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Article

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BUSINESS AND MANAGEMENT | RESEARCH ARTICLE

Influence of contextual factors on turnover intention: examining the mediating role of civility

Shama Sadaqat^{1,2}, Dr. Ghulam Abid³ and Francoise Contreras^{2*}

Abstract: In line with the organizational support theory, our study examined the influence of managerial support and perception of fairness on employees' turnover intention, and the mediating influence of workplace civility. Data was collected over a period of 2 months from 935 full-time employees (manufacturing and service sector) in two waves to minimize the common method bias. Our study finds that managerial support and fairness perception positively influence workplace civility. We also find that civility shows a vibrant role in clarifying the relationship between contextual factors (managerial support, perception of fairness) and turnover intention. Furthermore, we discuss the theoretical and practical implications along with future directions.

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Keywords: managerial support; fairness perception; civility; turnover intention

1. Introduction

Challenges such as globalization, frequent technological breakthroughs, hasty competition, employee retention, and now the pandemic situation have changed how companies operate. Organizations have to transform themselves to optimize their productivity and competitiveness, to reach a sustainable competitive advantage (Hartmann & Lussier, 2020). However, achieving this competitive advantage that allows companies to last in this complex business world is affected most of the time by unhappy employees (Qaiser & Abid, 2022), the scarce commitment from them and their high turnover intention, most of the time due to inadequate working conditions, lack of growth, few development and training opportunities, abusive supervisors and job stress among others (Çelik, 2018; Hassan & Jagirani, 2019). The relatively high levels of reported job satisfaction, in contrast to the exceptionally high occurrence of anticipated turnover, show that even when employees are content with their jobs, low pay, a lack of career growth, and the presence of burnout make it less likely that they will stay in those positions (Martin & Schinke, 1998). Employees are the building block of any organization (Aguinis et al., 2011). In this context, successful employee retention is crucial for organizations, making employee turnover one of their greatest challenges (Kim & Hyun, 2017). In this framework, it is important to study and analyze the factors that can minimize turnover intention. To this end, considerable research has been conducted at the individual, economic, environmental, and organizational levels to clarify the reasons for turnover intention. These studies include job features, gender, minority status, age, education, geographic preferences, experience, adjustments, job stress, voice, empowerment, psychological capital (Çelik, 2018), employee-organizational relationships, job engagement (Kang & Sung, 2019), job satisfaction, career development, organizational commitment and organizational culture (Hassan & Jagirani, 2019). Likewise, some behavioral and attitudinal variables related to turnover intention have been studied, among them absenteeism, low productivity, lateness, lack of punctuality, dissatisfaction, uncivil behavior, and low self-confidence of employees (De Gieter et al., 2012; Li et al., 2017; D. P. Moynihan & Landuyt, 2008; Tschopp et al., 2016).

However, despite the research advances regarding the organizational factors that can reduce employee turnover intention, the role of civility in the workplace has not been sufficiently explored. Thus, in this research, we proposed that employees are less likely to leave their organizations when they are treated with respect and dignity, that is to say when they work in a workplace characterized by civil behavior. Civility in the workplace means being courteous and polite towards other persons (Elahi et al., 2019). Furthermore, as human relationships are becoming crucial for the companies' strategic focus, manager and employee relationships are currently an important challenge around the world. This involves introducing mutual support mechanisms between managers and employees to improve employees' behavior and enhance their outcomes. Owing to the positive consequences for both the workers and the organization, remarkable attention is now paid by the management scholars towards the mutual support and dependency needed between managers and employees (Kurtessis et al., 2017). Mutual dependency explains how organizations deal with the diverse expectations of the employees (Buren Van et al., 2011) and work for their mutual obligations and benefits (Andriessen & Gubbins, 2009). This mutual dependency could be predicted through managerial support. This is considered an extension of perceived organizational support and is understood as the degree of perceived recognition by employees from their managers regarding their contributions, as well as they are supportive and care about their well-being (Eisenberger et al., 2002). Managerial support enhances employee productivity, performance, retention, self-efficacy and work engagement (Ibrahim et al., 2019; Sieweke et al., 2017; Waseem & Mehmood, 2019). In line with these findings, we theorized that managerial support enhances workplace civility and reduces employee turnover intention.

