

Fostering Sustainability: Assessing the Interplay of Incivility, Wellbeing, and Job Performance in the Workplace

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ABSTRACT

This study investigates the effects of employee well-being and supervisor incivility on job performance in Sri Lanka's tea plantation sector. Data were collected from a random sample of 205 executive-level employees from three large-scale plantation companies using an online survey. The analysis was conducted using SPSS-AMOS, applying correlation and regression techniques to test the proposed hypotheses. The study examined the direct effects of social, physical, and mental well-being on employee performance and the moderating role of supervisor incivility. The findings reveal that social well-being ($\beta = .351, p = .021$) and physical well-being ($\beta = .289, p = .034$) significantly and positively influence employee performance, while mental well-being shows no significant direct effect ($\beta = .174, p = .193$). Moderation analysis indicates that supervisor incivility significantly alters the relationships between well-being and performance. The interaction between mental well-being and supervisor incivility is significant ($b = .131, p = .050$), suggesting that the impact of mental well-being on performance becomes stronger under higher levels of incivility. Similarly, supervisor incivility moderates the social well-being–performance link ($b = .148, p = .011$), strengthening its effect in adverse supervisory

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contexts. However, no moderating effect is found for physical well-being. Overall, the results highlight that social and physical well-being directly enhance performance, while supervisory behaviour acts as an important boundary condition shaping how well-being translates into employee performance.

Key Words: Employee Wellbeing, Incivility, Job Performance, Tea plantation sector, Sri Lanka.

BACKGROUND

Workplace well-being plays an important role in the sustainability of organizations and individuals within the organization (Aryanthi, Sari, & Widiana, 2020). Occupational well-being is gaining momentum because managers, policy makers, and employees have started to realize that occupational well-being is a crucial determinant of human functioning and job performance (Bakker & Demerouti, 2018; De Neve, Diener, Tay & Xuereb, 2013). According to the original version of Job Demand and Resource Model, Job demands and resources have unique and independent effects on employee well-being (Demerouti et al., 2001). Job demands may lead to health-impairment process if employees experience work overload over a long period which ultimately leads to chronic exhaustion and physical health problems. In contrast, job resources develop motivation since job resources provide meaning and satisfy people's basic needs. Consequently, job resources motivate and contribute to positive employee outcomes (Schaufeli & Bakker, 2004). Thus, the Job Demands-Resources (JD-R) Model posits that job demands (such as workload, time pressure, and role ambiguity) and job resources

(such as social support, autonomy, and feedback) influence employee wellbeing and performance. High job demands coupled with low job resources can lead to burnout and reduced performance, while high job resources can buffer the negative effects of job demands on wellbeing and enhance performance. There are many studies that have been explored the relationship between employee wellbeing and job performance in the premise of JD-R Model (Aryanthi et al., 2020; Herwanto & Umami, 2017; Wright & Huang, 2012; Mangundjaya, 2011; Warr, 2011; Wright and Cropanzano, 2000). However, the extant literature reports some gaps, and the current study aims to address those gaps as outlined in the next section.

First, the literature on the relationship between employee wellbeing and employee performance is limited which demand for further studies (Kundi, Aboramadan, Elhamalawi, & Shahid, 2020; Salgado et al, 2019). Second, our literature review found that most of the studies relating to the employee wellbeing and job performance have conceptualized wellbeing in terms of psychological wellbeing which include both hedonic (subjective happiness at work like job satisfaction) and eudemonic (employees' finding of meaning and purpose at work such as engagement and affective commitment) parts of wellbeing (Guest, 2017). For example, satisfaction with the organization and employee engagement (Krekel, Ward, & Deneve, 2019), job satisfaction and affective organizational commitment (Pipera & Fragouli, 2021); and psychological wellbeing (Usman, 2017; Yan, Basheer, & Irfan, 2020) were conceptualizations of wellbeing of the recent studies. Therefore, the extant literature does not report any studies that have explored the physical and social dimensions of wellbeing nor the studies that have

