TOLERATING WORKPLACE INCIVILITY:

TRADE-OFFS AND REPERCUSSIONS OF REWARDING UNCIVIL HIGH

PERFORMERS

By

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ABSTRACT

Tolerating Workplace Incivility: Trade-offs and repercussions of rewarding uncivil high performers

By Janet Bell Crawford

Abstract: Studies have illustrated that Workplace Incivility negatively impacts people, productivity and profits yet it persists. Anecdotal evidence suggests that uncivil behaviour from high performers is tolerated thus contributing to the persistence of Workplace Incivility yet empirical evidence is lacking. Using reward as a proxy for tolerance, I conducted three studies to examine; *could*, *does* and *how* does rewarding uncivil high performers happen. In Study One, I utilized vignettes to simulate a 360-performance review. Three variables were manipulated – behaviour (civil, occasionally and consistently uncivil), performance (meets, exceeds and super-exceeds expectations) and instigator's gender (male and female identified by pronouns). The moderating effects of performance and gender on the incivility-reward (recommendation for reward, bonus, increase salary, high-profile projects, and promotion) relationship were assessed. Results indicated that performance weakened the incivility-reward relationship for promotion only demonstrating that performance lessened the influence of bad behaviour. There was no gender effect. In Study Two, I investigated correlations with employee attitude, workplace incivility, incivility prevention measures, and rewarding civil and uncivil employees. Results indicated that rewarding civil employees contributed to affective commitment, procedural and distributive justice, and incivility prevention while rewarding uncivil employees did not. Intention to quit and workplace incivility were positively correlated with rewarding uncivil employees. In Study Three, I conducted twelve interviews to gain contextual decision-making insights into Workplace Incivility. Most interviewees were unaware of incivility – potentially contributing to the promotion of uncivil high performers – until it was brought to their attention and then they took action by talking to the instigator and engaging Human Resources. This research helped to broaden our understanding of why Workplace Incivility persists.

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CHAPTER 1

INTRODUCTION AND LITERATURE REVIEW

Civility is derived from the Latin 'civis' or city. It is not simply about being friendly and polite but is an indication of how people are interdependent and function within complex social networks. Davetian (2009) defined civility as "the extent to which citizens of a given culture speak and act in ways that demonstrate a caring for the welfare of others as well as the welfare of the culture they share in common" (9). Essentially, the study of civility is the study of creating and maintaining social bonds. Workplace civility serves to set and preserve standards in order to cultivate reciprocal respect and build relationships (Gonthier, 2002). Yet uncivil behaviour in the workplace continues to be common.

In their seminal study, Andersson and Pearson (1999) defined the construct of workplace incivility as "low-intensity deviant behaviour with ambiguous intent to harm the target, in violation of workplace norms for mutual respect. Uncivil behaviours are characteristically rude and discourteous, displaying a lack of regard for others" (457). Research has indicated that workplace incivility negatively impacts people resulting in increased stress, absenteeism, turnover and decreased job satisfaction (e.g., Babiak & Hare, 2009; Cortina, Magley, Hunter Williams, & Day Langhout, 2001; Lim, Cortina & Magley, 2008; Pearson, 2010), productivity by interfering with workflow as well as innovation, creativity, knowledge sharing, and general helpfulness (e.g., Estes & Wang,

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2008; Montgomery, Kane & Vance, 2004; Porath & Erez, 2007) and organizational profits by incurring time and costs associated with managing issues resulting from incidents of incivility such as loss of talent, compensation, recruitment and training, employee relations, sabotage, and employee disengagement (e.g., Berry, Ones & Sackett, 2007; Kusy & Holloway, 2009; Pearson, 2010; Pearson & Porath, 2005, 2009). Overall, incivility in the workplace is not conducive to organizational effectiveness and employee well-being, yet, studies and popular press have established that incivility in the workplace persists (e.g., Babiak & Hare, 2006; Gonthier, 2002; James, 2012; Johnson & Indvik, 2001; Montgomery et al., 2004; Pearson, Andersson & Porath, 2000; Sutton, 2007; Truss, 2005; Vardi & Weitz, 2004) and is getting worse (Porath & Pearson, 2009).

There are many factors that can contribute to incivility in the workplace. For example, fragmentation of workplace relationships exacerbated by voice-mail, email, and teleconferencing that, remove the human face from social interactions; intensified emotions caused by work and information overload and time pressures; corporate initiatives such as reengineering, downsizing, budget cuts, and pressures of ever increasing productivity demands; and the use of part-time and contingent employees contributing to a sense of instability and insecurity (Andersson & Pearson, 1999; Cortina et al., 2001; Cortina & Magley, 2008, Estes & Wang, 2008; Gonthier, 2002; Johnson & Indvik, 2001; Lim & Cortina, 2005; Pearson, Andersson & Wegner, 2001; Pearson & Porath, 2009; Porath & Erez, 2007). However, I suggest that there are instigator and organizational factors that contribute to workplace incivility.

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Statement of the Problem

Although we understand how these broad factors contribute to workplace incivility, research is lacking with regard to specific organizational practices that contribute to the persistence of incivility in the workplace. Persistence suggests a degree of tolerance, of some trade-off or beneficial exchange. The pursuit of organizational goals may encourage bad behaviour particularly if the organizational culture and climate rewards the pursuit of organizational goals above treating organizational members with respect. If control systems are lax in sanctioning bad behaviour because such behaviour contributes to achieving those goals, an uncivil organizational climate can result (Vardi & Weitz, 2004). Basically, workplace incivility may be overlooked and potentially rewarded, if organizational goals are being achieved. In such an environment, uncivil high performing employees may be rewarded; and anecdotal evidence suggests that they are (e.g. Babiak & Hare, 2006; James, 2012; Kusy & Holloway, 2009). So, are uncivil high performing employees, in fact, rewarded? Is there a relationship between incivility-performance and reward? What are the repercussions of rewarding uncivil high performers on organizational members' attitudes? Are there organizational policies in place that address workplace incivility? And do they have an impact on the practice of rewarding uncivil high performers? Is gender a factor with regards to rewarding performance at the cost of behaviour?

In the following research my goals were threefold. Using reward as a proxy for tolerance, my first goal was to determine if rewarding uncivil employees based on

performance *could* happen. This was accomplished using a simulated 360-performance evaluation varying the levels of performance and degrees of civility. The use of a vignette-based experimental design allowed control over the extraneous factors endemic in organizational field research. My second goal was to determine if rewarding uncivil employees based on performance *does* happen. This was accomplished with an employee survey that asked participants to respond to a series of questions from employee attitude scales plus a series of statements relating to people with whom they worked. Participants were also asked if their organization had codes of conduct and behaviour policies and whether or not those codes and policies were enforced. My third goal was to determine *how* tolerating uncivil behaviour based on performance happened and *what* managers did when they were faced with the behavioural problem of a high performer. This was accomplished by interviewing twelve senior managers about their experience with incivility in the workplace.

Contribution of the Dissertation

My research served to fill a gap in the current workplace incivility literature by focusing on a specific aspect of the phenomenon – uncivil high performers – that had yet to be tested empirically. Each study approached the relationship between performance and tolerating uncivil workplace behaviour from a different perspective thereby providing a robust and novel investigation of the topic. I expanded the investigation by examining organizational practices and policies and their impact on this type of occurrence of workplace incivility thus providing potential solutions for organizational management,

human resource professionals, and practitioners. Finally, my contribution to workplace incivility research demonstrated the merits of utilizing a mixed methods approach to the study of organizational behaviour. I illustrated the benefits of gathering and blending quantitative and qualitative information.

Summary of the Chapters

In this chapter I introduce my dissertation topic and establish the nature of workplace incivility. I identify a gap in the literature, specifically, organizational practices that contribute to workplace incivility and state my purpose to examine the relationship between incivility and reward. In the remainder of Chapter 1 I expand upon the effects of workplace incivility on people, productivity and profits as well as describe the spiraling effect of workplace incivility leading to more aggressive forms of misbehaviour. Also within this chapter I incorporate the theory of social exchange (Blau, 2008, 1964) as the framework to explain the persistence and tolerance of workplace incivility and role congruency theory (Eagly & Karau, 2002) to suggest gender bias in the incivility-performance and reward relationship. Finally, I present formal hypotheses concerning the relationships between incivility and reward. In Chapter 2 I detail the methodologies and results of the three studies that I conducted – Simulated 360 Performance Evaluation, Employee-Organization Relationship Survey and Contextual Decision-Making – for testing my hypotheses, together with details about the participants, procedures, materials, measures, and statistical analyses. A brief discussion follows each study. In Chapter 3 I present a general discussion of my dissertation topic

and significant findings and theoretical relevance. I discuss the implications of my research on the area of workplace incivility in addition to organizational management, human resources professional and practitioners. I discuss the strengths and limitations of my research and suggestions for further research. I conclude with Chapter 4, Conclusions, and a brief summary of key findings and comments.

Literature Review

The following research had three goals: to determine if rewarding uncivil employees based on performance *could* happen; to determine if rewarding uncivil employees based on performance *does* happen and; to determine *how* tolerating uncivil behaviour based on performance happens and *what* managers do when they are faced with uncivil high performers. Overall, the literature on workplace incivility predominately focuses on the characteristics of uncivil behaviour, the impact of incivility on individuals (targets) and organizations (costs), and organizational factors (technology, structure) that contributed to bad behaviour. I found little attention was given to contextual factors, for example the role of management and organizational governance, in terms of enabling bad behaviour. Specifically, there was a shortage of research devoted to organizational practices that guided workplace behaviour as well as instigator and management attributes that interfered with enforcing those practices. These deficiencies are evident in the following broad review of the workplace incivility literature. My contribution will help to fill these gaps.

In addition to reviewing the incivility literature, below I also present the theoretical frameworks – social exchange theory and role congruency theory – upon which I based my research. These served to form my hypotheses and explain decision-making practices regarding uncivil behaviour, performance and reward. I didn't find this approach in my literature searches and reviews so it will serve to expand the study of workplace incivility.

Overview of Workplace Incivility

"Research in the area of workplace mistreatment has resulted in a wealth of knowledge about interpersonal relations in the workplace and numerous constructs including bullying, workplace incivility, social undermining, mobbing, workplace aggression, emotional abuse, deviance, victimization, interpersonal conflict, and abusive supervision" (Hershcovis, 2011: 499). Together Pearson, Andersson and Porath (2005) define workplace incivility as "low-intensity deviant (rude, discourteous) behaviour with ambiguous intent to harm the target in violation of workplace norms of mutual respect" (179). Incivility has been described as "disrespectful behaviour that undermines the dignity and self-esteem of employees and creates unnecessary suffering. In general, behaviors of incivility indicate a lack of concern for the well-being of others and contrary to how individuals expect to be treated" (Zauderer, 2002: 38). Characteristics of workplace incivility that distinguish it from other constructs are low intensity behaviour and ambiguous intent. The definition of workplace incivility includes violation of norms of interpersonal respect; yet all constructs of workplace mistreatment are, by nature,

violations of respect. Dimensions of disrespect include dishonesty, threats-intimidation, behaving unprofessionally, and derogatory comments (Cortina et al., 2002) and while norms of respect differ between industries, organizations and professions, norms still exist and can be disrupted by incivility. In 1998, twenty-five percent of workers reported being treated rudely on a weekly basis; that number rose to fifty percent in 2005 and over fifty percent in 2011 (Porath, 2015; Porath & Pearson, 2013). It appears that in spite of our knowledge of workplace incivility, it continues to persist. My research examined organizational factors that contribute to the tolerance of incivility in the workplace.

Causes of Workplace Incivility

Much research exists regarding the causes, consequences and moderators of incivility. In Pearson, Andersson and Porath's (2005) conceptual summary of workplace incivility, they suggested that conditions leading to workplace incivility fall under two conditions; social contextual shifts and organizational pressures. Social context shifts are reflected in the changing nature of work, for example, long-term investment in an organization has been replaced with short-term profitability. Plus the increased practice of using part-time, casual and temporary (contracted) workers focused on self-interests (Pearson et al., 2005; Vickers, 2006) has weakened workplace connections. This self-centredness has left little room to be concerned about the needs and desires of other organizational members. In addition, a flattening of organizations and more casual environments foster "an atmosphere which provides fewer cues and expectations regarding proper business behaviour, and a more informal atmosphere that can

inadvertently encourage disrespectful and thoughtless behaviour for co-workers"
(Vickers, 2006:75). Organizational pressures from work and information overload, time
and resource constraints, longer work hours and more responsibility also leave one
feeling less motivated to consider others and behave civilly. Organizational changes, such
as downsizing, rightsizing, outsourcing, mergers/acquisitions, and reengineering result in
increased feelings of job insecurity, again, weakening workplace relationships and regard
for others. Added to these shifts and pressures are the demands outside of work – single
parenting and eldercare for example – leaving little energy left "to be mindful of
'niceties'" (Pearson et al., 2005: 183).

Personality may also contribute to workplace incivility. For example, individuals
high in negative affectivity were found to engage in more counter productive workplace
behaviours in environments of workplace incivility (Penney, 2003). Individuals with high
achievement orientation also contributed to workplace incivility, especially if personal
achievement expectations were not met (Liu, Chi, Friedman, & Tsai, 2009). In addition,
individuals confident in their ability to deal with conflict directly (conflict self-efficacy),
were more likely to engage in uncivil behaviour (Liu et al., 2009). On the other hand,
individuals who were conscientious were less likely to engage in workplace incivility
(Shim, 2010).

Increased use of technology is also cited as cause for workplace incivility (for
example, Pearson & Andersson, 1999; Pearson et al., 2000; Pearson et al., 2005; Vickers,
2006). Fragmentation of the workplace with more people working remotely and virtually

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is exacerbated by voice-mail, email and teleconferencing. This lack of direct contact creates more opportunity for misunderstandings and incivilities. Although technologies offer numerous advantages to work collaboratively, more efficiently and expand resources, it also enables "us to interact through impersonal and asynchronous contact, without the mediation filter inherent in personal interactions" (Pearson et al., 2005, 183). Technology adds additional pressures and stress by increasing accessibility. Essentially, people are always available and therefore, always working. Performance expectations and job insecurity make it especially difficult to "turn off" the demands of work. Finally, "with the emergent organizational impact of technology, technical experts rise to leadership" (Pearson et al., 2005: 183). This may be more prevalent in some organizations and industries but it speaks to two issues. First, the reverence we place on technical expertise. This may come at the expense of management – people, relational and social – skills. Second, technical expertise is typically associated with younger professionals who often lack the management skills that come with age and experience. In some cases these young, technically proficient but immature managers model incivility thereby enabling uncivil behaviour within the organization. They may also avoid addressing the complexities and messiness of uncivil behaviour – and the damage it causes – again, enabling the behaviour. This supports findings that "incivility arises not from the failings of individuals but from patterns of social interaction implicitly sanctioned by the management environment" (Bowling & Beehr, 2009; Leiter, Laschinger, Day & Gilin Oore, 2011: 1259). In addition, "the most consistently strong

predictor of mistreatment at work operate at the management level, in terms of lack of clear guidelines of collegial behaviour and authoritarian leadership styles" (Aquino & Thau, 2009; Leiter, Laschinger, Day & Gilin Oore, 2011: 1259). I found this to be an underdeveloped area in the workplace incivility literature that I begin to address in my research.

Gender and Workplace Incivility

The other aspect touched upon in the workplace incivility literature is gender. There are mixed findings with regard to gender and workplace aggression. Although studies have identified that instigators of incivility tended to be male (e.g., Cortina et al., 2002; Pearson et al., 2000), women were not exempt from behaving uncivilly. Studies showed that women were more likely to engage in indirect or covert aggression such as negative gossiping, ostracism and criticism (Arnold, Dupré, Hershcovis, & Turner, 2011; Campbell, Sapochnik, & Muncer, 1997; Hess & Hagen, 2006; Österman, Björkqvist, Lagerspetz, Kaukiainen, Landau, Frączek, Caprara, & Vittorio, 1998) while men were more likely to engage in direct or overt forms of aggression such as hitting, yelling, obstructionism, and general hostility (Arnold et al., 2011; Hess & Hagen, 2006; Oesterman et al., 1998; Rutter & Hine, 2005). However, a recent study found that men and women were equally likely to engage in covert aggression (incivility) towards co-workers and supervisors (Arnold et al., 2011). In the workplace, instigator sex could result in biased behavioural expectations with a potential impact on performance evaluation; that is, women penalized more for uncivil behaviour compared to men

regardless of performance. In a related study, Loughlin, Arnold and Bell Crawford (2009) discovered that male managers, who expressed individual consideration, considered a more feminine component of transformational leadership, were rewarded and considered more competent to a greater degree than female managers who expressed the same behaviour at the same level of performance. This suggested that the behaviour was perceived (evaluated) differently when enacted by a woman or man. This approach has not been investigated for incivility.

In terms of being a target of incivility, men and women were equally likely to be targets of incivility (Porath & Pearson, 2000), however, their response to incivility differed. Men were more likely to retaliate against the instigator by delaying actions on behalf of the instigator's needs; withholding information; tarnishing the instigator's reputation; and being overtly aggressive. Women, on the other hand, were more likely to accommodate, rise above, persevere and avoid the instigator. These differences might be the result of socialization and cultural stereotypes (Anderson & Bushman, 2002) with physical aggression viewed as masculine and relational aggression viewed as feminine (Basow, Cahill, Phelan, Longshore, & McGillicuddy-DeLisi, 2005). With regards to support, male targets of incivility tended to build internal support by spreading the word about the instigator thereby damaging the internal reputation of the instigator. Female targets of incivility tended to seek support from family and friends thereby damaging the external reputation of the instigator as well as the organization (Basow et al., 2005).

Effects of Workplace Incivility on People, Productivity and Profits

Although workplace incivility may be perceived as less harmful than other more aggressive and violent forms of workplace mistreatment, low intensity and ambiguous intent should not be equated with inconsequential (Vickers, 2006). The negative effects of workplace incivility are measurable and affect people, productivity and profits. Workplace incivility negatively impacts people resulting in increased stress and absenteeism, higher turnover, decreased job satisfaction, and elevated anxiety, depression and hostility (e.g., Babiak & Hare, 2009; Cortina, Magley, Hunter Williams, & Day Langhout, 2001; Johnson & Indvik, 2001; Lim, Cortina & Magley, 2008; Miner-Rubino & Cortina, 2007; Pearson, 2010; Porath & Pearson, 2013). In a recent poll of eight hundred managers and employees, 47 percent intentionally decreased their time at work; 80 percent lost work time worrying about the incident; and twelve percent left their job because of uncivil treatment (Porath & Pearson, 2013). Typically, targets of incivility wait months before leaving the organization (Pearson & Porath, 2009), however, prior to leaving they have already disengaged from the organization. In 2009 the cost of replacing an employee was four times their annual salary (Pearson & Porath, 2009). Even those who witness incivility are not immune from its harmful effects. Participants who observed incivility performed 20 percent worse on word puzzles compared to participants who hadn't observed incivility (Porath & Pearson, 2013).

