

The Influence of Workplace Incivility on Turnover Intention and Employees' Well-Being among Government Servants in Central Malaysia

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Abstract

Workplace incivility characterized by rude, disrespectful and uncivil behaviors, in Malaysia is often overlooked and normalized in the workplace, although it would eventually contribute to detrimental consequences for both employees and organizations. Additionally, this study examines the influence of workplace incivility on turnover intentions and employee well-being among young employees in the Malaysian government sector. A quantitative research design with a focus on descriptive and correlational research design was selected for this study. Data was collected through an online survey using simple random sampling, to 120 young employees within the Ministry of Finance (MOF). To study the independent variable; workplace incivility, and the dependent variables; turnover intention and employee's well-being, the instruments used in this study were the Workplace Incivility Scale (WIS), the Turnover Intention Scale (TIS), and the Employee Well-Being Scale (EWB). The findings depicted that most young employees in government sectors exhibit a low level of workplace incivility, with a moderate level of turnover intention and high level of employees' well-being. Furthermore, it also shows that workplace incivility has a significant positive relationship with turnover intention. Furthermore, the study found a significant negative relationship between workplace incivility and employee well-being. These findings demonstrate the adverse effects of workplace incivility on young employees in Malaysia's government sector, emphasizing the need for measures to address this issue and enhance the working environment.

Keywords: Workplace Incivility, Turnover Intention, Employee Well-Being, Young Employees, Government Sectors

Research Background

Workplace incivility is a pervasive yet subtle phenomenon that has been reported across various organizations globally. According to Pearson and Porath (2005), 99% of employees in the U.S. and Canada have experienced workplace incivility, and the Harvard Business Review reported a similar prevalence, with 98% of employees encountering incivility, half of them weekly (Namin, 2021). In Malaysia, workplace incivility has gained recognition as a critical issue due to its profound negative effects on employees and organizations. Studies reveal that workplace incivility raises numerous indicators of poor well-being, such as depressive symptoms, emotional exhaustion, and negative affect (Kuriakose et al., 2022). Research also suggests that incivility is one of the leading interpersonal stressors in the workplace, significantly straining employees' psychological and physical health (Vasconcelos, 2020).

The consequences of workplace incivility extend beyond individuals experiences to pose a critical organizational problem, particularly through heightened turnover intentions and diminished productivity. Despite growing attention to employee well-being in contemporary social sciences debates, especially those concerning psychosocial risk, sustainable public-sector workforces and decent work condition, where empirical evidence suggests that incivility remains a pervasive yet insufficiently addressed stressor in many organizations. Drawing on Conservation of Resources (COR) theory, workplace incivility can be conceptualized as a chronic resource-depleting condition that erodes employees' emotional and psychological resources, leading to emotional fatigue and withdrawal behaviours (Halbesleben & Bowler, 2007).

Employee well-being encompasses a range of psychological, physiological, and social factors, including job satisfaction, stress levels, and work-life balance (Tuzovic & Kabadayi, 2020). It is widely recognized that workplace incivility threatens employee well-being, leading to adverse outcomes such as poor mental health, reduced happiness, and strained interpersonal relationships (Ponting, 2019). Negative events like incivility have a particularly strong impact on employees' well-being, necessitating immediate organizational action to mitigate its effects (Mehmood et al., 2024). Employees who experience incivility are more likely to report dissatisfaction and burnout, highlighting the need to create respectful workplace environments to safeguard their overall well-being (Ryan & Deci, 2001).

Workplace incivility has also been shown to significantly influence employees' turnover intentions. High levels of incivility contribute to a sense of disconnection and loneliness at work, reducing job satisfaction and prompting employees to consider leaving their positions (Gilmer et al., 2023). Turnover intention has been identified as a significant challenge for organizations, particularly in the government sector, where employee retention is critical. According to Suyono et al. (2020), turnover intention can lead to decreased morale, motivation, and productivity, as well as increased costs associated with recruitment and training. The social cognitive theory suggests that employees exposed to frequent incivility either adopt similar behaviors or leave the organization to avoid such toxic environments (Bandura, 1973).

Workplace incivility not only affects individual employees but also has broader implications for teams and organizations. It disrupts occupational operations, increases absenteeism, and fosters a culture of disrespect, all of which negatively impact organizational

outcomes (Leiter et al., 2015). Despite extensive research on workplace incivility, there is limited focus on its effects on young employees in Malaysia's government sector. Young employees, defined as individuals under 40 years old (Widdy Muhammad et al., 2021), are particularly vulnerable due to their limited experience and desire for career growth (Blocker et al., 2019). These employees often face incivility from older colleagues, further exacerbating their challenges in adapting to professional environments (Leiter et al., 2010).

While prior research has provided insights on workplace incivility and its implications, there is still a gap in knowing its specific impact on young employees in Malaysia's government sector. This study aims to fill this gap by investigating how workplace incivility influences young employees' turnover intentions and well-being, with the goal of providing actionable insights for improving the working environment.

Purpose of the Study

This research aims to determine the levels of workplace incivility, turnover intention and employees' well-being of young employees in government sectors, investigate the relationship between workplace incivility with turnover intentions and employees' well-being, as well as analyse the influence of workplace incivility on turnover intention and employees' well-being.

