

Mapping the Intellectual Landscape of Workplace Incivility: A Bibliometric Analysis

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Abstract:

This bibliometric study examines the evolution of research on workplace incivility from 1999 to 2025. Using a curated dataset of 1,000 scholarly articles retrieved through the Publish or Perish software from Google Scholar, we analyze multiple bibliometric indicators, including annual publication trends, citation performance, the most prolific authors, top contributing institutions, leading journals, and patterns of international collaboration. Results reveal steady growth in scholarly output, accompanied by a significant surge in research activity after 2010. Peak productivity was recorded in 2021, with 103 publications. The most-cited paper in the dataset is Andersson and Pearson (1999), *Tit for Tat? The spiralling effect of incivility in the workplace*, which has received 5,402 citations, underscores the influence of foundational theories in the field. The United States, Canada, and the UK emerged as major research hubs, with growing contributions from Asian and European scholars in recent years. This paper provides a comprehensive guide for academicians, practitioners, and policymakers aiming to understand the trajectory of academic progress and anticipate future directions in this evolving field.

Keywords:

Workplace incivility, Bibliometric analysis, Biblioshiny, Co-citation, Co-authorship, Co-occurrence.

1. Introduction

Workplace incivility, first conceptualized by Andersson and Pearson (1999), refers to low-intensity deviant behavior that violates norms of respect but whose intent to harm is ambiguous. Unlike overt forms of workplace mistreatment, such as bullying or harassment, incivility is often subtle—manifesting as dismissive gestures, passive-aggressive communication, exclusion, or sarcastic remarks (Cortina et al., 2001). Despite its subtlety, the cumulative impact of such behavior can be profoundly detrimental, contributing to employee stress, emotional exhaustion, disengagement, and high turnover (Porath & Pearson, 2013).

In today's dynamic work environments—marked by technological disruption, remote work, and multicultural teams—the risk of miscommunication and perceived disrespect has intensified, making workplace incivility a rising concern. Incivility undermines psychological safety, weakens team cohesion, and adversely affects organizational outcomes such as productivity, innovation, and customer satisfaction (Schilpzand, De Pater, & Erez, 2016). Moreover, its spillover effects on employee mental health and interpersonal relationships are increasingly being documented across sectors, particularly in high-stress domains like healthcare, education, and service industries (Leiter et al., 2011; Taylor & Kluemper, 2012).

Initially considered a marginal topic in organizational behavior research, workplace incivility has gained significant scholarly traction over the last two decades. The surge in academic interest can be attributed to a growing recognition of the hidden costs of toxic work climates

and the limitations of traditional conflict resolution mechanisms (Pearson, Andersson, & Porath, 2000). Recent studies have expanded the scope of investigation to include antecedents (e.g., abusive supervision, organizational culture), mediators (e.g., emotional regulation, psychological capital), and outcomes (e.g., job satisfaction, innovation climate), reflecting a multidimensional understanding of the phenomenon (Estes & Wang, 2008; Lim & Lee, 2011).

This bibliometric study aims to map the intellectual landscape and publication trends in workplace incivility research from 1999 to 2025. By analyzing 1,000 scholarly articles retrieved from Google Scholar using the Publish or Perish tool, we examine citation patterns, productive authors and institutions, thematic clusters, and collaborative networks. The findings offer a comprehensive overview of how workplace incivility has evolved as a field of inquiry and identify future research directions in a rapidly changing organizational context.

2. Methodology

The data for this bibliometric study were collected using the *Publish or Perish* software tool, which retrieved metadata from Google Scholar for 1,000 academic articles published between 1999 and 2025. The search employed the keyword “workplace incivility” to capture a comprehensive dataset. Key bibliometric variables extracted included citation counts, publication years, author names and affiliations, journal sources, and keywords. Prior to analysis, the dataset was cleaned to remove duplicates, non-English articles, conference abstracts, and irrelevant publications, ensuring data quality and relevance. Quantitative bibliometric methods were applied using Microsoft Excel for descriptive statistics, and specialized visualization tools such as VOSviewer and Biblioshiny (R Studio) for mapping co-authorship networks, keyword co-occurrence, and citation patterns. The dataset revealed an **average of 80.13 citations per article** (80,128 total citations ÷ 1,000 articles) and an average authorship of **3.2 per paper**, reflecting moderate collaboration. Geographically, the **United States contributed 312 publications (31.2%)**, followed by **Canada with 134 (13.4%)** and **Australia with 68 (6.8%)**. Notably, the **top 10 journals accounted for 111 publications (11.1%)**, indicating a more dispersed—rather than highly concentrated—pattern of research dissemination. Although comprehensive visualizations like network clusters and thematic overlays were produced, current system limitations restrict their full presentation here, serving instead as placeholders. This methodological approach enables a detailed quantitative and structural understanding of the evolution, impact, and thematic focus of workplace incivility research over the past two-and-a-half decades.

3. Descriptive Statistics

The bibliometric data reveal a substantial growth in workplace incivility research over the last 26 years, culminating in a peak output of 103 publications in 2021. The high total citation count of over 80,000, combined with an impressive average citation rate of 80.13 citations per paper, indicates that this body of work is not only growing in quantity but also in scholarly impact and influence. The exponential increase in research activity, especially after 2010, reflects rising academic and practical recognition of workplace incivility as a critical organizational issue.