Workplace incivility negatively impacts productivity by interfering with workflow as well as innovation, creativity, knowledge sharing, and general helpfulness

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(e.g., Estes & Wang, 2008; Montgomery, Kane & Vance, 2004; Porath & Erez, 2007). In a study where other confederate participants treated participants rudely, they were 30 percent less creative and came up with 25 percent fewer original ideas compared to participants who were not treated rudely (Porath & Erez, 2007). In the Pearson and Porath (2013) poll mentioned previously, 48 percent of respondents who had experienced incivility intentionally decreased their work effort and 38 percent intentionally decrease the quality of their work (Porath & Pearson, 2013).

Workplace incivility negatively impacts organizational profits by incurring time and costs associated with managing issues resulting from incidents of incivility such as loss of talent, compensation, recruitment and training, employee relations, sabotage, and employee disengagement (e.g., Berry, Ones & Sackett, 2007; Kusy & Holloway, 2009; Pearson, 2010; Pearson & Porath, 2005, 2009). An Accountemps study reported, "managers at *Fortune 1,000* firms spend the equivalent of seven weeks [*13 percent of their time*] a year dealing with the aftermath of incivility" (Porath & Pearson, 2013; 118). I believe the role and responsibilities of management is an aspect of workplace incivility that requires more examination. Dealing with bad behaviour is as stressful as it is complex and complicated. Not only does it involve dealing with the target and instigator, whose performance could also suffer, but also incorporating organizational policies and procedures while at the same time maintaining a level of productivity to achieve organizational objectives. Management skills are put to the test when people, productivity

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and profits are impacted by workplace incivility. My research begins to look at workplace incivility from management and organizational practices perspectives.

On a related note, workplace incivility is thought to be the starting point for more overt and violent acts of workplace aggression (e.g. Andersson & Pearson, 1999; Lim & Cortina, 2005; Pearson et al, 2005; Porath & Pearson, 2000). This spiraling effect, or incivility spiral, is fueled by the target's – as well as observer's – desire for retaliation and revenge (Andersson & Pearson, 1999). This retaliation can be direct – against the perpetrator – or indirect – toward other employees and customers (25 percent of poll participants who had experienced incivility admitted to taking out their frustrations on customers (Porath & Pearson, 2013)). These acts of retaliation further contribute to an organizational climate for incivility.

Organizational climate for incivility "refers to the degree to which incivility is tolerated within an organization" (Gallus, Bunk, Matthews, Barnes-Farrell, & Magley, 2014). In a civil climate, incivility is not tolerated therefore few instances of incivility are expected. Alternatively, in an uncivil climate, incivility is tolerated therefore many instance of incivility are expected. Gallus et al. (2014) found that 85 percent of their study participants had experienced workplace incivility in the past year and 77.8 percent had perpetrated workplace incivility in the past year; 71.8 percent had experienced and perpetrated incivility.

Incivility policies and behaviour were two contextual factors considered with regard to organizational climate for incivility (Gallus et al., 2014). Individuals perceived

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the organization's tolerance for bad behaviour from formal (code of conduct) and informal (values) policies (Gallus et al., 2014). If the perception was the organization tolerated bad behaviour, individuals tended to experience and perpetrate incivility; if the perception was the organization did not tolerate bad behaviour, individuals tended to not experience and perpetrate incivility. Results also indicated that men, compared to women, were more likely to behave uncivilly regardless of organizational policies or tolerance for incivility, however, men, compared to women, were least likely to engage in incivility if organizational climate indicated that the consequences for perpetrating such behaviour would be negative. Women were less concerned about policies and consequences and more concerned about the experience of incivility. "Understanding how an organization's tolerance (or lack thereof) for incivility impacts the experience and perpetration of such behaviour is critical in the development of strategies for preventing or intervening in the spiral of rudeness" (Gallus, et al., 2014: 148).

Gallus et al. (2014) note the lack of research examining the perpetrator of incivility and the organizational context within which perpetrator's behaviour manifests. Their study of organizational climate for incivility is a starting point to filling this gap. My research extended this current study further by investigating organizational tolerance for incivility in relation to performance as well as organizational policies regarding behaviour and reward. This alternative approach is reflected in the theories upon which I have based my research. Social exchange theory addresses the notion of trade-offs with

regards to the tolerance of workplace incivility and role congruency theory addresses gender biases.

Tolerating Workplace Incivility: Incivility-Performance Trade-Offs

The pursuit of organizational goals might encourage misbehaviour particularly if the organizational rewards emphasize goal achievement and if control systems are lax in sanctioning misbehaviour that contributed to achieving those goals (Vardi & Weitz, 2004). Anecdotal evidence suggested that uncivil employees tended to be high performers or excellent workers who possessed unique skills and talents that benefited the organization (e.g., Kusy & Holloway, 2009; Lawlor, 1997; Sutton, 2007). In a study examining behaviour (kindness) and performance, findings found that people in goal-oriented positions – managers for example – were more concerned with performance than behaviour when evaluating those with whom they worked (Gruenfeld, Inesi, Magee & Galinsky, 2008). Individual contributors (non-management) were more concerned with behaviour. In another study, sanctions for deviant and non-conforming behaviour were different for high-status group members – of which high performers could belong – compared to other group members (Wahrman, 1972, 2010). Essentially, bad behaviour from high performers was tolerated. These studies demonstrated that uncivil behaviour tended to be over-looked and evaluated less harshly when performance was perceived as highly valued and instrumental in achieving organizational goals. This suggested tolerating bad behaviour in exchange for high performance and goal achievement.

Theoretical Frameworks

Two theories served to frame the study of the incivility-reward relationship: social exchange theory and role congruence theory. Social exchange theory supported the notion of overlooking bad behaviour for performance and assigning reward as a reciprocal relationship. Role congruency theory served to identify gender considerations in this relationship.

Social Exchange Theory

The objective of exchange theory is to "explain the social life in terms of exchange principles by analyzing the reciprocal processes composing exchange" (Blau, 1964, 2008: ix). Social exchange theory (SET) is about interdependent transactions that involve negotiation and resources and can result in both economic and social outcomes (Blau, 1964, 2008; Cropanzano & Mitchell, 2005; Emerson, 1976; Foa & Foa, 2012; Homans, 1958; Lambe, Wittmann & Spekman, 2011; Tornblom & Kazemi, 2012). As described by Cropanzano and Mitchell (2005), social exchange theory is "one of the most influential conceptual paradigms in organizational behaviour" (874). SET has been used in studies of bullying (Parzefall & Salina, 2010), supervisor abuse (Peng, Schaubroeck & Li, 2014) and turnover (Ghosh, Reio & Bang, 2013) but not, as far as I can find, to the study of the tolerance of workplace incivility.

SET more accurately refers to related theoretical frameworks that are reciprocal in nature (Mitchell, Cropanzano, & Quisenberry, 2012). Traditional models of SET view economic rationality and self-interest as the primary motives in exchange, however,

current models incorporate formational interpersonal relationships, attributes of those

relationships, and context within which the relationship occurs (Mitchell et al., 2012).

Emphasizing the 'social' in the exchange suggests a stronger relational attachment;

"individuals who develop mutual and beneficial exchanges over time often move from

economic exchange to social exchanges, as reciprocal, mutual patterns engender trust,

loyalty, and commitment among the parties" (Mitchell, et al., 2012: 101).

SET offers a robust framework for investigating the tolerance of incivility in the

workplace and to examine the exchange relationship between incivility-performance and

reward. First, SET explains exchange in reciprocal terms; what each participant gets out

of the transaction. In organizational and economic rationality terms, performance is

exchanged for compensation, such as salary increase, bonus, promotion, high-profile

projects (Allen & Ruth, 1998; Mainiero, Williamson, Robinson, 1994), in the

achievement of organizational goals. With an emphasis on performance and goal

achievement, uncivil behaviour may be overlooked if the instigator is a high performer

and goals are being met. I suggest that rewarding the uncivil high performer demonstrates

tolerating the behaviour. Second, SET explains behaviour as an outcome of the exchange.

For example, in exchange for high performance and goal achievement, a manager may

protect the uncivil high performer from organizational sanctions. Anecdotal evidence

supports this notion (Kusy & Holloway, 2009; Lawlor, 1997; Sutton, 2007). Protecting

the instigator is tolerating the behaviour. Third, SET explains the perpetuation of

incivility. As exchanges result in repeated success, a positive affect is produced between

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the parties – a manager and uncivil high performer, for example – thereby enhancing cohesion, commitment and trust (Lawlor, 2001). This highlights the mutual sense of responsibility and cooperation between the parties. As long as success continues and within the boundaries of acceptable behaviour between the exchange parties, the exchange relationship will continue (Mitchell et al., 2012). So, if the uncivil high performer serves a manager in achieving goals, the manager may be prone to overlook bad behaviour. As this relationship continues to be successful, the relationship strengthens moving from an economic to an affective social exchange. Essentially, incivility is tolerated because of a mutually beneficial relationship.

An interesting area of development is the notion of SET paradigms. These arose from a review of historic models and focused on the importance of the interpersonal relationship in terms of the exchange as well as the resources exchanged (Mitchell et al., 2012). The relationship-formation paradigm emphasizes how relationships are formed as a result of beneficial exchanges; the relational attribute paradigm emphasizes the quality of the relationship; and the relationship-context paradigm emphasizes the social context within which resources are exchanged (Mitchell, et al., 2012). These paradigms offer a novel framework upon which to investigate workplace incivility by incorporating the aspects of relational factors and the resource, such as performance, being exchanged.

Although social exchange theory has not been applied to the study of workplace incivility, its many facets make it a particularly useful framework to explain the persistence of bad behaviour. I have suggested that overlooking incivility demonstrates a

tolerance for workplace incivility, however, tolerance is moderated by performance. To measure this, I use reward as a proxy for the tolerance of incivility. Therefore, based on existing literature and social exchange theory, and illustrated in *Figure 1,* I hypothesize that;

H1: *Performance will moderate the incivility-reward relationship such that the*

relationship will be weaker when performance is high.

Figure 1. Moderating effect of Performance on the Incivility-Reward Relationship.

This figure illustrates that high performance will lessen the influence of incivility on reward such that high performers will be rewarded for their efforts regardless of their behaviour. As performance decreases, however, the influence of incivility on reward will become greater such that uncivil average performers will not be rewarded to the same degree; their uncivil behaviour will be less tolerated.

Role Congruency Theory

Role congruency theory "invokes the construct of gender role" (Eagly & Karau, 2002: 574; Karau, 2002) that includes descriptive (what members of a group actually do) and prescriptive (what members of a group should do) norms. These beliefs are

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attributable to agentic (male stereotype) and communal (female stereotype) characteristics. These gender roles have pervasive effects and provide the "strongest basis for categorizing people" that are "easily activated" (Eagly & Karau, 2002: 574). Research found that bias toward women in terms of performance evaluation and career progress occurred when prescriptive gender stereotypes – what a woman should be like – were violated (Heilman, 2001). Research also illustrated that women in leadership roles experienced a backlash effect when they behaved in a manner that was judged as social role congruent yet gender role incongruent; for example, an aggressive leader who is female (Catalyst, 2007; Heilman & Okimoto, 2007, Heilman, Wallen, Fuchs, & Tamkins, 2004; Rudman & Fairchild, 2004; Rudman & Glick, 2001). Several studies supported this notion, for example, women who engaged in gender-incongruent behaviours, such as lacking warmth, caring and communality, and individual consideration, were perceived as less competent and received lower recommendations for organizational rewards compared to their male peers who engaged in the same behaviours, even though they may be considered male role incongruent (Fiske, Cuddy, Glick, & Xu, 2002; Fiske, Xu, Cuddy, & Glick, 1999; Heilman, 2001; Heilman & Chen, 2005; Heilman, Wallen, Fuchs, & Tamkin, 2004; Loughlin, Arnold and Bell Crawford, 2009; Rudman, 1998; Rudman & Glick, 2001). On the other end of the emotional spectrum, a study examining anger as a means of communicating competence and high status in the workplace found that men who were viewed as angry received significantly higher status, salary and competence ratings compared with women who were viewed as angry (Brescoll & Uhlmann, 2008;

Tiedens, 2001). These studies suggest that gender has a moderating effect on the incivility-reward relationship.

Although role congruency theory has not been applied to the study of workplace incivility, it serves to extend the literature of gender and uncivil behaviour. Therefore, based on existing literature and role congruity theory, and illustrated in *Figure* 2, I hypothesize that;

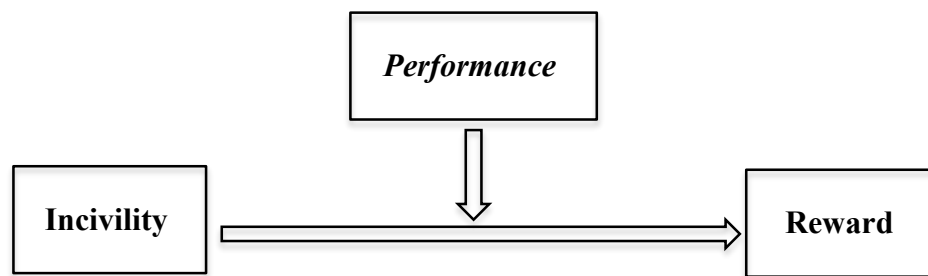**H2:** *Gender will moderate the incivility-reward relationship such that the relationship will be weaker for men than it is for women.*
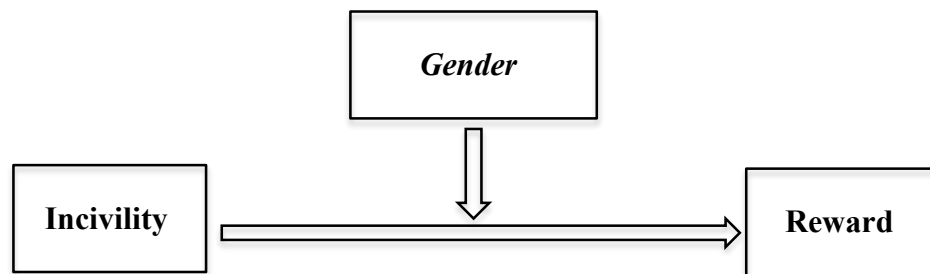
Figure 2. Moderating effect of Gender on the Incivility-Reward Relationship.

This figure illustrates that gender will influence the incivility-reward relationship such that uncivil men will be rewarded to a greater degree than uncivil women. In addition, civil men will be rewarded to a greater degree than civil women.

Summary

Workplace incivility has been well-defined as a construct within the realms of counterproductive work behaviours and workplace mistreatment. Many studies have investigated the causes of workplace incivility as well as its instigators and targets. And

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although workplace incivility is low-intensity with ambiguous intent, it is not minor or harmless as the research examining the negative effects of workplace incivility on people, productivity and profits testifies. Yet workplace incivility persists.

Reviewing the workplace incivility literature, I have identified gaps in our knowledge of incivility in the workplace. The first is organizational practices that serve to enable the tolerance of uncivil behaviour. I have suggested a trade-off between performance and tolerating incivility from high performers with reward practices acting as an enabler of uncivil behaviour. Investigating this relationship was the primary purpose of my research. I extended the examination of this relationship to include assessing the effect of rewarding uncivil high performers on employee attitudes. Second, although some studies have called attention to formal and informal organizational behavioural policies as a means to address uncivil behaviour, my research focused on the enforcement, or lack thereof, of these policies, and the outcomes on employee attitudes and workplace incivility. Finally, I expanded our knowledge of workplace incivility and gender beyond instigators, targets and specific behaviours by investigating the moderating effect gender has on the incivility-reward relationship.

To accomplish this research and to contribute to the workplace incivility literature in the areas I felt were lacking, I applied the theories of social exchange and gender role congruency. These had not been used before to frame incivility research. I also utilized a mixed methods (quantitative and qualitative studies) research approach to gather a

considerable amount of data from various perspectives. And finally, I performed a variety

of analyses to gain further insight into the complexity of workplace incivility.

Chapter 2

METHODOLOGIES AND RESULTS

Introduction

Stories abound about people who behave badly and whose behaviour is tolerated because of extraordinary ability or performance (Kusy & Holloway, 2009; Lawlor, 1997; Sutton, 2007). Typically, these examples describe the uncivil, high performer as a valued contributor to organizational objectives, having a rare ability, skill and/or knowledge set. Although the individual was acknowledged as being "difficult", the perception was that their loss would be detrimental to the organization. The negative impact their behaviour may have on the health and well-being of their co-workers and management, and the organization's bottom-line, was essentially overlooked. A search for studies investigating the relationship between performance and the tolerance of incivility resulted in primarily anecdotal evidence, therefore, with the three studies described below, I sought to empirically investigate this relationship between performance and the tolerance of incivility and fill the gap currently existing in the workplace incivility literature. Each study approached the relationship from a different perspective, namely, *could* tolerating incivility based on performance happen; *does* tolerating incivility based on performance happen; and *how* does tolerating incivility from high performers happen and *what* do managers do when faced with behavioural problems from a high performer. To

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accomplish this I used a mixed methods approach consisting of two quantitative (vignettes and survey) and one qualitative (interviews) study.

The first study, *Tolerating Workplace Incivility: Simulated 360 Performance Evaluation*, utilized a performance evaluation format that included a performance matrix of common work objectives, manager feedback describing the fictitious employee's performance and co-worker feedback set in a vignette describing the employee's behaviour. This approach was based on previous research conducted by Loughlin, Arnold and Bell Crawford (2009) investigating the relationship between individual consideration – a component of transformational leadership – and recommendation for reward. Similar to the individual consideration study, recommendation for reward was used as a proxy acknowledging specific behaviour, in this case, the tolerance of incivility. This study was designed to discover if tolerating incivility based on performance *could* happen.

The second study, *Tolerating Workplace Incivility: Employee-Organization Relationship Survey*, incorporated common scales assessing employee attitudes (affective commitment, intention to quit, procedural and distributive justice, interpersonal and informational justice) and workplace civility (workplace incivility and incivility prevention). The survey also included a series of statements about organizational reward practices relating to behaviour and performance. The participant was asked to respond to these statements with their organization in mind. This study was designed to discover if tolerating incivility based on performance *does* happen and assess the influence of reward practices on employee attitudes and workplace incivility.