Literature Review

Workplace Incivility

In 1999, Andersson and Pearson introduced the concept of workplace incivility, defining it as "low-intensity deviant behaviour with ambiguous intent to harm, violating workplace norms of mutual respect". Unlike overt aggression or bullying, workplace incivility is subtle, often unintentional, and can originate from anyone, including supervisors and colleagues. It encompasses disrespectful behaviours, such as interruptions, ignoring others, gossiping, spreading rumours, or sending hurtful messages, which disrupt workplace harmony and relationships (Akella & Lewis, 2019; Tricahyadinata et al., 2020). Such behaviours violate the standard of mutual respect and create an emotionally unhealthy work environment, impacting both organizational productivity and individual well-being (Felblinger, 2008; Pearson & Porath, 2005). The impact of workplace incivility extends beyond interpersonal relationships. Research has linked it to lower job satisfaction, heightened turnover intentions, reduced organizational commitment, and decreased overall performance (Mehmood et al., 2024). Additionally, incivility contributes to elevated stress, anxiety, and emotional exhaustion, adversely affecting employees' well-being and mental health (Gan et al., 2023). As workplace incivility continues to gain attention in organizational behaviour research (Vasconcelos, 2020), understanding its nuances and mitigating its effects is essential for fostering a respectful and productive workplace.

Spiral Theory of Workplace Incivility by Andersson and Pearson (1999)

Andersson and Pearson (1999) created the spiral theory to describe the domino impact of incivility in the workplace, in which the beginning of the spiral phenomenon occurs when acts of incivility are manifested as actions that defy social standards, are uncivilized by persons, or are viewed as unacceptable by victims. In accordance to Tricahyadinata et al., (2020), incivility at the workplace can develop into more severe forms of violence, where anger and embarrassment can grow when incivility is returned with more incivility, which can result in

violent outbursts and only forgiveness or someone leaving the circumstance may end this cycle. The spiral theory of incivility leads to the conclusion that impolite behaviour or more extreme forms of violence in the workplace are the results of a cycle that starts with a little issue and gets worse over time (Tricahyadinata et al., 2020).

Turnover Intention

The term “turnover intentions” refers to an individual’s desire or readiness to leave an organization, with these intentions considered attitudes rather than actions (Thoresen et al., 2003). Mobley et al. (1978) define turnover intention as the desire to quit one’s current job and seek employment elsewhere due to dissatisfaction with the present position. This concept highlights the subjective feelings of employees about leaving, rather than their actual decision to do so. Both voluntary and involuntary employee departures can negatively impact the organization, affecting team dynamics, company functioning, and generating costs (Varshney, 2014). Burnout, characterized by emotional exhaustion and disengagement from work, often leads to increased turnover intention as employees attempt to protect themselves from mental strain (Xue et al., 2022). A meta-analysis by Park and Min (2020) identifies various antecedents of turnover intention, including burnout, role conflict, work engagement, and abusive supervision. This study specifically explores turnover intention in the context of workplace incivility, a stressor related to job dissatisfaction and a key focus of this research.

Employees’ Well-Being

Employees are the most valuable resource in any organization, with their absence leaving structures standing alone (Singh & Gautam, 2023). Employee well-being is defined as the totality of an employee’s experiences and performance at work, encompassing happiness, physical health, and mental health (Currie, n.d.; Warr, 1987). The foundational components of employee well-being are social, physical, and psychological, which include factors such as self-respect, fulfillment, physical health, and social contributions like community involvement (Grant et al., 2007). Philosophers also emphasize that well-being includes psychological, bodily, and social functioning (Sen, n.d.), highlighting the importance of holistic well-being in the workplace.

Life Well-Being

Life well-being is a broad concept encompassing multiple facets of an individual’s life, including social interactions, personal development, and overall life satisfaction (Ruggeri et al., 2020). It involves both cognitive assessments of life as a whole and the emotional experiences that accompany it, including both positive and negative emotions (Page & Vella-Brodrick, 2008). Zheng et al. (2015) highlight that life well-being also addresses family-related issues and personal emotions, reflecting how content individuals are with various life domains, including family, work, and leisure.

Work Well-Being

Work well-being refers to the components of work life, including pay, benefits, labor protection, and work arrangements (Zheng et al., 2015). Wijngaards et al. (2021) explain that work well-being is a complex construct that can be measured in terms of subjective well-being, psychological well-being, and workplace well-being. Research has shown that work well-being significantly influences organizational outcomes, such as job performance,

productivity, absenteeism, and voluntary turnover, underscoring its importance in the overall functioning of organizations (Wijngaards et al., 2021).

Psychological Well-Being

Psychological well-being addresses aspects such as learning, development, professional success, and self-actualization (Zheng et al., 2015). It involves achieving a sense of contentment and happiness in life through meaningful experiences (Singh & Gautam, 2023). Cartwright and Cooper (2014) identify two critical elements of psychological well-being: hedonic well-being, which relates to experiencing pleasant emotions at work, and eudaimonic well-being, which focuses on finding purpose and direction in life. Eudaimonic well-being includes factors like self-acceptance, personal growth, autonomy, and environmental mastery, all of which contribute to an individual's sense of fulfillment and purpose (Grant et al., 2007; Ryff et al., 2004).

Previous Study

Level of Workplace Incivility

Studies by Sguera et al. (2016) and Akhtar et al. (2017) highlighted the significant impact of incivility on employees' relationships, productivity, and well-being, with prior encounters being the strongest indicator of poor well-being and increased turnover. GenX nurses have been found to encounter more incivility from managers and colleagues compared to Boomers, which is particularly relevant given the younger generations' higher demand for ongoing encouragement and feedback (Leiter et al., 2010). Younger nurses are more susceptible to physical symptoms due to job stress, leading to turnover and burnout, with reports of older individuals being rude to younger colleagues. Torkelson et al. (2016) conducted a study in Sweden, revealing that workplace incivility is more likely to affect younger and female employees, with 52% of respondents experiencing incivility from supervisors and 75% from coworkers. Young et al. (2019) also found that women in public organizations, particularly in Pakistan, were more prone to encountering workplace incivility. These findings indicate that younger employees, especially in the healthcare sector, are more likely to experience incivility, which could lead to a higher intention to leave the organization.