We also proposed that the linkage between managers/subordinates and the organization is of considerable importance to remain in the organization. In this context, fairness in the workplace gains importance. Fairness at the workplace is described as the employee's perception of the "rightness" of outcomes, procedures, and interactions within the firm (Colquitt & Rodell, 2015). In this regard, Choi (2008) argued that employees' justice perceptions are related to the manager/supervisor behavior and the organization. Employees are found to be more positive when they perceive the organization as fair. The employee values fair feedback from the supervisor, which is perceived as an indicator of care about the employees and their performance. Fairness or justice perception is a crucial concept of employees' well-being that could influence their turnover intention. However, few studies have provided evidence about whether a reduction in turnover intention is related to fair treatment of employees and how that could enhance workplace civility (Kim & Hyun, 2017). In line with these previous studies, we argue that employees tend to display civil behavior and show a positive behavioral outcome, i.e. lower turnover intention when they perceive that their managers are fair with them. Further, beyond examining the direct effects of civility on turnover intention, our study examined the mediating role of civility in managerial support and fairness perception on turnover intention, variables that have not been sufficiently studied (Abid et al., 2018). Therefore, to fill this gap in the literature, we introduced an integrated model to analyze the effect of managerial support and fairness perception on employees' turnover intention directly and through the mediating role of workplace civility. This research is supported by the organizational support theory (OST), which describes employee-manager relationships as the basis of employees' commitment. Recently, this theory has attracted significant attention due to the current tendency to observe this relationship from the employee's perspective (Kurtessis et al., 2017). This theory is considered highly valuable in developing theoretical models to understand different work behaviours (Cropanzano et al., 2001). Consistent with OST, we argue that managerial support and fair treatment leads to more civil behavior of employees, which in turn exerts a crucial role in reducing employees' turnover intention.

2. Literature review and hypotheses development

2.1. Theoretical perspective

The OST argues that employees develop a perception concerning the degree to which the organization value their contributions and cares for their well-being (Eisenberger et al., 1986; Eisenberger & Stinglhamber, 2011). There are three assumptions underlying the OST (Rhoades & Eisenberger, 2002). First, this theory is grounded on the concept of mutual reciprocation (Eisenberger et al., 1986). In line with the first assumption, we assumed that employees tend to have civil behaviors and lower turnover intention as a result of the good relationship with the managers. With these behaviors, employees try to respond to the support and the fair treatment they perceive in the workplace. Second, OST consists of the fulfilment of the socio-emotional needs of employees (emotional support, affiliation, and self-esteem). Our study assumes that in a supportive and fair workplace, employees are respectful to their coworkers and show a lesser intention of leaving their companies because they perceive that their needs are fulfilled by the organization, something that supports their good behavior. Third, employees' loyalty and performance are guaranteed when they perceive fair practices in the organization (Rhoades & Eisenberger, 2002). For all these reasons, we used this study, the OST, to examine the effect of managerial support, fairness, and civility on turnover intention.

2.2. Managerial support and civility

To the extent that employees feel respectful treatment by managers, they will feel more committed to participating and interacting with them (Gill et al., 2009), creating a positive impact on the working environment. Work interactions include a feeling of support, care, and recognition. It is about stimulating positive emotions of one's own and on others, demonstrating respect for colleagues and supervisors by creating healthier relationships through non-verbal and verbal actions (Troester, 2014). Forni (2010) argues that the costs of ignoring such issues are massive for the organizations' productivity. Thus, managers' awareness about the importance of keeping

supportive relationships with their employees, will influence the work performance of subordinates while creating a respectful working environment (Hernandez et al., 2015). Employees who believe their managers to be supportive are more inclined to share the organization's objectives by exhibiting organizational commitment and citizenship behaviour (Arshad et al., 2021). Employee view of how their organization treats them is heavily influenced by perceived organizational support (Abid et al., 2015). According to Wiesenfeld et al. (2001), supportive organizations with respect to managerial supporting conduct raise the workers' sentiments of being respected and appreciated, which enhances a civilized working environment and minimizes the amount of incivility that exists in the workplace. Based on the literature, it can be hypothesized that managerial support not only assists employees to meet work challenges but also encourages civil behaviours. Therefore, we hypothesize that:

Hypothesis 1: *Managerial support is positively associated with civility.*

2.3. Fairness perception and civility

The climate within an organization is a crucial contextual factor that influences a variety of attitudes and behaviours. If managers care about employee engagement with the organization, then employees will also care about the organization (Eisenberger et al., 1986). On the other side, when one person shows concern for another that employee will receive a positive response from the other employee. Therefore, as long as the standard of reciprocity is followed, there will be benefits for both the employee and the employer. The fairness/justice perception is a crucial factor that influences the employee's perception of the working climate (Abbas & Wu, 2019). Fairness perception is needed for effective exchange relationships as it guarantees that employees receive deserved rewards for their contributions to the organization. On the other hand, civility is related to organizational behaviors like respect, which influences the trust between subordinates and managers (Laschinger & Finegan, 2005). In a previous study conducted by P.M. Podsakoff et al. (2000) it was found that fairness at the workplace is an important antecedent of civil behaviors at work. Likewise, it was found that managerial support impacts the employees' perception of justice, which in turn influences the employees' behavior (Tepper & Taylor, 2003). According to the above, we posit that workers with fairness perceptions at the workplace will have civil behaviors at work. Therefore, we propose:

