

**Workplace Incivility and Turnover Intentions:
Moderating Effects of Contextual Factors,
Citizenship Behaviors, and Managerial Practices**

Francesco Sguera

Ross School of Business
University of Michigan
701 Tappan Street
Ann Arbor, MI 48109-1234
USA
Tel: (1) 734 647 6435
Fax: (1) 734 936 6631
E-mail: fsguera@umich.edu

Richard P. Bagozzi

Ross School of Business
University of Michigan
701 Tappan Street
Ann Arbor, MI 48109-1234
USA
Tel: (1) 734 647 6435
Fax: (1) 734 936 6631
E-mail: bagozzi@umich.edu

Quy Nguyen Huy

Strategic Management
INSEAD
Boulevard de Constance
77305 Fontainebleau
FRANCE
Tel: (33) 1 60 72 44 98
Fax: (33) 1 60 74 55 00/01
E-mail: quy.huy@insead.edu

Wayne Boss

Management and Entrepreneurship
Leeds School of Business
University of Colorado at Boulder
419 UCB
Boulder, CO 80309
Tel: (1) 303-492-8488
Fax: (1) 303-494-1771
E-mail: Wayne.Boss@Colorado.edu

Correspondence concerning this article should be addressed to Francesco Sguera, Ross School of Business, University of Michigan, 701 Tappan Street, Ann Arbor, MI 48109-1234. E-mail: fsguera@umich.edu

**Workplace Incivility and Turnover Intentions:
Moderating Effects of Contextual Factors,
Citizenship Behaviors, and Managerial Practices**

To better understand the mechanisms through which experiencing incivility elicits employees' decision to leave, we conducted a longitudinal study that examined a sample of 721 nurses. Our investigation contributes to the literature on workplace incivility by demonstrating that (a) certain contextual factors (i.e., role ambiguity and work-shift) increase the effects of workplace incivility on turnover intentions, (b) incivility does not induce the decision to leave the organization for employees engaged in interpersonal altruistic behaviors (i.e., OCB-Is), and (c) specific managerial practices (i.e., team-building and personal management interviews) may help organizations curtail the effects of incivility on turnover intentions.

Mistreatment in the workplace is a widespread phenomenon that harms employees and organizational effectiveness. To date, the majority of empirical research has focused on strong forms of mistreatment, such as physical violence and psychological aggression (LeBlanc & Kelloway, 2002; Hershcovis et al., 2007). However, more subtle forms of interpersonal mistreatment happen in the workplace, that are likely more frequent and more widespread than strong forms of antisocial behaviors, yet nevertheless harm work effectiveness considerably. Behaviors that display disregard for others, including giving curt responses, making negative faces, or silent treatment, have been shown to occur with higher incidence than physical violence (Baron, Neuman, & Geddens, 1999).

Anderson and Pearson (1999) term these low-intensity deviant behaviors, *workplace incivility*¹, distinguishing them from explicit acts of aggression that convey unambiguous aggressive intents. Incivility is pervasive in such organizational settings as engineering companies (Einarsen & Raknes, 1997), federal courts (Cortina, Magley, Williams, & Langhout, 2001), universities (Cortina & Magley, 2007), law enforcement organizations (Cortina, Lonsway, & Magley, 2004), and hospitals (Graydon, Kasta, & Khan, 1994). Furthermore, studies show that although workplace incivility is subtler than physical violence or psychological aggression, its consequences are not. Implications of incivility include lower job satisfaction (Cortina et al., 2001; Lim & Cortina, 2005), psychological stress (Cortina et al., 2001; Lim & Cortina, 2005), and a decrease in physical health (Lim & Cortina, 2005).

Perhaps the most damaging consequence of incivility for organizations is employee exit (Donovan, Drasgow, & Munson, 1998; Pearson, Anderson, & Porath, 2000; Cortina et al., 2001;

¹ In this article, we use the terms incivility and mistreatment interchangeably, subsuming experienced incivility as a specific form of mistreatment.

Lim, Cortina, & Magley, 2008). According to Cascio (2000; cited in Pearson & Porath, 2005), the average cost for organizations is about \$50,000 per exiting employee across all jobs and industries in the United States. Given the effects of incivility on employee well-being and exit, this cost appears significant.

To better understand the mechanisms through which incivility elicits turnover intentions, we take a position that considers how victim's perceptions enact the decision to leave. Indeed, although research on incivility has mainly focused on perpetrator intentions (Tepper & Henle, 2010), a full understanding of consequences of incivility also requires insight into victim's sense-making. That is, the process by which an individual concludes that he or she has been a victim of incivility and seeks to respond to such mistreatment (Olson-Buchanan & Boswell, 2008; Cortina & Magley, 2009) is an important topic for study.

Indeed, according to Olson-Buchanan and Boswell (2008), the characteristics of the trigger event (e.g., experiencing incivility) are not the only determinants of individual's reaction to mistreatment. Rather, individual's interpretation of the trigger event is the "critical factor" that influences how she copes with the event and eventually reacts to it (e.g., turnover intentions). Thus, whereas cognitive appraisal involves a preliminary assessment of the mistreatment, coping deals with the process by which individuals change their cognitive and behavioral efforts to respond to this mistreatment (Lazarus & Folkman, 1984).

Drawing from appraisal (e.g., workplace victimization theory; Aquino, 2000; Aquino & Bradfield, 2000) and coping theories (Olson-Buchanan & Boswell, 2008; Lazarus & DeLongis, 1983; Lazarus & Folkman, 1984), we focus on three questions that have not been fully addressed in previous research: (a) What contextual factors make the link between workplace incivility and

turnover intentions more likely? (b) Why does workplace incivility lead to turnover intentions for some employees, but not others (c) What managerial practices might reduce the effects of incivility on turnover intentions?

Our first research question concerns whether some contextual factors exacerbate consequences of uncivil behaviors. Whereas previous research on incivility has not examined much the factors that moderate the effects of incivility (Pearson & Porath, 2005), the literature on workplace victimization (Aquino & Thau, 2009) suggests several conditions that increase the likelihood of being mistreated, eventually inducing organizational exit. These conditions include working for public companies, lack of control over own task, occupying lower positions in the organization's formal hierarchy, and working in highly interdependent teams (Aquino, 2000; Aquino & Thau, 2009; Mikkelsen & Einarsen, 2001; Zapf et al., 1996). Among these conditions, the most common factor associated with experiencing mistreatment is working in environments surrounded by ambiguity and structural stress (Aquino & Thau, 2009; Bowling & Beehr, 2006; Coyne et al., 2003; Vartia, 1996). We thus build on previous studies on workplace victimization and propose two situational characteristics of the work environment that enhance effects of incivility on turnover intentions, namely, role ambiguity and working on a night shift. In our view, these organizational factors enhance work-related stress that, together with incivility, eventually induce employees to leave the organization.

The second goal of this study is to identify which type of employee would be more prone to leave after experiencing incivility. Although for many organizations such profiling makes a critical difference in terms of help interventions, most research on incivility has ignored differences in how employees perceive and cope with experienced mistreatment (Cortina &

Magley, 2009). In particular, whereas Pearson and Porath (2005) have focused on such victim characteristics as status and gender, different dynamics may arise from employee attitudes and behavior as well (Aquino & Thau, 2009).

In particular, both Aquino and Thau's (2009) review and Aquino and Bommer's study (2003) suggest that employees decrease their chances to experience mistreatment when they display high levels of citizenship behaviors directed toward co-workers (OCB-I; Organ, 1997; Lee & Allen, 2002). We acknowledge the importance of these findings, but nevertheless take a different perspective (i.e., incorporation of victims' appraisal and coping) when explaining the relationship between experienced incivility and turnover intentions. Specifically, we propose that employees highly engaged in OCB-I are more likely to react constructively to mistreatment by trying to solve the unpleasant situation, rather than escaping from it. Additionally, altruistic employees may show a higher social attractiveness (Bolino, 1999), which may lead them to benefit from a greater social support when coping with incivility. By the same token, we expect that employees engaged in citizenship behaviors directed toward the organization (OCB-O; Organ, 1997; Lee & Allen, 2002) will not benefit from enhanced social attractiveness, nor will they show willingness to maintain and/ or improve relationships with colleagues when targeted by incivility. Thus, no moderating effects are proposed for employees engaged in OCB-Os. Accordingly, we test whether the performance of OCB-I and OCB-O moderates effects of incivility on turnover intentions. By doing so, our aim is to help organizations to identify and help those employees more prone to leaving the organization as a response to incivility.

The last theoretical issue we address refers to the kinds of managerial practices that might help curtail negative consequences of workplace incivility. In this regard, the literature on

incivility suggests two different strategies that organizations could implement before or after the escalation of incivility (Anderson & Pearson, 1999). During the hiring process, managers can conduct personnel screening to assess employees' predispositions to workplace incivility (Pearson & Porath, 2005). After the experience and escalation of incivility, organizations may signal to their members a "zero tolerance" policy for workplace mistreatment to prevent, sanction, and isolate kinds of behavior that violate norms for personal dignity and civility (Pearson & Porath, 2005).

Despite the plausibility of these intervention strategies, the ambiguous nature of many uncivil acts makes them particularly difficult to implement. For example, such uncivil behaviors as making snide remarks or ignoring co-workers are difficult to recognize and flag as unacceptable behaviors, which makes enforcement of specific organizational policies difficult.

Further, with regard to the hiring process, Pearson and Porath (2005) recommend checking employees' references and excluding job candidates with a history of uncivil behaviors. However, since many employees engage in uncivil behaviors as a reaction to others' incivility (Anderson & Pearson, 1999), this strategy may be effective only for those employees that chronically display incivility.