Level of Turnover Intention

As cited in Yusof (2023), the results of Randstad Malaysia's 2022 Employer Brand Research show that 29% of young adults (ages 18–25) changed careers to improve their work-life balance, and over half (54%) want organizations to support their physical and mental health to prevent burnout. Some industries are more likely to experience a decline in young employees. According to Leiter and Maslach (2009), turnover intentions are often indicative of unresolved conflicts with professional priorities or the inability to manage daily work stresses. The higher propensity for younger nurses to resign is concerning, particularly as the profession faces a shortage of nurses and leaders. Leiter and Maslach (2009) further cited that 35–61% of recent nursing graduates may quit within their first year. Younger employees, like recent graduates, may experience discrepancies between their upbringing and the professional environment, contributing to higher turnover. Lu and Gursoy (2016) noted that younger employees are more likely to attribute burnout to their jobs, increasing job dissatisfaction and the likelihood of quitting. The career stage theory (Super, 1980) supports this, indicating that individuals under 31 exhibit greater mobility and are more likely to quit due to hesitancy to commit to their current job. This study highlights that younger employees

have higher turnover intentions, which are influenced by workplace incivility in government sectors.

Level of Employees' Well-Being

According to longitudinal research by Akkermans et al. (2013), compared to the highly educated group, younger employees with less education reported worse health and performance, greater physical demands, less commitment, more emotional exhaustion, and fewer workplace resources (autonomy and social support), suggesting that a young employee's educational background affects their well-being. In a separate study, Akkermans et al. (2009) compared young workers with intermediate educational backgrounds (10–14 years) to those with less than nine years and more than fifteen years of education in terms of health, well-being, and productivity at work. It found that employee well-being mediates the relationship between well-being and innovativeness at individual, organizational, and market levels, proposing a multilevel conceptual framework. Edwards et al. (2024) also suggested that employee well-being is a crucial mediator between well-being and innovativeness, indicating that young employees' creativity and productivity may be hindered by low well-being.

Workplace Incivility and Turnover Intention

Studies have consistently demonstrated a significant relationship between workplace incivility and turnover intention. Tricahyadinata et al. (2020) found a positive correlation (coefficient = 0.34) between incivility and turnover intention among 644 young employees in Jakarta, with both genders equally affected. Similarly, Khairunisa and Muafi (2022) identified a strong relationship ($p < 0.05$) between workplace incivility and turnover intention among government officials, primarily driven by privacy invasions. Huang and Lin (2017) highlighted emotional exhaustion as a mediator of this relationship in Taiwan's banking and tech sectors. Yuniasanti et al. (2019) revealed that abusive behaviours and isolation foster turnover intention among millennials. Kanitha and Naik (2021) observed that 64% of nurses in Bangalore reported moderate incivility, correlating positively ($r = 0.40$, $p < 0.004$) with turnover intention. Manzoor et al. (2020) emphasized workplace incivility's role in job search behaviour and quitting intention among media workers. Selamat et al. (2019) validated workplace incivility as a predictor of turnover intention (coefficient = 0.33, $p = 0.00$) in Jakarta employees, with a stronger effect on males. Yin et al. (2023) linked supervisor incivility to turnover intention via ego depletion in Chinese hotel workers. Paminto et al. (2021) confirmed a significant relationship ($p = 0.012$) between incivility and turnover intention among coal workers. Lastly, Rehman et al. (2022) found that workplace incivility correlates with turnover intention among nurses, consistent with social exchange theory. These findings collectively underscore the robust relationship between workplace incivility and turnover intention, warranting further exploration.

Khairunisa and Muafi (2022) examined how workplace incivility and well-being affect employees' turnover intentions, focusing on the moderating role of job embeddedness among 121 employees in the Ministry of Agriculture's vertical agency in Manokwari. The study revealed that workplace incivility significantly and positively influences turnover intention, indicating that greater perceptions of incivility increase the likelihood of employees switching agencies or departments within or outside the Ministry of Agriculture. Sharma and Singh (2016) found a similar positive relationship between workplace incivility and turnover

intention in Indian restaurants, where regression analysis showed a negative correlation with job satisfaction. Lee et al. (2021) identified workplace incivility's direct and indirect impact on turnover intention among South Korean nurses, with organizational culture partially mediating the relationship. Smidt et al. (2016) demonstrated that supervisor incivility strongly predicts turnover intention in South Africa, while Ugwu et al. (2018) confirmed a significant positive link ($\beta = .25, p < .001$) between supervisor incivility and turnover intention among Nigerian bank employees. Mehmood et al. (2023) reported a direct correlation between workplace incivility, autocratic leadership, and turnover intention among nurses in Punjab, Pakistan. These findings collectively suggest a robust influence of workplace incivility on turnover intention among young government sector employees, forming the basis for this study's hypotheses.

It can be concluded that consistent findings are reported on the significant positive correlation between workplace incivility and turnover intention among young employees in government sectors. Based on the prior research, the hypothesis of the study are:

H₁: Workplace incivility has a positive and significant relationship on turnover intention among young employees in the government sector.

