4. **Practical Implications:** Organizations should foster supportive work environments to counteract the negative effects of workplace incivility.

6. DISCUSSION

Interpretation of Findings

This research investigated how workplace incivility connects to counterproductive work behavior (CWB) among non-academic staff who work at private universities across Lahore Pakistan. The study evaluated co-worker support as an influence which decreases the harmful outcomes produced by workplace incivility. The analysis showed that workplace incivility creates significant predictions of CWB thus indicating employees facing workplace incivility display harmful organizational behaviors. Research findings from the past confirm that hostile workplace relationships cause lower workplace morale and greater deviant employee behaviors.

Workplace Incivility as a Predictor of CWB

Working environment incivility stands as a leading factor that predicts when employees display counterproductive work behaviors. Results show the relationship between these variables to be powerful since the standardized path coefficient ($\beta = 0.216$) reaches a significant level ($p < 0.01$). Laboratory findings here parallel two earlier studies by Cortina et al. (2001) and Spector et al. (2006) showing workplace mistreatment promotes hostile actions after work while lowering employee job fulfilment and raising the chance of employment switches.

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The Protective Role of Co-worker Support

The study demonstrates co-worker support as a critical variable which modifies the connection between workplace incivility and CWB. Research results revealed that workplace incivility together with co-worker support displayed a significant negative relationship ($\beta = -0.120$, $p < 0.01$). This demonstrates that higher co-worker support levels lessen the negative effects of workplace incivility on CWB. Co-worker support acts as a protective factor preventing counterproductive work behavior among employees because it creates an environment of appreciation and support even when they experience negative situations.

Comparison with Previous Research

A body of literature proves the connection between workplace incivility and CWB (Andersson & Pearson, 1999; Hershcovis & Barling, 2010). The study introduces co-worker support as a regulating factor between workplace incivility and counterproductive work behavior by revealing that supportive work cultures help lower CWB incidence. Past research centered its studies on supervisor support as the primary subject.

Practical Implications

Universities Should Foster Supportive Work Environments

The results of this research indicate universities should establish policies to develop respectful working conditions. Higher education institutions should build support structures which allow their staff to share office issues without facing discriminatory responses.

Training Programs to Reduce Incivility

Education programs about workplace incivility coupled with its impacts should become standard procedures at all organizations. The educational programs should combine classes about conflict resolution management with communication techniques and principles for developing a respectful workplace system. Employees who can report workplace incivility using confidential channels will help organizations address such problems faster.

Theoretical Contributions

The research supports existing literature by developing workplace behavior theories specifically for higher education institutions. The findings establishing co-worker support's essential position expand our understanding of social support theories when implemented in organizations. Workplace behavior models of the future need to combine negative work-related problems and positive supportive elements to build a thorough understanding of worker outcomes.

7. CONCLUSION

Summary of Key Findings

The research analysed the relationship between workplace incivility and counterproductive work behavior displayed by the non-academic personnel in private universities operating in Lahore. Workplace incivility proves to be a main factor driving CWB yet employee support demonstrates protective properties against these counterproductive work behaviors. For organizations to effectively handle workplace incivility they need proactively develop appropriate solutions.

Practical Recommendations

- Workplace culture enhancement at universities requires institutions to build practices which prevent uncivil behaviors through developing open dialogues combined with mutual respect.
- Employee Support Systems require organizations to create peer-support interventions that help staff handle workplace stressors.
- Organizations need to establish firm policies which prohibit incivility along with supportive mechanisms to report incidents.

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- The organization must run recurring training programs about workplace ethics as well as conflict resolution to develop employee competencies in work challenge resolution.

Limitations

- This research examined a particular population group which reduces its ability to extend findings beyond their original target sectors and geographic areas.
- When employees submit data about their behavior there is potential response distortion because they might answer in a way that shows low involvement with counterproductive actions.
- A cross-sectional analysis exists without establishing cause-effect relationships and only shows variable relationships.

Future Research Directions

- Researcher should conduct longitudinal studies across multiple time points because these investigations follow workplace behavioral changes throughout the duration.
- Other factors should be included as moderators in future research to enhance comprehension of the effects between workplace incivility and CWB.
- The next studies should analyze workplace behavior across different industries to establish universal research findings.