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The third study, *Tolerating Workplace Incivility: Contextual Decision-Making*, involved twelve interviews (six men and six women) with senior leaders in a variety of organizations. Participants were asked to describe their experience with incivility in the workplace and how they responded to the behaviour. Organizational factors were also discussed in order to better understand the context of the experience, actions taken and outcomes. This study was designed to discover *how* tolerating incivility based on performance happens and *what* managers do when they are faced with behavioural problems.

Using a variety of methods, these studies offered an alternative and expanded perspective on incivility in the workplace. In the following I describe the components, analyses and results of each study.

Tolerating Workplace Incivility:

Simulated 360 Performance Evaluation

The first objective of this study was to determine if the tolerance of uncivil behaviour *could* happen based on performance. Reward recommendation was utilized as a proxy for tolerance. The second objective was to determine if there was a gender effect within this relationship. The two hypotheses investigated with this study were;

H_1 *Performance will moderate the incivility-reward relationship such that the relationship will be weaker when performance is high.*

H_2 *Gender will moderate the incivility-reward relationship such that the relationship will be weaker for men than it is for women.*

Design

This study was a 3 x 3 x 2 factorial design with performance (meets expectations, exceeds expectations and super-exceeds expectations), degree of civility (civil, occasionally uncivil, consistently uncivil) and gender (male and female).

Participants

Using my LinkedIn contacts, two hundred and sixty-five working adults in non-unionized organizations in Canada were invited to participate in this study. Two hundred and nine (53.1 percent women) or 79 percent completed the survey. Participants' age ranged from twenty-one to sixty with 46.4 percent between ages fifty-one and sixty and 29.2 percent between ages forty-one and fifty. White/Caucasians accounted for 85.6

percent of participants. Finally, 34.4 percent of participants were executive level

management (C-level, VP and Director) with 16.3 percent mid-level management

(manage supervisors and/or other managers) and 12 percent entry-level management

(manage individual contributors). Non-management (individual contributors) accounted

for 17.7 percent of the participants with 16.7 percent of participants describing

themselves as professional (manage programs and projects).

Procedures

Potential participants were imported from my personal connections on LinkedIn

into a Qualtrics panel (list of recipients). The invitation to participate (see Appendix A)

included all components stipulated by the SMU Ethics Board (see Appendix C for SMU

CEA). Participants were requested to forward the invitation to working colleagues,

friends and family, thereby creating a virtual snowball effect. Random participants were

added ad hoc to the survey panel after the survey was launched. Several reminders were

sent as well as a "Thank You" after the survey was closed.

When participants clicked on the link included in the invitation, they were

presented with the vignette survey. Using functionality available in the Qualtrics survey

software, the vignette conditions were randomized. A quota of fifteen responses per

condition was set.

Results were downloaded from Qualtrics into Excel where irrelevant fields, such

as dates and times, were deleted as well as any survey with missing data in any of the

performance evaluation, reward recommendation and addressing behaviour strategies

questions. The final data set included ten to twelve responses per condition. This revised data set was then imported into SPSS version 21 (later SPSS version 23) for analyses.

Materials

The study survey was created using Qualtrics, a provider of online research tools and services. It consisted of an introduction, an employee performance appraisal, questions regarding the performance appraisal, reward recommendation, and strategies to address uncivil behaviour. Demographic questions were included at the end of the survey as well as more details about the research and a "thank you" note. The survey took, on average, less than ten minutes to complete.

The performance appraisal component of the survey consisted of one of eighteen simulated performance evaluations or condition. Each condition included: a performance evaluation matrix indicating the level of performance (meets, exceeds and super-exceeds expectations) on five common competencies (task knowledge, customer service, applying timelines, quality of work, and achieving objectives); written feedback from the fictitious Employee's manager that supported the performance rating; and feedback from the Employee's co-worker that indicated the gender of the fictitious Employee described using pronouns (he/she, his/her) and their degree of civility (civil (daily), occasionally uncivil (several times a month), consistently uncivil (weekly).

Statements indicating performance objectives, level of performance and degree of civility were embedded in the simulated 360-performance evaluation. Performance objectives were common evaluation elements – task knowledge, customer service,

applying timelines, quality of work, and achieving objectives – rated on a commonly used scale, although I did take liberties with the term 'super-exceeds' to emphasize the level of performance. Statements about civility behaviour were derived from Cortina et al.'s (2001) Workplace Incivility Scale and embedded into the co-worker's feedback section of the performance evaluation. All except one of the eight scale items was included. The eighth item – *made unwanted attempts to draw you in a discussion of personal matters* – was not included as it had a relatively low factor loading (.58) compared to the other items (the next lowest item was .71) and could be considered harassment rather than incivility.

The following is an example of the condition for an uncivil employee who super-exceeded her performance expectations. The complete survey and conditions is presented in Appendix B.

The following is the *360 Performance Evaluation* of an Employee in your organization. Please review.

Performance Evaluation Form

	Meets Expectations	Exceeds Expectations	Super-Exceeds Expectations
Task Knowledge			**X**
Customer Service			**X**
Applying Timelines			**X**
Quality of Work			**X**
Achieving Objectives			**X**

This is written feedback from the *Employee's manager*.

This Employee consistently delivers her work early. She more than overachieves

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objectives. Her quality of work is stellar. In terms of knowledge she is well above others.

Her level of customer service is exceptional.

This is written feedback from the *Employee's co-worker*.

In meetings she consistently (several times a week) makes derogatory remarks about other's performance. She always questions co-workers' judgment regarding their area of expertise. When participating in meetings with customers she regularly addresses others in an unprofessional manner. When approached about an idea, she is commonly inattentive to what is suggested and uninterested in anyone's opinion. She excludes team members from events that she arranges. In general I always find her behaviour condescending and disrespectful. Other co-workers feel the same.

A series of questions followed the performance evaluation with regards to the type of reward that would be recommended based on performance and behaviour. These rewards were taken from Allen and Ruth (1998) and Mainiero et al. (1994) and included bonus, salary increase, high profile projects, and promotion. These were rated on a five-point Likert scale (1 = strongly not recommended to 5 = strongly recommended).

In addition, I collected information about the approach the participant would utilize to address uncivil behaviour within their organization. The approaches included: talk to the Employee, send them for training, discipline the employee, refer them to HR, engage HR for support, Ignore it/Do nothing. These approaches were rated on a five-point Likert scale (1 = very unlikely to 5 = very likely).

Analyses and Results

Gender, Performance, Civility, and Reward

Means, standard deviations and correlations between variables are presented in Table 1. Results suggested significant associations between performance level and recommendation for reward and each type of reward. Results also suggested significant associations between degree of civility and recommendation for reward and each type of reward. The results suggested no association between gender and reward.

Table 1
Descriptive Statistics and Intercorrelations for all Study Variables.

	Variables	*M*	*SD*	1	2	3	4	5	6	7	8
1	Gender	-	-	1.0							
2	Performance Level	-	-	.07	1.0						
3	Degree of Civility	-	-	.04	.01	1.0					
4	Recommendation for Reward	3.16	1.31	-.01	.28**	.60**	1.0				
5	Salary Increase	3.18	1.23	-.08	.31**	.50**	.90**	1.0			
6	Bonus	2.89	1.29	.02	.37**	.46**	.82**	.79**	1.0		
7	High-profile Projects	2.91	1.42	.04	.35**	.56**	.82**	.76**	.76**	1.0	
8	Promotion	2.54	1.30	.02	.30**	.55**	.79**	.75**	.75**	.84**	1.0

Listwise *N*=209
** *p* < .01.

Manipulation checks

One-way between-subjects ANOVAs were performed comparing the 1) rating of Employee's overall performance and performance level, and 2) description of Employee behaviour and degree of civility.

Respondents differentiated between the levels of performance presented in the

vignettes, $F(2, 206) = 11.726$, $p < .001$, partial $\eta^2 = .102$. Meeting performance

expectations ($M = 2.80$, $SD = .948$) had the lowest mean score followed by exceeded

expectations ($M = 3.20$, $SD = 1.04$) and super-exceeded expectations ($M = 3.66$, SD

$= 1.14$).

Respondents also differentiated between the levels of civility described in the

vignettes, $F(2, 206) = 237.162$, $p < .001$, partial $\eta^2 = .697$. Consistently uncivil behaviour

($M = 1.90$, SD $= .877$) had the lowest mean score followed by occasionally uncivil ($M =$

2.21, $SD = .991$) and civil ($M = 4.69$, $SD = .553$).

Multivariate analysis of variance

Between-subjects multivariate analysis of variance (MANOVA) was performed

on five dependent variables: recommendation for reward and type of reward (salary

increase, bonus, high-profile projects, and promotion) recommended. The independent

variables were performance level (meets expectations, exceeds expectations, super-

exceeds expectations), degree of civility (civil, occasionally uncivil, consistently uncivil)

and gender of the Employee (male and female).

No extreme scores, outliers or statistical assumption violations were found in the

data. Box's *M* was significant (Box's $M = 520.294$, $p < .000$) indicating that the

dependent variables covariance matrix was not equal across levels of the independent

variables. Bartlett's test of sphericity was also statistically significant (approximate Chi-

Square $= 667.045$, $p < .000$) indicating sufficient correlation between dependent variables

to proceed with analysis. Although Meyers, Gamst and Guarino (2006) suggest using Pillai's trace "because of its robustness in the presence of unequal dependent variate variance" (432), the difference in results is negligible so I chose the more commonly used Wilks' lambda (Meyers, Gamst & Guarino, 2006).

Using Wilks' Lamba, level of performance, $\lambda = .745$, $F(10, 374) = 5.942$, $p < .000$ partial $\eta^2 = .137$, and degree of civility, $\lambda = .488$, $F(10, 374) = 16.114$, $p < .000$ partial $\eta^2 = .301$ were significantly associated with the dependent variables. The gender of the Employee was not significant, $\lambda = .966$, $F(5, 187) = 1.330$, $p < .253$ partial $\eta^2 = .034$. Level of performance and degree of civility interacted to predict the dependent variables, $\lambda = .849$, $F(20, 621.159) = 1.566$, $p < .055$ partial $\eta^2 = .040$ No interaction was found with the level of performance and gender of the Employee, $\lambda = .964$, $F(10, 374) = .701$, $p < .723$ partial $\eta^2 = .018$, degree of civility and gender of the Employee, $\lambda = .963$, $F(10, 374) = .706$, $p < .719$ partial $\eta^2 = .019$, or level of performance, degree of civility and gender of the Employee, $\lambda = .869$, $F(20, 621.159) = 1.341$, $p < .146$ partial $\eta^2 = .034$.

Significant multivariate effects were followed up with univariate ANOVAs to determine the locus of the statistically significant multivariate effect of level of performance and degree of civility. Separate Levene's test for each dependent variable and all were statistically significant; recommendation for reward ($p < .001$), recommendation for salary increase ($p < .001$), bonus ($p < .002$), high-profile project ($p < .000$), and promotion ($p < .001$). These results suggested heterogeneity or unequal variance among the groups on the dependent measures.

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Tests of between-subject effects indicated that level of performance significantly affected recommendation for reward, $F (2, 209) = 14.718$, $p < .000$ partial $\eta^2 = .082$, recommendation for salary increase, $F (2, 209) = 14.702$, $p < .000$ partial $\eta^2 = .094$, bonus $F (2, 209) = 24.252$, $p < .000$ partial $\eta^2 = .140$, high-profile project, $F (2, 209) = 26.201$, $p < .000$ partial $\eta^2 = .125$, and promotion, $F (2, 209) = 15.419$, $p < .000$ partial $\eta^2 = .088$. Employees who super-exceeded performance expectations were recommended for reward ($M = 3.66$, $SD = 1.27$) more than employees who met performance expectations ($M = 2.75$, $SD = 1.19$) and exceeded expectations ($M = 3.06$, $SD = 1.32$). This pattern was true for all types of reward. Cell means and standard deviations for the performance conditions are presented in Table 2.

Table 2
Means and Standard Deviations for Performance Level and Reward. (N=209)

Variable	Meets Expectations		Exceeds Expectations		Super-Exceeds Expectations	
	M	SD	M	SD	M	SD
Recommendation for Reward	2.75	1.19	3.06	1.32	3.66	1.27
Salary Increase	2.70	1.09	3.20	1.26	3.61	1.71
Bonus	2.30	1.05	2.89	1.25	3.49	1.31
High-profile Projects	2.36	1.18	2.79	1.46	3.57	1.35
Promotion	2.07	.93	2.53	1.38	3.01	1.38

Tests of between-subject effects indicated that degree of civility significantly affected recommendation for reward, $F (2, 209) = 71.550$, $p < .000$ partial $\eta^2 = .400$, and recommendation for salary increase, $F (2, 209) = 48.441$, $p < .000$ partial $\eta^2 = .309$,

bonus, $F(2, 209) = 34.580$, $p < .000$ partial $\eta^2 = .251$, high-profile project, $F(2, 209) = 60.195$, $p < .000$ partial $\eta^2 = .369$, and promotion, $F(2, 209) = 57.912$, $p < .000$ partial $\eta^2 =. 360$. Employees who were civil were recommended for reward ($M = 4.30$, $SD = .82$) more than employees who were occasionally uncivil ($M = 2.79$, $SD = 1.06$) and consistently uncivil ($M = 2.38$, $SD = 1.15$). This pattern was true for all types of reward. Cell means and standard deviations for the civility condition are presented in Table 3.

Table 3
Means and Standard Deviations for Degree of Civility and Reward. (N=209)

	Consistently Uncivil		Occasionally Uncivil		Civil	
Variable	M	SD	M	SD	M	SD
Recommendation for Reward	2.38	1.15	2.79	1.06	4.30	.82
Salary Increase	2.62	1.21	2.76	1.03	4.13	.80
Bonus	2.35	1.22	2.53	1.15	3.80	.99
High-profile Projects	2.19	1.23	2.41	1.23	4.11	.91
Promotion	1.87	1.01	2.11	1.11	3.63	1.01

The multivariate interaction of performance level x degree of civility was statistically significant for promotion only, $F(4, 191) = 2.512$, $p < .043$ partial $\eta^2 = .050$. For example, employees who were civil and super-exceeded performance expectations were most likely to be promoted ($M = 4.17$, $SD = .702$) followed by employees who were civil and exceeded performance expectations ($M = 3.83$, $SD = 1.072$) and employees who were civil and met performance expectations ($M = 2.78$, $SD = .757$). Employees who were occasionally uncivil and met performance expectations ($M = 1.79$, $SD = .779$) were least likely to be promoted. Therefore, *H₁ performance will moderate the incivility-*

reward relationship such that the relationship will be weaker when performance is high

was only partially supported. The multivariate interactions of performance level x gender

of the employee, degree of civility x gender of the employee, and performance level x

degree of civility x gender of the employee were not statistically significant. Cell means

and standard deviations for the interaction of performance, behaviour and reward are

presented in Table 4.

Table 4

Means and Standard Deviations for Performance Level, Degree of Civility and Reward. (N=209)

	Meets Expectations						Exceeds Expectations						Super-Exceeds Expectations					
	Civil		Occasionally Uncivil		Consistently Uncivil		Civil		Occasionally Uncivil		Consistently Uncivil		Civil		Occasionally Uncivil		Consistently Uncivil	
Variable	*M*	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*
Recommendation for Reward	3.96	0.77	2.08	0.72	2.23	1.02	4.22	0.95	2.82	1.05	2.2	1.04	4.71	0.55	3.46	0.93	2.73	1.35
Salary Increase	3.70	0.64	2.04	0.69	2.36	1.09	4.26	0.86	2.95	1.00	2.44	1.12	4.42	0.72	3.29	0.96	3.09	1.34
Bonus	3.13	0.76	1.79	0.78	2.00	1.07	3.83	1.03	2.55	1.10	2.32	1.07	4.42	0.72	3.25	1.07	2.73	1.45
High-profile Projects	3.61	0.84	1.67	0.70	1.82	0.80	4.09	1.00	2.45	1.41	1.88	0.97	4.63	0.58	3.13	1.08	2.91	1.54
Promotion	2.87	0.76	1.54	0.66	1.82	0.80	3.83	1.07	2.18	1.22	1.64	0.76	4.17	0.70	2.63	1.14	2.18	1.37

Approaches to addressing incivility

A simple frequency analysis was performed on the seven approaches to addressing incivility. Table 5 displays the means and standard deviations and Table 6 displays frequency percentages of the approaches ranked in order of preference.

Participants overwhelming chose to talk to the instigator. Seventy-nine percent of participants were "very likely" to talk to the employee as the primary approach to dealing with bad behaviour while 86 percent of participants were "very unlikely" to ignore the behaviour or doing nothing. With regards to engaging Human Resources for support, 72.2 percent were "likely" and "very likely" to use this approach. Just over 68 percent of participants were "likely" and "undecided" when it came to sending the uncivil employee for training. Interestingly, 40 percent of participants were "undecided" when it came to disciplining the instigator.

Table 5
Ranked Means and Standard Deviations for Approaches to Addressing Incivility. (N = 209)

Dependent Variables	Ranking	
	M	SD
Talk to the employee	4.73	.63
Engage HR for support	3.83	1.09
Send them for training	3.60	1.01
Discipline the employee	2.95	.99
Refer them to HR	2.92	1.23
Dismiss the employee	2.10	.91
Ignore. Do nothing	1.22	.67

Table 6

Ranked Frequency Percentages for Approaches to Addressing Incivility. (N = 209)

	Frequencies				
Approaches	Very Likely	Likely	Undecided	Unlikely	Very Unlikely
Talk to the employee	78.9	18.2	1.4	0.0	1.4
Engage HR for support	28.7	43.5	15.3	7.2	5.3
Send them for training	19.1	37.3	31.1	9.1	3.3
Discipline the employee	6.2	21.5	40.2	25.4	6.7
Refer them to HR	11.5	21.5	30.1	21.5	15.3
Dismiss the employee	1.4	2.9	29.7	36.4	29.7
Ignore. Do nothing	1.4	1.0	2.4	9.1	86.1

Discussion

The first objective of this study was to examine if the tolerance of uncivil behaviour based on performance *could* happen. To investigate this I used recommendation for reward and various types of reward (salary increase, bonus, high-profile projects, and promotion) as a proxy for tolerance. *Hypothesis 1* proposed that performance would moderate the incivility-reward relationship such that the relationship would be weaker when performance was high. First, mean scores for reward recommendation and all types of reward were higher for Employees who were civil compared to Employees who were occasionally or consistently uncivil. Second, mean scores for reward recommendation and all types of reward were higher for Employees who super-exceeded performance expectations compared to Employees who met and exceeded performance expectations. This suggested that behaviour and performance influenced reward. However, performance moderated the incivility-reward relationship

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for promotion only indicating that H_1 was partially supported. This suggested that when it came to being promoted, both performance and civility (behaviour) are important but also that performance weakened the incivility-reward relationship indicating that high performance could offset bad behaviour.

