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Workplace Incivility and Employee Performance: The Role of OCB as a Mediating Mechanism in Work Relationships

Aisyah✉ [1], Angga Hendharsa[2], Muhammad Faisal[3], Arweni[4]
[1,2,3,4] Manajemen, Fakultas Ekonomi Dan Bisnis Universitas Panca Bhakti

Abstrak

Workplace incivility berpotensi menurunkan kinerja karyawan, terutama pada industri coffee shop yang menuntut interaksi intensif. Penelitian ini bertujuan menganalisis pengaruh workplace incivility terhadap kinerja karyawan dengan Organizational Citizenship Behavior (OCB) sebagai variabel mediasi pada karyawan coffee shop di Pontianak. Metode yang digunakan adalah kuantitatif eksplanatori dengan survei terhadap 174 karyawan melalui purposive sampling, dianalisis menggunakan SEM-PLS (SmartPLS). Model pengukuran memenuhi kriteria validitas dan reliabilitas. Hasil penelitian menunjukkan bahwa workplace incivility berpengaruh negatif dan signifikan terhadap OCB (β = -0,372; p < 0,001), dan OCB berpengaruh positif dan signifikan terhadap kinerja karyawan (β = 0,818; p < 0,001). Pengaruh langsung incivility terhadap kinerja tidak signifikan (β = -0,054; p = 0,231), sedangkan pengaruh tidak langsung melalui OCB negatif dan signifikan (β = -0,304; p < 0,001), sehingga OCB memediasi penuh hubungan tersebut. Model menjelaskan 14,2% varians OCB dan 55,9% varians kinerja karyawan. Penurunan kinerja akibat incivility terutama terjadi melalui melemahnya OCB, sehingga pengelola coffee shop perlu memperkuat OCB dan menciptakan lingkungan kerja yang saling menghargai.

Kata Kunci: *Workplace Incivility; Organizational Citizenship Behavior; Kinerja Karyawan; Food and Beverage; Coffee Shop*

Abstract

Workplace incivility can reduce employee performance, particularly in the coffee shop industry, where employees interact intensively. This study aims to analyze the effect of workplace incivility on employee performance, with Organizational Citizenship Behavior (OCB) as a mediating variable, among coffee shop employees in Pontianak. A quantitative explanatory design was applied, using a survey of 174 employees selected through purposive sampling and analyzed with PLS-SEM (SmartPLS). The measurement model met the validity and reliability criteria. The results show that workplace incivility has a negative and significant effect on OCB (β = -0.372; p < 0.001), and OCB has a positive and significant effect on employee performance (β = 0.818; p < 0.001). The direct effect of incivility on performance is not significant (β = -0.054; p = 0.231), whereas the indirect effect through OCB is negative and significant (β = -0.304; p < 0.001), indicating full mediation by OCB. The model explains 14.2% of the variance in OCB and 55.9% of the variance in employee performance. The decline in performance caused by incivility occurs mainly through weakened OCB, so coffee shop managers should strengthen OCB and foster a respectful work environment.

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Keywords: *Workplace Incivility; Organizational Citizenship Behavior; Employee Performance; Food and Beverage; Coffee Shop*

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✉ Corresponding author : Angga Hendharsa
Email Address : aisyah@upb.ac.id