Hypothesis 2: *Fairness perception is positively associated with civility.*

2.4. Civility and turnover intention

In this study, we hypothesized that workplace civility enables employees to demonstrate good behavioural outcomes, such as their intention to stay with the company. Civility in the workplace relates to trust (Laschinger & Finegan, 2005), job satisfaction (Gori & Topino, 2020), organizational commitment and citizenship behavior (Erum et al., 2020), superior performance (Reed et al., 2019), thriving at work (Elahi et al., 2019), subjective well-being (Abid et al., 2020), loyalty (Lin et al., 2008) and work engagement (Abid et al., 2018). Civil behaviors influence organizational climate impacting employees' performance (Oppel et al., 2016). There is evidence that employees who experience strong intra-organizational networks, positive relationships, and a person-organization fit are more likely to show long-term commitment and low turnover intention (D.P. Moynihan & Pandey, 2008; Hui et al., 2007). Likewise, employees with a better social and psychological work setting were found to be more satisfied with their jobs (Porath, 2011), and job satisfaction is related to employees' turnover intention (Yücel, 2012), generating favorable effects in them and their teams (Nelson, 2019). On the contrary, turnover intentions can be triggered by negative perceptions about the organization, the work, or the external situations affecting the employees' personal dispositions toward work. As a response, this situation leads to employees to actual or psychological withdrawal from their jobs (Takase, 2010). It is important to point out that certain attitudinal and

behavioral responses are related to the turnover intention and affect the organizational outcomes. These are absenteeism, low productivity, lateness, lack of punctuality, dissatisfaction, and uncivil behaviors. Recently, Yanchus et al. (2017) found that civility is one of the most important predictors of turnover intention, something that was found in previous studies (Laschinger et al., 2009). Other related variables are the relationship with supervisors (Rhoades & Eisenberger, 2002) and unhappiness in the workplace (Collini et al., 2015). The OST indicated that when an organization provides a pleasant and civil work environment for its employees, the employees are more likely to remain with the organization since they enjoy working there. Based on this evidence, we proposed that employees are less likely to leave their organizations when they perceive civility in the workplace setting:

Hypothesis 3: *Civility is negatively associated with turnover intention.*

2.5. Civility as mediator

Civility is hardly studied as a mediator variable. Abid et al. (2018) argued that academics had overlooked the mediating role of civility in different organizational responses. In this regard, Abid et al. (2020) recently found an intervening role of civility between fairness perception and subjective well-being. There is some evidence that respect incivility is related to numerous outcomes, like turnover (Leiter & Maslach, 2009). Based on prior findings, we proposed that civility mediates the relationship between managerial support and turnover intention and the relationship between fairness perception and turnover intention. Eisenberger et al. (1986) asserted that employees are likely to form beliefs regarding the degree to which their superiors value their participation, well-being, and intent to remain with the firm. Organizational support enhances employees' subjective well-being and professional commitment (Ilyas et al., 2022b). We posit that managerial support and fairness promote civil behaviors, diminishing employees' turnover intention. In line with the OST, we propose that fair treatment and support from managers in the workplace create a sense of reciprocity that allows employees to reciprocate their organization in the form of civil behavior that ultimately influences employee turnover intention. Fairness perception and managerial support fulfil the employees' socio-emotional needs, reducing the turnover intention while increasing civility at work. In a supportive and fair work environment, managers effectively reward employees' efforts and performance as an indicator of civility, influencing the employees' turnover intention. In sum, we posit that managerial support and fairness perception influence turnover intentions when civil behaviors at the workplace are present. According to this premise, we propose the following hypotheses:

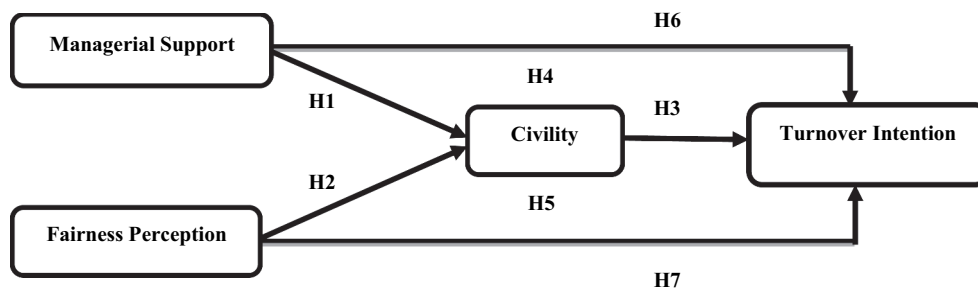
Hypothesis 4: *Civility mediates managerial support and turnover intention relationship.*

Hypothesis 5: *Civility mediates fairness perception and turnover intention relationship.*

2.6. Managerial support and turnover intention

Managerial support is a significant characteristic that affects employees' turnover intention (Galvin & Timmins, 2010). Research findings have reported an inverse association between managerial support and turnover intention (Wayne et al., 2006). From a retention perspective, there is evidence regarding the effect of personal and work experiences as precursors of intention to remain at the job. Managerial support can be included in the work experience approach (Steers, 1977) that influences employee retention (Glisson & Durick, 1988). From the personal side, managerial support diminishing the work-personal life conflict reduces the employees' intention to leave their organizations (Agarwala et al., 2014). In contrast, it was discovered that employees whom a punitive manager oversees are more dissatisfied with their jobs and have a greater intention to leave (Zafar et al., 2022). Employees feel obligated to repay their employers and establish strong, long-lasting, good relationships when they believe their employers care about

Figure 1. Theoretical Model.



their welfare. This positive view of organizational support lowers the likelihood of leaving the organization (Abid et al., 2016). Hence, based on the aforementioned relationships and the OST, we posit that the employees tend to show lesser turnover intention when they perceive higher managerial support. In other words, employees are more likely to stay in companies when they perceive a supportive work environment. According to this assumption, we propose that:

Hypothesis 6: *Managerial support is negatively associated with turnover intention.*

2.7. Fairness perception and turnover intention

There is an increasing tendency to recognize that fair treatment of employees influences their turnover intention (Van Jaarsveld et al., 2019). Fair treatment benefits exchanges by both employees and employers. Managers can promote high-quality relationships in companies by providing fair treatment to their employees (Abid et al., 2019). From the humanitarian approach, people in organizations deserve to be treated fairly. In fact, fair relationships are related to the employees' satisfaction, which influences their intention to leave or remain in the organization (Yücel, 2012). We posit that employees evaluate the cost of remaining in the company based on the fairness they perceive in their work environment. As a result, they can remain or see more benefits in leaving their company. This turnover intention can result in low performance, absenteeism, and other undesirable outcomes. According to the organizational support theory (Eisenberger et al., 1986), POS could be especially helpful in mitigating the traumatic consequences of workplace stress. This, in turn, results in the development of pleasant emotions and experiences, which translates into subjective well-being (Ilyas et al., 2022a), fair treatment, and a decreased inclination to quit the organization. According to this, we propose the following hypothesis:

Hypothesis 7: *Fairness perception is negatively associated with turnover intention.*

In Figure 1, the conceptual proposed model is presented.

3. Methodology

3.1. Sample and procedures

The main objective was to explore the effect of managerial support, fairness perception, and civility on turnover intention, the latter as a dependent variable of the proposed model. The target population was employees of various organizations in South Asia. Data were collected through self-administered questionnaires. The data was collected in two waves using a time-lagged framework to lessen the common method biases and boost confidence in the results (P. M. Podsakoff et al., 2003). Questionnaires were compiled in English. Previous to administering the questionnaires, informed consent was obtained. Employees were informed about the voluntariness of their participation in this research, and the anonymity and confidentiality of their responses, indicating that the data would be only used for academic purposes. At the first point in time (T1), data for

demographics, civility, and fairness perception was collected. Two weeks after T1, at the second point in time (T2), data for managerial support and employee turnover intention was collected. A total of 1200 questionnaires were distributed, but only 935 were valid (some were not complete in the two waves), getting a response rate of 78% after T1 and T2.

3.2. Measures

All measures comprised of 5-point Likert scale items, except managerial support, for which 7-point Likert scale items were used

3.2.1. Civility ($\alpha = 0.85$)

The scale measuring civility was used by Porath and Erez (2009) adopted for this study. A sample item from the scale was “Do you treat your co-worker in a polite manner”.