The emphasis on civility for promotion makes sense because as one advances upward within an organization, building relationships and interacting with others becomes a core competency. It also highlights a shift from task to people orientation where communication and managing people are key functions of the job. This finding is important as it reflects respondents who desire to create a civil workplace in which management decision-making reflect and enforce civil behaviour. The moderating effect of performance is also important as it illustrates that performance continues to be a key criteria for promotion. If an organization wishes to create a civil workplace, it is the responsibility of those in leadership and management positions to reflect and enforce civil behaviour.

With regards to addressing uncivil behaviour, participants overwhelmingly chose talking to the employee as their first approach. Doing nothing or ignoring the behaviour, according to the participants, was not an option. The second most popular approach was engaging Human Resources. Dismissing the employee was not a "very likely" or "likely" approach.

So this study indicated that civility was a key factor in receiving organizational rewards regardless of performance but also that high performance remains a criterion with regards to promotion. Therefore, tolerating uncivil behaviour based on performance

could happen. What message does rewarding uncivil employees send to organizational members? How might this affect relationships within the organization and employee attitudes? These questions were investigated in Study Two.

The second objective of this study was to determine if there was a gender effect within the incivility-reward relationship. *Hypothesis 2* proposed that gender would moderate the incivility-reward relationship such that the relationship would be weaker for men than for women. H_2 was not supported indicating that both male and female Employees were rewarded, or not rewarded, to the same degree based on their degree of civility. This is contrary to Loughlin, Arnold and Bell Crawford (2012) who found that men who engaged in individual consideration – a feminine component of transformational leadership – were rewarded to a greater degree than women. Discovering that the gender of the Employee in the vignette did not moderate the incivility-reward relationship was somewhat surprising in light of previous findings and also encouraging in that it indicated that participants didn't tolerate uncivil behaviour regardless of gender of the instigator. Further investigation of incivility and gender was included in Study Three.

Tolerating Workplace Incivility:

Employee–Organization Relationship Survey

The objective of this study was to examine if the tolerance of incivility *does* happen and if performance was a contributing factor. As with the first study, reward was used as a proxy for tolerance. A second objective was to discover if a workplace that tolerated incivility was linked to common employee attitude factors –affective commitment, intention to quit, procedural, distributive, interpersonal, and informational justice – as well as workplace incivility and incivility prevention measures. A third objective was to see if there was a correlation between these aspects of the employee-organization relationship and the existence, and enforcement, of a code of conduct and policies addressing behaviour. Details of this third study are below.

Participants

Three hundred working adults (59.3 percent women) in the US (66.7 percent) and Canada completed the survey. Participants' age ranged from under twenty-one (.3 percent) to over sixty (5 percent) with 47 percent between ages twenty-one and forty and 47.6 percent between ages forty-one and fifty. White/Caucasians accounted for 79 percent of participants. Forty percent of participants were individual contributors (non-management). Entry-level management (manage individual contributors) accounted for 18 percent of participants followed by mid-level management (manage supervisors and/or other managers) with 14.3 percent and executive level management (C-level, VP and Director) with 8 percent; 40.3 percent in total. Professional (manage programs and

projects) and other (EMBA/MBA student) accounted for 15 and 4.7 percent of participants. Overall, the sample represented a broad spectrum of working age groups and organizational levels. Participants were predominantly white and female.

Procedures

The survey was managed by Qualtrics. I requested three hundred participants from the US and Canada. This was satisfied and there was no missing data. The results were exported into Excel and then imported into SPSS versions 21 and 23 for analyses.

Materials

The survey was created using Qualtrics, a provider of online research tools and services. It was organized into three sections. The first section presented the participant with questions relating to various employee attitude scales, the workplace incivility scale and incivility prevention scale. The second section presented the participant with a series of statements about performance, behaviour and reward within their organization. These statements reflected the conditions presented in the vignettes in Study One varying level of performance and degree of civility. Following this the participant was asked if their organization had a code of conduct and policies concerning behaviour, and whether or not it was enforced. The final section served to collect demographic information about the participant.

The "Thank You" page of the survey gave further details about the research including the intent; to investigate the potential relationship between performance and the tolerance of incivility in the workplace. Incivility was defined for the participant along with details about its impact on organizations. Participants were given contact

information if they had questions or wanted a copy of the study results. The invitation to participate and complete survey is presented in Appendices D and E. SMU CEA is presented in Appendix F.

Measures

Twelve measures were incorporated into the survey; six related to employee attitude, two to workplace incivility, two related to performance, behaviour and reward, and two related to organizational policies regarding behaviour. Each is described below. Items can be seen in the complete survey in Appendix E.

Affective commitment: The affective commitment measure consisted of a subset of the scale developed by Meyer and Allen (1991). It referred to the participant's feelings toward their organization and included four items rated on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

Intention to quit: The intention to quit measure consisted of a subset of the scale developed by Kelloway, Gottlieb and Barham. (1999) and referred to the participant's intentions to leave their organization. It included three items rated on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

Procedural justice: Measures for procedural justice were taken from Colquitt (2001) and referred to the application of procedures within the participant's organization. It included five items rated on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

Distributive justice: Measures for distributive justice were taken from Colquitt (2001) and referred to the participant's views of their work and reward allocation within

their organization. It included three items rated on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

Interpersonal justice: Measures for interpersonal justice were taken from Colquitt (2001) and referred to the treatment the participant receives from the person to whom they report. It included four items rated on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

Informational justice: The items for this measure were taken from Colquitt (2001) and focused on how the participant's manager communicated with them. The four items were rated on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

Workplace incivility: Incivility in the workplace was measured using Cortina et al.'s (2001) Workplace Incivility Scale. This scale was used in the first study to describe the behaviour of the Employee in the vignette. Seven of the eight items were used and rated on a five-point Likert scale reflecting the frequency of occurrences; 1 = never, 2 = rarely (yearly), 3 = occasionally (monthly), 4 = Often (weekly) and 5 = consistently (daily).

Incivility prevention: This measure was derived from Kessler, Spector, Change, & Parr's (2008) Violence Prevention Scale and modified for incivility. The word "violence" was replaced with "incivility" and "violent" with "uncivil". This measure referred to how incivility is handled in the participant's workplace and included seventeen items. Each item was rated on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

Reward civil employees and reward uncivil employees: These measures were derived from a subset of eleven items created for this study. The items reflected the performance and civility conditions used in the first study. Participants were asked to respond to each statement regarding their organization and the people with whom they worked. As in the study one vignettes, the level of performance (meets, exceeds and super-exceeds performance expectations) and degree of civility (civil, occasionally uncivil and consistently uncivil) was varied in each statement. Each item ended with "is/are rewarded". Each item was rated on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

Enforced code of conduct and enforced behavioural policies: The survey questions associated with these measures determined if the participant's organization had a code of conduct and/or policies regarding behaviour and if they were enforced. These documents traditionally state behaviours that define civility, for example, respectful treatment of others. Answer choices were Yes (1), No (2) and Don't Know (3).

Analyses and Results

Means, standard deviations and correlations between variables are presented in Table 5. Results suggested many significant correlations (positive and negative) between the various measures, rewarding civil and uncivil employees, and enforced codes of conduct and behavioural policies

Intercorrelations with Measures

Affective Commitment was negatively correlated with Workplace Incivility and positively correlated with Rewarding Civil Employees; Intention to Quit was positively correlated with Workplace Incivility and negatively correlated with Rewarding Civil Employees; Procedural, Distributive, Interpersonal and Informational Justices were all negatively correlated with Workplace Incivility and Rewarding Civil Employees; Interpersonal and Informational Justices were all negatively correlated with Rewarding Uncivil Employees; Workplace Incivility was negatively correlated with Rewarding Civil Employees and Incivility Prevention and positively correlated with Rewarding Uncivil Employees; Incivility Prevention was positively correlated with Rewarding Civil and Uncivil Employees.

Affective Commitment was negatively correlated with Enforced Code of Conduct and Behavioural Policies; Intention to Quit was positively correlated with Enforced Code of Conduct and Behavioural Policies; Procedural, Distributive and Informational Justices were negatively correlated with Enforced Code of Conduct and Behavioural Policies; Interpersonal Justice was positively correlated with Enforced Code of Conduct and negatively correlated with Enforced Behavioural Policies; Workplace Incivility was negatively correlated with Enforced Code of Conduct and positively correlated with Enforced Behavioural Policies; Incivility Prevention was negatively correlated with Enforced Code of Conduct and Behavioural Policies; finally, Rewarding Civil Employees was negatively correlated with Enforced Code of Conduct and positively correlated with Enforced Behavioural Policies.

Table 7

Descriptive Statistics and Intercorrelations for all Measures

	Variables	M	SD	1	2	3	4	5	6	7	8	9	10	11	12
1	Affective Commitment	3.57	.89	1.0											
2	Intention to Quit	2.46	1.21	-.56**	1.0										
3	Procedural Justice	3.64	.86	.72**	-.44**	1.0									
4	Distributive Justice	3.51	1.15	.64**	-.51**	.69**	1.0								
5	Interpersonal Justice	4.14	.82	.47**	-.42**	.56**	.51**	1.0							
6	Informational Justice	3.93	.86	.50**	-.42**	.63**	.54**	.82**	1.0						
7	Workplace Incivility	1.91	.98	-.23**	.47**	-.24*	-.24**	-.41**	-.34**	1.0					
8	Incivility Prevention	3.15	.62	.51**	-.24*	.55**	.52**	.39**	.46**	-.02	1.0				
9	Rewarding Civil Performers	3.43	1.00	.55**	-.36**	.64**	.68**	.42**	.48**	-.15*	.50**	1.0			
10	Rewarding Uncivil Performers	2.57	1.04	.08	.16**	.06	.08	-.13*	-.05**	.36**	.22**	.19**	1.0		
11	Enforced Org Code of Conduct	1.41	.72	-.32**	.22**	-.37**	-.34**	.27**	-.35**	.20**	-.27**	-.32**	.11	1.0	
12	Enforced Org Behavioural Policies	1.32	.60	-.33**	.27**	-.35**	-.34**	-.19**	-.29**	-.18**	-.25**	.33**	.12	.79**	1.0

Listwise *N*=183

** *p* < .01, * *p* < .05.

Exploratory Factor Analysis

An exploratory factor analysis using principal component extraction and varimax rotation was performed on eleven items representing a subset of the performance, civility and reward statements. There were no responses with missing data, extreme scores or outliers leaving a data set of $N = 300$ participant responses in the analyses. The Kaiser-Meyer-Olkin measure of sampling adequacy was .901 indicating that the data was suitable for principal component analysis. Bartlett's test of sphericity was significant ($p < .000$) indicating sufficient correlation between variables to proceed with the analysis.

Using Kaiser-Guttman retention criterion of eigenvalues greater than 1.0, a two-factor solution provided the clearest extraction. These two factors accounted for 78 percent of the total variance. Factor 1, labeled Rewarding Civil Employees (eigenvalue = 5.59), accounted for 48.4 percent of the variance and included four items. Factor 2, labelled Rewarding Uncivil Employees (eigenvalue = 2.98), accounted for 29.6 percent of the variance and included seven items. The eleven items and factor correlations are presented in Table 6. The rationale for labelling these two factors was guided by the factor weights in excess of .5. The two factors provided conceptual clarity and ease of interpretability.

Cronbach's alpha for the Reward Civil Employee scale was .92 and .95 for the Reward Uncivil Employees scale. This indicated excellent internal consistency and intercorrelations among the items.

Table 8

Summary of Exploratory Factor Analysis on Performance, Civility and Reward Items.
(N=300)

Item	Component Loading	
	Reward Civil Employees	Reward Uncivil Employees
People who behave civilly and exceed performance expectations are rewarded.	.907	.100
People who behave civilly and meet performance expectations are rewarded.	.915	.060
People who behave civilly and super-exceed performance expectations are rewarded.	.891	.043
People who behave civilly towards others are rewarded.	.843	.123
People who meet performance expectations and occasionally (several times a month) behave uncivilly are rewarded.	.082	.908
People who super-exceed performance expectations and occasionally (several times a month) behave uncivilly are rewarded.	.105	.902
People who super-exceed performance expectations and consistently (several times a week) behave uncivilly are rewarded.	.075	.897
People who exceed performance expectations and consistently (several times a week) behave uncivilly are rewarded.	.058	.893
People who exceed performance expectations and occasionally (several times a month) behave uncivilly are rewarded.	.118	.893
People who behave uncivilly towards others are rewarded.	-.062	.814
People who meet performance expectations and consistently (several times a week) behave uncivilly are rewarded.	.218	.766

Note: Extraction Method: Principal Component Analysis. Rotation Method: Varimax
with Kaiser Normalization. Rotation converged on 2 iterations.

The two new measures – rewarding civil employees and rewarding uncivil

employees – were utilized in the subsequent regression analyses.

Outcome Variables Analysis

Moderated regression analysis

Prior to performing the hierarchical regression analysis, I standardized the new variables, rewarding civil employees and rewarding uncivil employees converting observed scores into z-scores with a mean of 0 and standard deviation of 1. I then created a new variable that was a cross product of rewarding civil employees and rewarding uncivil employees. These predictors were included in steps 1, 2 and 3 of the moderated regression. Results of variance of each outcome variable are presented in Table 7 and simple slopes are presented in Table 8. Significant interactions are presented below.

Table 9

Results of Moderated Regression Analysis.

Variable		Affective Commitment	Intention to Quit	Procedural Justice	Distributive Justice	Interpersonal Justice	Informational Justice	Workplace Incivility	Incivility Prevention
A. Reward Civil		.60**	-.41**	.69**	.73**	.50**	.54**	-.23**	.52**
B. Reward Uncivil		-.06	.25**	-.09	-.09	-.25**	-.17*	.42**	.09
	R2 Change	.30**	.18**	.41**	.46**	.22**	.25**	.18**	.27**
C. A x B		.12*	-.03	.11*	.11*	.11	.08	-.03	.13*
	R2 Change	.01*	.00	.01*	.01*	.01	.01	.00	.01*
	Model R2	.31*	.18	.42*	.47*	.23	.26	.18**	.28**

Note: *$p < .05$, **$p < .01$

Table 10

Simple slopes (b's) for the interactions: Effects of rewarding civil behaviour at 1 standard deviation below and above the mean of rewarding uncivil behaviour.

Effect of Rewarding Civil Behaviour	Affective Commitment	Procedural Justice	Distributive Justice	Incivility Prevention
-1 SD	.44**	.52**	.73**	.26**
Mean	.53**	.59**	.84**	.32**
+ 1 SD	.62**	.67**	.94**	.39**

Note: *$p < .05$, **$p < .01$

Affective commitment: The full equation accounted for 31.1 percent of criterion variance $F(3, 296) = 44.62$, $p < .01$. Of the two main effects, rewarding civil employees contributed to the prediction and rewarding uncivil employees did not. *Figure 3* illustrates the simple slope effect of rewarding civil and uncivil employees.

Figure 3. Simple slope for effect of rewarding civil and uncivil employees on Affective Commitment

Procedural justice: The full equation accounted for 42.1 percent of criterion variance $F(3, 296) = 71.74$, $p < .01$. Of the two main effects, rewarding civil employees contributed to the prediction and rewarding uncivil employees did not. *Figure 4* illustrates the simple slope effect of rewarding civil and uncivil employees.