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APPENDIX: DATA ANALYSIS

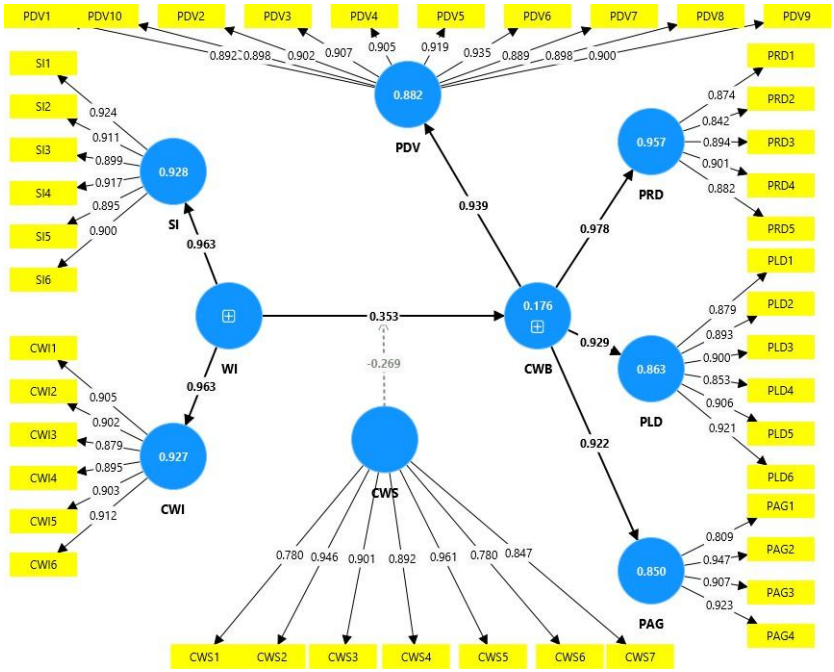

Figure 4.1 Confirmatory Factor Analysis

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CWB	0.982	0.982	0.982	0.685
CWI	0.962	0.962	0.962	0.809
CWS	0.958	0.961	0.958	0.766
PAG	0.943	0.946	0.943	0.807
PDV	0.978	0.978	0.978	0.819
PLD	0.959	0.959	0.959	0.796
PRD	0.944	0.945	0.944	0.773
SI	0.966	0.966	0.966	0.824
WI	0.967	0.967	0.967	0.707

Discriminant validity

	CWB	CWI	CWS	PAG	PDV	PLD	PRD	SI	WI
CWB	0.828								
CWI	0.328	0.899							
CWS	0.310	0.410	0.875						

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PAG	0.922	0.317	0.298	0.898					
PDV	0.939	0.286	0.267	0.748	0.905				
PLD	0.929	0.313	0.276	0.846	0.733	0.892			
PRD	0.978	0.316	0.328	0.898	0.833	0.897	0.879		
SI	0.329	0.755	0.364	0.368	0.257	0.345	0.297	0.908	
WI	0.353	0.963	0.416	0.368	0.292	0.353	0.329	0.963	0.841

Model Fit

	Saturated model	**Estimated model**
SRMR	0.066	0.072
d_ULS	14.553	16.989
d_G	n/a	n/a
Chi-square	∞	∞
NFI	n/a	n/a

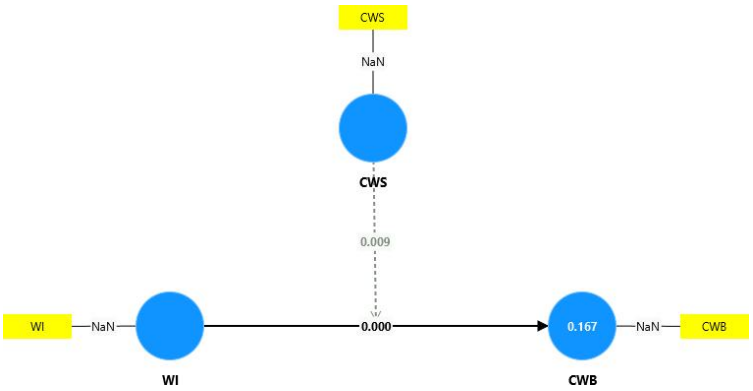

Figure 4.2 SEM Analysis

Path Coefficient

	Original sample (O)	**Sample mean (M)**	**Standard deviation (STDEV)**	**T statistics (|O/STDEV|)**	**P values**
CWS -> CWB	0.186	0.186	0.049	3.800	0.000
WI -> CWB	0.216	0.216	0.054	3.978	0.000
CWS x WI -> CWB	-0.120	-0.119	0.046	2.604	0.009