explored all three dimensions i.e., psychological, physical, and social in a single study. To fill these gaps in the literature, the present study intends to advance job performance research by linking ones' physical, psychological, and social well-being to ones' job performance. Third, prior research shows that the effect of well-being varies across individuals indicating the presence of possible moderators such as job discrimination (Lee, 2019), perceived job insecurity (Kundi et al., 2020), emotional exhaustion (Janssen et al., 2010), personality characteristics (Bowling, 2007), work-group cohesiveness (Seashore, 1954), and task assistance from colleagues (Tsai et al., 2007) influencing the relationship between employee well-being and job outcomes. The identification of moderator variables is important for us to learn about the conditions under which a relationship between wellbeing and performance is either strong or weak. We, therefore, extend the previous literature by proposing and demonstrating the general possibility that supervisor incivility might moderate the relationship of employee well-being and job performance. However, the extant literature does not report any studies for the moderating effect of incivility in the relationship between employee well-being and job performance. Such a moderating effect is possible in the premise of affective events theory (Weiss & Cropanzano, 1996). Affective events theory proposes that workplace events, such as supervisor incivility, trigger emotional reactions in employees, which in turn influence their job attitudes and behaviours, including job performance. This theory suggests that negative events in the workplace, such as incivility from supervisors, can lead to negative emotional experiences, such as anger, frustration, or sadness, which can subsequently impact employee wellbeing and job performance. In the absence of prior research, the current study intends to make a unique contribution by exploring the

moderating effect of supervisor incivility in the relationship between employee well-being and job performance. Fourth, most of the studies relating to the employee wellbeing -performance relationship have conceptualised performance based on specific job behaviours such as productivity, task performance, quality, adaptability, innovativeness, and proactivity (Kundi et al., 2020; Warr & Nielsen, 2018). However, the employee performance is a multifaceted concept, which incorporates different dimensions of performance (Meijerink et al., 2021). To date, no studies are found that has explored the relationship of employee wellbeing with performance that covers a broad range of employee performance dimensions such as task performance, contextual performance, and counter-productive performance. Therefore, the current study seeks to contribute by exploring whether employee wellbeing has a positive effect on overall employee performance. Finally, most incivility studies have been conducted in USA whereas non-US samples are from the countries such as Canada, Australia, China, Korea, New Zealand, Philippines, Singapore, and the UK (Schilpzand, DePater, & Erez, 2014). However, Rousseau et al., (2008) suggest that the cultural differences are likely to influence as to how people perceive and respond to the workplace incivility. Schilpzand et al., (2014) posits that how people perceive incivility is likely to vary in different industry and organization cultures. The current study responds these claims by exploring the role of supervisor incivility in determining the effect of wellbeing on employee work performance based on a sample of tea plantation employees in Sri Lanka.

LITERATURE REVIEW

Conceptualization of wellbeing

Grant et al., 2007 conceptualized wellbeing with a more holistic approach, which has three key dimensions namely psychological wellbeing, physical wellbeing, and the social wellbeing. The psychological wellbeing could be distinguished as hedonic and eudemonic (Guest, 2017). The hedonic part of psychological wellbeing at work has gained the attention of business research (Edgar et al., 2017). It is happiness oriented and refers to the subjective experiences that employees have at work. It is linked to job satisfaction, to the presence of positive feelings at work and the balance between positive and negative thinking (Grant et al., 2007). The eudemonic part of employee wellbeing refers to the positive functioning of employees at work and the achievement of their full potential. It is associated with finding meaning and purpose when working and includes feelings of engagement and affective commitment to the organization (Grant et al., 2007; Guest, 2017; Marescaux et al., 2019). The physical part of employee wellbeing focuses both on physical and mental health (Marescaux et al., 2019). Health wellbeing encompasses elements that create extreme stress like burnout and work intensification, as well as job strains, such as work overload and over commitment (Edgar et al., 2017). It incorporates personalized feelings of health, given as energy levels, stress, and exhaustion (Guest, 2017). Work could cause injury and stress which might lead to disease but also provides access to health services for the employees (Grant et al., 2007). The

social facet of employee wellbeing is relevant to the quality of interpersonal relationships that employees experience inside the organization (Grant et al., 2007). It refers to the interaction among employees, both vertical and horizontal, as well as the way they relate to the organization in general (PagánCastaño et al., 2020). Employee wellbeing could be viewed in terms of cooperation and reciprocity, along with the levels of organizational trust and support. It adds to the general feeling of being fairly treated and accepted (Grant et al., 2007; Guest, 2017).