H₃: Workplace incivility directly influences young employees' turnover intention in government sectors.

Workplace Incivility and Employees' Well-Being

Sattar et al. (2024) conducted a study among 350 Pakistani nurses in healthcare centres to examine the correlation between workplace incivility and employees' psychological well-being, grounded in the Conservation of Resources (COR) theory. The findings revealed a significant negative relationship ($\beta = -0.402; t = 8.766; p = 0.000$) between workplace incivility and psychological well-being, demonstrating that incivility depletes resources, increases emotional exhaustion, and lowers psychological well-being. Similarly, Akhtar et al. (2017) explored the impact of workplace incivility on psychological health, prohibitive voice behaviour, and resignation intentions, finding a significant positive relationship ($\beta = 0.527; p < 0.005$) between workplace incivility and psychological well-being, contrary to expectations, suggesting an unexpected dynamic in stressful environments. Kuriakose et al. (2022) studied the relationship between workplace incivility and well-being among 243 hotel front desk staff, concluding that workplace incivility negatively impacts employee well-being, consistent with prior research. Koburtay and Abualigah (2024) investigated workplace incivility's effect on psychological well-being among 247 private-sector employees in Jordan and the UAE, finding a slight but statistically insignificant negative link. Lastly, Holm et al. (2022) surveyed 10,005 engineers over a year, examining incivility and bullying as antecedents to psychological strain, with results partially supporting a link between workplace incivility and well-being due to resource strain over time. Collectively, these studies highlight the complex relationship between workplace incivility and employee well-being, forming the basis for this study's hypotheses.

Kuriakose et al. (2022) conducted a study analysing the direct correlation between workplace incivility and the well-being of 243 frontline hotel employees aged 21 to 30. Workplace incivility was measured using Cortina et al.'s (2001) scale, while employee well-being was assessed through two Occupational Stress Indicator subscales. The findings

revealed that workplace incivility negatively impacts employee well-being (H1), aligning with prior research demonstrating its harmful effects, suggesting that employees experiencing incivility are more likely to have lower well-being. Similarly, Paulin and Griffin (2016) examined the relationship between workplace incivility, job-related emotional well-being, and uncivil team climates among 637 employees in 50 work teams from five Australian organizations across various industries. Their findings highlighted a direct negative effect of uncivil team climates on job-related emotional well-being, further emphasizing the detrimental impact of incivility on employee well-being. These studies collectively indicate the influence of workplace incivility on employee well-being, particularly among young employees in the government sector, forming the basis for this study's hypotheses.

It can be concluded that empirical research presented indicates a relationship between workplace incivility and employee well-being among young employees in the government sector. Based on the prior research, the hypothesis of the study are:

H₂: Workplace incivility has a relationship on employee well-being among young employees in the government sector.

H₄: Workplace incivility directly influences young employee well-being in government sectors.

Research Framework

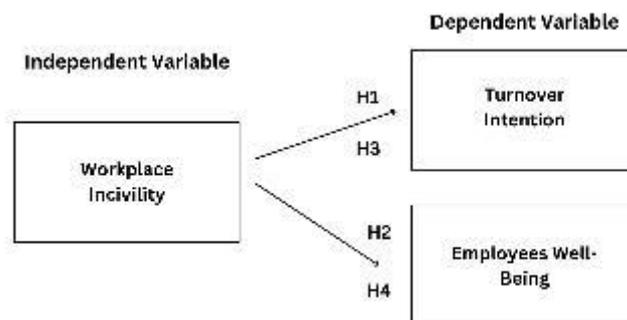


Figure 1: Research Framework

Figure 1 illustrates the conceptual framework of the relationship and influences of workplace incivility, turnover intention and employees' well-being among young employees in government sectors. The arrows indicate that workplace incivility predicts both dependent variables. The framework assumes that higher workplace incivility leads to greater turnover intention among young employees and a decline in employee well-being. The conceptual framework was developed based on the premise that workplace incivility directly predicts both turnover intention and employee well-being, with higher incivility correlating positively with turnover intention and negatively with well-being among young employees in the government sector. In summary, workplace incivility has a positive relationship with turnover intention and a negative relationship with employee well-being.

Methodology

Research Design, Participant and Settings

To examine the influence between workplace incivility on turnover intention and employees' well-being among young employees in government sectors, a quantitative research design with a focus on descriptive and correlational approaches was chosen. Malaysia's large bureaucracy, with 1.7 million government servants, allows the G*Power software to determine a sample size of 119. The population targeted was young employees at the Ministry of Finance (MOF), with a sample size of 120 participants, slightly exceeding the minimum required 119, as determined by G*Power software. Simple random sampling was used to ensure that every employee at MOF had an equal opportunity to participate, minimizing biases and allowing for the generalization of the findings to young employees in the sector. Data collection was conducted through an online survey using Google Forms, distributed to the selected young employees at MOF.

Research Instrument

Instruments for this study will include a self-administered questionnaire involving four sections: (A) Demographic Information, (B) Workplace Incivility, (C) Turnover Intention, and (D) Employee Well-Being. For demographic information, there are four items, included (1) gender, (2) age, (3) educational level, and (4) years of work experience.