As a result, we start with the assumption that workplace incivility cannot be completely eliminated, but its effects on turnover intentions can be lowered through organizational interventions. Whereas previous research has focused on preventing and curtailing uncivil behaviors, this study focuses on managerial practices that help victims cope with incivility on a daily basis (i.e., team-building and personal management interviews; see below).

In addition to these theoretical questions, we address two methodological issues that are particularly relevant for predicting effects of workplace incivility on turnover intentions. The first issue concerns the operationalization of workplace incivility. Previous studies have adopted a measure of incivility that may be vulnerable to respondent recollection biases. Specifically, scholars have asked respondents to recall uncivil acts experienced during a 5 years span (Cortina et al., 2001; Lim, Cortina, and Magley, 2008; Lim & Cortina, 2005). But during those five years, respondents may have forgotten about previous mistreatments, or they may have changed departments, jobs, or organizations. Thus, a 5-year time frame may not be ideal for estimating the incidence of incivility (Cortina et al., 2001). To overcome this recollection problem, we use a new measure of incivility that relies on recall of uncivil acts over a 3 month period. Second, although incivility is often assumed to produce turnover intentions, these two constructs have generally been measured simultaneously, preventing strong inferences with regard to causality and changes over time (Cortina et al., 2001; Lim & Cortina, 2005; Lim, Cortina, & Magley, 2008). We thus conduct a longitudinal study to investigate the long-term effects of incivility on turnover intentions.

Taken together, these theoretical and methodological issues suggest that more attention needs to be devoted to the victim's perspective when explaining consequences of incivility. Indeed, much of past research has limited inquiry to linear effects of incivility on turnover intentions (Cortina et al., 2001; Lim & Cortina, 2005; Lim, Cortina, & Magley, 2008) and therefore has not investigated moderators or conditions governing the effects of incivility. Using a sample of 721 nurses working in a public research hospital, we extend existing research on incivility by examining contextual factors (i.e., role ambiguity and working on the night shift),

individual behaviors (i.e., OCB-I and OCB-O), and managerial practices (i.e., team building and personal management interviews) that moderate the effects of experienced incivility on turnover intentions.

TEMPORAL RELATIONSHIPS BETWEEN WORKPLACE INCIVILITY AND TURNOVER INTENTIONS

Acts such as avoiding co-workers, making snide remarks, giving curt responses, or making negative faces are common in all organizations. Andersson and Pearson (1999) highlighted three characteristics that distinguish these uncivil behaviors from acts of aggression. First, uncivil behaviors involve less perceived intensity than more aggressive acts do. In fact, incivility refers not only to verbal abuse but can include subtler behaviors such as ignoring a colleague or expressing negative affect through subtle facial or body reactions. Andersson and Pearson (1999) further argue that uncivil behaviors are deviant from the moral standards of organizations. These behaviors display disregard for others in violation of the norms of mutual respect. In contrast to psychological aggression, intentions behind uncivil acts are usually not formed explicitly to the victim, perpetrator, or potential observers per se (Andersson & Pearson, 1999).

For every act of incivility there is always a victim; it is the individual's single experience of incivility, versus overall perceptions of incivility or organizational climate of incivility, that is our focus herein (Cortina & Magley, 2009). When exposed to uncivil acts, victims may have difficulty making sense of and controlling the situation. Anxiety, distress, and resignation may arise and, eventually, in an attempt to avoid the source of stress, targets of incivility may decide to leave the organization. Empirical evidence lends support to this argument. For example, in

Pearson, Anderson, and Porath's (2000) study, nearly half of the employees who experienced uncivil behaviors contemplated leaving their jobs. Similarly, Cortina et al. (2001) and Lim, Cortina, and Magley (2008) found that uncivil experiences were associated with turnover intentions both directly and through job dissatisfaction. The decision to leave implies a considerable amount of time for reasoning and usually means that the victim believes the situation is unlikely to improve (Hirschman, 1970; Olson-Buchanan & Boswell, 2008). Accordingly, although previous research relied mainly on cross-sectional data (Cortina et al., 2001; Lim & Cortina, 2005; Lim, Cortina, & Magley, 2008), we expect that experienced incivility will influence employees' turnover intentions even after a considerable amount of time (five months in our case). Hence we propose,

Hypothesis 1: Workplace incivility predicts change in turnover intentions over time.

THE MODERATING ROLE OF CONTEXTUAL FACTORS

Perceived incivility is inherently subjective and thus very much in the eye of the beholder. That is, when an employee experiences stress due to reasons other than incivility, she may be predisposed to see many acts at work as uncivil (i.e., through appraisal formation), or at least her sensitivity to such perceptions may increase. Further, additional stress may overwhelm the coping abilities of many individuals and exacerbate the effects of incivility (Cortina & Magley, 2009). As the victimization literature suggests, one common type of stress is related to the characteristics of the working environment (Aquino & Thau, 2009). Accordingly, we propose

two contextual factors that may reduce employees' coping abilities and enhance the effects of incivility on turnover intentions: role ambiguity and working in the night shift.

Role Ambiguity

Literature on occupational stress (Payne, 1979) suggests that a supportive workplace can act as a coping strategy, ameliorating the effects of work stressors such as experienced mistreatment, and protecting employees from the harmful effects of this stress. By the same token, we expect that a stressful environment will enhance consequences of mistreatment. One of the most common workplace stressors that researchers have identified is role ambiguity (Aquino & Thau, 2009), which concerns the existence or clarity of behavioral requirements, in terms of inputs from the environment (Rizzo, House, & Lirtzman, 1970).

Over the years, role ambiguity has been shown to have a marked association with experiences of mistreatment. According to Neuman and Baron (2003) role ambiguity enhances the occurrence of aggressive behaviors. In other studies, role ambiguity has been reported to be significantly correlated with aggression through the creation of elevated stress (Chen & Spector, 1992; Einarsen, 2000). Likewise, Gates, Fitzwater, and Succop (2003) found that role ambiguity was linked to the frequency of assaults experienced on the job. Another stream of research suggests an opposite causation, in which being a victim of mistreatment induces negative perceptions of the working environment. Specifically, Quine (2001) found that employees who were targets of bullying had less positive perceptions of the organizational climate than others, and they were more likely to report greater role ambiguity. Although these studies provide important insights on the association between incivility and role ambiguity, they have not explored the concrete possibility that role ambiguity may interact with incivility to determine

increased intentions to leave. In our view, the mechanism through which role ambiguity moderates the effect of incivility on turnover intentions relies on victims' appraisal and coping (Folkman et al., 1986). That is, role ambiguity acts as an environmental stressor that enhances victims' perceptions of incivility and hinders their coping skills. In fact, when the work environment induces chronic stress, employees may display a negative predisposition to interpret many ambiguous acts as uncivil. Further, due to the anxiety associated with unclear expectations over their job, employees may consider each occurrence of incivility as more threatening for their future in the organization. Finally, by exacerbating performance-related stress, role ambiguity may encourage employees to focus narrowly on their task, eventually reducing their cognitive and emotional skills for coping with social situations, as in the case of incivility. Thus, we expect that for employees that experience role ambiguity, incivility should foster higher turnover intentions.

Hypothesis 2: The relationship between experienced incivility and turnover intentions will be moderated by role ambiguity, such that the higher the role ambiguity, the stronger the association between experienced incivility and turnover intentions.

Work-Shift

The use of work-shift assignments is an employment practice that many organizations (e.g., hospitals, police departments, or manufacturing firms) employ to achieve economic gains (Mann, 1965) or operate 24 hours a day (Baba, Jamal, & Fang, 1997). Despite organizational advantages stemming from this practice, a great deal of research has highlighted how working on

non-day-shifts may also lead to unfavorable worker responses (Dunham, 1977; Jamal & Baba, 1992; Barton, 1994). In particular, the literature on work-shift effects has identified three main areas of concerns that non-day shift workers experience: physical (e.g., body function problems, sleep problems, gastrointestinal disorders), relational (e.g., marital issues, family problems), and organizational (e.g., job dissatisfaction, burnout, job stress, and reduced commitment) problems. Given the gravity of these problems, working on a night shift is more likely to induce a negative predisposition among employees than on a day shift, and this could exacerbate the harmful consequences of experiencing incivility.

In fact, stress associated with working on a night shift may increase negative consequences of incivility by reducing employees' desire to invest in or maintain healthy working relationships. In addition, the characteristics of the work environment during the night shift may constrain employees' abilities to cope with uncivil acts. Even if the night shift is associated with calmer working conditions than the day shift (e.g., fewer social interactions and less work), other factors such as lower and less frequent managerial supervision could induce a resignation state in which employees see organizational exit as the only response to incivility.

Finally, night shift workers are less likely to have valuable time to spend with their families, relatives, and friends, and this may increase work–family conflict (Demerouti et al. 2004). These relational issues may multiply negative effects of incivility. Indeed, night workers are less likely to receive valuable support from families (Stevanovic & Rupert, 2009), thereby lacking an important resource for coping with incivility². As a result, we expect that incivility

² Except for one study by Lim and Lee (2011), which shows that higher family support increases negative consequences of incivility, stress and coping theories (Lazarus & DeLongis, 1983; Lazarus & Folkman, 1984) and previous studies on family support (e.g., Revicki & May, 1985) provide a rationale and evidence for this mechanism.

will lead to higher intentions to leave the organization for employees working in the night shift than for those who work on the day shift.

Hypothesis 3: The relationship between experienced incivility and turnover intentions will be moderated by work-shift, such that for employees on the night shift, the association between experienced incivility and turnover intentions will be stronger than for those on the day shift.