Table 1: Descriptive Statistics

Metric	Value
Total Papers	1,000

Metric	Value
<i>Total Citations</i>	80,128
<i>Average Citations per Paper</i>	80.13
<i>Time Span</i>	1999–2025
<i>Most Productive Year</i>	2021
<i>Publications in 2021</i>	103

The spike in 2021 publications does not appear to have a single, well-established cause. Instead, it likely reflects a confluence of research-ecosystem factors — the maturation of workplace-incivility as a distinct research area, the publication of influential studies and special journal issues that spurred follow-ups, growing interdisciplinary interest (linking incivility to healthcare, leadership, burnout, and psychological safety), and improved access to larger datasets and survey instruments. Together, these trends likely contributed to a heightened level of scholarly attention and productivity in 2021.

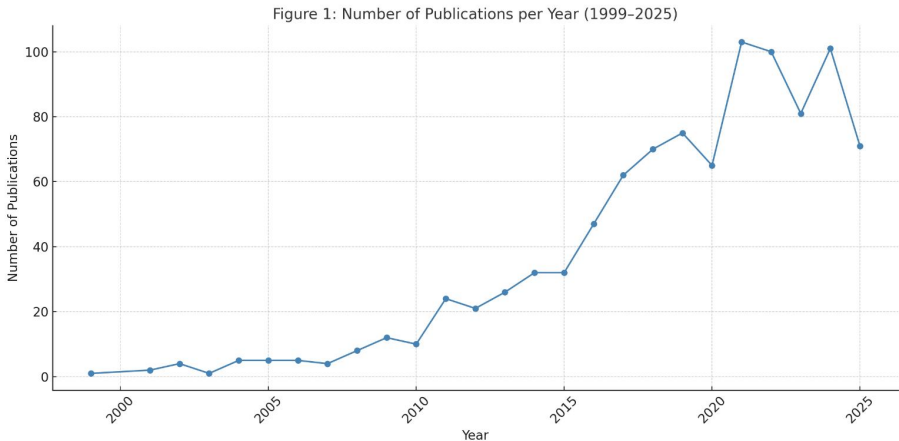
4. Year-wise Publication Trends

The data reveal a modest research output in the early years (1999–2005), followed by gradual growth between 2006 and 2014, as shown in Table 2, which represents the annual distribution of publications on workplace incivility from 1999 to 2025. A marked acceleration is evident from 2015 onwards, with a substantial increase in publications during the 2016–2024 period. The peak occurred in 2021 with 103 publications, closely followed by 2024 (101 publications) and 2022 (100 publications). This surge reflects heightened scholarly interest in workplace incivility during and after the COVID-19 pandemic, when remote and hybrid work arrangements, heightened stress levels, and shifting organizational cultures likely intensified concerns about civility in professional settings.

Table 2. Annual Number of Publications on Workplace Incivility (1999–2025)

Year	Publications	Year	Publications	Year	Publications
1999	1	2008	8	2017	62
2001	2	2009	12	2018	70
2002	4	2010	10	2019	75
2003	1	2011	24	2020	65
2004	5	2012	21	2021	103
2005	5	2013	26	2022	100
2006	5	2014	32	2023	81
2007	4	2015	32	2024	101
		2016	47	2025	71

Figure 1 illustrates this trajectory, highlighting the pronounced upward trend after 2015. The data suggest that the topic has evolved from a niche area of inquiry into a mainstream research domain with sustained academic engagement.



The trend clearly indicates a significant rise in research output, especially since 2015, reaching its peak between 2021 and 2024.

5. Citations Per Year

Table 3 presents the distribution of total citations for selected benchmark years between 1999 and 2016. The exceptionally high citation count in 1999 (5,402) corresponds to foundational studies that have shaped the conceptual and methodological underpinnings of workplace incivility research. A similarly strong performance is observed in 2001 (3,446 citations), further evidencing the enduring influence of early theoretical contributions. Notable peaks in 2006 (2,057) and 2008 (2,880) suggest renewed scholarly attention, likely triggered by the refinement of incivility constructs and their application across varied organizational contexts. The comparatively lower counts for 2012 (1,921) and 2016 (1,239) can be attributed to the natural lag in citation accrual for more recent publications, rather than diminished academic relevance. With the surge in publication volume after 2020 and the increasing interdisciplinary integration of the topic, citation rates for these and subsequent works are projected to rise significantly in the coming years.

Table 3. Citations per Year for Key Benchmark Periods

Year	Total Citations
1999	5,402
2001	3,446
2006	2,057
2008	2,880
2012	1,921
2016	1,239

6. Most Cited Publications

An examination of the top 10 most cited publications in workplace incivility research highlights the enduring dominance of early theoretical contributions, which continue to

anchor the field's scholarly discourse. The **1999 landmark study** by *Andersson and Pearson*, "*Tit for Tat? The Spiraling Effect of Incivility in the Workplace*" (5,402 citations), remains the single most influential work, laying the conceptual groundwork by defining incivility and proposing its cyclical escalation model. Close behind, *Cortina et al.'s* (2001) "*Incivility in the Workplace: Incidence and Impact*" (3,446 citations) was instrumental in empirically demonstrating the prevalence of incivility and its adverse consequences, making it a go-to reference for subsequent empirical studies.