Figure 4. *Simple slope for effect of rewarding civil and uncivil employees on Procedural Justice*

Distributive justice: The full equation accounted for 46.9 percent of criterion variance $F(3, 296) = 86.98$, $p < .01$. Of the two main effects, rewarding civil employees contributed to the prediction and rewarding uncivil employees did not. *Figure 5* illustrates the simple slope effect of rewarding civil and uncivil employees.
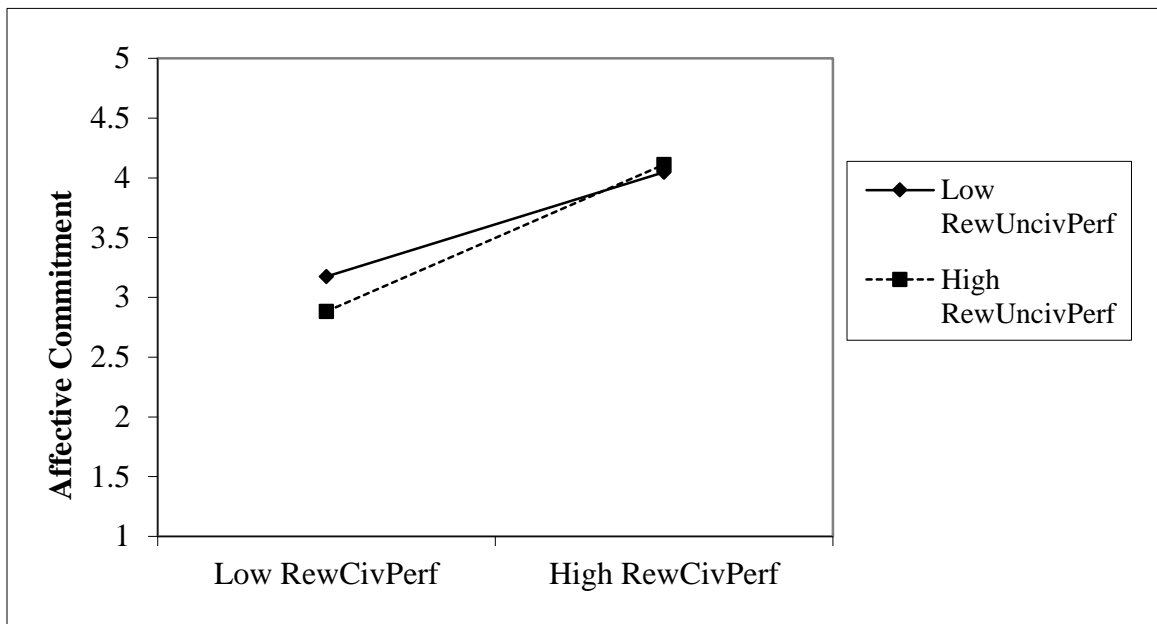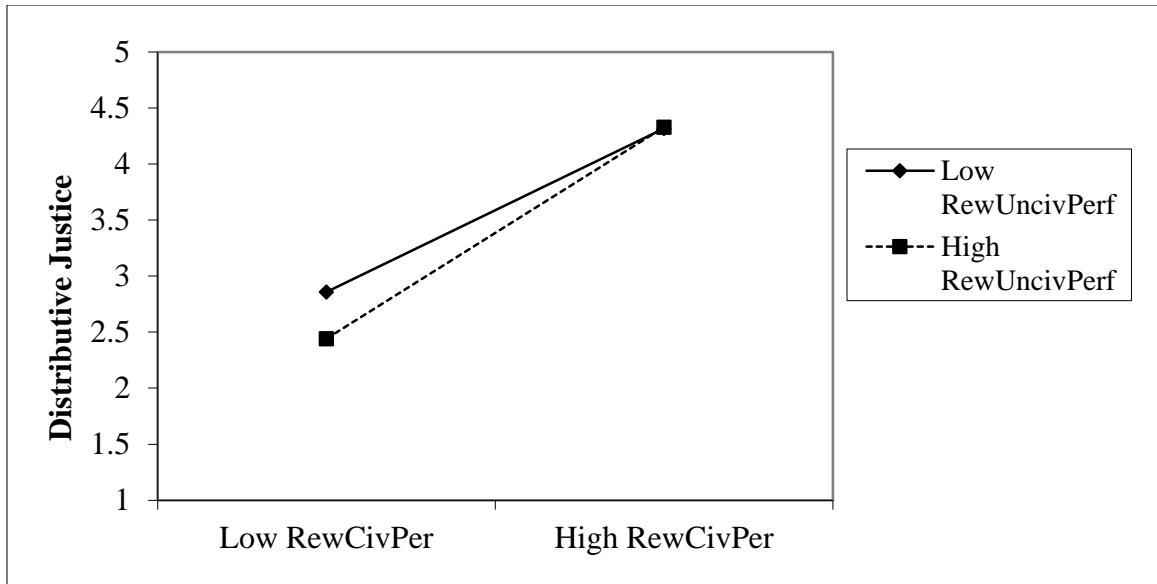
Figure 5. *Simple slope for effect of rewarding civil and uncivil employees on Distributive Justice*

Incivility prevention: The full equation accounted for 27.9 percent of criterion variance F(3, 296) = 38.12, *p* < .01. Of the two main effects, rewarding civil contributed to the prediction and rewarding uncivil employees did not. *Figure 6* illustrates the simple slope effect of rewarding civil and uncivil employees.
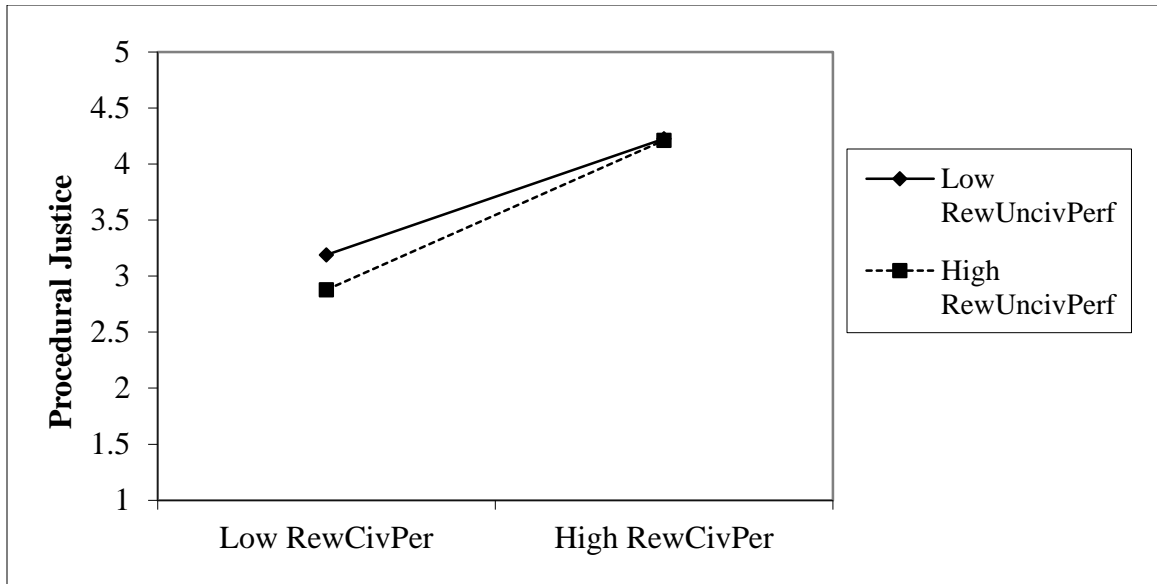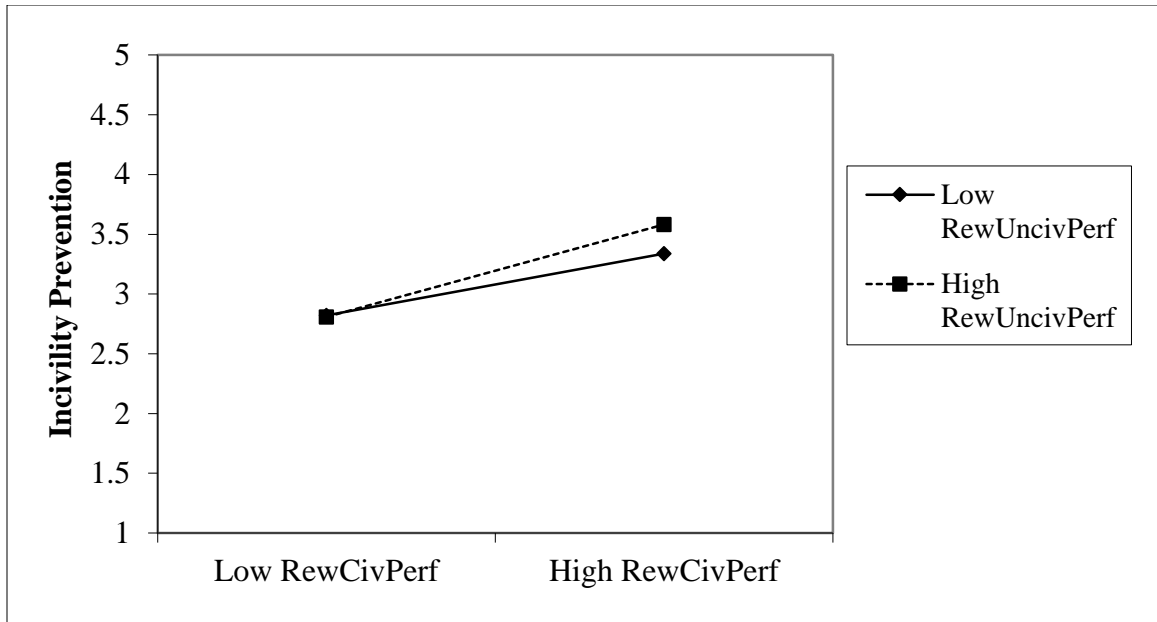
Figure 6. Simple slope for effect of rewarding civil and uncivil employees on Incivility
Prevention

Code of Conduct and Behaviour Policies

Table 9 displays a summary of participant responses with regards to whether or
not their organization had a Code of Conduct and Behavioural Policies and if that code
and those policies were enforced.

Table 11

Summary of Responses for Organizational Code of Conduct and Behaviour Policies.
(N=300)

Item	Value Label	N	Percent
Does your organization have a Code of Conduct?	Yes	209	69.7
	No	51	17.0
	Don't Know	40	13.3
If yes, is the Code of Conduct enforced?	Yes	151	72.2
	No	30	14.4
	Don't Know	28	13.4
Does your organization have Behaviour Policies?	Yes	213	71.0
	No	47	15.7
	Don't Know	40	13.3
If yes, are the Behaviour Policies enforced?	Yes	160	53.3
	No	38	12.7
	Don't Know	15	5.0

Tables 10 and Table 11 display the means and standard deviations for these

predictors and outcome variables.

Table 12

Means and Standard Deviations for Measures and Enforced Code of Conduct. (N=209)

	Enforced Code of Conduct					
Variables	Yes		No		Don't Know	
	M	*SD*	*M*	*SD*	*M*	*SD*
Affective Commitment	3.89	.76	2.95	.99	3.36	.67
Intention to Quit	2.09	1.14	3.08	1.27	2.57	1.13
Procedural Justice	4.01	.69	3.03	.96	3.38	.68
Distributive Justice	3.97	.95	2.78	1.23	3.20	1.04
Interpersonal Justice	4.46	.63	3.74	1.09	4.07	.64
Informational Justice	4.29	.69	3.33	1.10	3.69	.61
Workplace Incivility	1.66	.86	2.34	1.05	2.00	.78
Incivility Prevention	3.38	.54	2.79	.66	3.08	.51
Rewarding Civil Employees	3.83	.91	2.72	1.01	3.22	.60
Rewarding Uncivil Employees	2.47	1.14	2.81	1.04	2.74	.76

Table 13

Means and Standard Deviations for Measures and Enforced Behavioural Policies (N=213)

	Enforced Behavioural Policies					
Variables	Yes		No		Don't Know	
	M	*SD*	*M*	*SD*	*M*	*SD*
Affective Commitment	3.88	.75	3.05	.94	3.32	.76
Intention to Quit	2.08	1.11	3.12	1.27	2.67	1.03
Procedural Justice	3.96	.72	3.08	1.03	3.35	.75
Distributive Justice	3.88	1.02	2.82	1.19	3.01	.91
Interpersonal Justice	4.44	.61	3.80	.95	4.4	.43
Informational Justice	4.25	.69	3.39	1.07	3.95	.51
Workplace Incivility	1.64	.86	2.40	.93	1.67	.67
Incivility Prevention	3.36	.51	2.84	.71	3.18	.53
Rewarding Civil Employees	3.79	.91	2.82	1.06	3.12	.94
Rewarding Uncivil Employees	2.41	1.10	2.83	1.05	2.64	.93

Means were consistently lower for Workplace Incivility where code of conduct was enforced ($M = 1.66$, $SD = .86$) compared to not enforced code of conduct ($M = 2.34$, $SD = 1.05$). And means were consistently lower for Workplace Incivility where behavioural policies were enforced ($M = 1.64$, $SD = .86$) compared to not enforced behavioural policies ($M = 2.34$, $SD = 1.05$).

The following section provides a brief review of the objectives of this study and short discussion of the results.

Discussion

The first objective of this study was to examine if the tolerance of incivility *does* happen and if performance was a contributing factor. Reviewing the results of the survey indicated that rewarding uncivil performing employees does happen in the workplace indicating some tolerance of bad behaviour. This was evident in respondents identifying that uncivil people are rewarded. Although rewarding high performers was not specifically singled out, they would have been included in the group determined as uncivil and rewarded people.

The second objective was to discover if a workplace that tolerated incivility was reflected in common employee attitude factors. Results illustrated that rewarding *civil* employees positively contributed to affective commitment, procedural and distributive justice, and incivility prevention. These findings offer a different perspective than I had

originally articulated and suggest that the positive effects of rewarding civil employees are stronger than the negative effects of rewarding uncivil employees.

The third objective was to see if there was a correlation between these aspects – employee attitude measures, workplace incivility, incivility prevention, and rewarding civil and uncivil employees – and the existence and enforcement of a code of conduct and policies addressing behaviour. According to my results there were positive and negative significant correlations that would suggest enforcing a code of conduct and behavioural policies influence employee attitudes, workplace incivility and incivility prevention, and rewarding civil and uncivil employees, however, I did not find any significant interactions with any of these measures.

This study suggested that tolerance of uncivil behaviour based on performance does happen but the findings highlight the positive influence of rewarding civil employees. I also discovered that enforcing organizational codes of conduct and behavioural policies had less impact than expected. Yet questions still remain about rewarding uncivil performers? Are there other organizational factors that serve to promote the practice? How do managers learn about occurrences of incivility in the workplace? How do they use, or don't use, codes of conduct and behavioural policies in dealing with uncivil employees? These questions will be investigated in Study Three.

Tolerating Workplace Incivility:

Contextual Decision-making

This study was to investigate *how* tolerating incivility based on performance happens and *what* managers do when they are faced with uncivil high performers. The first objective of this qualitative study was to gain contextual perspectives with regards to the tolerance of incivility in the workplace and the potential relationship between tolerance and performance. A second objective was to discover through conversation additional factors that influenced this relationship. Third, this study served to support and expand the findings in Studies One and Two. Finally, this study served to expand the construct of incivility in the workplace through qualitative investigation.

Participants

Through personal referrals, twelve participants (six men and six women) were recruited for this study. None of the participants completed the survey in Study One but the sample criteria was the same; participants were working in non-unionized environments in Canada. The average age of the participant was 49.25 years (men 45.2 years and women 53.3 years). The participants were people managers with men and women represented across three levels of leadership: 33.3 percent executive level (CEO/president), 50 percent senior-level (vice president, director) and 25 percent mid-level (manager of managers). All were Canadian and Caucasian.

Procedures

All interviews were conducted over the phone during work hours. I began each interview reiterating the risks, benefits, voluntary participation and confidentiality of the interview, and explained that the interview was being recorded and transcribed. When the interviewee consented to the conditions, I turned on the recorder. After collecting demographic information and details about the interviewee's job and responsibilities, I asked them to tell me about their experience with people at work who behaved badly. I defined "badly" as per Cortina et al.'s (2001) definition of incivility. I incorporated protocol and ad hoc questions to elicit more information or clarify what I had heard.

Audio files were emailed to Verbalink, an external transcription service. Transcribed files were returned in Word format. I listened to each interview, reviewing it with the transcription. I corrected any errors and/or omissions. I then removed the names of people and organizations from each transcript and changed the filename from one including the name of the interviewee to a generic format (Interview #1, Interview #2, etc.). Files were imported in NVivo 10 for analysis.

Materials

The interview protocol was organized into six sections and included fixed-response and open-ended questions. The first two sections served to gather demographic information and information about the participant's organization, role and responsibilities. The third section included questions asking about the participant's experience with incivility in the workplace. The next section asked the participant to

65

describe how they addressed bad behaviour. Included in this section were questions about the instigator's performance. Questions regarding the participant's organization in terms of culture, values, code of conduct, and policies regarding behaviour were asked. The interview took approximately thirty minutes. The interview invitation and protocol are presented in Appendices G and H. SMU CEA is presented in Appendix I.

Analyses and Results

According to Reissmann (2008) narrative analysis "refers to a family of methods for interpreting texts that have in common a storied form" (11). "A story in narrative research is a first-person oral telling or retelling of events related to the personal or social experience of an individual" (Ollerenshaw & Cresswell, 2002: 332). Analysis of narrative data can vary depending on research design, research question and interpretive paradigm (Creswell, Hanson, Plano Clark, & Morales; 2007). For the purpose of this exploratory study, I applied a category-centred model or inductive thematic coding (Reissmann, 2008). This was aligned with Polkinghorne's (1995) term of narrative that refers to "texts that are thematically organized by plots" (5). He described the function of plots to "compose and configure events into a story by: (a) delimiting a temporal range which marks the beginning and end of the story, (b) providing criteria for the selection of event to be included in the story, (c) temporally ordering events into an unfolding movement culminating in a conclusion, and (d) clarifying or making explicit the meaning events have as contributors to the story as a unified whole" (Polkinghorne, 1995: 7).

I coded each interview using the interview protocol as a guide to create categories (themes) or nodes. Ad hoc nodes were created as required. I reviewed each node for common language and repeated themes. This served to draw out the textual descriptions of the experience with incivility at work. I reviewed the interviews a third time for structure; how the interviewee organized their story into parts. Finally, I organized the themes into each part.

The interviewees followed a common story-telling pattern with identifiable parts. Based on the themes, I labeled these parts: Situation, Action, Outcome, and Personal Reflections. Within the situation part, the interviewee described the uncivil individual (instigator), their position, their behaviour, and how they were made aware of the situation. Within the action part, the interviewee described what they did to better understand the situation, how they approached the instigator and what they did to get the instigator to change their behaviour. The interviewee also described resources they utilized. In addition, they talked about challenges that impeded their progress in dealing with the instigator. Within the outcome part, the interviewee described what happened with the uncivil employee. Finally, the personal reflections part included thoughts about how they felt about the experience, what they might have done differently and general comments about incivility in the workplace.

Situation Themes

The instigator

Interestingly, there were an equal number of stories about uncivil men and uncivil women; twenty-six stories in total. Thirteen stories involved direct reports, six were personal stories where the interviewee was the target of the incivility, five were organizational stories (the instigator and interviewee did not have a relationship), and two were about uncivil colleagues. All the instigators managed people.

The behaviour

Descriptions of uncivil behaviour were consistent with the definition of incivility. However, there were some descriptions that also included elements of aggression (shouting, yelling), sexual harassment and racism. Below are examples of instigator behaviour.

> *… pretty much a command and control type of person… her team*
> *underneath her were not very happy by the way that she spoke to them.*
> *The lack of interest that she had in their lives, and basically very task*
> *driven, task oriented and goal oriented.*
> *… she would just lose it and again just be totally disrespectful to people*
> *who were either at her peer level or below. Again, it was her way or – just*
> *totally closed down to anybody else's thought process or input.*

... his peers couldn't stand him for some of the reasons we're talking

about. He was rude. He didn't share best practices. He kind of kept

everything to himself. He was disdainful of them, etcetera, etcetera.

... make off-the-cuff comments at inappropriate times where they would

take comments that I've made in previous meeting or conversion out of

context and just through them out there. And it would put you in a position

that would – how can I say it? You didn't come off looking like you really

knew your area of expertise. And then they would make a joke of it.

Discovery

The majority of the interviewees did not actually observe the instigator's uncivil behaviour but found out through other means such as feedback, complaint, reputation, and in one case, an employee survey. Interviewees also made comments about missing the bad behaviour altogether. Below are examples of how the interviewee found out about the bad behaviour.

... Some of my employees when this person came on board, after about two or

three weeks came to speak to me individually and said that they had some very

serious concerns about the way this individual was interacting with them. He was

coming across as very aggressive, disrespectful. I guess those would be sort of the

key things. I had some female employees who just weren't even comfortable being

in the same room with him alone.

… I found out from someone in sales that, "Oh, there's issues in operations, and I have to lie" and they say, "Well, a couple of people are shouting at each other, and it's been going on for a couple of months".