3.2.2. Fairness perception ($\alpha = 0.85$)

The scale is composed of a six-item scale. Earlier, the scale was used by Ambrose and Schminke (2009) adopted for this study to measure Fairness perception. A sample item from the scale was “In general, the treatment I receive around here is fair”.

3.2.3. Managerial support ($\alpha = 0.87$)

The scale was adopted to measure managerial support comprised of six items, priorly used by Anderson et al. (2002). A sample item from the scale was “My supervisor is fair and does not show favoritism in responding to employee or family need”.

3.2.4. Turnover intention ($\alpha = 0.90$)

A three items scale used by Miller et al. (1979) was adopted to measure turnover intention. A sample item from the scale was “Often think about quitting my present job”.

3.3. Demographic control variables

We controlled some demographic variables such as gender, education, age, marital status and tenure since these might potentially impact the studied variables. In this regard, D. P. Moynihan and Landuyt (2008) found that females are significantly less intent on leaving their company. Marital status, along with other demographic variables, was significantly associated with employees’ turnover intention (Emiroğlu et al., 2015). Similarly, married employees and those that have less experience tend to show more civil behaviors (Powell et al., 2002).

3.4. Analytical approach

The data was analyzed using SPSS version 24. First, we tested the direct effect of managing support, fairness perception, and civility on turnover intention. Then, the mediation was tested in two stages. In the first place, a basic mediation model for the indirect effect of managerial support upon turnover intention through civility was tested. In the second step, we included fairness perception in the model and analyzed the indirect impact of fairness perception on turnover intention explained through civility and using Model 4 PROCESS Macro by Preacher and Hayes (2008), which by far is the best method to handle mediation (Field, 2013; Hayes, 2017). Further, the PROCESS Macro was used to conduct the statistical analysis and methods of inference (Hayes et al., 2017). The mediation effect was also computed using bootstrapping, and Sobel tests to reduce the potential of type-1 errors.

3.4.1. Descriptive analysis

According to the results, 70% of the participants were male while 30% were females, with 30 years mean age. 57% of the participants were processing a master’s degree. 45% of employees were married. 68% of employees had work experience of up to 5 years. Mean, standard deviations (SD), coefficients of correlation and values of Cronbach’s alpha for study variables are presented in Table 1. Consistent with the proposed hypotheses, results reveal that managerial support is significantly related to civility ($r = 0.31$, $p < 0.01$), fairness perception ($r = 0.52$, $p < 0.01$), and

Table 1. Mean, standard deviation and correlation

Variables	Mean	SD	1	2	3	4	5	6	7	8	9
1. Gender	-	-									
2. Marital Status	-	-	-0.16**								
3. Age	29.69	7.16	-0.21**	0.59**	-						
4. Education	15.67	1.51	0.07*	0.08*	0.12**	-					
5. Tenure	5.04	5.17	-0.15**	0.43**	0.74**	-0.04	-				
6. Civility	4.23	0.62	-0.06	-0.03	0.03	0.07*	-0.01	(0.85)			
7. Fairness Perception	5.05	0.98	0.02	-0.02	-0.01	-0.11**	-0.06	0.30**	(0.85)		
8. Managerial Support	3.86	0.73	-0.05	-0.01	0.02	-0.09**	0.01	0.32**	0.52**	(0.87)	
9. Turnover Intention	2.67	1.15	-0.03	-0.13**	-0.12**	-0.05	-0.09**	-0.21**	-0.33**	-0.25**	(0.90)

Note: N = 935; Cronbach's alphas on diagonal, bold faced in parentheses.

**Correlation significant at 0.01 level, * 0.05.

turnover intention ($r = -0.25$, $p < 0.01$). The results also exhibit a significant relationship between some of the control and study variables. Civility and education ($r = 0.07$, $p < 0.05$); turnover intention and age ($r = -0.11$, $p < 0.01$); marital status and turnover intention ($r = -0.13$, $p < 0.01$).

3.4.2. Measurement validation

The validation of the instruments was determined by conducting confirmatory factor analysis (CFA), following the Fornell and Larcker (1981) criterion. Before checking convergent and discriminant validity, model fit indices were evaluated for measurement and alternate models through AMOS 24. Initially, a full four-factor measurement model (fairness perception, managerial support, civility, and turnover intention) was examined. All indices were within acceptable ranges, $\chi^2/df = 3.60$, TLI = 0.95, CFI = 0.96, RMSEA = 0.05, SRMR = 0.04 (Kline, 2015). To find the best fit model, comparisons were made between the full (4-factor) measurement model with alternative models. The detailed results are shown in Table 2. The four-factor model fits the data set best. Thus provided an acceptable model fit at $p < 0.00$, the findings supported that fairness perception, managerial support, civility, and turnover intention are distinct constructs.