THE MODERATING ROLE OF CITIZENSHIP BEHAVIORS

The second goal of this study is to help organizations identify and support those employees more prone to leave as a response to incivility. While previous research on incivility has focused on such victim characteristics as status and gender (Pearson & Porath, 2005), different dynamics may arise from employee attitudes and behaviors (Aquino & Thau, 2009). More generally, previous research has showed the effects of organizational citizenship behaviors on mistreatment while generally overlooking their effects on victims' appraisals and coping.

Organizational Citizenship Behaviors

Uncivil acts and organizational citizenship behaviors (OCBs; Organ, 1988) produce opposite effects: whereas the former are obviously detrimental for employees, the latter benefit their recipients. Organ (1988) defined organizational citizenship behavior as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (1988: 4). Further, literature on OCBs has distinguished between OCBs directed to individuals (OCB-I) and those

directed to the organization (OCB-O; McNeely & Meglino, 1994; Organ, 1997; Lee & Allen, 2002).

In developing our argument, we focus on attributions that employees engaged in OCB-Is make about their experience of incivility. Despite their contrasting nature, OCB-Is and experiences of mistreatment have been recognized to have a close relationship (see Aquino & Thau, 2009). In particular, Aquino and Bommer (2003) showed that employees decrease their chances of being mistreated when they engage in altruistic behaviors directed toward co-workers. More specifically, employees that display altruism (i.e., act as good citizens) increase their social attractiveness (Bolino, 1999), eventually eliciting feeling of reciprocal obligation among those they helped. On the other hand, poor citizens may be viewed as less cooperative, or less social attractive, increasing their risk to be victimized. Although the study by Aquino and Bommer (2003) provide important insights into the effects of OCB-I on incivility, it does not indicate how employees engaged in OCB-I cope with incivility.

In this regard, we propose that for employees highly engaged in OCB-I the effects of incivility on turnover intentions will be weaker for two reasons. The first reason stems from the innate willingness of altruistic employees to accommodate others' needs and, most importantly, to maintain harmonious working relationships. Therefore, when targeted with incivility, altruistic employees might attempt to rationalize or self-justify their situation, eventually reacting more constructively to mistreatment, rather than merely escaping the situation. In addition, previous research suggests that employees engaged in citizenship behaviors generally evoke higher social attractiveness (Bolino, 1999), which enables them to benefit from the social support of their colleagues and supervisors. In dealing with incivility, this social support may provide employees

with an opportunity to voice their concerns before the situation spirals into organizational exit (Olson-Buchanan & Boswell, 2008). On the basis of this reasoning, we formulated the following hypothesis:

Hypothesis 4: The relationship between experienced incivility and turnover intentions will be moderated by OCB-I, such that for employees scoring high on OCB-I, the association between experienced incivility and turnover intentions will be weaker than for those scoring low on OCB-I.

As a contrasting hypothesis, one could speculate that employees engaged in citizenship behaviors directed toward the organization may not be interested in creating a harmonious workplace. Indeed, performing OCB-Os does not involve relational investments or willingness to maintain and/ or improve relationships with colleagues. Further, employees engaged in OCB-Os may not display a higher social attractiveness and thus they may not benefit from social support when targeted by uncivil acts. Accordingly, we propose that engaging in OCB-Os will not moderate effects of incivility on turnover intentions.

Hypothesis 5: The relationship between experienced incivility and turnover intentions will not be moderated by OCB-O.

THE MODERATING ROLE OF MANAGERIAL PRACTICES

Despite management efforts to prevent incivility, the ambiguity of uncivil acts makes many of these interventions less effective. Indeed, uncivil acts are low intensity behaviors that are difficult to recognize and label as unacceptable to perpetrators. Consequently, we assume that workplace incivility may not be completely eliminable, but its effects on turnover intentions can be curtailed through managerial practices. Specifically, whereas previous research has focused on preventing and curtailing uncivil behaviors, our study focuses on managerial practices that help victims cope with incivility on a daily basis.

One viable managerial action against incivility is providing victims with the opportunity to express their “voice”. Hirschman (1970) defined voice as “any attempt at all to change, rather than escape from, an objectionable state of affairs, whether through individual or collective petition to the management directly in charge, through appeal to a higher authority with the intention of forcing a change in management” (1970: 30). Through employee voice, managers may learn about uncivil situations and help employees before they decide to remove themselves from these unpleasant circumstances (Olson-Buchanan and Boswell, 2008). During the years, organizations have adopted formal mechanisms such as grievance systems to encourage employees' voicing of mistreatment (Feuille & Delaney, 1992; Ury, Brett, & Goldberg, 1988).

However, despite the potential usefulness of these interventions, it is plausible that the use of grievance systems may eventually worsen victims' situation by triggering perpetrators' retaliation and inducing spirals of mistreatments. The reason for this is that grievance systems merely aim to sanction perpetrators of uncivil acts, rather than solving the situation in a constructive manner. By the same token, providing employees with meetings where they can informally raise their concerns and, most importantly, safely confront the situation might

improve the unpleasant experience of mistreatment before it induces a decision to leave (Olson-Buchanan & Boswell, 2002; Boswell & Olson-Buchanan, 2004). Accordingly, we suggest two managerial practices (i.e., team-building and personal management interviews) that involve informal methods to voice discontent, and thus may help employees in the coping process.

Team-Building

Team-building interventions are designed to help employees improve their effectiveness in working together by surfacing and resolving problems faced at work. According to Golembiewski (1979), the main characteristics of team building practices include: (a) participation of individuals who are involved in a common task, (b) dealing with members that have unresolved issues with one another, and (c) using open confrontation to boost frank and honest interaction and effective problem solving. In a recent meta-analysis, Klein et al. (2009) found that team-building interventions were related to affective outcomes for coworkers, such as mutual trust and improved interpersonal relations. In the same vein, we argue that team-building meetings can help employees develop better relationships and ultimately curtail the harmful effects of incivility.

Uncivil acts more likely damage workplace relationships when they are not followed by clarifications or apologies. This is due to victims' difficulty in making sense of perpetrator's intentions, indecisiveness about how to react, and uncertainty about what could happen next (Lim, Cortina, & Magley, 2008). This ambiguity leads victims of incivility to experience psychological strain, which could lead to increased turnover. Team-building sessions can thus provide employees with an opportunity to confront perpetrators of incivility, understand their

subtle antisocial behaviors, and thus, cope more constructively with the incivility that they experience.

Hypothesis 6: The relationship between experienced incivility and turnover intentions will be moderated by team-building intervention, such that the greater the participation in team-building sessions, the weaker the association between experienced incivility and turnover intentions.

Supervisor-Employee Regular Private Meetings

Regular private meetings between the supervisor and employee to review the task and quality of interpersonal relationships can also help reduce effects of incivility on turnover intentions. One of these concrete intervention techniques has been called the Personal Management Interview (PMI), which refers to regular private meetings that occur between a supervisor and each of her or his immediate subordinates (Boss, 1983). These meetings are usually held on a regular basis and normally last between thirty minutes and an hour. PMIs focus on specific goals, such as leadership issues, interpersonal issues, individual needs, feedback on job performance, and even personal concerns or problems (Cameron, 2008). In a broader sense, PMIs provide subordinates with an opportunity to communicate openly about unresolved issues that they experience at work.

Although the dyadic and hierarchical configuration of PMIs differ from team-building sessions (i.e., PMIs do not specifically involve group behavior among peers), we posit that this type of intervention can help employees better cope with experienced incivility. For instance,

previous studies have suggested that supervisors inadvertently institutionalize norms of incivility through their explicit behaviors at work, such as correcting subordinates in an uncivil tone, swearing, or personally debasing them in public (Pearson & Porath, 2005). In the case of supervisor-initiated incivility, PMIs help subordinates and supervisors get to know each other better, learn how to interpret ambiguous behaviors, and, in cases of incivility, clarify the situation that caused the behavior.

More importantly, PMIs provide employees with an informal opportunity to voice concerns to supervisors about incivility issues with co-workers and benefit from supervisors' remedial work, informal support, and psychological help, rather than engaging in psychological states of rumination or resignation. Finally, PMIs may also have indirect effects in terms of social behavior. In fact, when a supportive superior-subordinate relationship exists, subordinates deal with the problems that arise in the workplace with less fear of retaliation from management. In this way, supervisors can indirectly encourage employees to confront uncivil co-workers and solve their issues in a constructive way. These benefits can only be realized if PMI interventions are performed sufficiently frequently so that a reasonable level of familiarity, comfort, and trust can be built over time. Frequency and regularity of interventions reinforce learning through repetition and consolidate norms at work (Boss, 1983). Therefore, we predict that the effect of perceived incivility on turnover intentions will be less likely to occur for employees who hold PMIs frequently.

Hypothesis 7: The relationship between experienced incivility and turnover intentions will be moderated by PMI interventions, such that the higher the participation in PMIs, the weaker the association between experienced incivility and turnover intentions.

METHODS

Participants and Procedure

We surveyed 979 nurses in nonmanagerial positions in a 550-bed teaching and research public hospital with about 5000 employees in the Southeastern United States. We contacted the CEO of the hospital, explained the aim of the study, and asked for permission to conduct the study. Permission was granted to conduct an online survey of nurses, and the CEO sent an e-mail to all nurses one week before the initial survey period. We used a longitudinal design of two waves of data. Workplace incivility, role ambiguity, work-shift, OCB-I, OCB-O, team-building, and personal management interviews were measured at Time 1, and turnover intentions at Time 2. A 5-months interval occurred between the first and the second measurement waves. A total of 721 nurses completed all substantive questions on the survey for the two waves of data, for a response rate of 73 percent.