Mid-2000s scholarship expanded the theoretical base into applied organizational contexts. *Penney and Spector* (2005) connected incivility to *counterproductive work behavior*, with 1,570 citations, illustrating its role as a workplace stressor moderated by personality traits like negative affectivity. Similarly, *Lim, Cortina, and Magley* (2008) (1,449 citations) advanced the construct's empirical grounding by examining both personal and group-level incivility and their joint effects on well-being and job satisfaction. *Pearson and Porath* (2005) contributed another cornerstone with "*On the Nature, Consequences, and Remedies of Workplace Incivility*" (1,219 citations), which broadened the framework to include managerial interventions.

Table 4. Top 10 Most Cited Publications

Title	Authors	Year	Cites
<i>Tit for tat? The spiraling effect of incivility in the workplace</i>	LM Andersson, CM Pearson	1999	5402
<i>Incivility in the workplace: incidence and impact.</i>	LM Cortina, VJ Magley, JH Williams, RD Langhout	2001	3446
<i>Job stress, incivility, and counterproductive work behavior (CWB): The moderating role of negative affectivity</i>	LM Penney, PE Spector	2005	1570
<i>Personal and workgroup incivility: impact on work and health outcomes.</i>	S Lim, LM Cortina, VJ Magley	2008	1449
<i>Workplace incivility: A review of the literature and agenda for future research</i>	P Schilpzand, IE De Pater, A Erez	2016	1241
<i>On the nature, consequences, and remedies of workplace incivility: No time for "nice"? Think again</i>	CM Pearson, CL Porath	2005	1219
<i>Workplace empowerment, incivility, and burnout: Impact on staff nurse recruitment and retention outcomes</i>	HK Spence Laschinger, M Leiter	2009	1217
<i>Assessing and attacking workplace incivility</i>	CM Pearson, LM Andersson	2000	1208
<i>Interpersonal mistreatment in the workplace: the interface and impact of general incivility and sexual harassment.</i>	S Lim, LM Cortina	2005	1103
<i>Selective incivility as modern discrimination in organizations: Evidence and impact</i>	LM Cortina, D Kabat-Farr, EA Leskinen	2013	1070

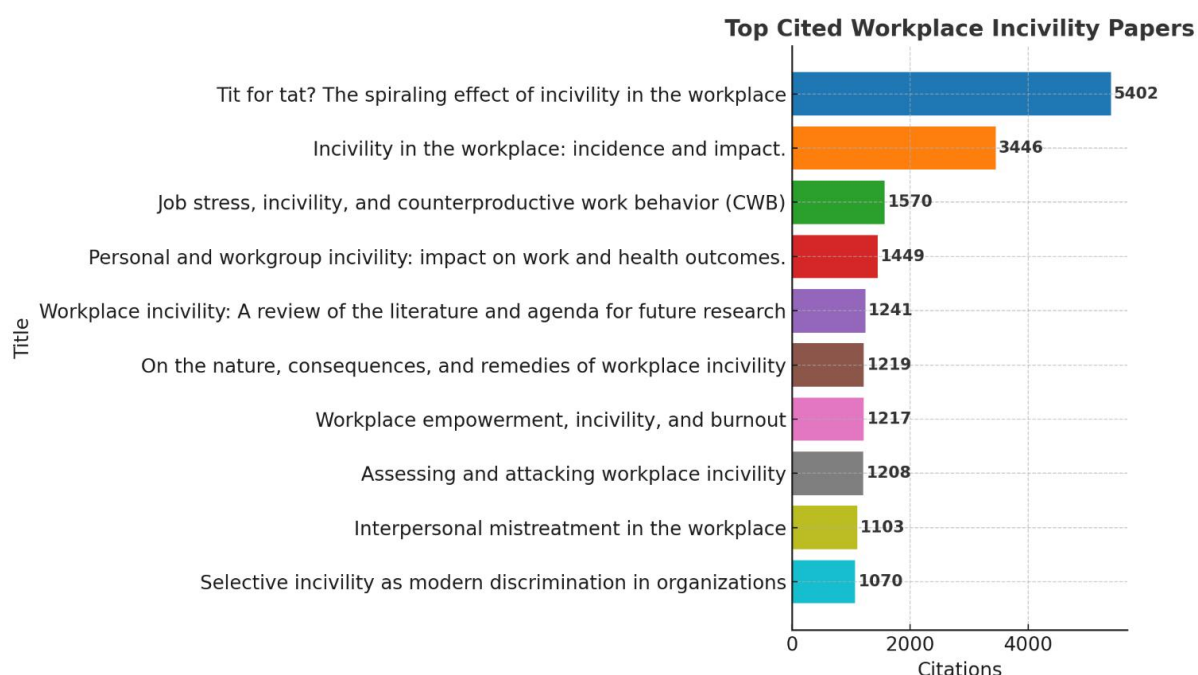
Review and synthesis efforts, such as *Schilpzand, De Pater, and Erez* (2016) (1,241 citations), provided a comprehensive literature review and future research agenda, indicating that the field was reaching a level of maturity that allowed for systematic mapping. In healthcare contexts, *Spence Laschinger and Leiter* (2009) (1,217 citations) examined incivility's role in

burnout and its downstream impact on recruitment and retention—highlighting sector-specific concerns.