Moreover, for Section B, a seven-item adapted from the Workplace Incivility Scale (WIS-7) developed by Cortina et al. (2001) to measure level of workplace incivility among young employees, will be included. The WIS-7 uses a five-point Likert scale to measure the workplace incivility of employees with; (1 = never, 2 = rarely, 3 = sometimes, 4 = always, 5 = frequently). The items are all positive, which some of it are as follows; *Put you down or was condescending to you? Paid little attention to your statement or showed little interest in your opinion? Made demeaning or derogatory remarks about you?* A study conducted by Sumri and Mokhtar (2023) on the instrument's reliability found a Cronbach's alpha coefficient value of 0.923 for the seven items, indicating a high level of reliability for the WIS.

Furthermore, the instrument used in Section C is the Turnover Intention Scale by Roodt (2004), which measures employees' intentions to stay with or leave a company. Originally a self-administered questionnaire with 15 items, this study employs the shortened version, TIS-6, which consists of just six items (Su, 2020). The TIS-6 includes items 1, 3, 4, 6, 7, and 8 from the original TIS-15. With fewer items, the TIS-6 allows respondents to complete the questionnaire more quickly, potentially increasing completion rates and reducing survey fatigue. The scale uses a five-point Likert scale to assess turnover intention, with responses ranging from 1 (never) to 5 (frequently). A study by Su (2020) in Asia found that the C-TIS-6 is a valid scale for measuring turnover intention in the Chinese context, with a satisfactory Cronbach's alpha of .70, compared to the C-TIS-15, which had a marginally unacceptable alpha of .62.

Lastly, Zheng et al. (2015) introduced the 18-item Employees Well-Being (EWB-18) scale, which assesses three dimensions of employee well-being: life well-being (LWB), work well-being (WWB), and psychological well-being (PWB). This scale will be used in Section D to measure employees' satisfaction with personal life, emotional state, family and personal well-being, work satisfaction, and overall psychological health, including stress levels, optimism,

and general well-being. A seven-point Likert scale (1 = strongly disagree to 7 = strongly agree) will be used. In a study of 340 Chinese airline employees, the scale demonstrated high reliability with a Cronbach's alpha of 0.93, indicating that EWB-18 is reliable for measuring young employees' well-being in government sectors (Zheng et al., 2015).

Pilot Study

In this study, a pilot study questionnaire is distributed to 20 to 30 young employees of Ministry of Finance (MOF), aged 18 to 40 years old. Furthermore, the data of the pilot study are examined using SPSS Software to analyse the distribution of both continuous and categorical data also the internal consistency of the instruments. Hence, the pilot study's reliability shows that all three scale; WIS, TIS and EWB, have strong internal consistency. The Cronbach's Alpha coefficient for Workplace Incivility was .907, exhibiting a high internal consistency, while Employee Well-Being depicted also a high internal consistency, with a Cronbach's Alpha of .968. Turnover Intention, however, demonstrated acceptable internal consistency, with the value of .746. Thus, these findings shows that all three scales employed to measure the variables are dependable and can be used in subsequent analyses.

Data Analysis

The Statistical Package for Social Science (SPSS) version 27 statistical software will be utilized to analyse the data in this study, where it can conduct various forms of analysis and produce reliable results for this study. For this study, the researcher will be utilizing the descriptive and inferential statistical analysis methods to investigate the relationship between workplace incivility, turnover intention and employee well-being among young employees in the government sector. The demographic information of respondents is analysed, and descriptive statistics like frequency, percentage, mean, and standard deviation are used to determine the level of workplace incivility experienced by young employees, their turnover intention and overall well-being in the government sector. Conversely, inferential analysis using Spearman correlation is used in this study to examine the remaining objectives: to determine the relationship between workplace incivility, turnover intention and employee well-being, as well as regression analysis for the influence of workplace incivility on these aspects experienced by young employees in government sectors.

Research Findings

Table 1 shows that all three variables exhibit strong internal consistency, with Cronbach's Alpha coefficients of .907 for Workplace Incivility, .968 for Employee Well-Being, and .746 for Turnover Intention, confirming the reliability of the scales for subsequent analyses.

Table 1
Reliability Analysis

Variable	Items	Cronbach's Value	Alpha	Interpretation of Internal Consistency
Workplace Incivility	7	.907		Excellent
Turnover Intention	6	.746		Acceptable
Employee Well-Being	18	.968		Excellent

For demographic information in Table 2, there are four items, included (1) gender, (2) age, (3) educational level, and (4) years of work experience. In this study, 120 young employees from the Ministry of Finance Malaysia (MOF) have participated by answering the survey online, where majority were female employees with a total of 87 (72.5 %), while 33 (27.5%) were male employees. In regard to age, the range from 23 to 27 years old had the highest percentage (31.7%) and the lowest percentage was 18 to 22 years old (4.2%). Based on the educational levels of the respondents, the majority held a Bachelor's Degree (Sarjana Muda) (47.5%), and the lowest percentages were recorded among individuals with a Doctorate (PhD) contributing 0.8%. According to the study, most respondents reported having 4 to 6 years of work experience, totaling 53.3% of the participants. The lowest percentage was observed among individuals with more than 20 years of work experience, contributing to 7.5% of the total participants.