In the final sample, 665 respondents (92.2 percent) were women, and 56 (7.8 percent) were men. Participants ranged from 21 to 71 years of age ($M = 40.81$, $SD = 11.98$), and had been employed by their organization an average of 7.7 years ($SD = 8.35$) before receipt of the first questionnaire. Of the respondents, 612 (84.9 percent) were Caucasian, 61 (8.5 percent) African-American, and the remaining 48 (6.6 percent) Asian Pacific Islander, Hispanic/Latino, native American, bicultural/multicultural, or other; with regard to education: 398 (55.2 percent) had 2

or 3 years of college training, 285 (39.5 percent) had a bachelor's degree, and 32 (4.4 percent) had a master's degree or were completing one; in terms of employment status, 621 (86.1 percent) were full-time employees, 21 (2.9 percent) were part-time, and 79 (11 percent) were practitioner registered nurses; finally, with regard to work-shift: 447 (62 percent) worked during the day, 190 (26.4 percent) worked on the night shift, 26 (3.6 percent) worked on the evening shift, 22 (3.1 percent) had a rotating shift, and 36 (5 percent) worked only on the week-end.

Measures

Workplace incivility. We develop a six-item measure of workplace incivility. Our first concern was as much as possible to avoid respondent recollection biases of experienced incivility. Indeed, previous researchers suggest that the oft-used "5-year time frame may not be ideal" for estimating the incidence of incivility (Cortina et al., 2001: 76; Lim, Cortina, and Magley, 2008; Lim & Cortina, 2005), since respondents may have forgotten about previous mistreatments or even changed organizations. To overcome this recollection problem, we used a new measure of incivility that relies on a 3 month period for recall of incidents. Prior to the time of the study, we conducted personal interviews with nurses in our sample and asked about their experiences with uncivil acts perpetrated by co-workers and supervisors. From qualitative interviews, examples of nurses' concerns about incivility include:

"The placing blame (especially without researching the facts first) needs to stop!" (Nurse 1)

"Blaming others and secretiveness are common behaviors in among certain levels here. We also

have several employees who are generally rude but you just adapt because that's how they are. All the other behaviors would be very disturbing because we do have a generally friendly work environment and constant bickering, ignoring, and avoiding behaviors would be very disturbing and cause me to want to work elsewhere.” (Nurse 2)

“General rudeness happens a lot here. It is completely unnecessary.” (Nurse 3)

“I would like to know why the current managers have not been investigated about the exceptionally high turnover of staff. There is a great deal of lack of respect shown to the employees in certain part of the hospital. The High Turnover on this floor has cost the Hospital about 1 Million Dollars considering it costs approximately 50 thousands to train a Registered Nurse. Would someone please investigate this matter?” (Nurse 4)

We thus re-worded items from the original scale developed by Cortina et al. (2001) to fit descriptions of uncivil acts as recalled by respondents for the particular research setting under study herein. As an example, we re-worded the original item from Cortina et al. (2001), "made demeaning or derogatory remarks about you", with the item, "snide remarks, curt responses, lack of openness". Similarly, we simplified and re-worded the item, "ignored or excluded you from professional camaraderie", with the item, "turning away, ignoring".

One of the authors, who had collaborated with people in the hospital in the past, ensured that the respondents understood and agreed with the final wording of the survey. The items were introduced by the following statement, "Please recall the last typical interactions that you have

had over the last 3 months with those with whom you interact most frequently at work. For each of the behaviors listed below, please use the following 5-point scale to indicate how often each of these behaviors happened to you, personally”.

The final items included in the scale were: “scapegoating, blaming others”, “snide remarks, curt responses, lack of openness”, “making negative faces or gestures (such as eyebrow rising)”, “turning away, ignoring”, “avoiding, not being available”, and “generally rude behavior”. Participants responded on a 5-point scale (1 = *never* to 5 = *very often*). The Cronbach’s alpha coefficient for this measure was .93.

Turnover intentions. Turnover intentions were assessed by two items adapted from Irving and Meyer (1994). The items read, “How likely is it that you will actively look for a new job in the next year?” (1= *not at all likely* to 7 = *extremely likely*) and “I will probably look for a new job in the next year” (1=*strongly disagree* to 7=*strongly agree*). The Pearson product-moment correlation coefficient for these items was .91.

Role ambiguity. Role ambiguity was assessed by three items adapted from Rizzo et al. (1970) and Ivancevich and Donnelly (1974). Respondents were asked to rate how much they agree with the following statements, **using a seven-point scale (1=*strongly disagree* to 7=*strongly agree*)**: “My immediate supervisor makes sure his/her people have clear goals to achieve,” “My immediate supervisor makes it clear how I should do my work,” and “It is clear what is expected of me on my job” (1=*strongly disagree* to 7=*strongly agree*). All the items were reverse coded. The Cronbach’s alpha coefficient for the items was .86.

Work-shift. Information about the work-shift was retrieved from the HR department and coded as 1 if the respondent was working on the night shift, and 0 if the respondent worked

during the day.

Organizational citizenship behaviors. Organizational citizenship behaviors were measured using the 16-item organizational citizenship behavior scale (OCB-I and OCB-O) used by Lee and Allen (2002), wherein OCB-I referred to prosocial behaviors towards co-workers and OCB-O dealt with prosocial behaviors towards the organization. Employees' supervisors rated how much they agreed or disagreed with the assertion that their subordinates performed each OCB-I and OCB-O, using a five-point scale (1=*strongly disagree* to 5=*strongly agree*). The OCB-I consisted of eight items. A sample item is: "This employee gives up time to help others who have work or non-work problems." Another eight questions measured OCB-O. A sample item is "This employee offers ideas to improve the functioning of the organization." Coefficients alpha were .94 for OCB-I and .96 for OCB-O.

Team-building. Team-building meetings are three-day events designed to build healthy, viable teams. The hospital in question decided to initiate team-building training and began implementing it recently. At the time of the study, 58 employees had participated in the team-building exercises with their team co-members and supervisors.

A typical team-building event proceeds as follows. During the first two days of the meeting, participants have the opportunity to get to know their co-workers and supervisors better through (1) disclosure of their personal life experiences and (2) common sharing of personality test results (e.g., FIRO-B test). Once a climate of trust and informality is achieved between participants, the team building leader uses the last day to discuss unresolved relationship issues between participants (e.g., incivility issues). One of the authors, with long experience in the field of organizational change and development interventions, personally conducted each team-

building session. At the time of this study, respondents were asked about their participation in team-building meetings. The team-building variable was coded as 1 if the respondent was enrolled in team-building meetings; otherwise it was coded 0.

Personal Management Interviews. PMIs are private meetings that occur between a supervisor and each of her or his immediate subordinates (Boss, 1983). These meetings are usually held on a regular basis and normally last between thirty minutes and an hour. PMIs focus on interpersonal issues, individual needs, feedback on job performance, and personal concerns or problems (Cameron, 2008). Prior to the time of this study the hospital had undergone a cultural change (beginning 8 years ago). Central to this cultural change was the implementation of PMIs. In particular, supervisors at all levels were trained to conduct PMIs. All employees are given the opportunity to participate in PMIs. Respondents were asked about the frequency of their participation in PMIs on a scale ranging from 1 = "*We do not hold individual meetings*" to 10 = "*More than once each week*".

Control variables. The demographic variables included in this study (gender, age, and tenure) were also used as control variables. Indeed, such factors may influence one's experiences of mistreatment and have also been linked to retention-related variables. Age and tenure were measured as continuous variables, while gender (0 = *male*; 1 = *female*) was measured as categorical variable.

RESULTS

Table 1 presents the intercorrelations and descriptive statistics for all the study variables. We examined the effect of Time 1 workplace incivility on Time 2 turnover intentions by using standard hierarchical regression. Control variables were added in the first step (i.e., gender, age,

and tenure), and workplace incivility was entered in the second step. We also centered workplace incivility to avoid collinearity issues. As Table 2 shows, workplace incivility was positively related to the temporal change in turnover intentions ($b = .41, p < .001$), thus Hypothesis 1 was confirmed.

Insert Tables 1 and 2 about here

We tested the hypotheses regarding the moderating effects of contextual factors (i.e., role ambiguity and work-shift), individual behaviors (i.e., OCB-I and OCB-O), and managerial practices (i.e., team-building and PMIs) on the relationship between workplace incivility and turnover intentions following the procedure for moderated regression analysis outlined by Aiken and West (1991). To reduce potential collinearity between the interaction term and its component, we centered the continuous independent variables (e.g., workplace incivility and role ambiguity) involved in the presumptive interaction. Control variables were added in the first step (i.e., gender, age, and tenure), the main predictors involved in the interaction were entered in the second step (e.g., workplace incivility and role ambiguity); and the product term (e.g., workplace incivility X role ambiguity) was entered in the third step to assess the interaction between these two variables. The procedure was repeated for each of the remaining moderators (i.e., work-shift, OCB-I, OCB-O, team-building, and PMIs). Support for our hypotheses requires statistically significant increases in variance explained (ΔR^2) with the addition of the two-way interactions³

³ Except for Hypothesis 5, which predicted no interaction effects for OCB-O.

and simple slope test results consistent with our hypotheses. Tables 3 to 8 show the regression results with unstandardized coefficients.