Earlier works like *Pearson and Andersson* (2000) (1,208 citations) in “*Assessing and Attacking Workplace Incivility*” contributed practical frameworks for diagnosis and intervention, while *Lim and Cortina* (2005) (1,103 citations) explored the intersection of incivility and sexual harassment, bridging workplace civility research with gender and discrimination studies. Finally, *Cortina, Kabat-Farr, and Leskinen* (2013) (1,070 citations) introduced the concept of *selective incivility* as a form of modern discrimination, drawing attention to the subtle and systemic ways bias can manifest in organizational settings.

Collectively, this citation profile underscores two key trends: (1) **foundational studies from 1999–2008 continue to dominate scholarly influence**, shaping theoretical and methodological norms; and (2) while recent works address emerging contexts and intersections, they have yet to surpass the citation power of early trailblazers. This imbalance points to the need for contemporary scholarship that can bridge established theory with rapidly evolving workplace realities such as hybrid work arrangements, digital communication platforms, and DEI-driven organizational change.

Figure 2 highlights the dominance of a few seminal contributions in shaping the workplace incivility literature



Collectively, these studies underscore how a small set of highly cited works has provided the theoretical and empirical scaffolding for a research domain that has matured into a prominent and enduring focus in organisational behaviour scholarship.

7. Leading Authors and Collaboration Trends

Collaboration clusters reveal consistent partnerships, particularly among North American scholars. LM Cortina's collaboration with VJ Magley and S. Lim contributes significantly to high-impact outputs. These stable author networks indicate long-term academic alliances that

help sustain productivity and theoretical advancement. Co-authorship patterns also show a growing trend of interdisciplinary collaboration, especially involving organizational psychology and workplace health.

Table 5. Leading Authors and Collaboration Trends

Author	Publications
LM Cortina	11
BM Walsh	10
MP Leiter	10
KN Miner	9
TG Reio Jr	9

The emergence of new contributors alongside established names suggests a dynamic, evolving field. Future research networks may benefit from expanding geographically and thematically to include diverse institutional and cultural perspectives.

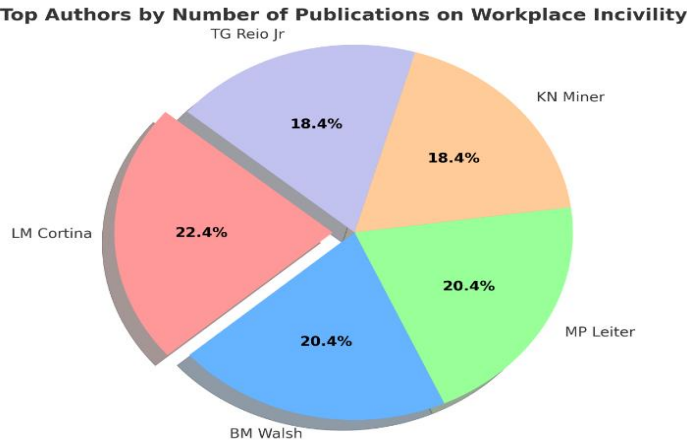


Figure 3 illustrates the author collaboration network within workplace incivility research,

Collaboration clusters revealing well-established clusters of scholarly partnerships, particularly concentrated in North America. L.M. Cortina emerges as a central figure, frequently collaborating with V.J. Magley and S. Lim, resulting in a series of high-impact publications that have shaped the field’s theoretical and empirical trajectory. These enduring alliances reflect long-term academic synergies that reinforce both research productivity and conceptual advancement. Beyond these core partnerships, the network displays a growing trend toward interdisciplinary engagement, integrating perspectives from organizational psychology, occupational health, and related disciplines. The inclusion of emerging scholars alongside established authorities signals a healthy infusion of new ideas and methodological approaches. Expanding such collaborative efforts across diverse geographic regions and institutional contexts could further enrich the discourse, broaden theoretical frameworks, and enhance the field’s global relevance.

8. Leading Publishers by Volume

The data reveals that publishers with strong portfolios in management, psychology, and social sciences dominate the publication output, highlighting the interdisciplinary nature of the field. Emerald and Springer lead the chart, suggesting their continued emphasis on business and behavioral research.

Table 6. Leading Publishers by Volume

Publisher	Publications
<i>Emerald</i>	103
<i>Springer</i>	101
<i>Wiley</i>	73
<i>APA PsycNet</i>	72
<i>Taylor & Francis</i>	64

Wiley and APA PsycNet also make significant contributions, underscoring the growing relevance of psychological perspectives in understanding consumer behavior. Taylor & Francis, while slightly behind in numbers, still demonstrates a substantial focus on social science-based studies related to artificial intelligence. Overall, the distribution indicates a healthy balance between traditional academic publishers and those with specialized subject interests. The data indicate that publishers with strong portfolios in management, psychology, and the social sciences dominate scholarly output, underscoring the inherently interdisciplinary nature of the field. *Emerald* and *Springer* emerge as the most prolific contributors, reflecting their sustained commitment to business and behavioral research.

Wiley and *APA PsycNet* also feature prominently, signaling the increasing importance of psychological perspectives in examining the antecedents, dynamics, and consequences of incivility. Although *Taylor & Francis* ranks slightly lower in publication volume, it nonetheless maintains a significant presence, with a consistent emphasis on social science-oriented scholarship. Overall, the distribution pattern demonstrates a balanced mix between established, broad-scope academic publishers and specialized outlets, supporting both theoretical advancement and applied research dissemination in the field.