INTRODUCTION

The food and beverage (F&B) business is an industry characterized by fast-paced and dynamic operational processes. Coffee shops involve intensive interactions among employees and high demands for customer service, which heighten their vulnerability to workplace incivility. This condition is particularly relevant to coffee shops in Pontianak, which have experienced rapid growth and intense competition. According to empirical data from the Regional Revenue Agency (Bapenda) of Pontianak City, as of August 2025 a total of 1,035 coffee stalls and coffee shops were in operation, making Pontianak one of the cities with the highest density of coffee businesses in Indonesia and thereby demanding optimal and collaborative employee performance. Recent research indicates that workplace incivility can deplete employees' psychological resources. Workplace incivility is defined as behavior that violates workplace norms and is intended to harm other employees, whether verbally or non-verbally, and that has a negative impact on those who experience it (Nadilla et al. 2021). When employees experience rude or disrespectful treatment, they tend to respond by reducing their emotional engagement with the organization. This is consistent with social exchange theory, which holds that work relationships are based on the principle of reciprocity. Negative treatment in the work environment reduces employees' willingness to make extra contributions beyond their formal roles, including organizational citizenship behavior (OCB). A study (Liu, Zhou, and Che 2019) showed that workplace incivility reduces OCB through burnout as a mediating mechanism. In other words, uncivil behavior in the workplace increases employees' emotional exhaustion, which ultimately reduces their propensity to help coworkers or to contribute voluntarily to the organization (Aisyah, Jesajas, and Hendharsa 2025; Jesajas, Hendharsa, and Febriasari 2025). Workplace incivility is low-intensity discourteous behavior that frequently occurs in the work environment of the food and beverage sector, particularly in coffee shops in Pontianak, as a result of high work pressure, long working hours, and intensive customer interaction; this negative behavior poses a serious threat to employee performance and to business sustainability in the industry. Workplace incivility increases emotional exhaustion and reduces creativity, well-being, and employee performance, particularly in service sectors characterized by intensive interaction (Agarwal et al. 2023; Chaudhuri et al. 2023; Gui, Bai, and Wang 2022; Han et al. 2022; Saleem et al. 2022). Empirical studies have found a consistent negative relationship between incivility and employee job performance. Employees who experience incivility show declines in task performance and in contextual/adaptive performance, as well as increases in counterproductive behavior (Saleem et al. 2022). A decline in OCB, such as reduced willingness to help coworkers and to maintain a positive work atmosphere, ultimately has a negative impact on employee performance. OCB, defined as voluntary employee behavior that goes beyond formal job descriptions and supports organizational effectiveness, is

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frequently reported to decrease as incivility increases. When employees experience discourteous treatment, their tendency to help coworkers, show initiative, and maintain work harmony diminishes, which ultimately leads to lower individual performance (Karatepe, Yorganci, and Haktanir 2009; Saleem et al. 2022; Schilpzand, Pater, and Erez 2016; Sliter et al. 2017; Zhou, Eatough, and Wald 2017). Organizational citizenship behavior (OCB) can serve as an important mediator in the relationship between work culture and employee performance: when employees feel valued and supported by their work environment, they tend to exhibit OCB, which in turn strengthens their commitment to the organization and encourages greater effort toward achieving organizational goals (Khairunisa et al. 2024). The urgency of this study lies in the fact that the F&B industry, particularly coffee shops in Pontianak, operates at a very fast work pace. Workplace incivility is often dismissed as trivial, although its effects on productivity decline are cumulative.

The research questions of this study are as follows: (1) What is the level of workplace incivility experienced by F&B sector employees in Pontianak? (2) What is the level of organizational citizenship behavior (OCB) among F&B employees in Pontianak? (3) What is the level of employee performance among F&B employees in Pontianak? (4) Does workplace incivility have a negative effect on the OCB of F&B employees in Pontianak? (5) Does OCB have a positive effect on the performance of F&B employees in Pontianak? (6) Does OCB mediate the effect of workplace incivility on the performance of F&B employees in Pontianak? (7) Does workplace incivility affect employee performance?