… I found out through what we call – we have an EOC survey, so employer of choice survey, which is basically an employee survey. I had heard some rumblings but not a whole lot at my level. So that was the primary way. So I guess I quantified the extent of it. I had some idea that she wasn't the easiest person to get along with.

… Well, eventually someone actually complained…

… This individual had a history, and from my understanding, still does, of run-ins and confrontation with co-workers, and partners as well.

… And her reputation preceded itself and what I was hearing from people who I had known for many, many years and trusted. So, they were very specific in their feedback and I knew that there were going to be issues… literally within weeks I was dealing with reports of her just being totally disrespectful to people…

Once the interviewee had described the situation and the instigator, I asked them about the instigator's performance.

Instigator performance

The majority of the uncivil individuals described by the interviewees were high performers. None were under-performers and only a few individuals were described as

meeting expectations. Below are examples of comments regarding instigator performance.

> *… Tough, tough manager was considered a star but it was very difficult to work with her… this star person who I had mentioned before, you know, that person's very tough on people but she was considered really – she was regarded very highly by senior management. Because, she'd get her work done, you know, well, and she was delivering on the results.*

> *… The most successful division in the organization, makes the most money in the company and carries a lot of weight in a medium-sized organization… His performance as it relates to his ultimate goal is to make money for the company. His performance in terms of reaching those profit targets are exceptional.*

> *… All three of them were so good at their jobs. Brilliant people. It was how they did it. It was how they did their jobs.*

> *… Even though this gal was selling stuff like crazy, but she was just a toxic "B" word… the results have been there. She's awesome.*

> *… very bright individual… he's definitely someone that can get results… he definitely I think is seen as a high performer.*

> *… And so the x manager – everybody hated him. Everyone hated working with him. Again, strong performer, exceptional at y and z, extremely good at what he did, but everybody hated him in the organization. Nobody wanted to work with him. Everyone avoided him.*

One interviewee's comment nicely illustrated, and summarized up, the themes in the situation part.

… So I'd heard that this individual had quite a reputation for being extremely bright, extremely articulate, particularly very good with data but just treated people terribly and very condescending towards people and not open to their suggestions, ideas. Was basically her way was really the only way and she was completely dismissive toward anybody else's approach or contribution.

Action Themes

Investigation

Once the interviewee found out about the incivility through feedback, complaint or reputation, they took steps to better understand the situation. Below are examples of what the interviewee did to gather more information about the uncivil behaviour.

… I started to get some inclinations at that point, what was happening, basically talking through the process, talking things like over time, just asking them general questions and I came to realize that this person, who was the supervisor, was the problem.

… I was really surprised because I hadn't seen any of that, so I really had to kind of sort of make sure I understood it for myself before I reacted too quickly to it, certainly to get everybody's thoughts individually. As a next step, I spent a little bit of time just kind of being a little more observant as to his interactions on a

daily basis with people, made sure I was sort of walking the floor a little bit and

understanding how things were going.

… I want to make sure I do my homework in the right way, make sure I

understand what's going on. You don't want to make knee-jerk reactions about

employees. It's something that you want to make sure that you understand

because there could be a lot of other factors at play, especially when you're

talking about people.

… I took a whole week to interview people.

… So I think I need to understand it a little bit more because there are different

personality types… And I'd want to understand is this a one-time event or is this

something that's happening kind of recently or is this kind of an ongoing trend

'cause I need to understand if it's a short term trigger that's causing it. Is there

something specific about that relationship or just that kind of personality?... And

the reason I want to do that is because it kind of helps me get to an outcome.

… So I had a lot of one-on-ones with people and really found out and backed it up

by having more than one person tell me what was going on.

Approaching the instigator

It appeared that talking to the Employee was the number one approach in dealing

with uncivil behaviour. All the interviewees talked to the instigator. Below are examples

that illustrated this approach.

… I had to have a chat with him. I just said, "Look, this is unacceptable. We're a team here. You need to be really much more thoughtful in your communication, and think twice about the way that you're dealing with people."… I was pretty – I was professional, but very plain about it.

… I spoke to that person because I felt like I had to almost try to, I don't know, speak delicately, because from - again, in some cases, people may not be aware that they're having that effect on others… I said to the person, "Look, I really care about your success, and I'm gonna let you know, you could be more successful if you gave a little more thought to how you come across."

… So initially under just the very generic discussion I welcomed her to the team and basically set out a few guidelines on how I expect the team to work together, both as a team reporting to me ad also with other departments within the organization. I wanted to sort of set that foundation early on because I had no doubt that in a very short timeframe I would be dealing with a number of issues that would stem from how she conducts herself within the workplace.

… So we sat down and I basically walked her through and talked about some of the issues and some of the feedback that came back to me.

Getting the instigator to change

Interviewees tried various methods to get the instigator to change their behaviour. In addition to more talking, they included feedback and performance improvement plans. Below are examples of approaches the interviewee to change the bad behaviour.

*… So this was a long series of discussions I was having with her just saying,
"This is not acceptable." I'd open up and say, "What happened? Here's what I'm
hearing." I'd get her side but we'd have very frank discussion saying, "This is
just not acceptable. This is not how this team is going to operate."… We'd talk
again and same thing. There was this repetitive pattern of I'd address something
and to my face she'd say, "Yes, got it", but whether she truly did or not or just
was saying what she thought I wanted to hear and then she just left and said,
"Okay, well that's his opinion; I'll just do my own thing", not sure but we
repeatedly had these discussions.*

*… one of my best bosses ever said to me, "You know, technical skill will get you
only so far and then after that, it really, it's all about relationships". And so, you
know, that then I would try to just also communicate that message and so when I
linked it to, you know, also promotion and career advancement, the people, you
know, in those couple of instances, they really took it seriously and they tried to
make changes.*

*… So I would have meetings with these individuals in their one-on-ones and say,
"Okay, so you know that we've talked about this in the past. You can't do this…
You have to be conscious of how other people feel and you have to respect what is
appropriate and inappropriate in the workplace"… The one individual that I'm
thinking of in particular totally agreed when you talked to them and then*

eventually, you know, over a course of a month or two, they would slowly start

slipping back into their old habits.

… So in this case, we went through the performance management process,

obviously. That performance management was ineffective. He didn't believe the

feedback. He didn't believe it from me, he didn't believe it from the general

manager. So we actually went to a third party who did a 360 evaluation of ten of

his peers and the outside party delivered the information and presented the

information to him and once the outside party actually went through and said

"This is the feedback from your peers", the individually made very constructive

strides in changing those behaviours.

… we put him on an action plan. And I consulted with the HR department to see

how I should position it and I had to start documenting… the arrangement that

the HR person had told me, anytime I heard it, I had to action it right away, which

I started doing. And I would say at that point, he pretty much cleaned up his act

and he was actually pretty good.

Utilizing resources

Interviewees engaged HR to help manage the process and coach them through the situation. In addition, some interviewees involved their manager, who was typically executive level, to keep them abreast of the situation and gain their support. This was particularly evident when termination was a potential outcome. Another resource was the organization's code of conduct and stated values. These provided guidance in terms of

addressing bad behaviour. Below are examples of the interviewee utilizing various organizational resources.

> … It was someone who just came to me and said, "Okay, like he's starting again."… And then that's when I think I told my boss first and then we decide that we should get HR involved to just get formally what I could and couldn't do.
>
> … Oh, HR was fully apprised of the situation, absolutely. Prior to every discussion, I was making sure that HR was involved because to be honest, that was part of my personal strategy. The HR person recognized what her reputation was and she also had the ear of my boss. So, I was bringing them into the loop very early on to support what I was saying to my boss, recognizing that he probably hadn't heard some of this stuff before.
>
> … And so I called in our HR, she's actually an HR firm, and so I said, 'You know, I've tried four times to talk to this guy to explain that, as a leader, I'm expecting him to engage the team… and I'm not getting anywhere." So I've asked her to come in… to meet with him and I.
>
> … So I went through the process, through HR. I didn't let it go.
>
> … HR would support you as long as you documented and we had handled it properly. HR was very good at supporting us.
>
> … So I went to my boss at the time and had to go to the business that she served to say, "Okay, enough is enough. This should have happened five years ago." Convinced them that we would be better off without her.

… So that's actually what the HR department did, she said, "Okay. So here are our values. So let's go through them one by one and see what areas we feel that he's not living up to or demonstrating and let's start coaching him on the specific values as a result of his behaviour…

… Q. Is there a code of conduct? A. There is. And I mean one of their guiding principles is to respect people and just kind of normal guidelines that you would expect in any major organization. Q. Did that [code of conduct] help you make decisions about this person…? A. Oh, yeah, for sure. I think it created a lot of credibility around that office that I was dealing with it in the right way.

Accommodating uncivil high performers

There were examples of uncivil high performers being given special consideration. These included a change position, resources to help them make behavioural changes and support from others. Below are examples of how interviewees approached badly behaving high performers.

… I did a change in position. I took her – more or less, I kind of looked at what her strengths were, and in reality, she had some strengths, but she had some weaknesses. And I realigned her to a position that made sense for her, to help her be successful and try to give her a fresh start.

… But this manager, we had to look at our processes. She had to look at her style... She had to feel empowered herself to be able to say that she had the opportunity to manage the business. And so we changed a number of things but at

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the same time, we coached her in leadership and she was put on what we call

PIP, a performance improvement plan, and that she had to demonstrate those

behaviours under pretty heavy scrutiny within three months.

… I knew the people that she was reporting in to and they really wanted her to

work out… they tried everything they could to make it work. Partly because her

results were there… So they worked very hard to manage her into the business to

help her figure out how to fit into this teaming model… We let her take the change

more slowly than the rest of the business. And it still didn't work out. We tried.

Barriers to Action

Aside from the instigator being resistant to changing behaviour, the interviewees described factors that impeded resolving incivility. One factor was the instigator being a high performer and having a protector. This protector would essentially use their influence within the organization to make excuses for the behaviour or reject any negative feedback. Another factor was a lack of human resources to create and enforce behavioural policies. This factor was typically associated with the size of the organization. And finally, the stability of the organization appeared to influence how incivility was dealt, or not dealt, with. It appeared that more stable organizations were less tolerant of incivility. Below are examples of barriers experienced by the interviewees in addressing uncivil behaviour.

Protection

> *… both these people were brought in from a former company that one of the executives had worked for and that former executive also had a way with him that I didn't agree with. It wasn't what he said. It wasn't his strategy. I thought he was brilliant but it was the way he said it, the way he came down on people and the way he talked about people when the doors were closed and stuff like that. So these were two people that were brought in by him. So maybe he tolerated that.*
>
> *… And my boss makes excuses for him across the organization… his position that allows him – his position and his success that allows him to carry on like this. Anybody else that would act like this in the organization would end up eventually losing their position, being terminated if they continued to act like that.*
>
> *… Because I've raised it [incivility] with her and she basically says, "Well, this is what x tells me," and I'd talk to x, our y, and he kind of smiles and will joke, she gets stuff done on the timeline that he wants and she can play the heavy. So that takes the heat off of him. So he's not about to change it.*

Lack of human resources department

> *… in many small companies, there is not an HR department. So there's nobody kind of taking the lead on this. And you get pretty busy just running the business, that the soft skill type areas, the – you don't do anything about it until you have to. Maybe it's a legal issue or something like that.*

… I mean all the mechanisms were there like the code of conduct and I would say at high levels, if you talked to any of the executive, the expectation on behaviour wouldn't be any different. But I would say there weren't necessarily always the checks and the balances in place 'cause you didn't necessarily have the resources. You didn't have the human resources department. You didn't have the training.

Instability in the organization

… There was also a lot of change within the organization, as well, so I would say through his tenure, as well so certainly our senior leadership team and I'm talking right at the executive level had turned over two or three times. He had a lot of history in the organization, definitely longstanding tenure relationships with our clients, which certainly played to his advantage. For the most part, there was client satisfaction. Lot of time, it was at the expense of dealing with internal partners.

… Yes, you can have a code of conduct but typically the managing people, it's managing a pattern of behaviour over a period of time. So, when you have that constant turnover of people, that I think is definitely a factor in accepting, or let's say, accepting incivility for longer than we all probably would like.

… the organization itself was going through tremendous change. There was a couple of mergers, a couple of acquisitions, there was high potential, so there was a lot of personnel change a the mid-management level and the senior executive

level… there was new people all the time, so a lot of new people who had been

hearing about it, they might just be hearing about it [incivility] for the first time

and yet there's probably some HR record somewhere, you know what I mean? So,

there's not that legacy of the senior executive team witnessed this for ten-plus

years.

Outcomes

The stories that the interviewees told about their experiences with incivility in the

workplace typically ended with the instigator resigning or being terminated. However,

there were some instances where the instigator changed their behaviour and remained

with the organization. Below are examples of these outcomes.

… She would ignore me. She would avoid me. She wouldn't talk to me. She would

avoid meeting me face-to-face. She started lying, kind of not meeting the

deadlines, and then more or less not being very honest in her approach, starting

to get maybe much more emotional in her approach and she would get visibly

angry, would raise her voice, basically… She ultimately ended up resigning… She

was a good performer, and it was the behaviours that ultimately led her down a

path of destruction.

… Eventually, she was let go, and there were a number of people from different

parts of the company that began to realize how she was operating.

… And then I'd say about maybe six months after, he moved onto another group

within the same company. But I made sure that the manager was aware of what

had gone on in the past and that he had kind of redeemed himself over the last several months prior to moving out, just to make him aware without, you know, that he needed to be aware of it in case it started up again.

… She couldn't acclimatize to the change, and she quit. Before we had an opportunity to fire her and give her a package, believe it or not, 'cause we would have.

… So, I went through a process, through HR, I didn't let it go then. I couldn't turn my back and wouldn't, and I ended up dismissing this x-year leader.

… I would say the attitude changed slightly in that it was less confrontational but I would say there was never – he certainly never bought into it. He just kind of – he became less vocal about his observation as to the ineptitude of his colleagues as it were. And eventually we ended up terminating that manager because that attitude also tends to be – that dismissive kind of attitude tends to permeate other things as well… From an HR perspective it was without cause so they had to pay out.

… So her behaviour did go unchallenged for probably the two years that she had invested in the organization before the merger but then she realized, "Okay, I've got to be in here every couple of weeks having these conversations with x, " and she started looking elsewhere and came in one day and resigned.

Personal Reflection Themes

Throughout the interviews I asked the participants to make comments about their experience with workplace incivility including hypothetical situations, incivility in the workplace in general and any other thoughts that they felt were relevant to the topic. This provided candid insights beyond the framework of the interview protocol and relevant to this research in terms of performance and incivility, and findings from the previous two studies. Below are examples of personal reflections.

> *… Q. If he was a meeting expectations kind of performer, would you have gone to this extent to try and turn him around? A. In terms of the results, if he was just meeting expectations so he was a decent x person and the same behaviours, no, we probably would have let him go. And that's a fine line because it depends on whose expectations he was meeting. But typically, the behaviours like that in this organization, if they do not improve, it will catch up with that individual and we will end up letting that person go. It may take a while. That usually happens.*
>
> *… You do have to deal with it [incivility] because it can be a – I don't know what the right word is. It can kind of be a poison almost within the organization that starts to defeat, sort of, people, and you want people to be motivated to work. In your organization, you want people to be motivated to come to work every day, have some fun while they're doing it, and if those things are perpetuated, people won't. You'll lose good people for that.*

… I think with the right relationship with my employees, they will often come to me confidentially and chat. But I do believe that by the time it gets to the point where they feel like they can come to me, it's been affecting them and been affecting others, it's affecting the day-to-day work environment probably much longer than I was aware… I think it can go much deeper and be causing much more problems than you might realize on the surface. Which ultimately impacts productivity, which ultimately impacts our ability to service our clients. It has a huge impact on the ability for an organization, particularly a small one, to be profitable, productive, and move forward.

… I think that a lot of things get let go because with all the – is it downsizing, right-sizing, whatever you want to call it, a lot of people are – there's fewer people doing more work and I think that the time you have to invest in identifying a problem like that [incivility] and addressing it, I think a lot of times that people just let it slide unless they do get a formal complaint. And I was probably guilty of it with that one individual as well. It should have been addressed earlier and consistently. But you just get so wrapped up in your day-to-day job that you just kind of let things slide until it gets to the point that now you have to action it. Which is unfortunate.

… I think another factor is experience, say both training and experience of management in general… in the x world, was still a fairly young industry and sustained a lot of growth over the last twenty years or so, so there was a lot of

entry level to mid-level, and kind of even to the senior level management that

would get there a lot quicker than they would in other industries, which is a good

thing for opportunity, people can move up very quickly. But the development, let's

say, the development and both the experience is not necessarily there... I think

that some of that growing pain is leadership training or leadership experience to

handle difficult situations and difficult situations could be many things, but

certainly dealing with incivility, I would classify it at least as difficult to deal.

... It was only after that the extent of the issue came to light. And regardless of

what the job performance would be, around here from my team that you poison

the atmosphere and make it a bad place to work, you are out.

... Generally, I would say, from a leader's perspective, never assume everything's

going okay. Put processes in place. Take the time to always be talking to people.

Always be listening to people, and always looking for indications that there may

be issues or concerns... Create the environment where – you know, 'cause

sometimes things are happening you may not be aware of where there's conflict

that people are struggling with, and maybe they don't feel comfortable with

bringing it to the leader, they tolerate it. They let it go on. So I always look for,

seeing if there's any behavioural changes or mindset.

... There's all sort of people and there are just some people who are just uncivil...

I think from a workplace perspective I think it's a mistake that we can walk in

through the door and that everybody's going to toe the corporate line and behave

how they're going to behave. People are who they are. I think what organizations can do is really set the standard for what they think is acceptable, what's the culture that they really want.

… Q. Do you think you're able to deal with her because you've been around for awhile and she is who she is? A. Yeah, I think so. Absolutely. I think I would probably have a shorter temper earlier on in my career and be butting heads but now I just realize this how she is and she's in a key role and I can butt heads or I can just try and work with it and get my team working with it and that's the approach I've taken.

… Q. So what I'm hearing, there's a relationship between level of performance and the degree of bad behaviour that you'll tolerate. Is that a fair statement? A. Well, I guess it depends on who. Q. On who? A. So from HR's standpoint, I certainly would – the answer is yes. So you have the most extreme case in x, right, where the person can almost literally get away with murder from a career standpoint for sure. And that is purely offset by his level of performance in the organization. You have those, whose level of behaviours have created some animosity in the workplace, but have bought him some time. Eventually, as the organization gets almost fed up with the behaviours, if the person doesn't' ultimately change, then more than likely, that person would be transitioned out of the organization.