Furthermore, convergent and discriminant validity were measured. All variables had CR (composite reliability) and AVE (average variance extracted) above 0.7, and 0.5, respectively. This fulfilled the criteria for convergent validity. Table 3 exhibits a square root of AVE on the diagonal line in boldface. All values were greater than inter-construct correlation values (e.g., for managerial support $\sqrt{AVE} = 0.72 > 0.32$, 0.52, -0.25 and for civility $\sqrt{AVE} = 0.77 > 0.30$, -0.21 etc.). So, the criterion for convergent as well as discriminant validity was met.

4. Results

4.1. Hypotheses testing

We analyzed whether the influence of managerial support and fairness perception on turnover intention could be explained through civility by employing the SPSS process macro. Hypothesis 1 and 2 predicted that managerial support and fairness perception are positively associated with civility. The results were found consistent with our hypotheses, as evident from the significant unstandardized regression coefficients of managerial support ($\beta = 0.27$, $t = 10.19$, $p < 0.00$) and fairness perception ($\beta = 0.19$, $t = 9.65$, $p < 0.00$) impacted civility.

Hypothesis 3 predicted civility as negatively associated with turnover intention. We observed a significant direct effect of civility on turnover intention when, first, controlling for managerial support ($\beta = -0.28$, $t = -4.51$, $p < 0.00$) and, second, when controlling for fairness perception ($\beta = -0.23$, $t = -3.93$, $p < 0.00$). Hypothesis 6 intended to predict that managerial support is negatively associated with turnover intention. There was a direct negative effect of managerial support upon turnover intention observed ($\beta = -0.40$, $t = -7.90$, $p < 0.00$). These observations supported hypothesis 6. Hypothesis 7 predicted that fairness perception is negatively associated with turnover intention. In support of hypothesis 7, a significant direct effect of fairness perception on turnover intention ($\beta = -0.39$, $t = -10.57$, $p < 0.00$) was observed.

4.2. Tests of mediation

Hypothesis 4 predicts that civility mediates the relationship between managerial support and turnover intention. Further, hypothesis 5 predicts that civility also mediates the relationship between fairness perception and turnover intention. The output confirms the indirect effect (i.e., the effect via civility) of managerial support and fairness perception on turnover intention (See, Tables 4 and 5). The said tables also include bootstrapped standard errors and confidence intervals. Without any assumption about the shape of the sampling distribution (i.e., normality), the bootstrapping confirmed indirect effect with values (-0.08) , (-0.05) , at 95% bootstrap confidence interval; the indirect effects for Model 1 and 2, respectively, did not contain zero $(-0.11, -0.04)$ and $(-0.07, -0.02)$.

Table 2. Fit statistical indices (comparison with alternate measurement models)

Models	χ^2	df	χ^2/df	GFI	IFI	TLI	CFI	SRMR	RMSEA
4 Factor (Full Measurement Model)	393	109	3.60	0.95	0.96	0.96	0.96	0.04	0.05
*3 Factor Model	1585	116	13.67	0.80	0.82	0.79	0.82	0.08	0.11
**2 Factor Model	2830	118	23.99	0.68	0.68	0.62	0.67	0.10	0.15
***1 Factor Model	4551	119	38.25	0.60	0.48	0.39	0.47	0.20	0.20

Note: N = 935, Chi-square (χ^2), Degree of freedom (df), Normed Chi-square (χ^2/df), Incremental Fit Index (IFI), Tucker-Lewis Index (TLI), Confirmatory Fit Index (CFI), Standardized Root Mean Square Residual (SRMR), Root Mean Square Error of Approximation (RMSEA)

*3 Factor Model (combining fairness perception with managerial support)

**2 Factor Model (combining fairness perception, managerial support and civility)

***1 Factor Model (combining turnover intention, fairness perception, managerial support and civility)

Table 3. Constructs reliability and validity matrix

	Convergent Validity				Discriminant Validity			
	CR	AVE	α	MSV	1	2	3	4
1. ManagerialSupport	0.86	0.51	0.87	0.35	*(0.72)			
2. Civility	0.85	0.58	0.85	0.14	0.31**	*(0.76)		
3. Fairness Perception	0.85	0.60	0.85	0.35	0.52**	0.30**	*(0.77)	
4. Turnover Intention	0.90	0.75	0.90	0.13	-0.25**	-0.21**	-0.32**	*(0.86)

*The square root of AVEs is on the diagonal line in bold face. MSV (maximum Shared variance).