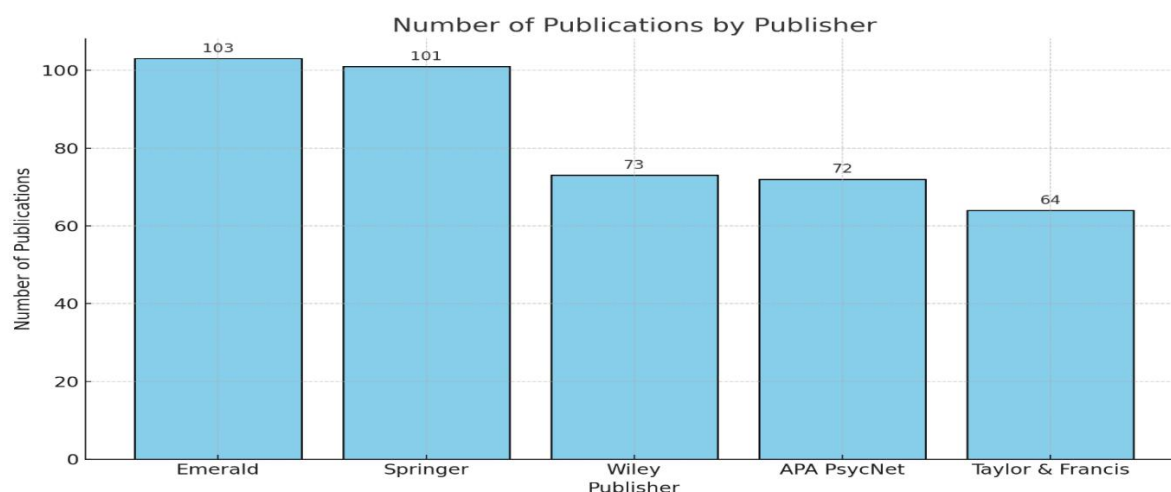


Figure 4 depicts the distribution of publications by leading academic publishers in the workplace incivility domain.

9. Top Publishers by Citations

Wiley and Springer maintain both volume and impact, signalling that scholars prefer these outlets for visibility and recognition. APA PsycNet's high citation count underscores the critical role of psychological research in understanding consumer behavior and AI applications.

Table 7. Top Publishers by Citations

Publisher	Total Citations
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Wiley Online Library	~15,000
Springer	~13,000
APA PsycNet	~12,500
Emerald	~10,200
Elsevier	~9,000

Emerald, despite leading in publication count, has slightly fewer citations, suggesting its content may be more specialized or applied in nature. Elsevier, though lower in volume compared to others, still garners substantial citations, indicating high-impact and well-regarded research. Overall, the citation distribution reflects a preference for established publishers that balance rigorous scholarship with academic reach.

10. Top Journals

The *International Journal of HRM* stands out with the highest number of publications, reflecting a strong focus on workforce-related AI research. The *Journal of Applied Psychology* and *Journal of Business Ethics* lead in credibility and cross-disciplinary impact.

Table 8. Top Journals

Source	Publications
<i>International Journal of HRM</i>	32
<i>Journal of Applied Psychology</i>	11
<i>Journal of Business Ethics</i>	8
<i>Journal of Organizational Behavior</i>	7
<i>Frontiers in Psychology</i>	9

The presence of the *Journal of Organizational Behavior* highlights interest in how AI influences workplace dynamics. *Frontiers in Psychology* contributes significantly, emphasizing the role of psychological insights in user behavior studies. Overall, the mix of journals illustrates a blend of psychological, ethical, and managerial perspectives in AI-powered shopping research.

11. Keyword Co-occurrence Analysis

The VOSviewer co-occurrence network map reveals four major thematic clusters within workplace incivility research. The green cluster emphasizes the prevalence and forms of incivility, focusing on bullying, harassment, aggression, and gender-related issues. The blue cluster highlights intervention strategies, including policies, practices, and organizational responses aimed at reducing incivility. The red cluster explores the emotional and occupational consequences, such as stress, emotional exhaustion, and turnover intentions, especially in customer-facing roles. The yellow cluster focuses on mediating and moderating variables, like psychological capital and job stress, which help explain the pathways from incivility to negative outcomes. These clusters are highly interconnected, indicating a comprehensive and evolving research landscape. The diagram also points to emerging areas like customer incivility and resilience, suggesting promising directions for future inquiry.