Discussion

This purpose of this study was to investigate *how* tolerating incivility based on performance happens and *what* managers do when they are faced with uncivil high performers. The first objective of this qualitative study was to gain contextual perspectives with regards to the tolerance of incivility in the workplace and the potential relationship between tolerance and performance. What I discovered was that in many cases, the interviewee was unaware of the behaviour until it was brought to their attention at which point, there was no tolerance for the incivility and they took actions to address it. However, the level of performance was a factor in determining the extent of those actions and the time devoted to trying to change the instigator's uncivil behaviour. Essentially, the higher the performance, the more actions were taken and the more time was devoted to assisting with the change. In a few cases, the individual made efforts to change their behaviour when it was brought to their attention that their behaviour was impeding their success, and ultimately their advancement, within the organization. Yet in most cases, the uncivil high performer resigned and only before they were to be terminated. This makes me wonder if the time and effort put into accommodating uncivil high performers is worth it if the end result is resignation. Is trying to get them to change even possible as it seems like they would rather leave than change?

A second objective was to discover additional factors that influenced this relationship. Three factors stood out. The first factor was the condition of the organization in terms of stability. Uncivil high performers tended to be tolerated, or

overlooked, in organizations that were in a state of change. This instability due to downsizing, high growth and/or mergers and acquisitions, made it difficult to keep track of uncivil employees. High performance made it more likely for these employees to slip through. However, in some cases a merger/acquisition was used to "weed out" uncivil employees. The second factor was the presence of HR and declarations of behaviour, such as a code of conduct or organizational values. These served as guidelines regarding behaviour that was endorsed and enforced by HR. While HR was utilized as a source of support and to manage disciplinary processes, the code of conduct and values was utilized as a framework to assess behavioural expectations. These behavioural expectations were understood as a component of performance. If there was no or limited HR, such as in smaller organizations, and if the code of conduct or organizational values were not enforced, uncivil high performers tended to be tolerated. The third factor I discovered was the presence of a protector. This individual occupied a very senior position and would essentially protect the uncivil high performer from backlash regarding their behaviour.

Some of these factors are more difficult to change than others. For example, an organization going through change is in a process that will continue until a stable position is reached. And an executive protecting an uncivil high performer is unlikely to change if they are benefitting from the relationship. However, can these factors be influenced by clear and enforced HR policies that explicitly convey behavioural guidelines? Can incivility in organizations be curbed when these guidelines are enforced? Can incivility in

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organizations be curbed when these guidelines are incorporated into performance management?

The third objective of this study was to support and expand the findings in Studies One and Two. It partially supported the findings in Study One in that employees who were uncivil, regardless of performance level, were not rewarded. I say partially because the uncivil high performers described by the interviewees in this study were already in management positions in the organization illustrating that they had been rewarded for their performance and behaviour; their behaviour had been tolerated. Interestingly, promotion was the least likely recommendation for reward in Study One compared to salary increase, bonus and high-profile projects. Once the incivility was brought to the attention of a manager who did not tolerate bad behaviour, the employee stopped being rewarded. Typically the employee resigned before being dismissed.

In Study Two I found that rewarding uncivil high performers happens in organizations. This study supported that finding as the examples the interviewees gave were of uncivil high performers who were all people managers (management level). None were individual contributors. In Study Two I also found that rewarding uncivil high performers positively correlated with intention to quit. This was supported by this study as interviewees recognized that people left uncivil environments. The interviewees also recognized that uncivil people managers had poor relationships with their direct reports; another finding in Study Two. Finally, interviewees were aware that if they failed to act, they would lose credibility; a reflection of procedural justice.

The overall purpose of this study was to better understand how tolerating incivility from high performers happens and what managers do when they are faced with uncivil high performers. The interviews I conducted provided many contributing reasons and factors as to how tolerating uncivil high performers happens and the various approaches managers take to deal with instigators. Questions remain about what can be done so mangers can find out about incivility before it becomes detrimental to the workplace, how can incivility be dealt with more quickly and what can be done so that uncivil high performers are not promoted in the first place?

Chapter 4

GENERAL DISCUSSIONS

Introduction

Many studies have illustrated that incivility is detrimental to organizations in terms of people, productivity and profits, yet incivility in the workplace persists. Many factors (individual and situational) can interact during acts of incivility making it a multi-causal phenomenon. I have suggested that instigator performance is one factor that contributes to the tolerance of incivility. To investigate the relationship between performance and the tolerance of incivility, I conducted three studies: a vignette study, a survey study, and a qualitative study consisting of twelve interviews.

In Study One: Simulated Performance Evaluation, I discovered that tolerating incivility based on performance *could* happen. Participants were presented with a simulated employee performance review including manager and co-worker feedback. Within each simulation the level of performance (met expectations, exceeded expectations and super-exceeded expectations) and degree of incivility (civil, occasionally uncivil and consistently uncivil) was varied. Participants were asked to respond to questions regarding recommendations for reward and type of reward (salary increase, bonus, high-profile projects, and promotion), with reward acting as a proxy for tolerance. In Study Two: Employee-Organization Relationship Survey, I discovered that tolerating incivility based on performance *does* happen. This survey assessed employee attitudes, workplace incivility and incivility prevention. Survey participants were asked to

respond to a series of statements about people with whom they work. Each statement

varied the level of performance and degree of incivility, and participants were asked if

their organization rewarded this person. Participants were also asked if their organization

had a code of conduct and policies regarding behaviour, and whether or not they were

enforced. In Study Three: Contextual Decision-Making Interviews, I discovered *how*

tolerating incivility based on performance happened and *what* managers did when they

were faced with an uncivil employee. I asked the interviewees to tell me about their

experience with incivility in the workplace; the situation, the actions they took and the

outcome. Interviewees also provided personal reflections on incivility in the workplace.

In the following section I present my findings and discuss how these findings

support and extend existing research or challenge previous findings regarding workplace

incivility. I then present the findings as they relate to social exchange theory. I address

the strengths and limitations of my study followed by recommendations for future

research. I complete my discussion with implications of my findings for professional

practice and applied settings.

Significant Findings

Tolerating Incivility Based on Performance *Could* Happen

In my first study I found that employees who were civil were most likely

recommended for organizational rewards as were employees who super-exceeded

performance expectations. Employees who were civil and super-exceeded performance

expectations were most likely recommended for organizational rewards while employees who were uncivil and only met performance expectations were least likely recommended for organizational rewards. This suggested that being civil and being a good performer were both important in terms of organizational rewards. This was supported by several of the interviewees when they talked about performance appraisals; it was important *what* was done as well as *how* it was done. In addition, these findings suggested to me that people didn't want to see an uncivil employee rewarded and if they were making the decisions, as they were in the simulated performance evaluations, they would not reward uncivil employees regardless of their performance level. However, performance moderated the incivility-reward relationship for promotion indicating that performance continued to be an important factor in terms of organizational rewards. So although in a simulated situation participants didn't want to reward uncivil high performers, in reality, reward may be allocated differently.

Rewarding uncivil high performers – theory versus practice

One organizational reward where performance moderated the relationship between civility and reward was promotion. This suggested that civility and performance were both important factors in terms of promotion. This was confirmed in the stories told by interviewees when I asked about various types of reward and how behaviour and performance contributed to receiving those rewards. Where instigator's performance was high but their behaviour was lacking, none of the interviewees recommended promotion as a reward. It was reassuring to hear that uncivil employees would not advance within

the organization. However, each story I heard about incivility involved an instigator who was not only a high performer but also a people manager, illustrating that uncivil high performers had been promoted. This was confirmed by the moderating effect of performance on the incivility-reward relationship for promotion, suggesting that as performance increased, bad behaviour may be overlooked. Under these managers, people were unhappy, afraid, and turnover was high. This suggested that although the vignette survey findings showed that incivility was not tolerated (rewarded) based on performance to a degree it was tolerated. Having said this, I also found evidence that illustrated the merits of rewarding civility.

Benefits of being civil

Mean scores of civil employees were higher for all organizational rewards compared to employees who super-exceeded performance expectations. This suggested that being civil could potentially be more rewarded than performance. This was supported by Porath, Gerbasi and Schorch (2015) who looked at the benefits of being civil; defined as being polite, showing regard for others and within norms for respect (Andersson & Pearson, 1999). They found that employees who were seen as civil were more sought after for advice and perceived as leaders. This had a positive effect on their performance by increasing opportunities to share information and develop influential relationships (Porath et al, 2015). These findings were in contrast to previous studies that suggested people who were perceived as warm and agreeable were also perceived as less competent (Cuddy, 2009; Judge, Livingston & Hurst 2012) and those who treated people

disrespectfully and got away with it, garnered power (Pfeffer, 2013). Pearson and Porath (2009) detailed the many costs of incivility and the overwhelming benefits of civility within organizations in terms of people, productivity and profits. My findings confirmed that civility pays.

Approaching Badly Behaved Employees

Overwhelmingly, participants (79 percent were "very likely") chose to talk to the uncivil employee and doing nothing or ignoring the behaviour (86 percent were "very unlikely") was not an option. These encouraging findings with regards to the tolerance of bad behaviour were supported by the stories in Study Three. Engaging Human Resources was identified in Study One (44 percent were "likely") as the second most popular approach and supported in Study Three. This may suggest the participant's need for guidance in dealing with the behaviour and the employee. In Study Three this finding was explained in terms of ensuring that processes and procedures were properly followed. Notably, 40 percent of participants were "undecided" when it came to disciplining the instigator and 86 percent were "very unlikely" to dismiss the employee. This may reflect the difficulties and expense involved in terminating employees in Canada.

Tolerating Incivility Based on Performance *Does* Happen

In my second study, I found that performance was less of a factor with regards to reward than behaviour (civility); supporting the findings in study one. Rewarding civil employees, of all performance levels, positively contributed to affective-commitment,

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procedural and distributive justice, and incivility prevention. These findings extend the work of Porath, Gerbasi and Schorch (2015). However, I found that when uncivil employees were rewarded, it contributed to workplace incivility. This supported previous studies (e.g. Babiak & Hare, 2009; Estes & Wang, 2008; Lim, Cortina & Magley, 2008; Kusy & Holloway, 2009; Pearson & Porath, 2009).

Rewarding civil versus uncivil employees

It would appear that rewarding civil employees has stronger, positive effects on employee attitudes and the overall organization than rewarding uncivil employees has negative effects. Essentially, rewarding uncivil employees is not good but rewarding civil employees is very good. Singh and Tor (2006) found that survey participants chose a partner to work with whom they perceived as more likable than competent. NFI Research (2006) found that 63 percent of senior executives and managers across various industries relied on the likability and personality of the candidate when making hiring and promotion decisions. Sixty-two percent relied on skills indicating that both civility and performance were important. And Casciaro and Lobo (2005) discovered that when it came to working with someone, people would prefer "lovable fools" over "competent jerks"; ideally "lovable stars" and never "incompetent jerks". Even though surveyed managers chose competence over likeability when choosing someone to getting a job done, in practice, Casciaro and Lobo (2005) found that "feelings worked as a gating factor: We found that if someone is strongly disliked, it's almost irrelevant whether or not she is competent; people won't want to work with her anyway. By contrast, if someone is

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liked, his colleagues will seek out every little bit of competence he has to offer…

Generally speaking, a little extra likability goes a longer way than a little extra

competence in making someone desirable to work with" (94). These likable (civil)

employees played the role of "affective hubs" (Casciaro & Lobo, 2005: 98); being liked

by a large number of people, able to connect diverse groups and engage people to work

together. They were able to establish positive working relationships and deflate stressful

situations. In additional to these contributions, rewarding civil employees signals to other

employees behaviours that the organization values and wishes to promote. Overall, there

were many organizational benefits that came from rewarding civil employees and

especially if they are competent as well.

In slight contrast, Gruenfeld, Inesi, Magee & Galinsky (2008) found that

executives would rather work with someone who was competent rather than kind while

individual contributors would rather work with someone who is kind rather than

competent. This suggested that position may play a role in the civil/uncivil debate.

Enforcing codes of conduct and behavioural policies

In the third part of this second study, my results indicated that 70 percent of

respondents said that their organization had a code of conduct and 72 percent said that it

was enforced. Seventy-one percent of respondents said that their organization had

behaviour policies and 75 percent said that they were enforced. In other words,

approximately 50 percent of all respondents indicated that their organization had a code

of conduct that was enforced and approximately 53 percent of all respondents indicated

that their organization had behavioural policies that were enforced. According to Wilkins, Colvard and Lipinkski (2014) "an employee code of conduct – which spells out the do's and don'ts regarding appropriate behaviour in the workplace – is an important part of an organization's control environment because it communicates the entity's ethics and values" (36). Nijhoff, Cludts, Fissher, and Laan (2003) outlined that codes of conduct should contain open guidelines that are values oriented and state desired behaviours, and closed guidelines that are compliance oriented and state prohibited behaviours. Both Wilkins et al (2014) and Nijhoff et al (2003) pointed out the importance of this code being endorsed and enacted by management. Simply, having codes of conduct and behavioural policies were not enough.

I found that enforced codes of conduct and behavioural policies significantly correlated with all measures (affective commitment, intention to quit, procedural, distributive, interpersonal and informational justices, workplace incivility, incivility prevention, and rewarding civil employees) except rewarding uncivil employees. I found no significant interactions with enforced codes of conduct and behavioural policies in my analyses of employee attitudes, workplace incivility, incivility prevention, and rewarding civil and uncivil employees. I wondered if participants – at least the ones who said that their organization had these policies – were aware that organizational codes of conduct and behavioural policies existed but could not assess their applicability in terms of organizational decision-making with regards to performance, behaviour (civility and incivility) and reward. However, when I asked the interviewees about codes of conduct

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and behavioural policies, all acknowledged that their organization had them. Similar to the survey participants, their responses as to whether or not they were enforced ranged from "yes" to "somewhat". Yet when it came to assessing and addressing uncivil behaviour, they all utilized organizational codes of conduct and behavioural policies, especially when HR was engaged. Essentially, the codes of conduct and behavioural policies were the framework used to determine if the behaviour was uncivil – or something else – and what actions to take.

How Does Tolerating Incivility Based on Performance Happen? And *What* was Done when it Did Happen?

The results of studies one and two indicated that, to some degree, uncivil high performing employees were rewarded (tolerated) and rewarding uncivil employees was detrimental to measures of employee attitudes and influenced workplace incivility. These findings were confirmed in study three by the stories told to me by the twelve interview participants; all of whom held senior positions in a variety of organizations and industries. These stories, and personal reflections shared by the interviewees, extended the findings by providing context, details and outcomes.

In all but two of the stories, all the instigators were high performers. And all the instigators were people managers indicating that they had been rewarded by the organization. When the interviewee became aware of the incivility, they condemned the behaviour and committed to investigating and addressing the situation and the individual. If the interviewees were so quick to condemn the behaviour, how did it happen in the first

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place? A clue was how the interviewee found out about the incivility – direct feedback, reputation and organizational methods.

Direct feedback

I heard three stories involving direct feedback. The first story involved a new hire. His incivility became apparent not long into his tenure with the organization when several employees approached the interviewee and said that his behaviour was unacceptable. In the second story the interviewee noticed that an employee's behaviour, and appearance, had changed between the time she had met her as a new hire and nine months later during a branch site visit. Talking with the employee she discovered that the branch manager was a bully. The third story involved a long time employee whose behaviour was not conducive to a changing work environment that was becoming more diverse. In this story, employees who found his behaviour insulting informally approached the interviewee.

In these cases, the employees were comfortable telling the interviewee about the incivility. This points to the need for employees to have a mechanism to report bad behaviour and trust that it will be taken care of. This also demonstrated the importance of the employee-manager relationship as well as how incivility prevention programs can curb bad behaviour (Osatuke, Moore, Ward, Dyrenforth, & Belton; 2009). None of the interviewees had observed the behaviour and they were distressed to realize that they were not as connected to the workplace as they had thought.

Action and outcome. In all these cases the interviewees first investigated the situation and then talked with the instigator. In all cases, HR was engaged to ensure that processes and procedures were followed. The new hire was released from the organization. The branch manager, who had been with the organization for seventeen years, was also released. The diverse-adverse fellow found a new position in the organization, however, the interviewee made his new manager aware of behaviour to watch out for.

Reputation

A couple of stories included instigators who were acquired through merger and their uncivil behaviour was known to management. In both cases they were highly thought of by the leadership in the pre-merger organization. One instigator was put on the interviewee's team and the other was a peer of the interviewee and reported directly to the CEO.

These stories illustrated how people in positions of power protected uncivil high performers from discipline. Kusy & Holloway (2009) described these individuals as 'toxic protectors' or 'hidden enablers'. They identified "three conditions that invite toxic protectors: special relationships, the need for power, and the need to maintain productivity" (Kusy & Holloway, 2009: 140). These stories illustrated two of those conditions; special relationship (the instigator reported to the CEO) and need to maintain productivity (the pre-merger leaders endorsed the instigator because of her high performance). The third condition – need for power – involves an individual who acts as

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a buffer between the instigator and potential targets. For example, a team leader who reports directly to an uncivil manager protects the team members while at the same time enabling the behaviour of the manager. Unfortunately, the team leader takes the brunt of the bad behaviour in addition to the stresses of managing a team.

Action and outcome. In the case of the instigator who was protected by pre-merger leadership, the interviewee made it clear that he didn't tolerate bad behaviour. But because of the instigator's exceptional performance, she was given special accommodation to adjust to the new team based organizational structure. The interviewee coached and monitored her behaviour but she did not adjust to the new structure and eventually resigned. HR was engaged throughout.

In the case of the instigator with the special relationship with the CEO – and peer to the interviewee – the interviewee brought the behaviour to the attention of the CEO who, endorsed and supported the instigator. At that point, the interviewee backed off realizing that the CEO would do nothing. The interviewee acknowledged that he would have to find a way to work with the instigator and her behaviour. Although no satisfied with the outcome, the interviewee was able to put the issue aside. This may not be possible for employees in individual contributor positions or with less experience/maturity.

These stories speak to cultural aspects of an organization that might be indicative of a lack of behavioural codes and policies or codes and policies that are not enforced.

The second story also illustrates the relationship between tolerance of incivility and power.

Organizational methods

In one story, the uncivil behaviour of a very high performer was brought to the attention of the interviewee via the instigator's performance appraisal feedback. When the instigator was presented with the feedback, he dismissed it. In another story, the interviewee became aware of the incivility through an employee satisfaction survey that indicated job satisfaction and attitudes. The survey results highlighted a department in the interviewee's area. It turned out that the instigator did not report directly to the interviewee but rather to one of the interviewee's directors.