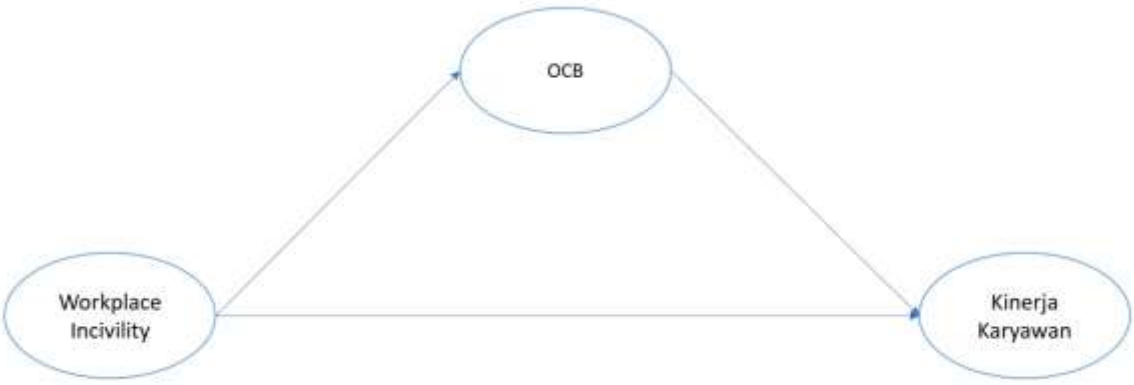
Workplace incivility has been identified as a pervasive organizational stressor that significantly affects well-being and work effectiveness. In the F&B industry, intensive interactions among employees can amplify the frequency and consequences of incivility, making employees vulnerable to emotional exhaustion and to declines in task performance (Chaudhuri et al. 2023). Contemporary studies combine Conservation of Resources (COR) theory and Social Exchange Theory to explain how exposure to incivility depletes psychological resources, weakens prosocial bonds, and, in turn, reduces work performance. Recent empirical evidence shows a pattern in which incivility has a negative effect not only directly on performance but also indirectly through reduced Organizational Citizenship Behavior (OCB). Recent systematic reviews and meta-analyses confirm that incivility functions as a chronic workplace stressor that depletes psychological resources and reduces work effectiveness, particularly in service sectors characterized by intensive interaction (Agarwal et al. 2023; Peng 2023). In the study of organizational behavior, recent trends indicate that research no longer focuses solely on the direct effects between variables but increasingly examines the internal mechanisms that explain these relationships, such as mediation and moderation (Rayahu, Whidiastuti, and Dewi 2025). On the other hand, few studies have focused on OCB as a mediator, so further exploration is needed in the context of organizational behavior. The industry examined here is the local F&B sector in Pontianak, which is characterized by high pressure and intensive interaction but is often overlooked in the global literature, which is dominated by large corporate, banking, or healthcare sectors. This study offers conceptual and contextual novelty in the study of workplace incivility. First, unlike previous studies that generally emphasize the direct relationship between workplace incivility and

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employee performance, this study explicitly positions Organizational Citizenship Behavior (OCB) as the primary mediating mechanism that explains how incivility affects performance. Accordingly, this study contributes to a process-based model approach, which remains relatively limited in the current literature. Second, this study offers contextual novelty by testing the model in the food and beverage industry, particularly coffee shops, which are characterized by high-intensity interaction, customer service pressure, and strong team dynamics, and which remain underexplored compared with the healthcare or education sectors. Third, this study provides a local empirical contribution by examining coffee shops in Pontianak, thereby enriching the human resource management literature grounded in the context of micro, small, and medium enterprises (MSMEs) and the service industry in Indonesia. Accordingly, this study not only extends theoretical understanding but also yields practical implications relevant to the management of coffee shop employees.

METHODOLOGY

Data were collected through a survey of a population of coffee shop employees in Pontianak. The survey covered questions related to workplace incivility, organizational citizenship behavior, and employee performance. Quantitative data were collected and processed to provide statistical support for generalization. Sampling used a purposive sampling technique, with the criterion that respondents had worked for at least three years. The analytical tool was structural equation modeling (SEM) using the partial least squares (PLS) approach. PLS was chosen because it works effectively with small sample sizes and can perform path analysis involving mediation and moderation within the model. The sample size considered in this study was 174, determined on the basis of a statistical power of 80%, the number of paths, a significance level of 5%, and a minimum R^2 of 0.10. The research model is presented in Figure 1.



RESULT AND DISCUSSION

Outer Model Measurement Evaluation

Evaluation of the outer model, or measurement model, is the initial stage of Structural Equation Modeling based on Partial Least Squares (PLS-SEM) analysis. It aims to ensure that each indicator measures the latent construct it represents accurately and consistently. This evaluation is important to conduct before assessing the relationships

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among variables in the structural model (inner model), because the quality of the structural model depends heavily on the validity and reliability of the research instrument.