Conceptualization of job performance

Employee performance is a basic component of organizational success (Aguinis et al., 2011). It is a notion which has gained the attention of work and organizational psychologists, who try to understand it and analyze it (Meijerink et al., 2021). It is viewed under certain criteria relevant to business success such as productivity and sales or as the achievement of set goals (Charbonnier-Voirin & Roussel, 2012). Employee performance is the set of employee's actions and behaviours consistent to the organizational goals that are under the control of employees (Jiang et al., 2012). They successfully do their job, by adequately fulfilling their duties as expected by their employers and their specific job description (Ribeiro et al., 2018). Koopmans (2014) defines employee work performance with three broad dimensions: ***task performance***, ***contextual performance***, and ***counter-productive performance***. Task performance is the proficiency of individuals for performing central job tasks whereas contextual

performance is the behaviours that support the organizational, social and psychological environment which includes three sub-dimensions: social performance, organizational/extra role performance, and adaptive performance. The social performance includes interpersonal dealings and communication whereas organizational performance/extra role behaviour includes positive work behaviour that directly leads to accomplish the organizational goals and adaptive performance is the employee's ability to adapt to the work environment and job roles. The final dimension of the employee work behaviour is the counter-productive behaviour which means the employee behaviour that harms the wellbeing of the organization.

Conceptualization of incivility

Workplace incivility is defined as “low-intensity deviant behaviour with ambiguous intent to harm the target, in violation of workplace norms for mutual respect. Uncivil behaviours are characteristically rude and discourteous, displaying a lack of regard for others” (Andersson, 1999, p.457). Compared to other negative treatments such as aggression, social undermining at work, deviance, antisocial behaviour, and violence, the workplace incivility is more verbal rather than physical, passive rather than active, indirect rather than direct, and subtle rather than overt (Namin. Ogaard, & Roislien, 2022). customer, coworker, and supervisor incivility are the three main sources of incivility (Cortina, Magley, Williams, & Langhout. 2001). Most of the incivility studies have been conducted in USA and other western countries (Arshad & Ismail, 2018; Chen, Wang, Peng, Geimer, Sharp, & Jex, 2019). Therefore, cross-cultural studies mainly in

non-western cultures are needed to generalize findings across cultures (Schilpzand, De Pater, & Erez, 2014). Moreover, the industry specific factors and organizational cultures are likely to impact the workplace incivility which demand for industry specific incivility studies (Schilpzand, Pater & Erez, 2014). Most incivility studies have used the seven-item incivility scale developed by Cortina et al., (2001) which indicates the frequency of uncivil behaviour from supervisors or coworkers during the past 5 years.

Relationship between employee wellbeing and job performance

Diener (2009) suggests that the well-being is a subjective term, which describes peoples' happiness, satisfaction and the accomplishment of wishes, abilities, and tasks. Well-being is an individuals' valued experience (Bandura, 1986) which leads him/her to be more effective in their work and non-work-related activities (Huang et al., 2016). According to the job demands-resources (JD-R; Bakker and Demerouti, 2007) model, an increase in positive personal resources and job resources or a decrease in negative job demands enhance both organizational outcomes and individual job performance. Therefore, Employee wellbeing as a job resource is of critical importance as it contributes to the improvement of individual performance (Edgar et al., 2017; Huang et al., 2016).

Healthier and happier employees are those who manage to combine greater performance and productivity outcomes. Thus, organizations that invest on employee wellbeing will have multiple gains and prosper in the long run (Baptiste, 2008). In line with these arguments, a variety of studies suggest that workplace well-being shapes employees' mind towards enhancing their work performance (Bryson, Forth, & Stokes, 2017;

Herwanto & Umami, 2017; Magnier-Watanabe et al., 2017; Mangundjaya, 2011; Wright, 2006; Wright and Cropanzano, 2000).

To date, the extant research has conceptualized wellbeing with different indicators such as thriving at work (Bakker et al., 2019), life satisfaction (Clark et al., 2019) and social support (Cai et al., 2020) or general physical or psychological health (Grey et al., 2018). Some scholars argue that the concept of wellbeing remains a vague concept because of the different conceptualizations of wellbeing among having defined wellbeing as a single dimension (Peccei et al., 2013; Salas-Vallina, Alegre, & Lopez-Cabrales, 2020).

Therefore, previous studies have overlooked the three main facets of work-related well-being, namely, psychological, physical, and social well-being (Grant, Christianson, & Price, 2007). With respect to the psychological wellbeing, only a scant number of studies measured it with hedonic and eudaimonic well-being (Ballesteros-Leiva et al., 2017). To address these gaps in the literature, the current study measures the psychological well-being of employees based upon two validated measures: hedonic well-being (people's satisfaction with life in general) and eudaimonic well-being (people's personal accomplishment feelings).

METHODOLOGY

Research Model and Hypotheses

This study examines the relationship between employee well-being and job performance and investigates the moderating role of supervisor incivility. Employee well-being is conceptualized as a multidimensional construct comprising hedonic (mental),

eudaimonic, physical, and social well-being, while job performance represents employees' effectiveness in executing work-related tasks. Supervisor incivility is proposed as a contextual factor that may weaken the positive effects of well-being on performance.