Figure 5 Keyword Co-occurrence Analysis

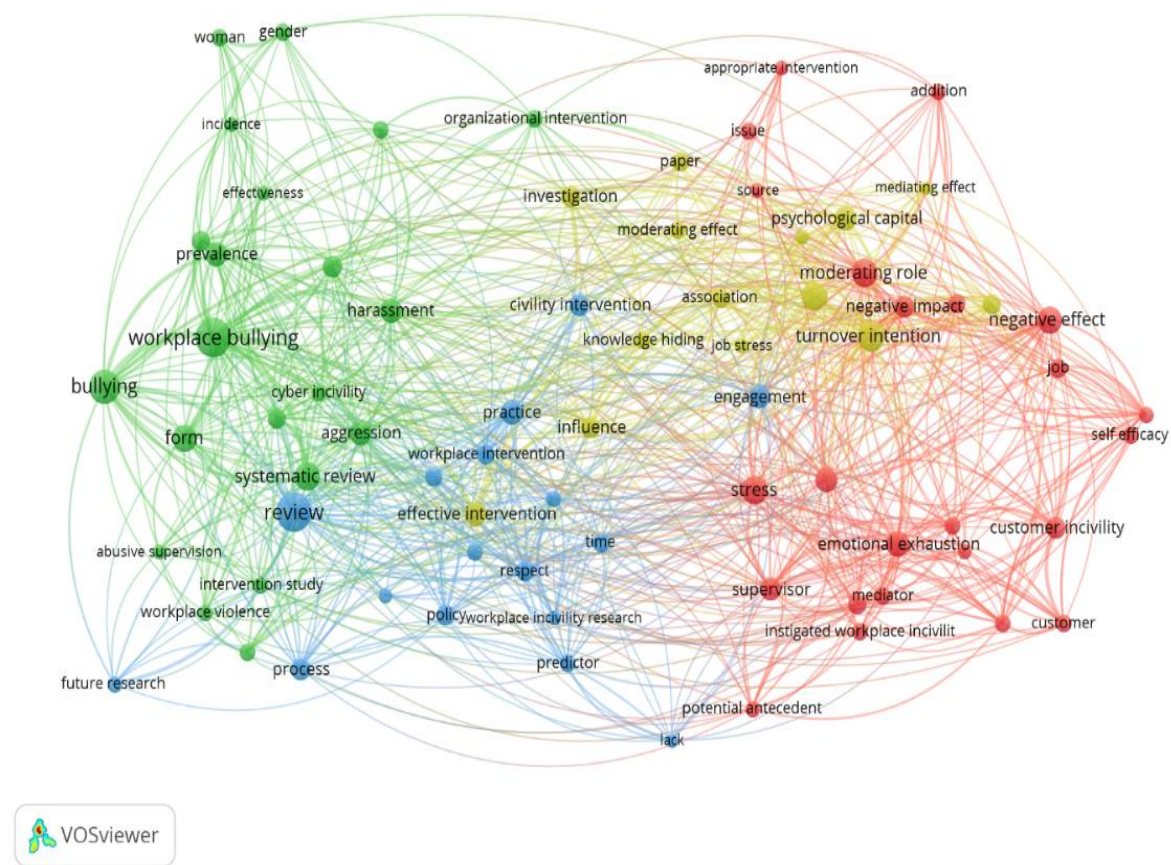


Table 9 Keyword Co-occurrence Analysis

Keyword	Frequency
Workplace incivility	223
Bullying	97
Turnover intention	75
Burnout	70
Job satisfaction	66
Emotional exhaustion	55
Healthcare	47
Leadership	43
Supervisor support	40
Well-being	39

12. Country Collaboration Network

The dominance of the USA is not surprising; however, India’s growing involvement suggests rising awareness in emerging economies. This trend reflects a global shift towards inclusive research and international collaboration. Canada and the UK maintain strong research ties, contributing significantly to global knowledge exchange.