Insert Tables 3-8 about here

Results indicate that the interaction between workplace incivility and role ambiguity was a significant predictor of turnover intentions ($b = .10, p < .05, \Delta R^2 = .005$; see Table 3). Similarly, the interaction between workplace incivility and work-shift ($b = .71, p < .001, \Delta R^2 = .021$; see Table 4) was also significant. Furthermore, the interaction between workplace incivility and OCB-I was significant ($b = -.40, p < .01, \Delta R^2 = .011$; see Table 5), but not the interaction between workplace incivility and OCB-O ($b = -.24, n.s.,$ Hypothesis 5 supported; see Table 6). Finally, with regard to managerial practices, the interaction between workplace incivility and team-building ($b = -.60, p < .05, \Delta R^2 = .010$; see Table 7) and the interaction between workplace incivility and PMI ($b = -.11, p < .05, \Delta R^2 = .005$; see Table 8) were both significant.

To examine these interactions in more detail, we conducted simple slopes analyses and plotted unstandardized regression lines representing the relationship between workplace incivility, turnover intentions, and each of the moderators (Aiken & West, 1991) at one standard deviation below and above the mean for the continuous variable, and at the original values for the dichotomous variables. Hypothesis 2 predicted that role ambiguity would moderate the linkage between workplace incivility and turnover intentions, such that the relationship becomes stronger as role ambiguity increases. Accordingly, simple slope analyses indicated that for employees experiencing greater role ambiguity, the association between workplace incivility and

turnover intentions was positive and significant (+ 1 S.D.; $b = .28, p < .01$), whereas for employees who experience low role ambiguity the effect of workplace incivility on turnover intentions was not significant (- 1 S.D.; $b = .03, ns$; see Figure 1).

Confirming Hypothesis 3, simple slope analyses indicated that for employees in the night shift, the association between workplace incivility and turnover intentions was higher (value 1; $b = .94, p < .001$) than those in the day shift (value 0; $b = .29, p < .05$; see Figure 2). In addition, our simple slopes tests indicated that the influence of workplace incivility on turnover intentions was significant and positive when OCB-I was low (- 1 S.D.; $b = .62, p < .001$), but was not significant when OCB-I was high (+ 1 S.D.; $b = .13, ns$; see Figure 3). Thus, Hypothesis 4 was supported.

Consistent with Hypothesis 6, a simple slope test indicated that for nurses that participated in team-building sessions, workplace incivility was not related to turnover intentions (value 1; $b = -.13, ns$), whereas for those nurses that did not participate to team-building the effect of incivility on turnover intentions was positive and statistically significant (value 0; $b = .46, p < .001$; see Figure 4). Finally, results confirmed Hypothesis 7 by indicating that when the frequency of PMI was high, workplace incivility was not significantly related to turnover intentions (+ 1 S.D.; $b = .17, ns$). In contrast, when the frequency of PMI was low, workplace incivility was positively and significantly related to turnover intentions (- 1 S.D.; $b = .49, p < .001$; see Figure 5). In conclusion, all our hypotheses were confirmed.

Insert Figures 1-5 about here

DISCUSSION

Despite the subtle nature of workplace incivility, its effects can erode relationships between employees, reduce their job efforts, and lower their psychological and physical health. From a practical point, it is extremely difficult to evaluate all the costs of incivility for organizations. To the best of our knowledge, the most damaging consequence of incivility for organizations is employee exit (Donovan, Drasgow, & Munson, 1998; Pearson, Anderson, & Porath, 2000; Cortina et al., 2001; Lim, Cortina, & Magley, 2008), which according to Cascio (2000) costs to organizations an average of \$50,000 per exiting employee across all jobs and industries in the United States, as of a decade ago.

To better understand the mechanisms through which experiencing incivility elicits employees' decision to leave, we conducted a longitudinal study that examined a sample of 721 nurses working in a public research hospital. The results of this study show that the effects of experienced incivility at work were sufficiently strong to influence employees' turnover intentions even after a period of 5 months. Thus, this study contributes to previous research on workplace incivility by providing longitudinal evidences of the negative consequences of uncivil acts for turnover intentions (Cortina et al., 2001; Lim & Cortina, 2005; Lim, Cortina, & Magley, 2008).

More importantly, building upon and integrating ideas from coping (Olson-Buchanan & Boswell, 2008; Lazarus & DeLongis, 1983; Lazarus & Folkman, 1984) and victimization theories (Aquino, 2000; Aquino & Bradfiel, 2000), our investigation contributes to the literature on workplace incivility by answering the following questions: (a) What contextual factors make the link between workplace incivility and turnover intentions more likely? (b) Why does

workplace incivility lead to turnover intentions for some employees, but not others (c) What managerial practices might reduce the effects of incivility on turnover intentions?

Whereas previous research on incivility did not examine much organizational factors that moderate the effects of incivility (Pearson & Porath, 2005), this study demonstrated that experiencing incivility within environments surrounded by ambiguity and structural stress is a powerful antecedent of turnover intentions. Specifically, we proposed two situational characteristics of the work environment that enhanced effects of incivility on turnover intentions, namely, role ambiguity and working on a night shift.

With regard to role ambiguity, we suggested that to the extent managers fail to provide employees with clear guidelines or necessary information to complete the assigned task, they foster a climate of anxiety wherein even mild forms of mistreatment have critical consequences for their victims, such as in the case of uncivil behaviors. Consistent with this view, the results of the simple slope tests consistently showed that workplace incivility influences employees' decisions to leave only for those who experienced greater role ambiguity. Accordingly, managers and organizations can favorably reduce the effects of incivility on turnover intentions by assuring that their employees have the necessary information to perform their task adequately.

In addition, this study contributes to research on role ambiguity by showing that besides well-know negative consequences of role ambiguity for employee performance (e.g., tension and job satisfaction; Bedeian & Armenakis, 1981), this work-stressor significantly influences the coping abilities of employees, eventually engendering the effects of mistreatment. Hence, the results of the present study also serve the secondary purpose of calling for future investigations into the moderating effects of role ambiguity on the relationship between other forms of

interpersonal mistreatment (e.g., workplace aggression, sexual harassment, victimization, bullying, and mobbing) and crucial employee outcomes, such as intrinsic motivation, organizational commitment, and turnover.

With regard to those structural conditions that may enhance the effects of incivility on turnover intentions, we compared employees working on the day and on the night shift. Although the night shift is associated with calmer working conditions than the day shift (e.g., fewer social interactions and less work), we suggested that other factors such as lower and less frequent managerial supervision and less social support from the family may hinder the coping skills of employees targeted with incivility. Eventually, these factors may lead to rumination or induce a resignation state in which employees are less willing to invest in or maintain healthy working relationships and see organizational exit as the only response to incivility.

Confirming this view, simple slope analyses indicated that for employees in the night shift, the effects of incivility and turnover intentions were higher than for those in the day shift. Given this, managers may want to consider supporting especially those employees who work on the night shift and, in the worst cases, contemplate modifications to their shift-work, along with introducing policies specifically focused to curtail incivility during the night shift.

The second goal of this study was to help organizations to identify and support those employees more prone to leave as a response to incivility. While previous research on incivility has focused on such victim characteristics as status and gender (Pearson & Porath, 2005), we proposed that victims react differently to incivility according to their level of interpersonal altruism (i.e., OCB-Is).

Specifically, we posited that for employees highly engaged in OCB-Is the effects of incivility on turnover intentions will be weaker because of their willingness to maintain harmonious working relationships and because of the social support that they receive from co-workers, which stems from their higher social attractiveness (Bolino, 1999). By the same token we hypothesized that employees that score low on OCB-Is are more prone to leave after the experience of incivility. In addition, we speculated that OCB-Os will not moderate effects of incivility on turnover intentions because apparently employees engaged in these type of behaviors are not interested in maintaining good relationships in the workplace, nor they will benefit from a higher social support in coping with uncivil acts.

The empirical test of Hypotheses 4 and 5 confirmed our rationale. Simple slopes analyses indicated that the influence of workplace incivility on turnover intentions was significant and positive when OCB-I was low, but was not significant when OCB-I was high (Figure 3). Similarly, the interaction between workplace incivility and OCB-O was not a significant predictor of turnover intentions (Table 6). Overall, these results contribute indirectly to the literature on organizational citizenship behaviors by analyzing the effects of mistreatment on altruistic employees. In particular, our results complement previous research on the effects of altruistic behaviors on victimization (Aquino & Bommer, 2003) by demonstrating that employees engaged in OCB-Is generally cope better with incivility.

Another important contribution of this study is the empirical examination of managerial practices that help victims cope with incivility on a daily basis. Surprisingly, despite the spread of incivility and its negative consequences, effective organizational responses to this phenomenon are still lacking. Thus, whereas previous research has proposed strategies to curtail

workplace incivility (Pearson & Porath, 2005), this study is one of the first to examine empirically concrete interventions (i.e., team-building and personal management interviews) that involve informal methods to voice discontent, and thus may reduce the effects of incivility on employees' turnover intentions.

As found in this study, one viable managerial intervention is implementing team-building meetings. Indeed, considering the fact that many perpetrators of incivility are not aware of being so, these three-day meetings may help perpetrators of uncivil acts realize the consequences of them. Further, team-building meetings may provide victims with an opportunity to express their discomfort with acts of incivility that are perpetrated by various members of the organization, understand their subtle antisocial behaviors, and thus, cope more constructively with the incivility that they experience. Our findings strongly support this rationale by indicating that incivility influenced turnover intentions only for those employees that did not participate in team-building sessions, whereas for those employees that participated in team-building workplace incivility did not influence the decision to leave.