Accordingly, the conceptual framework given in figure 1 proposes the following hypotheses:

H1: Physical well-being is positively related to employee performance.

H2: Mental (hedonic/eudaimonic) well-being is positively related to employee performance.

H3: Social well-being is positively related to employee performance.

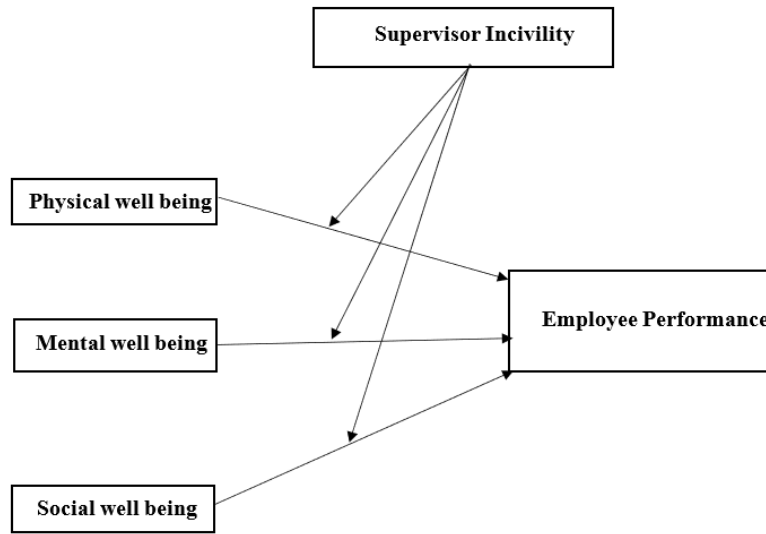
Further, drawing on affective events theory and workplace incivility literature, the study proposes that disrespectful supervisory behaviour alters how employee well-being translates into performance outcomes:

H4: Supervisor incivility moderates the relationship between physical well-being and employee performance.

H5: Supervisor incivility moderates the relationship between mental well-being and employee performance.

H6: Supervisor incivility moderates the relationship between social well-being and employee performance.

Figure 1: Conceptual framework



Measures and Instrument Development

Data were collected using a structured, self-administered questionnaire. All constructs were measured using previously validated scales adapted to the Sri Lankan tea plantation context. Responses were recorded on a five-point Likert scale ranging from 1 = *strongly disagree* to 5 = *strongly agree*.

Employee performance was operationalized primarily through task and contextual performance behaviours, reflecting effectiveness, cooperation, responsiveness, adaptability, and constructive handling of feedback (Askun et al., 2021). Sample items include: “I cooperate well with others at work.”, “I quickly respond to work-related requests.”, and “I adjust easily to changing priorities.” Task performance was emphasized following consultations with tea sector managers, who confirmed its suitability for evaluating executive-level performance in plantation settings.

Mental well-being captures employees' psychological functioning, sensibility, flexibility, capability, and adaptability (Abolnasser et al., 2023). Example items include: "I feel I am capable of making good decisions.", and "I adapt easily to day-to-day changes in my life." These items reflect both hedonic well-being (positive feelings and life satisfaction) and eudaimonic well-being (meaning, competence, and personal growth).

Physical well-being reflects employees' vitality, endurance, motivation, and strength at work (Kern et al., 2014). Sample items include: "At my work, I feel bursting with energy.", "When I get up in the morning, I feel like going to work." and "At my job, I feel strong and vigorous."

Social well-being captures employees' sense of belonging, community integration, contentment, and willingness to help others (Radzyk, 2014). Sample items include: "I feel content with my surroundings.", "I see myself as a part of society.", and "I gladly help others if they need my help."

Supervisor incivility was measured using adapted items reflecting demeaning remarks, disregard for opinions, unprofessional addressing, and social exclusion (Yin et al., 2022). Sample items include: "My supervisor made demeaning remarks about me.", "My supervisor showed little interest in my opinions." and "My supervisor addressed me in unprofessional terms." Higher scores indicate greater exposure to uncivil supervisory behaviour.

Research Design and Approach

The study adopts a deductive, quantitative research approach, testing hypotheses derived from existing theories and prior literature (Melnikovas, 2018). A descriptive and correlational design was used to examine relationships among employee well-being, performance, and supervisor incivility in a natural organizational setting. The study was conducted in a non-contrived setting within the Sri Lankan tea plantation sector. The unit of analysis is the individual executive-level employee working in large-scale tea manufacturing organizations. A cross-sectional design was employed, with data collected at a single point in time rather than across multiple periods.