Table 2

Demographic Analysis of the Respondents

Factor	Category	Frequency	Percentage (%)
Gender	Male	33	27.5
	Female	87	72.5
Age	18-22 years old	5	4.2
	23-27 years old	38	31.7
	28-32 years old	26	21.7
	33-37 years old	21	17.5
	38-40 years old	30	25.0
Educational Level	SPM or equivalent	7	5.8
	Post-Secondary (STPM/Matriculation/Foundation/Certificate)	5	4.2
	Diploma		
	Bachelor's Degree (Sarjana Muda)	35	29.2
	Master's Degree (Sarjana)	57	47.5
	Doctorate (PhD)	13	10.8
	Professional Qualification (e.g., ACCA, CPA)	1	0.8
Years of Work Experience	4-6 years	64	53.3
	7-10 years	21	17.5
	11-15 years	12	10.0
	16-20 years	14	11.7
	More than 20 years	9	7.5

Level of Workplace Incivility, Turnover Intention and Employees' Well-Being

The first objective of this study is to determine the level of workplace incivility, turnover intention and employees well-being experienced by young employees in government sectors. In this section, the level of each variable will be analyzed using descriptive analysis. Table 5.4 summarizes the overall results regarding workplace incivility, turnover intention, and employees' well-being among young employees in government sectors. The majority, 76 (63.3%) out of 140 young employees, reported experiencing low workplace incivility, while 39 (32.5%) reported a moderate level, and only 5 (4.2%) reported high workplace incivility. This suggests that workplace incivility among young employees in the government sector is generally low, aligning with Andersson and Pearson's (1999) spiral theory, as the minimal manifestation of incivility suggests that the initial triggers of the incivility spiral are not

prevalent or have been effectively managed to prevent escalation. Regarding turnover intention, 60 (50.0%) reported a moderate level, 44 (36.7%) reported a low level, and 16 (13.3%) reported a high level, indicating a moderate level of turnover intention. Finally, concerning employees' well-being, 104 (86.7%) reported a high level of well-being, 15 (12.5%) reported a moderate level, and 1 (0.8%) reported a low level, suggesting that young employees in the government sector generally perceive their well-being as high. Therefore, the overall findings indicate that workplace incivility is low, turnover intention is moderate, and employees' well-being is high among young employees in the government sector as in Table 3.

Table 3

The Level of Workplace Incivility, Turnover Intention and Employees' Well-Being

Variables	Total Score	Mean	Results		
			Level	Frequency (f)	Percentage (%)
Workplace Incivility	2.15		Low	76	63.3
			Moderate	39	32.5
			High	5	4.2
Turnover Intention	2.78		Low	44	36.7
			Moderate	60	50.0
			High	16	13.3
Employees' Well-Being	5.36		Low	1	0.8
			Moderate	15	12.5
			High	104	86.7

Note. Workplace Incivility and Turnover Intention: 1 - 2.33 (Low); 2.34 - 3.67 (Moderate); 3.68 - 5 (High), Employees' Well-being: 1 - 2 (Low); 2.01 - 4.01 (Moderate); 4.02 - 7 (High)

Relationship between Workplace Incivility and Turnover Intention

The second objective is to determine the relationship between workplace incivility and turnover intention among young employees in government sectors. Table 4 shows a significant relationship with two-tailed significance values of $p < 0.01$. The correlation coefficient of 0.418 indicates a moderate positive relationship between workplace incivility and turnover intention. This suggests that as workplace incivility increases, turnover intention also tends to increase. Therefore, the findings demonstrate a significant and moderate positive relationship between workplace incivility and turnover intention among young employees in the government sector. Thus, the hypothesis for this objective is accepted.

Table 4

Spearman Correlation between Workplace Incivility and Turnover Intention

Variable	Turnover Intention	
	r	p
Workplace Incivility	.418	<.001

*Note. n = 120; ** indicates correlation is significant at 0.01 (2-tailed)*

Relationship between Workplace Incivility and Employees Well-Being

The third objective of this study is to examine the relationship between workplace incivility and employees' well-being among young employees in government sectors. Table 5 presents the correlation matrix, showing a significant negative relationship between workplace incivility and employees' well-being, including all three dimensions: life well-being, work well-

being, and psychological well-being. The relationship between workplace incivility and employees' well-being has a two-tailed significance level of <.001, while all three well-being dimensions show significance levels of <0.01, indicating high statistical significance. The correlation values, ranging from -0.298 to -0.386, suggest a moderately negative relationship. These findings indicate that as workplace incivility increases, employee life well-being, work well-being, and psychological well-being decrease, confirming the hypothesis for this objective.

Table 5

Spearman Correlation between Workplace Incivility and Employees' Well-Being

Variables		Dimension				
		Employees' Well-Being (Overall)	Life Being	Well-Being	Work Being	Psychological Well-Being
Workplace Incivility	r	-.386	-.298		-.373	-.354
	p	<.001	<.001		<.001	<.001

Note. n = 120; ** indicates correlation is significant at 0.01 (2-tailed)

Influence of Workplace Incivility on Turnover Intention

The third objective is to determine the influence of workplace incivility and turnover intention among young employees in government sectors. Based on Table 6, the R² value indicates that workplace incivility explains 44.2% of the variance in turnover intention. The analysis shows a significant model with an F-value of 28.693 (1,118), p<0.001, and a β of 0.442, suggesting a moderate positive relationship. Additionally, the regression coefficient (B=0.429, p<0.001) reveals that a one-unit increase in workplace incivility corresponds to a 0.429 rise in turnover intention. These findings demonstrate that workplace incivility significantly and directly influences turnover intention among young employees in government sectors, supporting the hypothesis for this objective.