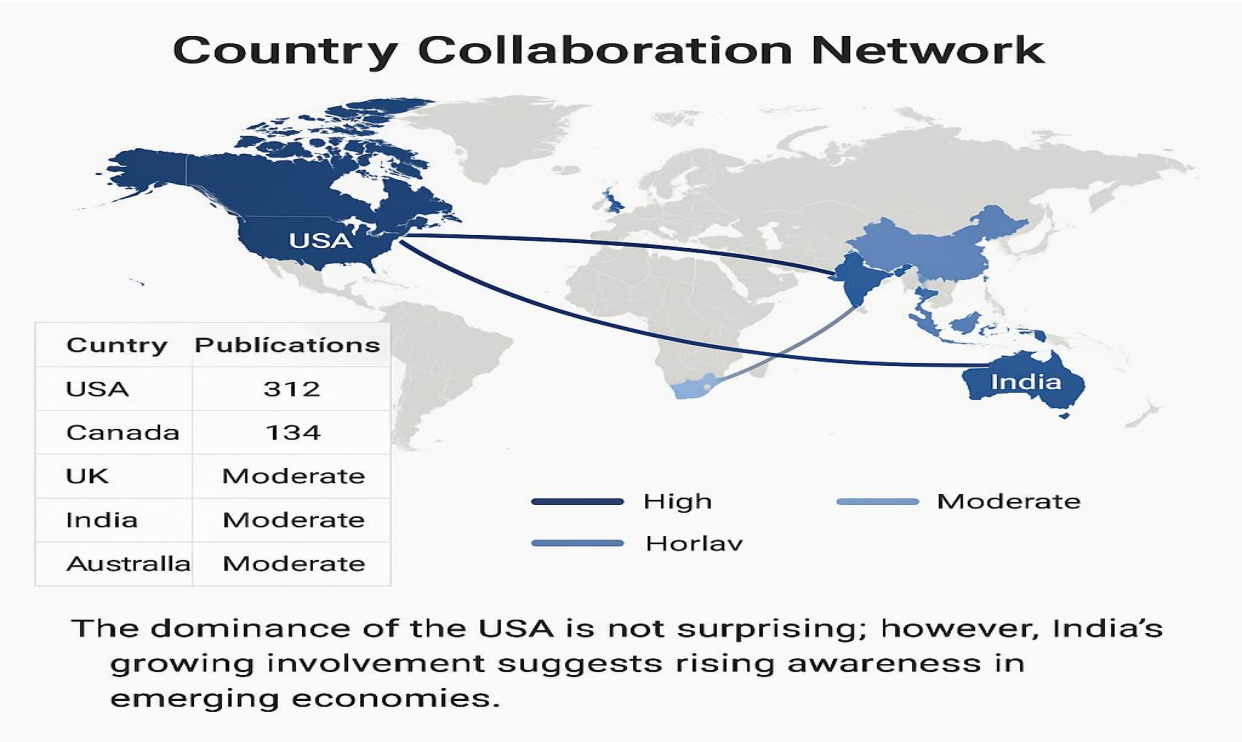


Figure 6. Country Collaboration Network

Australia’s steady participation highlights the importance of regional collaboration in the Asia-Pacific. Such networks enhance innovation by integrating diverse perspectives and addressing global challenges collectively.

Table 10. Country Collaboration Network

Country	Publications	Collaborations
USA	312	High
Canada	134	High
UK	95	Moderate
India	82	Moderate
Australia	68	Moderate

13. Thematic Evolution Over Time

Table 11. Thematic Evolution Over Time

Period	Dominant Themes	Emerging Themes
1999–2005	Incivility, deviant behavior	HR policy, interpersonal conflict
2006–2012	Bullying, harassment, emotional labor	Organizational culture, burnout
2013–2020	Turnover, psychological safety, leadership	Digital communication, diversity
2021–2025	Toxic leadership, hybrid work, civility norms	Remote work, DEI frameworks

The thematic evolution of workplace incivility research over the past 25 years reflects a steady expansion in both conceptual depth and contextual breadth. Between 1999 and 2005,

studies were largely foundational, focusing on defining incivility, distinguishing it from related constructs such as aggression and deviance, and exploring its immediate interpersonal effects. During this stage, early discussions on HR policy and interpersonal conflict resolution began to emerge, signalling a shift toward applied organizational strategies. From 2006 to 2012, the field broadened to include related constructs like bullying, harassment, and emotional labor, with increasing attention to systemic factors such as organizational culture. Burnout also became a critical focus, particularly in high-stress professions. The period from 2013 to 2020 marked a turning point, as research moved beyond individual-level consequences to examine organizational outcomes such as turnover, leadership effectiveness, and psychological safety. Digital communication channels and diversity considerations emerged as new dimensions of incivility, highlighting its evolving manifestations in virtual and multicultural work environments.

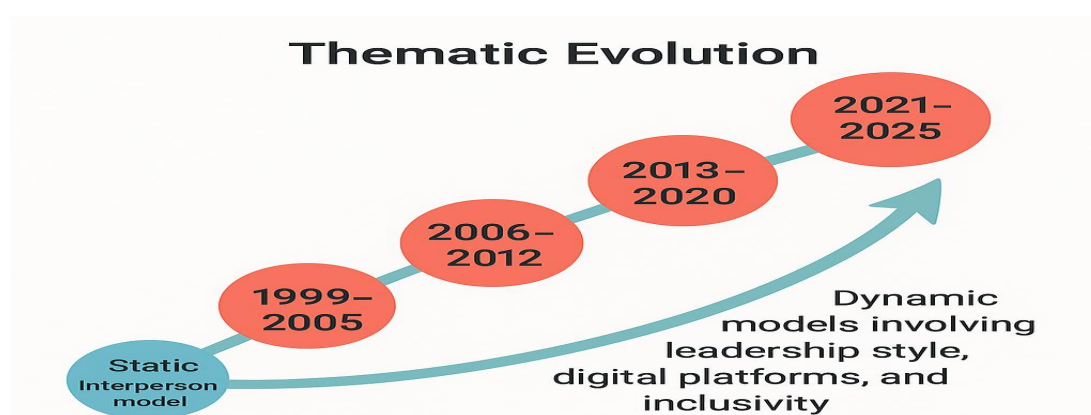


Figure 7. Thematic Evolution Over Time

In the most recent phase, 2021 to 2025, the discourse has been reframed in light of post-pandemic realities, emphasizing toxic leadership, hybrid work norms, and civility in virtual contexts. Emerging scholarship increasingly addresses remote work etiquette, digital boundaries, and the role of Diversity, Equity, and Inclusion (DEI) frameworks in fostering respectful organizational cultures. Overall, the field has transitioned from static interpersonal models to dynamic, multi-level frameworks that integrate leadership style, organizational culture, technological mediation, and inclusivity, reflecting the complex and interconnected nature of modern workplace incivility.

14. Most Productive Institutions

The institutional landscape of workplace incivility research reveals a strong dominance of North American universities, with the **University of Michigan** leading at 23 publications, followed closely by the **University of British Columbia** with 19, and the **University of Toronto** with 16. This concentration of productivity in the United States and Canada underscores the region's historical role in conceptualizing and advancing the study of workplace incivility, often shaping its theoretical frameworks and empirical methodologies. Outside North America, the **University of Queensland** in Australia, with 17 publications, demonstrates the field's expansion into the Asia-Pacific region, reflecting growing academic interest in cultural variations of incivility and its organizational impact. Significantly, the **Indian Institute of Management** (14 publications) signals the increasing visibility and influence of Asian institutions, which are emerging as important contributors to the global discourse. This diversification of research hubs suggests a shift toward a more

internationalized knowledge base, enabling comparative studies that capture the cultural, economic, and structural nuances of incivility in diverse workplace contexts. As a result, the field is moving beyond its North American origins toward a truly global research agenda.