Population, Sample, Data Collection and Analysis

The population consisted of 440 executive-level employees working in three large-scale Sri Lankan tea manufacturing companies selected based on export orientation, production capacity, and industry prominence (EDB Sri Lanka, 2022). Using Krejcie and Morgan's (1970) sampling table, a sample size of 205 executives was determined as appropriate. Proportionate random sampling was applied. Only primary data were used in the study (Turner, 2003). Data were collected through a structured questionnaire distributed to executive employees using a five-point Likert scale. Data analysis was conducted using AMOS and SPSS. The following procedures were employed. Descriptive statistics for sample profiling, reliability and validity testing, Correlation analysis to examine

relationships, Regression and moderation analysis to test hypotheses and Interaction effects to assess the moderating role of supervisor incivility

Ethical Considerations

The participants to the survey were informed that their participation is voluntary. The participants' anonymity was assured, and respondents were informed about the academic purpose of the study.

DATA ANALYSIS AND RESULTS

This section reports the empirical results of the study using data collected from 205 respondents. The analysis was conducted using SPSS-AMOS to examine the measurement and structural models. Procedures included descriptive statistics, screening for missing values and outliers, assessment of multivariate assumptions, reliability and validity testing, structural equation modeling (SEM), and moderation analysis. The primary constructs examined were Employee Performance (EP), Mental Well-Being (MW), Physical Well-Being (PW), Social Well-Being (SW), and Supervisor Incivility (SI).

Sample Characteristics

All 205 questionnaires were complete and usable for analysis. The demographic profile of respondents indicates a diverse and experienced sample. Of the respondents, 77.07% were male and 22.93% were female, indicating a male-dominant workforce composition. Participants were largely within the economically active age range. The largest group was

aged 31–40 years (35.12%), followed by 20–30 years (33.17%) and 41–50 years (29.76%). Only 1.95% were aged between 51 and 60 years. Most respondents held at least a university degree. Specifically, 50.24% possessed a bachelor's degree, 26.83% held postgraduate qualifications, 14.15% had diplomas, and 8.78% had Advanced Level qualifications. In terms of experience, 35.61% had between five and ten years of experience, 35.12% had more than ten years, and 29.27% had less than five years. This suggests a sample with substantial organizational exposure.

Data Screening and Assumption Testing

Missing Values and Outliers-Univariate screening indicated no missing values across all measurement items. Additionally, inspection using interquartile range criteria revealed no problematic extreme outliers. Therefore, the dataset was suitable for multivariate analysis.

Normality was assessed using skewness and kurtosis statistics. All constructs fell within acceptable thresholds (skewness $< |1|$ and kurtosis $< |2|$), indicating approximate normality at the univariate level.

Although Kolmogorov–Smirnov and Shapiro–Wilk tests were significant ($p < .001$), this outcome is common with large samples. Consequently, reliance was placed on distribution shape and SEM robustness, supporting continued parametric analysis.

Linearity was examined using ANOVA tests between EP and the well-being variables. The deviation from linearity for MW, PW, and SW was non-significant ($p > .05$), confirming linear relationships with EP. Scatterplots further supported homoscedasticity, showing evenly distributed residuals around the regression line with no systematic pattern.

Multicollinearity was assessed using tolerance and variance inflation factor (VIF) values. All tolerance values exceeded .10 and all VIF values were below 10, indicating no multicollinearity issues among MW, PW, and SW in predicting EP.

Sample Adequacy- The Kaiser–Meyer–Olkin (KMO) value of .734 exceeded the recommended .60 threshold, and Bartlett’s Test of Sphericity was significant ($\chi^2 = 166.151$, $p < .001$), confirming suitability for factor analysis and SEM estimation.

Measurement Model Evaluation

Reliability- Cronbach’s alpha values exceeded the .70 benchmark for all constructs: EP (.751), MW (.719), PW (.728), SW (.736), and SI (.880), indicating strong internal consistency. Composite reliability (CR) values also exceeded .70, further confirming construct reliability.

Convergent and Discriminant Validity- Convergent validity was confirmed as all Average Variance Extracted (AVE) values exceeded .50. Additionally, CR values were higher than AVE values for all constructs, satisfying recommended criteria.

Discriminant validity was assessed using the Fornell–Larcker criterion. The square root of AVE for each construct exceeded its inter-construct correlations, confirming adequate discriminant validity among EP, MW, PW, SW, and SI.