Holding regular private meetings between employees and their supervisors may also help managers curtail the consequences of incivility. Indeed, many supervisors are often unaware of the existence of incivility problems between their employees, or even are unprepared to act when warning signs of incivility arise. Thus, PMIs provide an informal complaint system that may concretely assist managers in helping employees targeted with incivility. Our findings show that, when involved in personal management interviews, employees coped better with experienced incivility. Specifically, workplace incivility was positively related to turnover intentions only when the frequency of PMIs was low. In contrast, workplace incivility had no

effects on turnover intentions for those employees frequently involved in PMIs (Figure 4).

Perhaps more importantly in regard to intervention strategies, our data show that holding PMIs at least once each month (1 S.D. above the mean) nullifies the effects of workplace incivility on employees' turnover intentions.

Limitations and Future Research

In spite of these contributions, it is important to note several potential limitations of this study. First, the same individuals provided the self-report data for the independent (i.e., workplace incivility) and dependent variables (i.e., turnover intentions), raising concerns about common method bias. Future research should use multiple sources and objective data, such as turnover rate, to provide a stronger test of the influence of incivility on turnover. Two factors reduced such threats in the current study. First, we used supervisors' rating for two of the moderators that usually are more subject to social desirability bias (i.e., OCB-I and OCB-O). In addition, we adopted a longitudinal design for our data collection that measured our dependent variable (i.e., turnover intentions) after a 5 months period following measurement of the independent variables.

As another limitation of our research, 92 percent of our sample was constituted by women, which may represent a bias in view of dysempowerment theory and interpersonal sensitivity (Montgomery, Kane, & Vance, 2004). That is, personal norms of respect may vary depending on gender, due to women's heightened sensitivity to incivility compared to that of men. Thus, future research should address this issue by comparing the effects of incivility on turnover for women and men. Regarding the generalizability of our findings, it is important to point out that our study was conducted in the public sector (i.e., a hospital). Thus, extending the

same research questions to private companies and nontraditional workplaces would represent an interesting direction for future research.

In addition to these limitations, there are two avenues for important follow-on research on workplace incivility. Following the distinction between major forms of aggression that have been described and investigated in research on workplace aggression (e.g., Baron, Neuman, & Geddes, 1999), future studies may want to consider different forms of incivility (e.g., verbal, physical) and their consequences for employees. Indeed, although our scale showed a high internal reliability (Cronbach's $\alpha = .93$), it was comprised of only 6 items, which may not have been broad enough in scope to encompass all the relevant dimensions of incivility.

Moreover, since experiencing rude behaviors from a peer may have different effects if compared to uncivil behaviors from one's own boss (e.g., Hershcovis & Barling, 2010), future studies should distinguish sources of incivility. Thus, including separate questions for uncivil behaviors from supervisors, coworkers, customers, or patients may provide interesting insights.

In conclusion, more research is needed to better understand the nature and consequences of workplace incivility. Workplace incivility is a widespread phenomenon that silently damages many organizations and people working within them. Accordingly, this study shows that incivility can carry substantial costs, potentially fostering employees to contemplate leaving their job even after a considerable lapse of time. Hence, rather than treating uncivil behaviors as harmless, organizations should actively manage them by taking actions and implementing practices that improve the quality of work life of their members.

REFERENCES

- Aiken, L. S. & West, S. G. 1991. *Multiple regression: Testing and interpreting interactions*. Thousand Oaks, CA Sage.
- Andersson, L. & Pearson, C. 1999. Tit for tat? The spiraling effect of incivility in the workplace. *Academy of Management Review*, 24(3): 452-471.
- Aquino, K. 2000. Structural and Individual Determinants of Workplace Victimization: The Effects of Hierarchical Status and Conflict Management Style. *Journal of Management*, 26(2): 171-193.
- Aquino, K. & Bommer, W. H. 2003. Preferential mistreatment: How victim status moderates the relationship between organizational citizenship behavior and workplace victimization. *Organization Science*, 14: 374-385.
- Aquino, K. & Bradfield, M. 2000. Perceived victimization in the workplace: The role of situational factors and victim characteristics. *Organization Science*, 11: 525-537.
- Aquino, K. & Thau, S. 2009. Workplace victimization: Aggression from the target's perspective. *Annual review of psychology*, 60: 717-741.
- Baba, V., Jamal, M. & Fang, Y. 1997. Discrepancy theory and shift work: A test of the unique predictive capacity hypothesis. *Working paper*.
- Baron, R., Neuman, J., & Geddes, D. 1999. Social and personal determinants of workplace aggression: Evidence for the impact of perceived injustice and the Type A behavior pattern. *Aggressive Behavior*, 25(4): 281-296.
- Barton, J. 1994. Choosing to work at night: A moderating influence on individual tolerance to shift work. *Journal of Applied Psychology*, 79(3): 449-454.
- Bedeian, A. G. & Armenakis, A. A. 1981. A path-analytic study of the consequences of role conflict and ambiguity. *Academy of Management Journal*, 24(2): 417-424.
- Bolino, M. C. 1999. Citizenship and impression management: Good soldiers or good actors? *The Academy of Management Review*, 24(1): 82-98.
- Boss, W. R. 1983. Team building and the problem of regression: the personal management interview as an intervention. *Journal of Applied Behavioral Science*, 19 (1): 67-83.

- Boswell, W. R., Olson-Buchanan, J. B., & Olsen-Buchanan, J. B. 2004. Experiencing mistreatment at work: The role of grievance filing, nature of mistreatment, and employee withdrawal. *The Academy of Management Journal*, 47(1): 129-139.
- Bowling, N. A. & Beehr, T. A. 2006. Workplace harassment from the victim's perspective: A theoretical model and meta-analysis. *Journal of Applied Psychology*, 91(5): 998-1012.
- Cameron, K. 2008. *Positive leadership: Strategies for extraordinary performance*. San Francisco: Berrett-Koehler.
- Cascio, W. 2000. *Costing human resources: The financial impact of behavior in organizations*. Cincinnati, OH: South-Western.
- Chen, P. Y. & Spector, P. E. 1992. Relationships of work stressors with aggression, withdrawal, theft and substance use: An exploratory study. *Journal of Occupational and Organizational Psychology*, 65(3): 177-184.
- Cortina, L. M. 2008. Unseen injustice: Incivility as modern discrimination in organizations. *Academy of Management Review*, 33(1): 55-75.
- Cortina, L. M., Lonsway, K. A., & Magley, V. J. 2004. Reconceptualizing workplace incivility through the lenses of gender and race, *Paper presented at the annual meeting of the Society for Industrial-Organizational Psychology, Chicago*.
- Cortina, L. M., & Magley, V. J. 2007. Patterns and profiles of response to incivility in organizations. *Working paper*.
- Cortina, L. M. & Magley, V. J. 2009. Patterns and profiles of response to incivility in the workplace. *Journal of Occupational Health Psychology*, 14(3): 272-288.
- Cortina, L. M., Magley, V. J., Williams, J., & Langhout, R. 2001. Incivility in the workplace: Incidence and impact. *Journal of Occupational Health Psychology*, 6(1): 64-80.
- Coyne, I., Chong, P. S., Seigne, E., & Randall, P. 2003. Self and peer nominations of bullying: An analysis of incident rates, individual differences, and perceptions of the working environment. *European Journal of Work and Organizational Psychology*, 12(3): 209-228.
- Demerouti, E., Geurts, S. A. E., Bakker, A. B., & Euwema, M. 2004. The impact of shiftwork on work-home conflict, job attitudes and health. *Ergonomics*, 49(9): 987-1002.

- Donovan, M. A., Drasgow, F., & Munson, L. J. 1998. The Perceptions of Fair Interpersonal Treatment Scale: development and validation of a measure of interpersonal treatment in the workplace. *Journal of Applied Psychology*, 83(5): 683-692.
- Dunham, R. 1977. Shift work: A review and theoretical analysis. *Academy of Management Review*, 2: 624-633.
- Einarsen, S. 2000. Harassment and bullying at work: A review of the Scandinavian approach. *Aggression and violent behavior*, 5(4): 379-401.
- Einarsen, S. & Raknes, B. I. 1997. Harassment in the workplace and the victimization of men. *Violence and victims*, 12(3): 247-263.
- Feuille, P. & Delaney, J. T. 1992. The individual pursuit of organizational justice: Grievance procedures in nonunion workplaces. In G. R. Ferris & K. M. Rowland (Eds.), *Research in personnel and human resource management*: 187-232. Stamford, CT: JAI Press.
- Folkman, S., Lazarus, R. S., Dunkel-Schetter, C., DeLongis, A., & Gruen, R. J. 1986. Dynamics of a stressful encounter: Cognitive appraisal, coping, and encounter outcomes. *Journal of personality and social psychology*, 50(5): 992.
- Gates, D., Fitzwater, E., & Succop, P. 2003. Relationships of stressors, strain, and anger to caregiver assaults. *Issues in Mental Health Nursing*, 24(8): 775-793.
- Golembiewski, R. 1979. *Approaches to planned change*. New York: Marcal Dekkar.
- Graydon J., Kasta W., & Khan P. 1994 Verbal and physical abuse of nurses. *Canadian Journal of Nursing* 7(4): 70-89.
- Hershcovis, M. & Barling, J. 2010. Towards a multi-foci approach to workplace aggression: A meta-analytic review of outcomes from different perpetrators. *Journal of Organizational Behavior*, 31(1): 24-44.
- Hershcovis, M., Turner, N., Barling, J., Arnold, K., Dupré, K., Inness, M., LeBlanc, M., & Sivanathan, N. 2007. Predicting workplace aggression: A meta-analysis. *Journal of Applied Psychology*, 92(1): 228.
- Hirschman, A. 1970. *Exit, voice, and loyalty: Responses to decline in firms, organizations, and states*. Cambridge, MA: Harvard University Press.