The convergent validity assessment shows that the indicators used in this study have outer loadings above the recommended minimum threshold of 0.70. Outer loadings range from 0.766 to 0.876 for Workplace Incivility, from 0.715 to 0.814 for Organizational Citizenship Behavior (OCB), and from 0.709 to 0.815 for Employee Performance. These values indicate that each indicator adequately represents the latent construct it measures. Overall, the results show that all indicators correlate strongly with their respective latent variables, thereby satisfying the requirement for convergent validity. The discriminant validity assessment shows that the square root of the Average Variance Extracted (AVE) of each construct is higher than its correlations with the other constructs. The square roots of the AVE are 0.839 for Workplace Incivility, 0.764 for Organizational Citizenship Behavior, and 0.789 for Employee Performance. These results indicate that each variable distinguishes itself well from the other constructs (discriminant validity). Accordingly, each construct in the research model is unique and explains its own indicators better than it explains those of other constructs, so the requirement for discriminant validity is met. Reliability was assessed using Cronbach's alpha, composite reliability (rho_a and rho_c), and AVE. All variables had Cronbach's alpha values above 0.70: 0.982 for Workplace Incivility, 0.898 for Organizational Citizenship Behavior, and 0.798 for Employee Performance. These values indicate that the research instrument has very good internal consistency. Furthermore, composite reliability for all constructs was also above the minimum threshold of 0.70, indicating that every variable has high reliability. In addition, all AVE values exceeded the minimum of 0.50: 0.704 for Workplace Incivility, 0.583 for Organizational Citizenship Behavior, and 0.623 for Employee Performance. This indicates that more than 50% of the variance of the indicators is explained by the latent construct being measured.

Structural Model (Inner Model) Evaluation

Once the measurement model (outer model) had been found to meet the validity and reliability criteria, the next step was to evaluate the structural model (inner model). The inner model evaluation aims to assess the capability of the research model to explain the causal relationships among the latent variables, which were formulated on the basis of the conceptual framework and the research hypotheses. This evaluation shows how much the exogenous variables explain the endogenous variables, how well the model predicts the observed data, and the significance of the direct and indirect relationships among the research variables.

The R-squared analysis shows an R^2 value of 0.142 for Organizational Citizenship Behavior. This indicates that Workplace Incivility explains 14.2% of the variance in Organizational Citizenship Behavior, while the remaining 85.8% is influenced by other variables outside the research model. According to PLS-SEM criteria, this value falls into the weak category. Meanwhile, the R^2 value for Employee Performance is 0.559, which means that Workplace Incivility and Organizational Citizenship Behavior together explain 55.9% of the variance in Employee Performance, while the remaining 44.1% is influenced by other factors not included in the study. This value

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falls into the moderate-to-strong category, indicating that the research model has reasonably good explanatory power for Employee Performance. The Q^2 value is 0.120 for Organizational Citizenship Behavior and 0.109 for Employee Performance. Because both values are greater than zero ($Q^2 > 0$), the research model has predictive relevance for the endogenous variables analyzed. Nevertheless, the magnitude of the Q^2 values indicates that the model's predictive relevance remains in the small category. Thus, the model retains adequate predictive relevance, although other variables outside the model could potentially improve the prediction of Organizational Citizenship Behavior and Employee Performance. All VIF values range from 1.000 to 1.161, well below the recommended maximum threshold of 5.00. These results indicate that there is no multicollinearity problem in the research model. Accordingly, the independent variables do not interfere with one another, so the estimated path coefficients are reliable and suitable for hypothesis testing.

Hypothesis Testing

Tabel 1. Hypothesis Testing

Hipotesis	Hubungan antara variabel	Koef. Jalur	P-value	Keterangan
H1	**Workplace Incivility -> OCB**	-0.372	0.000	*Negative and significant*
H2	**OCB -> Kinerja Karyawan**	0.818	0.000	*Positive and Sifnificant*
H3	**Workplace Incivility -> Kinerja Karyawan**	-0.054	0.231	*Negative and not significant*
H4	**Workplace Incivility -> OCB -> Kinerja Karyawan**	-0.304	0.000	*Negative dan significant*

Source: Smart-PLS 4 2026

The hypothesis test results in Table 9 show that the first hypothesis (H1) is accepted. Workplace Incivility has a negative and significant effect on Organizational Citizenship Behavior, with a path coefficient of -0.372 and a p-value < 0.001. This result indicates that the higher the level of uncivil behavior employees experience, the lower their tendency to engage in organizational citizenship behavior. This finding is consistent with social exchange theory: because OCB is voluntary and lies outside formal job descriptions, employees who are treated disrespectfully tend to withdraw such extra-role contributions as a form of resource conservation (conservation of resources, COR). This finding is supported by (Liu, Zhou, and Che 2019) and (Taylor, Bedeian, and Kluemper 2012). Incivility is thus one determinant of OCB but not the only one; other factors such as leadership style, organizational commitment, and job satisfaction may also play a role. The decline in OCB resulting from incivility is likely to be felt most strongly by employees who are still building work relationships and who rely relatively heavily on how coworkers and supervisors in the coffee shop treat them.