Measurement Model Fit

These indices indicate a well-fitting measurement model suitable for structural analysis.

Table 01: *Measurement Model`*

Fit Index	Recommended Threshold	Observed Value	Interpretation
CMIN/df	< 3.00	1.477	Good fit
GFI	≥ 0.90 (≥ 0.80 acceptable)	0.898	Acceptable fit
AGFI	≥ 0.90	0.867	Acceptable fit
RMR	≤ 0.10	0.033	Good fit
RMSEA	≤ 0.08 (≤ 0.10 acceptable)	0.048	Good fit
TLI	≥ 0.90	0.926	Good fit
CFI	≥ 0.90	0.937	Good fit

Table 02: *Structural Model Fit Indices (Refined)*

Fit Index	Recommended Threshold	Observed Value	Interpretation
CMIN/df	< 3.00	1.574	Good fit
GFI	≥ 0.90 (≥ 0.80 acceptable)	0.911	Good fit
RMSEA	≤ 0.08 (≤ 0.10 acceptable)	0.053	Good fit
TLI	≥ 0.90	0.911	Good fit
CFI	≥ 0.90	0.926	Good fit

Hypothesis Testing (Direct Effects)

Path estimates revealed that:

- Social Well-Being → Employee Performance was significant ($\beta = .351$, $p = .021$).
- Physical Well-Being → Employee Performance was significant ($\beta = .289$, $p = .034$).
- Mental Well-Being → Employee Performance was not significant ($\beta = .174$, $p = .193$).

Thus, SW and PW positively influence employee performance, whereas MW does not exert a statistically significant direct effect.

Moderation Analysis

Supervisor Incivility (SI) was examined as a moderator between well-being dimensions and employee performance using interaction terms.

Moderating Effect on MW–EP Relationship

The interaction term $MW \times SI$ was significant ($b = .131$, $t = 1.920$, $p = .05$), indicating that SI moderates the relationship between mental well-being and performance. Simple slope analysis showed that the MW–EP relationship strengthened as SI increased, suggesting that under higher incivility, changes in mental well-being exert stronger performance implications.

Moderating Effect on PW–EP Relationship

The interaction $PW \times SI$ was not significant ($b = .053$, $t = .800$, $p = .424$). Therefore, supervisor incivility does not significantly alter the relationship between physical well-being and employee performance.

Moderating Effect on SW–EP Relationship

The interaction $SW \times SI$ was significant ($b = .148$, $t = 2.531$, $p = .011$), indicating that SI moderates the relationship between social well-being and performance. At higher levels of SI, the positive effect of SW on EP became stronger, highlighting the conditional role of supervisory behaviour in shaping performance outcomes.

Table 03: *Summary of Hypotheses Testing*

Hypothesis	Statement	Result
H1	$PW \rightarrow EP$	Supported
H2	$MW \rightarrow EP$	Not Supported
H3	$SW \rightarrow EP$	Supported
H4	SI moderates $PW \rightarrow EP$	Not Supported
H5	SI moderates $MW \rightarrow EP$	Supported
H6	SI moderates $SW \rightarrow EP$	Supported

DISCUSSION OF FINDINGS

Employee Well-Being and Performance

Employee well-being is increasingly conceptualized as a multidimensional construct incorporating psychological, physical, and social dimensions (Grant, Christianson, & Price, 2007). Psychological well-being comprises both hedonic and eudaimonic elements. The hedonic component reflects employees' happiness, satisfaction, and affective experiences at work (Guest, 2017; Edgar et al., 2017), whereas the eudaimonic component captures meaning, engagement, and personal growth derived from work roles (Grant et al., 2007; Guest, 2017; Marescaux et al., 2019). These dimensions together explain how employees experience work not only emotionally but also in terms of purpose and accomplishment.

The physical dimension of employee well-being concerns health, vitality, and energy at work. It includes stress, burnout, work intensification, overload, and perceived health states such as exhaustion and vigor (Edgar et al., 2017; Guest, 2017; Marescaux et al., 2019). Work environments can simultaneously create health risks and provide access to health-supporting resources, making physical well-being a core driver of sustainable performance (Grant et al., 2007). In labor-intensive industries such as tea manufacturing, physical stamina and vitality are essential for maintaining productivity.

Social well-being reflects the quality of interpersonal relationships within organizations, including cooperation, reciprocity, trust, and perceived organizational support (Grant et al., 2007; Guest, 2017). It captures both vertical and horizontal interactions and

employees' sense of belonging within the organizational community (Pagán-Castaño et al., 2020). High social well-being fosters fairness perceptions, inclusion, and collective functioning, all of which are vital for coordinated performance in team-based work settings.