Total Effects

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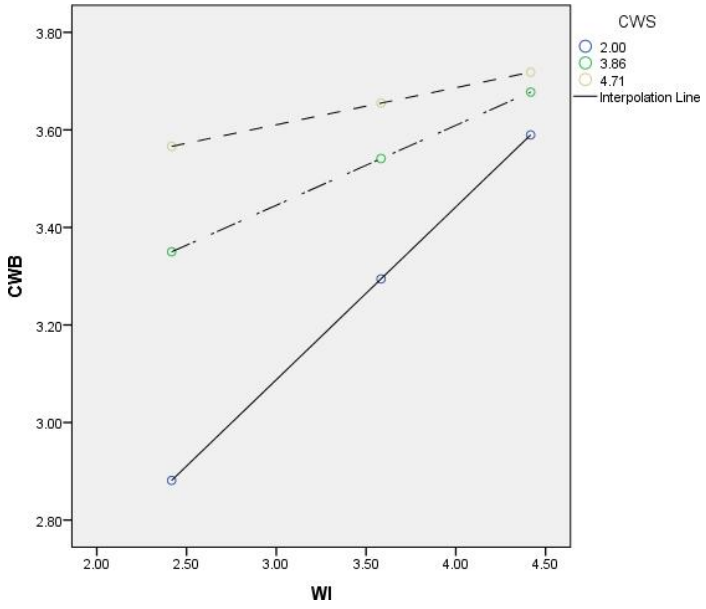
CWS -> CWB	0.186	0.186	0.049	3.800	0.000
WI -> CWB	0.216	0.216	0.054	3.978	0.000
CWS x WI -> CWB	-0.120	-0.119	0.046	2.604	0.009

R-Square

	R-square	R-square adjusted
CWB	0.167	0.162

F-Square (effect size)

	CWB	CWS	WI	CWS x WI
CWB				
CWS	0.035			
WI	0.042			
CWS x WI	0.022			



Preacher and Hayes Process Results

Run MATRIX procedure:

********** PROCESS Procedure for SPSS Version 4.2 **********

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Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2022). www.guilford.com/p/hayes3

****

Model : 1

Y : CWB

X : WI

W : CWS

Sample

Size: 458

****

OUTCOME VARIABLE:

CWB

Model Summary

R	R-sq	MSE	F	df1	df2	p
.4089	.1672	.6524	30.3848	3.0000	454.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	1.0246	.3534	2.8991	.0039	.3300	1.7192
WI	.5593	.1068	5.2372	.0000	.3494	.7692
CWS	.5002	.1164	4.2972	.0000	.2715	.7290
Int_1	-.1025	.0325	-3.1533	.0017	-.1665	-.0386

Product terms key:

Int_1 : WI x CWS

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0182	9.9431	1.0000	454.0000	.0017

Focal predict: WI (X)

Mod var: CWS (W)

Conditional effects of the focal predictor at values of the moderator(s):

CWS	Effect	se	t	p	LLCI	ULCI
2.0000	.3542	.0548	6.4614	.0000	.2465	.4620
3.8571	.1638	.0527	3.1061	.0020	.0602	.2674

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4.7143 .0759 .0717 1.0590 .2902 -.0650 .2168

Data for visualizing the conditional effect of the focal predictor:

Paste text below into a SPSS syntax window and execute to produce plot.

```
DATA LIST FREE/
  WI        CWS       CWB       .
BEGIN DATA.
    2.4167    2.0000    2.8812
    3.5833    2.0000    3.2944
    4.4167    2.0000    3.5896
    2.4167    3.8571    3.3500
    3.5833    3.8571    3.5411
    4.4167    3.8571    3.6776
    2.4167    4.7143    3.5663
    3.5833    4.7143    3.6549
    4.4167    4.7143    3.7182
END DATA.
GRAPH/SCATTERPLOT=
  WI      WITH     CWB      BY       CWS      .
```

********** ANALYSIS NOTES AND ERRORS **********

Level of confidence for all confidence intervals in output:

95.0000

W values in conditional tables are the 16th, 50th, and 84th percentiles.

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CONFLICTS OF INTEREST:

The authors have no conflicts of interest to declare that are relevant to the content of this article.

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Corresponding Author: Kaleem Ullah is a corresponding author who sent this article directly to editor and proceed all incorporations for publication

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