- Irving, P. G. & Meyer, J. P. 1994. Reexamination of the met-expectations hypothesis: A longitudinal analysis. *Journal of Applied Psychology*, 79(6): 937-949.
- Ivancevich, J. M. & Donnelly Jr, J. H. 1974. A study of role clarity and need for clarity for three occupational groups. *Academy of Management Journal*, 17(1): 28-36.
- Jamal, M. & Baba, V. V. 1992. Shiftwork and department-type related to job stress, work attitudes and behavioral intentions: A study of nurses. *Journal of Organizational Behavior*, 13(5): 449-464.
- Klein, C., DiazGranados, D., Salas, E., Le, H., Burke, C. S., Lyons, R., & Goodwin, G. F. 2009. Does Team Building Work? *Small Group Research*, 40(2): 181-222.
- Lazarus, R. S. & DeLongis, A. 1983. Psychological stress and coping in aging. *American psychologist*, 38(3): 245-254.
- Lazarus, R. S. & Folkman, S. 1984. *Stress, appraisal, and coping*. New York: Springer.
- LeBlanc, M. & Kelloway, E. 2002. Predictors and outcomes of workplace violence and aggression. *Journal of Applied Psychology*, 87(3): 444-453.
- Lee, K. & Allen, N. J. 2002. Organizational citizenship behavior and workplace deviance: The role of affect and cognitions. *Journal of Applied Psychology*, 87(1): 131-142.
- Lim, S. & Cortina, L. 2005. Interpersonal mistreatment in the workplace: The interface and impact of general incivility and sexual harassment. *Journal of Applied Psychology*, 90(3): 483-496.
- Lim, S., Cortina, L., & Magley, V. 2008. Personal and workgroup incivility: Impact on work and health outcomes. *Journal of Applied Psychology*, 93(1): 95-107.
- Lim, S. & Lee, A. 2011. Work and nonwork outcomes of workplace incivility: Does family support help? *Journal of Occupational Health Psychology*, 16(1): 95-111.
- Mann, F. 1965. Shift work and the shorter workweek. In C. Dankert & F. Mann & H. Northrup (Eds.), *Hours of Work*: 111-127 New York: Harper & Row.
- McNeely, B. L. & Meglino, B. M. 1994. The role of dispositional and situational antecedents in prosocial organizational behavior: An examination of the intended beneficiaries of prosocial behavior. *Journal of Applied Psychology*, 79(6): 836-844.

- Mikkelsen, E. & Einarsen, S. 2001. Bullying in Danish work-life: Prevalence and health correlates. *European Journal of Work and Organizational Psychology*, 10(4): 393-413.
- Montgomery, K., Kane, K., & Vance, C. M. 2004. Accounting for differences in norms of respect. *Group & Organization Management*, 29(2): 248-268.
- Neuman, J. & Baron, R. 2003. Social antecedents of bullying: A social interactionist perspective. In S. Einarsen & C. L. Cooper & H. Hoel & D. Zapf (Eds.), *Bullying and Emotional Abuse in the Workplace: International Perspectives in Research and Practice*. London: Taylor & Francis.
- Olson-Buchanan, J. B. & Boswell, W. R. 2008. An integrative model of experiencing and responding to mistreatment at work. *The Academy of Management Review*, 33(1): 76-96.
- Organ, D. 1988. *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA, England: Lexington Books.
- Organ, D. 1997. Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, 10(2): 85-97.
- Payne, R. 1979. Demands, supports, constraints and psychological health. In C. Mackay & T. Cox (Eds.), *Response to stress: Occupational aspects*: 85–105. London: IPC Business Press.
- Pearson, C., Andersson, L., & Porath, C. 2000. Assessing and Attacking Workplace Incivility *Organizational dynamics*, 29(2): 123-137.
- Pearson, C. & Porath, C. 2005. On the nature, consequences and remedies of workplace incivility: No time for “nice”? Think again. *Academy of Management Executive*, 19(1): 7-18.
- Quine, L. 2001. Workplace bullying in nurses. *Journal of Health Psychology*, 6(1): 73.
- Revicki, D. A. & May, H. J. 1985. Occupational stress, social support, and depression. *Health Psychology*, 4(1): 61-77.
- Rizzo, J. R., House, R. J., & Lirtzman, S. I. 1970. Role conflict and ambiguity in complex organizations. *Administrative Science Quarterly*, 15(2): 150-163.

- Stevanovic, P. & Rupert, P. A. 2009. Work-family spillover and life satisfaction among professional psychologists. *Professional Psychology: Research and Practice*, 40(1): 62-68.
- Tepper, B. & Henle, C. A. 2010. A case for recognizing distinctions among constructs that capture interpersonal mistreatment in work organizations. *Journal of Organizational Behavior*, 32(3): 487–498.
- Ury, W. L., Brett, J. M., & Goldberg, S. B. 1988. *Getting disputes resolved: Designing systems to cut the costs of conflict*. San Francisco, CA: Jossey-Bass.
- Vartia, M. 1996. The sources of bullying–psychological work environment and organizational climate. *European Journal of Work and Organizational Psychology*, 5(2): 203-214.
- Zapf, D., Knorz, C., & Kulla, M. 1996. On the relationship between mobbing factors, and job content, social work environment, and health outcomes. *European Journal of Work and Organizational Psychology*, 5(2): 215-237.

TABLE 1
Descriptive Statistics, Alpha Coefficients, and Correlations

Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9	10
1. Gender ^a	.92	.27										
2. Age	4.81	11.97	.08*									
3. Tenure ^a	7.74	8.35	.10**	.47**								
4. Workplace Incivility	1.79	.86	-.04	-.05	-.06	(.93)						
5. Role Ambiguity	2.22	1.21	-.01	.01	-.02	.43**	(.86)					
6. OCB-I ^b	4.06	.62	-.01	-.02	.02	-.13**	-.26**	(.94)				
7. OCB-O ^b	3.91	.65	.01	.02	.05	-.15**	-.25**	.81**	(.96)			
8. Team-Building	.08	.27	.07	.10**	.21**	-.02	-.09*	.12**	.09*			
9. PMI	4.38	1.49	.02	-.06	-.06	-.14**	-.31**	.08*	.12*	.08		
10. Turnover Intentions	2.62	1.89	.00	-.19**	-.16**	.20**	.26**	-.10*	-.08*	-.03	-.12**	(.91)

Alpha coefficients appear on the diagonal in parentheses, except for turnover intentions where the Pearson product-moment correlation coefficient is used.

* $p < .05$, ** $p < .01$, *** $p < .001$.

^a Female = 1, male = 0. Tenure = years.

^b $n = 634$. Rated by supervisors.

TABLE 2**Results of hierarchical regression analysis of turnover intentions on workplace incivility**

Variable	<u>Step 1</u>	<u>Step 2</u>
	<i>b</i>	<i>b</i>
Constant	3.58***	3.49***
Gender	.13	.18
Age	-.02***	-.02***
Tenure	-.02*	-.02*
Workplace Incivility		.41***
ΔR^2		.035***
R^2 for total equation	.041***	.076***

* $p < .05$, ** $p < .01$, *** $p < .001$.

TABLE 3

**Results of hierarchical regression analysis of turnover intentions on workplace incivility
and role ambiguity**

Variable	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>
	<i>b</i>	<i>b</i>	<i>b</i>
Constant	3.58***	3.55***	3.49***
Gender	.13	.17	.19
Age	-.02***	-.02***	-.02***
Tenure	-.02*	-.02	-.02
Workplace Incivility		.20*	.16
Role Ambiguity		.34***	.30***
Workplace Incivility x Role Ambiguity			.10*
ΔR^2		.074***	.005*
R^2 for total equation	.041***	.115***	.12***

* $p < .05$, ** $p < .01$, *** $p < .001$.

TABLE 4

**Results of hierarchical regression analysis of turnover intentions on workplace incivility
and work-shift**

Variable	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>
	<i>b</i>	<i>b</i>	<i>b</i>
Constant	3.53***	3.35***	3.37***
Gender	.18	.25	.27
Age	-.02**	-.02**	-.02***
Tenure	-.02*	-.02	-.02
Workplace Incivility		.43***	.23*
Work Shift		.15	.15
Workplace Incivility x Work Shift			.71***
ΔR^2		.039***	.021***
R^2 for total equation	.040***	.079***	.10***

* $p < .05$, ** $p < .01$, *** $p < .001$.
n = 637.

TABLE 5**Results of hierarchical regression analysis of turnover intentions on workplace incivility
and OCB-I**

	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>
Variable	<i>b</i>	<i>b</i>	<i>b</i>
Constant	3.79***	3.72***	3.73***
Gender	.05	.09	.10
Age	-.03***	-.03***	-.03***
Tenure	-.02	-.02	-.02
Workplace Incivility		.45***	.38***
OCB-I		-.22	-.25*
Workplace Incivility x OCB-I			-.40**
ΔR^2		.049***	.011**
R^2 for total equation	.048***	.097***	.108***

* $p < .05$, ** $p < .01$, *** $p < .001$.
n = 634.

TABLE 6

**Results of hierarchical regression analysis of turnover intentions on workplace incivility
and OCB-O**

Variable	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>
	<i>b</i>	<i>b</i>	<i>b</i>
Constant	3.79***	3.70***	3.69***
Gender	.05	.10	.10
Age	-.03***	-.03***	-.03***
Tenure	-.02	-.02	-.02
Workplace Incivility		.45***	.40***
OCB-O		-.12	-.15
Workplace Incivility x OCB-O			-.24
ΔR^2		.046***	.004
R^2 for total equation	.048***	.094***	.097***

* $p < .05$, ** $p < .01$, *** $p < .001$.
n = 634.