Employee performance itself is defined as the set of behaviours under employees' control that contribute to organizational goals (Jiang et al., 2012). It encompasses task performance, contextual performance, and counterproductive behaviours (Koopmans, 2014). Task performance reflects proficiency in core job duties, while contextual performance supports the organizational and social environment through cooperation, adaptability, and extra-role behaviour. These components jointly explain how employees translate well-being resources into effective work outcomes (Charbonnier-Voirin & Roussel, 2012; Ribeiro et al., 2018).

Well-Being–Performance Relationships

The relationship between employee well-being and performance is theoretically grounded in the Job Demands–Resources (JD-R) model, which posits that job and personal resources enhance motivation and performance while reducing strain (Bakker & Demerouti, 2007). Well-being functions as a key personal resource enabling employees to remain productive under demanding conditions (Edgar et al., 2017; Huang et al., 2016).

Empirical research consistently shows that happier and healthier employees perform better (Baptiste, 2008; Bryson, Forth, & Stokes, 2017; Wright & Cropanzano, 2000). Psychological well-being enhances engagement and effectiveness, particularly through hedonic satisfaction and eudaimonic meaning at work (Ballesteros-Leiva et al., 2017; Guest, 2017). Alello and Tesi (2019) further demonstrate that psychological well-being strengthens work engagement, which in turn improves performance outcomes.

Physical well-being has been directly linked to performance in demanding environments. Thatcher et al. (2013) found that employees in healthier “green” buildings exhibit superior physical well-being and job performance compared to those in conventional settings. In the Sri Lankan plantation context, Helanjanani (2022) reports that physical well-being significantly improves efficiency and effectiveness among tea workers, highlighting stamina and energy as critical performance enablers.

Social well-being also plays a substantial role in shaping performance. Strong interpersonal relations, cooperation, and community integration promote knowledge sharing and adaptive behaviour (Grant et al., 2007; Pagán-Castaño et al., 2020). Wickramasinghe and Cameron (2014) argue that in Sri Lanka’s tea sector, socio-cultural and political dynamics shape productivity more strongly than economies of scale, implying that social cohesion and belonging influence employee output. Thus, social well-being acts as a collective resource translating into higher performance through collaboration and mutual support.

Supervisor Incivility as a Contextual Moderator

Workplace incivility is defined as low-intensity deviant behaviour that violates norms of respect and manifests in rude, discourteous, and dismissive actions (Andersson, 1999).

Unlike overt aggression, incivility is subtle, indirect, and often verbal, yet it produces significant psychological and relational harm (Namin, Ogaard, & Roislien, 2022).

Sources of incivility typically include supervisors, coworkers, and customers, with supervisor incivility being particularly damaging due to power asymmetries (Cortina et al., 2001).

Incivility disrupts the translation of well-being into performance. Andersson and Wegner (2014) argue that uncivil environments deteriorate psychological safety and cognitive functioning, thereby reducing employees' capacity to utilize their well-being resources. Jawahar and Schreurs (2018) show that supervisor incivility weakens the positive influence of employee health and emotional resources on performance outcomes.

Within plantation contexts, incivility carries additional social consequences. Ramesh et al. (2013) and Bandaranayake et al. (2023) highlight that supervisory mistreatment affects both physical and mental well-being in plantation industries, eroding productivity and dignity at work. Similarly, Jayathilaka (2014) notes that structural violence and uncivil supervisory practices undermine social well-being and collaboration among plantation workers.

Owens et al. (2013) further explain that incivility disrupts social exchanges, weakens trust, and damages cooperation, thereby reducing job performance through impaired

interaction and lowered satisfaction. Therefore, supervisor incivility operates not only as a direct stressor but also as a contextual amplifier that reshapes how physical, mental, and social well-being resources convert into performance.

By incorporating hedonic, eudaimonic, physical, and social well-being simultaneously, the present study responds to calls that criticize the fragmented treatment of well-being in prior research (Grant et al., 2007; Peccei et al., 2013; Salas-Vallina et al., 2020).

Moreover, most incivility research has focused on Western settings, limiting cross-cultural generalizability (Arshad & Ismail, 2018; Schilpzand, De Pater, & Erez, 2014).

By examining Sri Lanka's tea industry, this study extends incivility and well-being theory into a non-Western, labour-intensive context where physical, social, and supervisory dynamics are particularly salient.