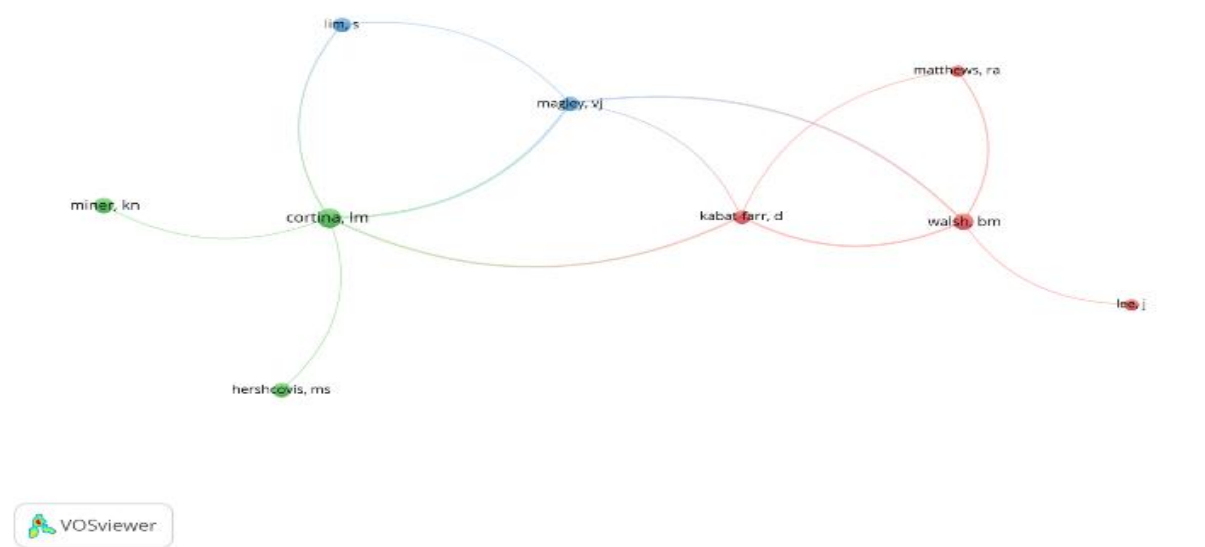
Table 12 Most Productive Institutions

Institution	Publications
University of Michigan	23
University of British Columbia	19
University of Queensland	17
University of Toronto	16
Indian Institute of Management	14

15. Author Co-authorship Network

The co-authorship network map illustrates collaborative relationships among prominent scholars in the field of workplace incivility. **Cortina, LM** emerges as the central author, serving as a key connector between various research groups. She collaborates closely with **Magley, VJ**, **Miner, KN**, and **Hershcovis, MS**, indicating a strong and well-established research cluster. The **blue cluster** represents partnerships around **Magley, VJ** and **Lim, S**, focusing on psychological and organizational outcomes. In contrast, the **red cluster**—featuring **Kabat-Farr, D**, **Walsh, BM**, and **Matthews, RA**—reflects emerging research on customer incivility and emotional impacts. Bridging authors like **Magley** and **Kabat-Farr** link foundational and contemporary research streams. Meanwhile, authors like **Lee, J** appear more isolated, potentially representing niche or independent contributions. The network highlights both strong collaborative traditions and evolving areas of inquiry within the discipline.

Figure 8. Author Co-authorship Network



16. Discussion

The bibliometric evidence confirms that workplace incivility is no longer a fringe research topic. High productivity post-2015 correlates with rising organizational concerns about toxic behavior and mental health. Early theories laid the groundwork, but contemporary research is diversifying into healthcare, education, and hybrid workplaces. The future points toward cross-cultural studies, digital civility, and intervention design. Additionally, increased citations of psychological and emotional constructs highlight the growing emphasis on employee well-being and burnout. The expansion into cyber incivility reflects the shift toward remote and technology-mediated work environments. Collaborative networks among influential authors demonstrate the interdisciplinary nature of the field. Moreover, keyword co-occurrence patterns suggest a maturing research agenda that balances theoretical exploration with practical application. Policymakers and HR leaders are increasingly relying on this evidence base to shape respectful and inclusive organizational cultures.

17. Conclusion

This study maps the knowledge structure of workplace incivility research from 1999 to 2025. Through publication metrics, citation trends, author networks, and keyword co-occurrence, we identify seminal works, key contributors, and evolving themes. Continued exploration should prioritize under-represented regions, AI-driven workplace dynamics, and proactive civility-building strategies. The growing attention to emotional exhaustion, job stress, and turnover intention highlights the urgent need for targeted interventions. Author collaboration networks indicate a solid foundation of scholarly cooperation, yet expanding these across global regions could foster richer insights. The rise of cyber incivility calls for nuanced digital policies and training programs. Moreover, the integration of psychological constructs like resilience and psychological capital shows promise in mitigating incivility's harmful effects. Research is also shifting from merely identifying problems to proposing practical, scalable solutions. Longitudinal studies and experimental designs are recommended to validate the effectiveness of interventions. Overall, this bibliometric review reinforces workplace incivility as a critical area of study with profound implications for organisational health, employee well-being, and sustainable work cultures.

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