TABLE 7**Results of hierarchical regression analysis of turnover intentions on workplace incivility and team-building**

	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>
Variable	<i>b</i>	<i>b</i>	<i>b</i>
Constant	3.58***	3.49***	3.48***
Gender	.13	.18	.16
Age	-.02***	-.02***	-.02***
Tenure	-.02*	-.02	-.02
Workplace Incivility		.41***	.47***
Team-Building		.02	-.02
Workplace Incivility x Team-Building			-.60*
ΔR^2		.078***	.010*
R^2 for total equation	.041***	.118***	.128***

* $p < .05$, ** $p < .01$, *** $p < .001$.

TABLE 8**Results of hierarchical regression analysis of turnover intentions on workplace incivility and PMI**

Variable	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>
	<i>b</i>	<i>b</i>	<i>b</i>
Constant	3.58***	3.56***	3.56***
Gender	.13	.17	.17
Age	-.02***	-.02***	-.03***
Tenure	-.02*	-.02	-.02
Workplace Incivility		.38***	.33***
PMI		-.12**	-.11*
Workplace Incivility x PMI			-.11*
ΔR^2		.044***	.005*
R^2 for total equation	.041***	.085***	.090***

* $p < .05$, ** $p < .01$, *** $p < .001$.

FIGURE 1

The moderating effect of role ambiguity on the relationship between workplace incivility and turnover intentions

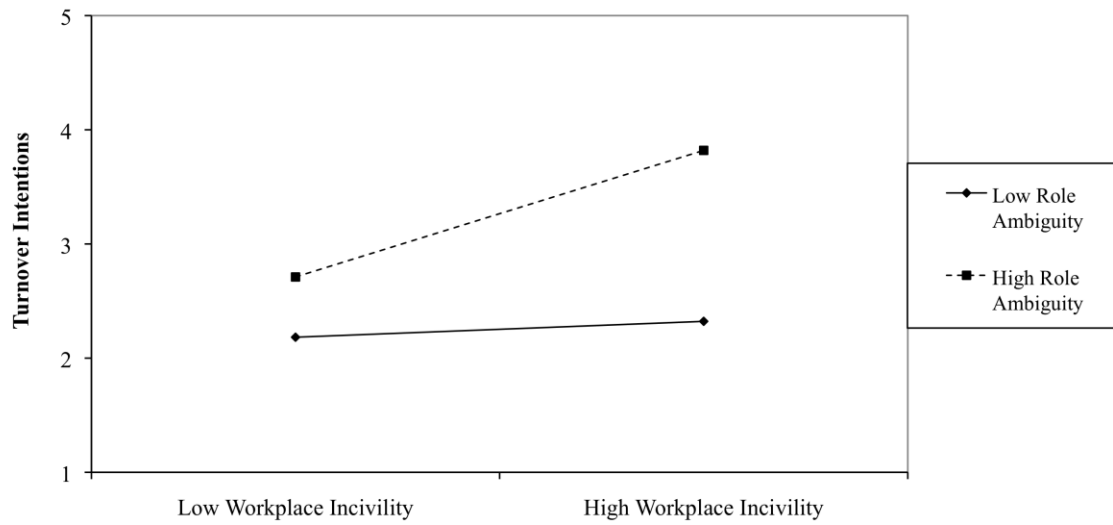


FIGURE 2

The moderating effect of work-shift on the relationship between workplace incivility and turnover intentions

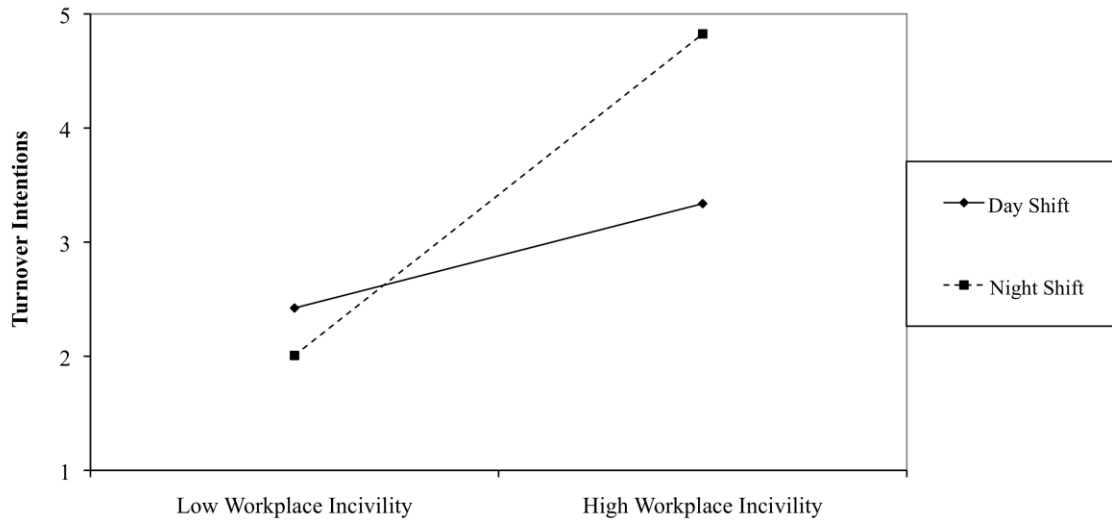


FIGURE 3

The moderating effect of OCB-I on the relationship between workplace incivility and turnover intentions

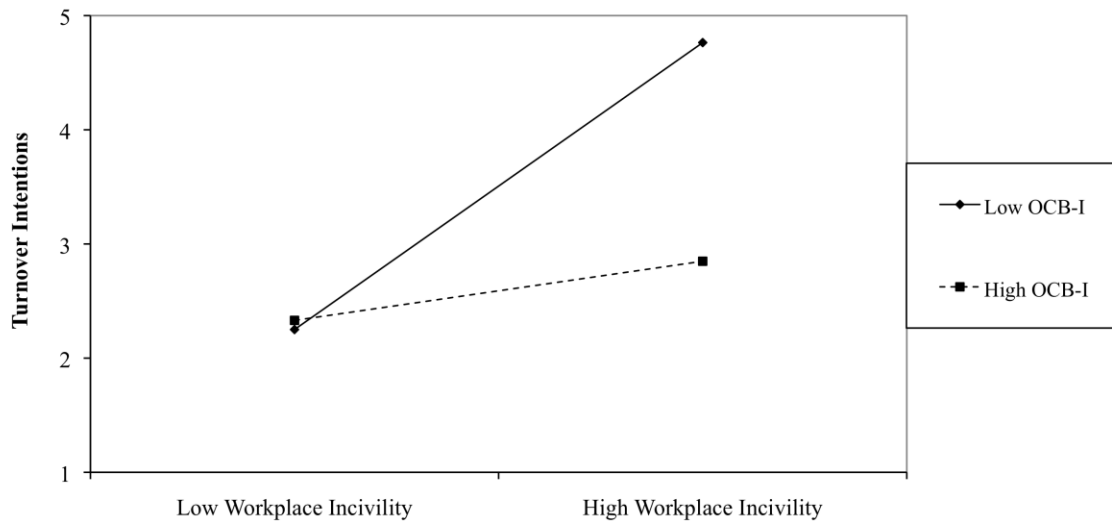


FIGURE 4

The moderating effect of team-building on the relationship between workplace incivility and turnover intentions

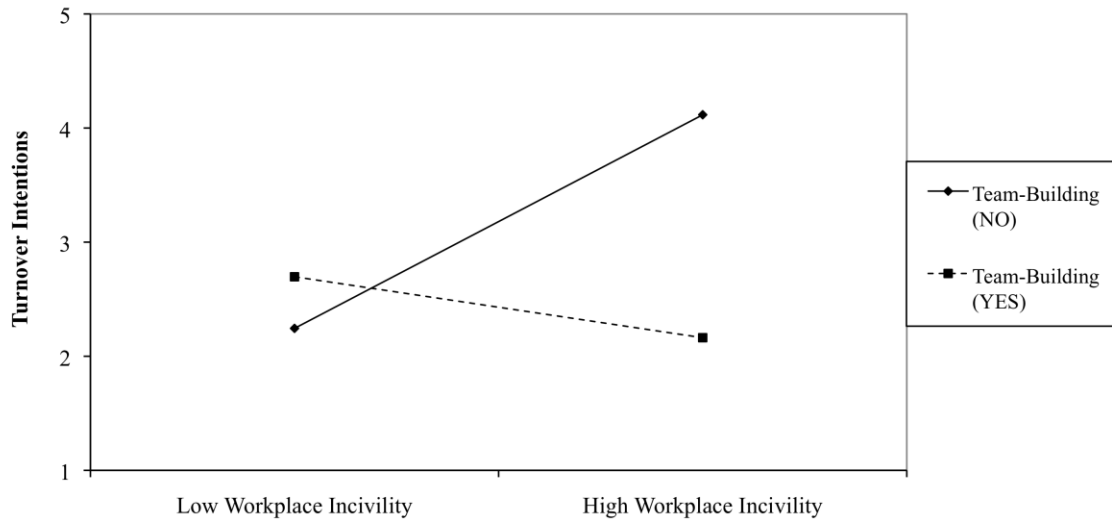


FIGURE 5

The moderating effect of personal management interview (PMI) on the relationship between workplace incivility and turnover intentions