Implications of the Study

This study examined the relationships between employee well-being and employee performance in Sri Lanka's tea industry and investigated the moderating role of supervisor incivility. Drawing on data from 205 executive employees and applying structural equation modeling, the research integrated physical, mental, and social well-being with supervisory behaviour to explain performance outcomes in a labor-intensive sector. The findings demonstrate that physical and social well-being positively influence employee performance, whereas mental well-being does not exert a direct effect.

Moreover, supervisor incivility significantly moderates the relationships between mental and social well-being and performance, highlighting leadership behaviour as a contextual force shaping how well-being translates into productive outcomes. The results contribute

to theory and practice by showing that employee well-being is not universally impactful but operates differently depending on industry context and supervisory conduct. In the tea sector, where physical demands and social structures are salient, well-being resources interact with leadership behaviour to determine performance effectiveness.

Theoretical Implications

This study extends the Job Demands–Resources (JD–R) Model demonstrating that well-being dimensions are not equally influential across contexts. Physical and social well-being function as key performance resources in physically demanding industries, while mental well-being becomes more consequential when conditioned by supervisory behaviour. The significant moderating role of supervisor incivility advances leadership and organizational behaviour theory by positioning negative leadership not only as a direct stressor but also as a contextual amplifier of employee resources. Rather than uniformly reducing performance, incivility reshapes how psychological and social resources are converted into performance. This provides empirical support for integrating toxic leadership constructs into resource-based performance models. Furthermore, the findings emphasize the contextual nature of well-being–performance relationships in emerging economies and plantation-based industries, offering a theoretical bridge between occupational health psychology and leadership behaviour in non-Western organizational settings.

Policy Implications

At the policy level, the findings highlight the importance of embedding employee well-being and respectful supervision into sectoral governance frameworks. Regulatory bodies and industry associations in Sri Lanka's tea sector can strengthen productivity by developing policies that prioritize occupational health standards, workplace dignity, and social inclusion. Policies should promote physical safety, ergonomic working conditions, and access to health services while simultaneously addressing behavioural standards for supervisory staff. Establishing codes of conduct against incivility and mechanisms for grievance handling can protect employees from harmful leadership practices. Additionally, gender-sensitive and inclusivity-oriented policies can improve social cohesion and reduce structural inequalities within plantation organizations. By integrating social and behavioural dimensions into production policy, the tea industry can move beyond purely economic efficiency toward sustainable workforce management.

Implications for Human Resource Management

The findings provide practical guidance for HR managers in the tea industry and similar labour-intensive sectors. First, HR strategies should prioritize physical well-being initiatives, including wellness programs, health monitoring, workload management, and improvements to working environments. Second, HR systems should actively foster social well-being by encouraging teamwork, participative communication, recognition programs, and inclusive organizational cultures. Strengthening interpersonal relationships enhances motivation and cooperative performance. Third, and most critically, HR must address supervisor incivility. Recruitment, training, and performance evaluation of supervisors should emphasize emotional intelligence, respectful communication, and

ethical leadership. Organizations should implement early detection systems, reporting channels, and corrective interventions for uncivil behaviour. Integrating well-being metrics and leadership behaviour into performance management systems allows HR to convert employee welfare into sustainable productivity outcomes.

Limitations and Future Research Directions

Despite its contributions, this study has several limitations. The sample was restricted to executive employees from selected tea manufacturing organizations, limiting the generalizability of the findings across the entire plantation sector or other industries. The cross-sectional research design also constrains causal inference. Future research should adopt longitudinal approaches to capture dynamic changes in well-being, leadership behaviour, and performance over time. Expanding samples across regions, organizational levels, and industries would improve external validity. Additionally, future studies may integrate other relevant variables such as job demands, leadership styles, organizational culture, emotional labor, or technological change to develop more comprehensive explanatory models. Employing mixed methods, including qualitative interviews, could further uncover contextual mechanisms through which supervisor behaviour shapes employee well-being and performance.

CONCLUSION

In conclusion, this study demonstrates that employee performance in Sri Lanka's tea industry is shaped by both well-being resources and supervisory behaviour. Physical and social well-being directly enhance performance, while mental well-being becomes

impactful when conditioned by supervisor incivility. The moderating role of incivility underscores leadership behaviour as a pivotal factor in transforming employee resources into productive outcomes. By integrating employee welfare with respectful supervision, organizations can achieve sustainable performance gains. The study reinforces the need for holistic workforce strategies that combine health, social cohesion, and ethical leadership as central pillars of organizational success in labour-intensive industries.

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