The second hypothesis (H2) is also accepted: Organizational Citizenship Behavior has a positive and significant effect on Employee Performance, with a path coefficient of 0.818 and a p-value < 0.001. This indicates that increases in OCB can

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significantly improve employee performance. In coffee shops, the work of baristas, cashiers, and servers is highly interdependent and takes place in busy shifts, so behaviors such as helping one another, maintaining the work atmosphere, and taking the initiative to cover unfilled tasks directly smooth service delivery and raise performance. The results show that OCB is related to supervisor performance ratings as well as to productivity, efficiency, and customer satisfaction at the unit level. This finding is consistent with those of (Podsakoff et al. 2009), (Khairunisa et al. 2024), and (Al-Romeedy and El-Sisi 2023).

- In contrast to the two preceding hypotheses, the third hypothesis (H3) is rejected. Workplace Incivility does have a negative direction of effect on Employee Performance, with a coefficient of -0.054, but the effect is not significant, with a p-value of 0.231. This finding indicates that Workplace Incivility does not directly affect Employee Performance; incivility was not shown to reduce performance directly once OCB was included in the model. This result differs from the findings of (Saleem et al. 2022), who found a negative relationship between incivility and performance, from those of (Al-Romeedy and El-Sisi 2023), who found partial mediation, such that the direct effect remained significant, and from those of (Sliter et al. 2017), who reported that incivility from multiple sources is associated with withdrawal behavior and lower sales performance. The majority of respondents were aged 18–25 years and had 1–3 years of work experience, and they may regard uncivil behavior as part of the rhythm of work. Methodologically, a non-significant direct effect does not invalidate mediation: as long as the indirect effect is significant, the condition is termed indirect-only mediation and continues to support the proposed mediation mechanism (Zhao, Lynch Jr., and Chen 2010).
- Furthermore, the fourth hypothesis (H4) is accepted. The test of the indirect effect shows that Workplace Incivility has a negative and significant effect on Employee Performance through Organizational Citizenship Behavior as the mediating variable, with a path coefficient of -0.304 and a p-value < 0.001. This finding indicates that Organizational Citizenship Behavior mediates the relationship between Workplace Incivility and Employee Performance. In other words, the effect of Workplace Incivility on performance decline occurs more through a reduction in OCB than through a direct effect. Because the direct effect is not significant while the indirect effect is significant, OCB acts as a full mediator: incivility harms performance primarily by weakening employees' voluntary behavior.

CONCLUSION

This study analyzed the effect of workplace incivility on employee performance, with Organizational Citizenship Behavior (OCB) as a mediating variable, among 174 coffee shop employees in Pontianak, a city with 1,035 coffee stalls and coffee shops. The evaluation of the measurement model indicates that the research instrument is valid and reliable: all outer loadings are above 0.70, the square roots of the AVE are higher than the inter-construct correlations, Cronbach's alpha and composite reliability are above 0.70, and AVE values are above 0.50. In addition, no multicollinearity problem was found, as VIF values range only from 1.000 to 1.161.

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In the structural model test, workplace incivility was shown to have a negative and significant effect on OCB (β = -0.372; $p < 0.001$); thus, the more often employees experience uncivil behavior at work, the lower their tendency to engage in voluntary behavior beyond their formal duties. OCB, in turn, has a positive and significant effect on employee performance (β = 0.818; $p < 0.001$), which means that increases in helping behavior and in maintaining the work atmosphere are accompanied by substantial improvements in performance. By contrast, workplace incivility does not have a direct effect on employee performance (β = -0.054; $p = 0.231$), even though the coefficient is negative. The effect of incivility on performance occurs instead indirectly through OCB (indirect effect = -0.304; $p < 0.001$). Accordingly, hypotheses H1, H2, and H4 are accepted, whereas H3 is rejected, and OCB acts as a full mediator: incivility reduces performance primarily by weakening employees' OCB. In terms of the model's explanatory power, workplace incivility explains 14.2% of the variance in OCB (weak category), whereas incivility and OCB together explain 55.9% of the variance in employee performance (moderate-to-strong category). Q^2 values of 0.120 for OCB and 0.109 for performance indicate that the model has predictive relevance, albeit in the small category, so other factors outside the model remain that influence OCB and employee performance.

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