The results of the mediation models were also investigated using the Sobel test (Sobel, 1982). The formal two-tailed significance test (assuming a normal distribution) shows that the (unstandardized) indirect effect (−0.07), (−0.045) was significant for Model 1 and Model 2, respectively, with Sobel ($z = -4.110$, $p < 0.000$), ($z = -3.622$, $p < 0.000$) [See, Tables 4 and 5].

5. Discussion

The main objective of this study was to examine the impact of managerial support, fairness, and civility on turnover intention. Likewise, the mediator role of civility was also tested. In line with the proposed model, our results demonstrated that managerial support is positively associated with civility and negatively associated with turnover intention. These findings are consistent with previous studies that showed that managerial support created many beneficial outcomes in the workplace (Ibrahim et al., 2019; Sieweke et al., 2017; Waseem & Mehmood, 2019). The results showed that employees' fairness perception leads to civility, which corresponds to a prior study conducted by Abid et al. (2020), who found that overall fairness perception is a civility predictor. The results of this study demonstrated that civility influences positive employee behaviors, such as a less turnover intention. These findings provide additional evidence about the effect of civility on beneficial outcomes (Abid et al., 2020, 2018; Elahi et al., 2019; Erum et al., 2020; Gori & Topino, 2020; Reed et al., 2019). Furthermore, our study found that civility mediates the relation between managerial support and turnover intention. We also found that civility acts as a mediator in the relationship between fairness and turnover intention. These results are consistent with those obtained by Abid et al. (2020), who found that civility mediates the relationship between fairness perception and subjective well-being. Our results validate the findings obtained by De Gieter et al. (2012), who found a negative relationship between organizational justice and turnover intention. Likewise, our results are similar to those obtained by Kim and Hyun (2017), who provided evidence about the inverse relationship between organizational justice and employees' turnover intentions. Next, the main theoretical contribution and practical implications are discussed.

5.1. Theoretical contribution

Supported in the organizational support theory (OST; Eisenberger et al., 1986), we provided evidence about the relationship between managerial support, fairness, and civility on turnover intention. Our study contributes not only by testing a hypothesized model on turnover intention but enhances the existent literature about managerial support, fairness, and civility on turnover intention. Results of this study evidence a significant direct effect of civility on turnover intention. This means that civility at work can reduce in companies other undesirable behaviors such as absenteeism and low motivation toward work, variables related to turnover intention (Osatuke et al., 2009). Beyond examining the direct effects of civility, there is a need to continue exploring the mediating role of civility on other desirable outcomes, something that has been scarcely studied. To fill this gap in the literature, our study identified the significance of civility as a mediator in the relationship between managerial support and fair treatment on employees' turnover intention.

This study increases the understanding of factors that foster civility, in this case, managerial support and fairness perception. Civility is related to a positive organizational climate, vitality, and the acquisition of new abilities by the employees (Kark & Carmeli, 2009). Our results extended the literature by identifying two contextual factors (managerial support and fairness perception) at the individual level rather than the organizational level that influence civility, reducing the turnover intentions.

Traditionally, the turnover intention has been studied at the organizational level, that is to say, job insecurity and inappropriate working conditions (Leiter & Maslach, 2009). To bridge this gap, this study identified individual factors such as perceived managerial support and fairness perceptions that are related to the employee's intention to leave their companies.

Table 4. Results of simple mediation model 1 regressing civility as a mediator

Direct Effect Model						
Predictor	Outcome = M(Civility)					
		β	SE	T	P	
X1(Managerial Support)	a	0.27	0.03	10.90	0.00	
Constant	i_1	3.19	0.10	30.54	0.00	
Direct Effect Model						
Predictor	Outcome = Y(Turnover Intention)					
		β	SE	T	P	
X1 (Managerial Support)	C'	-0.32	0.05	-6.14	0.00	
M(Civility)	b	-0.28	0.06	-4.51	0.00	
Constant	i_2	5.07	0.28	18.44	0.00	
Total Effect Model						
Predictor	Outcome = Y (Turnover Intention)					
		β	SE	T	P	
X1 (Managerial Support)	c	-0.40	0.05	-7.90	0.00	
Constant	i_3	4.19	0.20	21.34	0.00	
Indirect Effect and Significance using Normal Distribution						
	Value	SE	LL 95% CI	UL 95% CI	Z	P
Sobel	-0.08	0.02	-0.11	-0.04	-4.11	0.00
Bootstrap Results for Indirect Effect						
Effect	M	SE	LL 99% CI		UL 99% CI	
	-0.08	0.02	-0.11		-0.04	