Table 6

Regression Analysis of Workplace Incivility on Turnover Intention

Variables	B	SE B	β	t-value	p-value
Turnover Intention	.429	.080	.442	5.357	<.001

Model Fit	R ²	Adjusted R ²	F (df1, df2)	p-value
	.442	.189	28.693 (1,118)	<.001

Note. n = 120; *Significant at p < 0.05; ** p< 0.001

Influence of Workplace Incivility on Employees' Well-Being

The fourth objective is to determine the influence of workplace incivility and employees' well-being among young employees in government sectors. Based on Table 7, the R² value indicates that workplace incivility explains 44.2% of the variance in turnover intention. The analysis shows a significant model with an F-value of 28.693 (1,118), p<0.001, and a β of 0.442, suggesting a moderate positive relationship. Additionally, the regression coefficient (B=0.429, p<0.001) reveals that a one-unit increase in workplace incivility corresponds to a

0.429 rise in turnover intention. These findings demonstrate that workplace incivility significantly and directly influences turnover intention among young employees in government sectors, supporting the hypothesis for this objective.

Table 7

Regression Analysis of Workplace Incivility on Employees' Well-Being

Variables	B	SE B	β	t-value	p-value
Employees' Well-Being	-.280	.064	-.375	-4.394	<.001
D1: Life Well-Being	-.056	.083	-.088	-.682	.496
D2: Work Well-Being	-.119	.103	-.173	-1.159	.331
D3: Psychological Well-Being	-.106	.106	-.151	-1.002	.319

Model Fit	R ²	Adjusted R ²	F (df1, df2)	p-value
	.142	.142	6.411 (3,116)	<.001

Note. $n = 120$; *Significant at $p < 0.05$; ** $p < 0.001$, D: Dimension

Discussion and Recommendation

This chapter focuses on summarizing the data findings, supported by relevant theories and previous studies. Additionally, it provides a detailed discussion of the research objectives to conclude the study. The implications of the study, both theoretical and practical, are also addressed, along with the limitations encountered during the research and recommendations for future studies.

Research Objective 1: To determine the level of workplace incivility, turnover intention and employees' well-being experienced by young employees in government sectors.

The study aimed to determine the level of workplace incivility, turnover intention and employees' well-being experienced by young employees in government sectors. Firstly, the findings revealed that the majority of young employees reported a low level of workplace incivility, with only a small portion encountering moderate or high levels. While this suggests a positive working environment, further research is essential since even low levels of incivility can negatively impact job satisfaction and organizational effectiveness, as highlighted by studies like Sguera et al. (2016) and Akhtar et al. (2017). Factors contributing to the low incivility include young employees' emphasis on teamwork, harmonious relationships, and recruitment practices in the Malaysian public sector that prioritize professionalism and teamwork (Putri & Renwarin, 2023; Woo, 2015). Overall, the findings suggest that the government sector fosters a workplace where incivility is less prevalent among young employees.

In addition, the findings show that half of the young employees in government sectors reported a moderate level of turnover intention, with a smaller proportion exhibiting high

turnover intention. This aligns with studies indicating that younger employees, especially from Generation Z, are more prone to job turnover due to ambivalence in job satisfaction (Chen et al., 2019; Subagyo et al., 2024). Even minor instances of incivility can contribute to this moderate turnover intention, as they negatively affect motivation, morale, and job satisfaction (Namin, 2021). While the turnover intention among young employees is moderate, addressing workplace dissatisfaction could reduce their intention to leave and improve retention in government sectors.

Last but not least, the results indicate a high level of employees' well-being among young employees in government sectors, with most perceiving excellent overall well-being. This finding is consistent with studies like Zheng and Lin (2015), which reported high well-being levels in similar contexts. Factors such as job stability, professional development opportunities, and sectoral advantages in the government sector contribute to this outcome (Aziz et al., 2022; Baker, 2024). While the results highlight the positive aspects of public sector employment, further research is needed to explore specific dimensions of well-being and their underlying determinants within government workplaces.

Research Objective 2: To determine the relationship of workplace incivility toward turnover intention experienced by young employees in government sectors.

The findings reveal a significant and moderate positive relationship between workplace incivility and turnover intention, indicating that as workplace incivility increases, the likelihood of young employees leaving their jobs also rises. This result aligns with prior studies that have consistently shown a positive relationship between workplace incivility and turnover intention (Khairunisa and Muafi, 2022; Huang and Lin, 2017; Yuniasanti et al., 2019; Kanitha and Naik, 2021; Manzoor et al., 2020; Selamat et al., 2019; Paminto et al., 2021; Rehman et al., 2022). Similarly, Tricahyadinata et al. (2020) observed that incivility diminishes job satisfaction, loyalty, and performance, often without organizational awareness, and leads to increased turnover. Özdemir's (2023) meta-analysis also confirms this relationship, highlighting emotional exhaustion and job dissatisfaction as key outcomes of incivility. Mehmood et al. (2024) further emphasized the negative effects of incivility, including stress, anxiety, and reduced organizational commitment, which can escalate into burnout and turnover. These findings underscore the critical need for government sectors to address workplace incivility to improve employee morale, reduce turnover intentions, and create a more productive and supportive work environment.

Research Objective 3: To determine the relationship of workplace incivility toward employees' well-being experienced by young employees in government sectors.