Note: N = 935; β = Unstandardized Regression Coefficient; SE = Standard Error; Bootstrap Sample Size = 5000; LL = Lower Limit; CI = Confidence Interval, UL = Upper Limit

5.2. Practical implications

This study has practical implications for managers and practitioners. This research highlights the need of being supportive and provides fair treatment to employees, not only because it should be so but it is cost-efficient, diminishing the turnover intention and its consequences on employees' performance. This study seeks to draw the attention of managers to the importance of managerial support and fairness perception, to encourage civility in the organizational context. Civil behaviors though not rewarded in monetary terms, influence positively the organizational effectiveness. In this regard, we could assert that an organizational environment characterized by supportive and fair relationships, increases civility at the workplace with important consequences for both, employees' well-being and organizational outcomes. Turnover intentions not only mean the possibility of losing an employee but implies to have employees with reduced motivation and low potential to be creative and innovative. Currently, these are crucial employee's characteristics to obtain a competitive advantage in the complex business environment.

The proposed model may help managers to overcome the problem of employee turnover from a different perspective. According to results of this study, management practices need to focus on keeping permanent open communication to provide effective support to their employees, be fair in their decisions and opportunities, recognizing the employees' achievements, and giving frequent coaching and feedback on how they are doing, creating a collaboration by setting clear identifiable company and department goals.

The findings of this study offer useful ideas to managers who are consistently looking to foster employee civility at the workplace. Managers should ensure that companies have a healthy environment by providing support and fair treatment to employees. In an environment where

Table 5. Results of simple mediation model 2 regressing civility as a mediator

Direct Effect Model				
Predictor	β	SE	T	
X2 (Fairness Perception)	0.19	0.02	9.65	
Constant	3.27	0.10	31.98	
Outcome = M(Civility)				
Direct Effect Model				
Predictor	β	SE	t	
X2 (Fairness Perception)	-0.34	0.04	-8.98	
M(Civility)	-0.23	0.06	-3.93	
Constant	5.37	0.27	20.01	
Outcome = Y (Turnover Intention)				
Total Effect Model				
Predictor	B	SE	t	
X2 (Fairness Perception)	-0.39	0.04	-10.57	
Constant	4.61	0.19	24.67	
Outcome = Y (Turnover Intention)				
Indirect Effect and Significance using Normal Distribution				
Value	SE	LL 95% CI	UL 95% CI	
Sobel	-0.05	0.01	-0.07	-0.02
Bootstrap Results for Indirect Effect				
Effect	M	SE	LL 99% CI	UL 99% CI
	-0.05	0.01	-0.07	-0.02

their subordinates are able to develop in the relationship with others, all of them will increase their civil behaviors, creating a virtuous circle.

5.3. Limitations and future directions

Current research has limitations that must be considered to interpret the findings of this research and to address further studies. Firstly, this research was conducted in the Asian context, specifically in Pakistan. This situation might affect the generalization to other regions of the world. Further studies might be carried out in a Western context to validate our findings.

Another limitation was the imbalance of the sample. The majority of respondents were male (70%). This may lead to generalizability issues of our findings to both genders. Therefore, future research should be tested with an all female sample to verify our results. Moreover, more antecedents and outcomes of civility might be studied in the future. The current study was focused on the impact of support and fairness perceived by managers on civility and turnover intention of employees. In future studies, the influence of support and fairness perceived from colleagues on civility on turnover intentions might be explored. Another potential limitation of this study, one which prevents to infer causality, is its cross-sectional nature. Further studies may examine causation by conducting experimental studies. Moreover, our study was quantitative. To have a more comprehensive approach some qualitative or mixed methods could be adopted in the future.

6. Conclusion

This study contributes to add evidence to the existing body of knowledge regarding the turnover intention, framed in the domains of organizational behavior, human resource management, and positive organizational scholarship. Supported in the organizational support theory, our findings offer an integrated model that examines the association between contextual factors such as managerial support and fairness perception on turnover intention, both directly and mediated by civility. Our empirical findings broadened the knowledge about the effect of managerial support and the provision of fair treatment to employees for reducing employee turnover intention. Moreover, civility demonstrated to be a bridge between management support and fairness perception on the employees' intention to leave the companies. The findings of this research will contribute to the contemporary organization' managers to overcome one important issue that is emerging in several countries such as the turnover and the problems related to low civility in the work environment.

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