This study identified a statistically significant negative association between workplace incivility and the well-being of young government employees, demonstrating its detrimental impact across life, work, and psychological well-being. These findings align with prior research, such as Kuriakose et al. (2022) and Sattar et al. (2024), which confirmed the harmful effects of incivility on employee well-being. Sattar et al. (2024) specifically used the Conservation of Resource (COR) theory to explain how incivility depletes psychological resources, leading to emotional exhaustion and reduced well-being. Similarly, Holm et al. (2022) highlighted the cumulative strain caused by prolonged incivility, consistent with this study's findings on its adverse effects on overall well-being. However, contrary evidence exists. Akhtar et al. (2017) found a positive link between incivility and psychological well-

being, suggesting adaptive responses, while Koburtay and Abualigah (2024) reported an insignificant negative correlation, attributing discrepancies to cultural or contextual differences. Additionally, Al-Taie and Khattak (2024) emphasized the role of Perceived Organizational Support (POS) in mitigating the effects of incivility, promoting higher job satisfaction and overall well-being. These contrasting findings highlight the complexity of the relationship and the importance of contextual and mediating factors in understanding workplace incivility's impact on well-being.

Research Objective 4: To determine how workplace incivility influences young employees' turnover intention in government sectors.

The analysis revealed a significant and moderate positive relationship between workplace incivility and turnover intention, consistent with findings from earlier studies conducted in different settings. Khairunisa and Muafi (2022) reported a similar correlation in the Indonesian Ministry of Agriculture, while Sharma and Singh (2016) found a positive link in the Indian restaurant industry, demonstrating the widespread impact of incivility across industries. This study's findings also align with research by Sguera et al. (2016) and Akhtar et al. (2017), which highlighted incivility's negative effects on job satisfaction, relationships, and mental health, thereby increasing turnover intentions. Field-specific studies, such as Lee et al. (2021) on South Korean nurses and Smidt et al. (2016) on South African staff, further validate the relationship between incivility and turnover. Additionally, Kanitha and Naik (2021) emphasized that even minor instances of incivility, if prolonged, can lead to severe stress, reduced job satisfaction, and higher turnover intentions. These findings underscore the urgent need for organizations to address workplace incivility to mitigate its cumulative negative effects on employee retention and organizational outcomes.

Research Objective 5: To determine how workplace incivility influences young employees' well-being in government sectors.

Last but not least, the findings confirm the hypothesis that workplace incivility directly affects overall well-being. While individual components of well-being—life, work, and psychological—showed no statistically significant relationship with incivility, the overall regression analysis revealed a substantial negative influence, indicating that incivility's effects may not be evenly distributed but still impact well-being as a whole. This aligns with studies by Kuriakose et al. (2022) and Paulin and Griffin (2016), which found workplace incivility negatively affects well-being, such as in frontline hotel staff and hostile team environments. Similarly, Huseynova and İslamoğlu (2024) highlighted that cumulative incivility among nurses leads to emotional exhaustion, which detrimentally impacts overall well-being. These findings suggest that the subtle, pervasive nature of incivility disperses its effects across various dimensions, becoming significant only when viewed collectively. Moreover, characteristics of government employment, such as job security and long-term benefits, may buffer the impact of incivility on specific dimensions, yet the cumulative experience still undermines overall well-being. This underscores the need for further research into mediating variables like stress and emotional exhaustion to better understand how incivility impacts well-being. The study's conclusion reveals that incivility's influence is complex, causing a diffuse sense of dissatisfaction and anxiety that subtly degrades overall well-being, even without strongly manifesting in specific areas.

Limitations and Recommendations

One of the major limitations of this study is its sample size. Although the sample size of 120 participants complies with the minimum standard calculated through G*Power, it is still considered small in the context of investigating subtle effects, particularly in areas such as employees' life, work, and psychological well-being. Small sample sizes often diminish statistical power, which may explain why the impact of workplace incivility was found to be insignificant on these dimensions. A larger sample size could have provided more detailed insights and a better understanding of the results. To overcome the limitation of a limited sample size, future research should aim to recruit a larger and more diverse group of participants. Increasing the sample size would enhance statistical power and improve the ability to identify significant correlations between workplace incivility and employee well-being, particularly in the areas of life, work, and psychological well-being. Researchers can use stratified sampling to ensure better representation from various departments or demographic groups within the government, improving the generalizability of the findings.

Additionally, the limited time for data collection from young employees in the Ministry of Finance (MOF) constrained the diversity and variability in recruiting participants. This limitation may have introduced biases, affecting the accuracy of the data and its generalization to other young government employees. To address time constraints during the data collection process, it is recommended to plan ahead and secure clearances early when working with government organizations like the Ministry of Finance. Collaborating with key stakeholders can streamline access to participants, and combining in-person and virtual data collection methods could save time and help reach a larger audience of young employees.

Furthermore, the scarcity of studies on the direct relationship between workplace incivility and employee well-being posed another limitation. The lack of previous research in this area reduced the study's theoretical framework and made it more difficult to interpret and compare the results with existing literature, thus limiting the understanding and implications of the findings. Lastly, future researchers should focus more on the nuanced relationship between workplace incivility and employee well-being by conducting long-term studies to explore how incivility affects different dimensions of well-being. Investigating moderating or mediating factors, such as organizational culture or coping mechanisms, would provide a more comprehensive understanding. Collaborating with other scholars or adopting multidisciplinary approaches could also strengthen the theoretical framework of this field of study.

Conclusion

This study successfully achieved its research objectives, providing valuable insights into the level of workplace incivility, turnover intention, and employee well-being among young employees in the government sector. The findings highlighted that most young employees experience low levels of workplace incivility, moderate turnover intentions, and high overall well-being. Additionally, the study revealed significant and moderate positive relationships between workplace incivility and turnover intention, as well as a moderately negative relationship between incivility and the dimensions of employee well-being. Furthermore, workplace incivility was found to have a significant influence on turnover intention and a direct impact on the overall well-being of young government employees. These results underscore the need for more comprehensive and extensive research to further explore the

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