These stories demonstrate the value of performance appraisals that include behavioural components and employee surveys that are able to highlight trouble areas. Both these stories highlight that these methods are useful when seriously reviewed and acted upon.

Action and outcome. In the first story, an outside company was engaged to conduct a 360 evaluation and help the instigator recognize his bad behaviour. At that point, he accepted the feedback and changed his behaviour. In the second story, the manager was coached to deal with behavioural issues, sent on leadership training and was made accountable for change within the department. The instigator was put on an action plan. All of these people have remained with the organization showing how managers can use organizational methods for constructive change.

Personal reflections

I discovered three common themes from the stories that I was told in dealing with situations involving bad behaviour. The first theme related to how bad behaviour was positioned to the uncivil high performer as negatively affecting their ability to be successful, particularly in terms of developing relationships that would help them achieve their goals. This conveyed that the interviewees understood the importance of civility but it also showed that high performers were given more consideration to change their behaviour. Although the interviewee didn't tolerate bad behaviour, in practice, they understood the value of a high performer. Employees who met performance expectations were not given the same consideration. The second theme was the overwhelming amount of time and resources given to the situation. When asked if they would go to the same extent for an instigator who met performance expectations rather than exceeded performance expectations, the interviewees said that they would not put in the same effort. Nonetheless, the interviewees spent a great deal of time dealing with bad behaviour. This certainly reflects the commitment and skills required to manage people. The third theme was recognizing the importance of following procedures and managing the process correctly to: ensure the employee was treated fairly, show due diligence and create evidence in case of legal repercussions. All interviewees talked about documenting everything and the hassle it was when the organization was taken to court. This was to be avoided.

Revisiting Contributing Factors to Workplace Incivility

In Chapter One, factors contributing to workplace incivility were described. Although I did not ask specific questions regarding these factors, a few were mentioned in the stories that I was told.

Overall, the interviewees who were not aware of the instigator's bad behaviour were concerned that they were not as connected to their employees as they had thought. Many talked about workload and simply not having enough time to be aware of behavioural issues.

In a few stories, the uncivil high performer was acquired through merger or acquisition. Differing organizational culture was recognized as a reason for the uncivil high performer being tolerated in one organization but not in another. This caused tension in the newly merged organization and additional work for managers to manage blended teams. This example illustrated an additional stress – differing behavioural expectations – for the employee and manager that can occur during a merger or acquisition of organizations.

A couple of interviewees asked about the influence of personality on incivility. Examining personality characteristics of instigators was beyond the scope of this research, however, all but two of the instigators described in the stories were high performers and managers, indicating that they had already been promoted – and most likely for their performance as their behaviour was already suspect. This could be interpreted as the instigator expressing high achievement orientation and, as previously

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mentioned, when personal achievement is not met, uncivil behaviour can result. In addition, the majority of instigators denied being uncivil. This may suggest a high conflict self-efficacy and lack of conscientiousness, as they did not interpret their own behaviour as uncivil. Again, contributing to workplace incivility.

Although technology has been described as a contributor to workplace incivility, none of the interviewees mentioned technology as a vehicle for incivility. The instigator's uncivil behaviour they described was delivered face-to-face or overheard. However, this is not to say that the instigator was not uncivil via emails, voicemails, etcetera, but perhaps that the manager was simply not aware of examples of how the instigator used that medium.

Therefore, although not asked specifically about causes of workplace incivility, the interviewees' stories supported many of the contributing factors: workload, time constraints, organizational changes (mergers/acquisitions), and personality.

Workplace Incivility and Social Exchange Theory

Applying social exchange theory (SET) to workplace incivility offered a perspective that was not found in the literature. Although research has indicated that a "significant relationship between justice and both task performance and citizenship behaviour were mediated by indicators of social exchange quality" (Colquitt, Scott, Rodell, Long, Zapata, Conlon, & Wesson, 2013: 199), for example trust and leader-member relationship, no such mediation was found with counter-productive work

behaviours, such as workplace incivility. In addition, performance, which has been less researched in the justice literature, has typically been utilized as a reciprocal behaviour as conceptualized through a SET lens (Rupp & Cropanzano, 2002). In my research, I've extended the application of SET to include not only task performance but also behaviour – workplace incivility – that has not been explored in this way and through this lens.

From studies one and two, I discovered that performance was less of a factor when compared to behaviour in terms of recommendation for reward and type of reward compare to behaviour (civility). For example, uncivil employees were consistently rewarded less than civil employees regardless of level of performance. In addition, rewarding civil employees, regardless of level of performance, significantly interacted with affective commitment, procedural and distributive justices, and incivility prevention and significantly negatively correlated with workplace incivility. These results were interesting but it was listening to the stories of experience with incivility in my third study that I uncovered relational factors that contributed to the tolerance of workplace incivility.

In terms of this relational aspect of SET, I found three factors that contributed to the tolerance of workplace incivility. The first involved the duration of the relationship between the manager and instigator, the second was the value that the manager attributed to the relationship with the instigator, and the third was the performance of the instigator. These factors demonstrated the three SET paradigms – relationship-formation, relational-

attribute and relationship-context – proposed by Mitchell et al. (2012) in their review of historical models of SET.

With regards to the tenure of the relationship, I found that, managers were less tolerant of bad behaviour from employees they had not known for a long time. In two stories, the instigators were new hires, in others the instigators were acquired through mergers. Not only did the manager not know the individual well personally, they were also less invested in the manager-employee relationship. I suggest this is important for two reasons. First, the more familiar the manager is with the instigator, the better they know their personalities and understand their behaviour. This familiarity increases the likelihood that uncivil behaviour might be explained as a personality quirk and dismissed or excused. This was evident in the story about the area director who had an uncivil manager. They had known each other for several years and had worked together at a previous company. The director was aware that the manager was "difficult" but they worked well together and the manager got results (high performer). This relationship came to light through an employee satisfaction survey and was quickly addressed by the interviewee who was responsible for the area. The interviewee did not have a direct relationship with the instigator and although the high performance was recognized, the interviewee was not prepared to tolerate the incivility in light of organizational values. The organization had an enforced code of conduct and behaviour policies that were utilized in addressing the behaviour of the director and the manager.

These situations highlight the relationship-formation paradigm of SET that emerges from reciprocal patterns (Mitchell et al., 2012). In these circumstances, the relationship between the instigator and interviewee, because of duration or proximity, had not moved beyond an economic exchange relationship. This resulted in weaker interpersonal attachments (Blau, 1964; Mitchell et al., 2012).

The second factor I found with regards to tolerating bad behaviour was the value that was attributed to the relationship with the instigator. Although no interviewees described a personal story of this kind of relationship, they could identify this relationship in other situations. One story in particular emphasized this. It involved a CEO and uncivil CFO. The behaviour of the CFO was brought to the attention of the CEO but the CEO was not prepared to address the behaviour and even joked about the CFO's incivility. Because the CEO was the only person in a position to address the behaviour, it went unchecked and continued. Those who had to work with the CFO had to learn to deal with the behaviour in their own way.

This situation highlights the relational-attribute paradigm of SET that emerge as a relationship evolves from an economic exchange to a social exchange. It tends to be longer term, open ended and with stronger interpersonal attachments (Blau, 1964; Mitchell et al., 2012). In these relationships the resources – defined as anything concrete or symbolic exchanged between parties (Blau, 1964; Foa & Foa, 2012) – exchanged are attributes of the relationship, for example, trust, commitment and loyalty as well as more concrete resources such as information and services (Foa & Foa, 2012). I suggest this is

most significant in executive relationships where organizational information is highly confidential, decisions are critical, and personal support is provided by fewer co-workers/peers/colleagues.

The above stories describing two factors, relationship formation and relational attributes, that contributed to the tolerance of workplace incivility, all included high performing instigators. In fact, essentially all the stories I heard involved an uncivil high performer. Therefore, the third factor contributing to the tolerance of workplace incivility is the performance of the instigator.

The relationship-context paradigm of SET "suggests that exchanges take place within different types of relationships" and "separates the resources exchanged from the relationship itself" (Mitchell et al., 2012: 110). In several stories I heard the interviewees describe coaching and mentoring the instigator. This was an activity (resource), they admitted, would not be offered to an uncivil employee who simply met performance expectations. The interviewees also told me that because of the instigator's high performance they were willing to give them "a longer rope" and more time to change. These coaching and mentoring sessions were focused on behaviours that would improve the instigator's opportunities for success and career advancement. The bad behaviour was positioned as a barrier to achieving their goals. This demonstrated a shift in the relationship from the instigator providing a resource (performance) to a cooperative relationship between the manager and instigator centred on developing behaviours that would ensure the continuation of the resource (performance). The interviewee appeared

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to be more invested in the success of the instigator beyond simply correcting the bad behaviour.

These relational exchange models highlight aspects of the manager-instigator relationship that I argue is absent from the workplace incivility literature. They illustrate the benefits of a resource exchange based relationship that also includes what is defined as counter-productive workplace behaviour. Although the manager-instigator relationship may result in a positive exchange, the negative effects of the relationship (tolerance for incivility) are experienced by those outside the relationship. These negative effects are well documented (e.g. Babiak & Hare, 2009; Cortina, Magley, Hunter Williams, & Day Langhout, 2001; Johnson & Indvik, 2001; Lim, Cortina & Magley, 2008; Miner-Rubino & Cortina, 2007; Pearson, 2010; Pearson & Porath, 2009; Porath & Pearson, 2013). However, as supported by SET relational exchange models, there are factors at play within the manager-instigator relationship that contribute to the tolerance and persistence of workplace incivility.

Implications for Workplace Incivility

In this project I empirically tested the perception that high performers get away with behaving badly. I suggested that their behaviour was tolerated because of what they contributed to the organization and the value attributed to that contribution. I used reward as a proxy for tolerance.

What I discovered from my vignette and survey studies was that when it came to promotion, being civil and a high performer were both important and rewarding civil employees had a positive influence on affective commitment, procedural and distributive justices, and incivility prevention measures, and a negative influence on workplace incivility. Enforcing codes of conduct and behavioural polices significantly correlated with all measures – including workplace incivility – except for rewarding uncivil employees. None of the senior managers I interviewed tolerated workplace incivility, and when incivility was discovered, they went to great lengths to address it. Yet by accommodating and coaching instigators, for example, the senior decision-makers that I interviewed were, I argue, tolerating uncivil behavior. And in most situations, the instigator had no intention of changing their behaviour and resigned from the organization. And my studies indicated that although people recognized that incivility was bad, participants still perceived incivility as present in their organizations and interviewees confirmed that uncivil high performers were still being tolerated. So is incivility being tolerated or not? I suggest a few reasons why this isn't simply a "yes" or "no" answer.

First, the survey participants occupied predominantly senior positions. The results of the vignette and survey studies indicate that the participants did not want to reward an uncivil employee regardless of performance. This reflected their experience (age and position) and understanding of the importance of behaviour and organizational values on work environment and employee motivation. For participants who were individual

contributors, their perspective was working with an uncivil co-worker; something they would rather not do regardless of performance. This leads to my second reason why it's not easy to answer "yes" or "no" to tolerating incivility.

The senior managers I interviewed were not aware of the incivility until it was brought to their attention. And they recognized that by the time they heard about the behaviour, it had been going on for a time. Employees may not realize that a manager is not ignoring (tolerating) the bad behaviour but simply not aware of it. In this situation, lack of awareness may be mistaken for tolerance. Once the manager was made aware of the bad behaviour, they were very conscious of following procedures, spending significant amounts of time investigating, discussing, accommodating, monitoring and documenting the situation, and engaging HR. In this case, due diligence may be mistaken for tolerance.

Finally, the ability to curb incivility in the workplace has limits. Some employees are protected by more influential organizational members who are less inclined to address bad behaviour, particularly when it involves a high performer. Enforcing codes of conduct and behavioural policies may be difficult when the instigator occupies a position of influence. And some people are just assholes (James, 2012). It's difficult to change this personality type and, I would suggest, it's not the responsibility of a manager, co-worker, or any organizational policies but rather family, friends and a therapist.

However, two findings stood out that have the potential to assist in curbing workplace incivility. One was rewarding civil employees. This was supported by my

research as well as other studies (Cuddy, 2009; Judge, Livingston & Hurst, 2012; Pearson & Porath, 2009; Porath, Gerbasi & Schorch, 2015). This act signals to other employees what behaviours the organization values and rewards. The other finding was the potential benefits associated with enforcing codes of conduct and behavioural policies. These documents serve as preventative measures as well as a framework upon which to assess and address uncivil behaviours. Codes of conduct and behavioural policies, I propose, are the foundation of a civil workplace and organizational leaders have the responsibility to enforce them.

Leiter, Spence Laschinger, Day and Gillin Oore (2011) suggested "incivility arises not from the failings of individuals, but from patterns of social interaction implicitly sanctioned by the management environment. Therefore, improving workplace social environment, in conjunction with a sincere commitment from management, may reduce incivility and mistreatment" (1259). They utilized CREW (Civility, Respect, Engagement in the Workforce), an initiative developed by Osatuke et al. (2009) to enhance civility, as an intervention tool to "improve the quality of social relationships (i.e. more civil interactions and fewer uncivil interactions and more respect)" (Leiter et al, 2011: 1258) at work. Ghosh, Jacobs and Reio (2011), on the other hand, insist "it is imperative that HRD professionals take a proactive role in addressing and managing the occurrence of any kind of abusive behaviour in the workplace" but "there has been scant HRD research providing knowledge about how best to do so" (5). I agree that HRD

professionals need to take a proactive role and I suggest that research exists – as my research contributes to those studies – that provide knowledge about what to do.

For example, Nijhoff et al (2003) developed "processes of responsibilisation" that shape responsible behaviour within an organization. These processes include specific activities; identifying and removing barriers that obstruct responsible actions, stimulating employees to act responsibly, making values explicit, informing and monitoring expectations, and accountability that includes communication between the organization and employee. They described a code of conduct as "an instrument of responsibilisation" (67). Nijhoff et al (2003) also suggest a method for assessing how well the code of conduct is integrated into "all facets of operational management" (70). They stress the importance of embedding the code of conduct within the organization and management systems. Implementing a code of conduct is more about deeds than words and embedding a code of conduct in the culture of an organization is a dynamic, ongoing process. This document, when embedded in the organization, enacted by management and enforced – as indicated by my research – has the potential curb incivility in the workplace by communicating to all organizational members, behavioural expectations, organizational values and accountability. When asked if their organization has a code of conduct and if it's enforced, all employees should be able to answer "yes" to both.

Implications for Professional Practice or Applied Settings

In terms of professional practice, this research can assist practitioners investigating workplace incivility by offering starting points for gathering information. Below are three suggestions.

First, identify the state and structure of the organization. The senior managers I interviewed experienced incivility when organizations were unstable due to downsizing, reorganization and merger/acquisition. These times of instability are stressful and identified as causes of unproductive and uncivil behaviour. So, is the organization going through a time of transition or change? Is this the right time to initiate more change or simply manage incidents of incivility with the knowledge that the current environment could be the trigger? Or is it an opportunity to create a foundation for a civil organization?

Second, determine if the size of the company is a factor with regards to workplace incivility. Smaller organizations tend not to have HR resources and/or policies to guide behaviour compared to large, established organizations, or the money for personal skills training. One interviewee who moved from a large organization to a small organization said that large organizations was good training ground for HR practices. One small organization outsourced their HR function. Smaller organizations tend to focus solely on running the business, generating revenue and not thinking about HR issues until they become an issue. So, is the lack of HR policies and/or resources a factor influencing

uncivil behaviour? Can HR policies be created and implemented with minimal financial investment and interference on revenue generating activities?

Third, as detailed above and in conjunction with HR policies, find out if the organization has a code of conduct. If yes, is it enforced? If no, this is a place to begin organizational change. If the organization does not have a code of conduct, this is also a place to begin organizational change. In addition to stating behavioural expectations, creating a code of conduct can also serve to clarify the organization's mission and values, as both are reflected into the code of conduct.

These suggestions for practitioners point to human resources as the driver of change. Policies regarding behavioural expectations that incorporate organizational values are the foundation for responsible behaviour both from an individual contributor and managerial perspective. Management involvement is critical for change as they are responsible to enact behaviours that the organization values and rewards. Implementing, monitoring and assessing are key activities in HR based organizational change and practitioners need to ensure that they have the skill set to complete the task.

Strengths and Limitations

There were several strengths in this research project and I'll mention four. First, no studies that I am aware of have included such a large number of participants representing the senior levels of an organization; 60.7 percent in Study One, 40.6 percent in Study Two and 100 percent in Study Three. This brought a leadership, decision-

making perspective to the issues of incivility in the workplace. As a result, responses to surveys were less hypothetical and more experience based. This combination of individual contributor and senior management perspectives allowed us to see the phenomenon from "above" and "below". Second, the participants were generally older; 75.6 percent in Study One, 47.6 in Study Two and 91.7 percent in Study Three were over age forty. Again giving us a more experiential perspective of organizational life and workplace incivility. Third, incorporating a qualitative study gave depth and breadth to the findings obtained from the vignette study and survey. It also expanded, through personal accounts, how incivility was discovered and addressed, as well as the challenges and barriers that were experienced. Finally, this study offered a novel approach to investigating incivility in the workplace by focusing on the tolerance of incivility – identified by the persistence of the behaviour – and using reward as a proxy for tolerance.

Regardless of these strengths, a potential limitation concerns the extent to which the results can be generalized across other workforce populations. For example, the participants were all working in private sector, non-unionized organizations. How applicable are these findings in unionized organizations as well as other industries such as government, healthcare, not-for-profit and academia? Extending the notion of generalizability, how applicable are these findings outside of Canada? The majority of participants were Canadian and therefore influenced by Canadian workplace rules and regulations. The participants were also overwhelmingly white Caucasian. Would results have been the same or different had the participants been more diverse? In addition,

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social desirability may have inhibited the qualitative study interview participants from being totally honest and forthcoming with regards to their experience with incivility. They may have inflated their role in the experience to look more heroic than they were in reality. However, they were retelling their reality and there was no benefit to them to be untruthful. Finally, there was only a single coder reviewing the interview transcripts. I may have coded text in a way that supported my premise. Using the interview protocol as a coding guide helped to lessen this bias. These are considerations to take into account in future research.

In the Study One vignette, the performance feedback came from the manager of the fictitious employee, while the behaviour feedback came from the co-worker of the fictitious employee. The source of the information (manager versus co-worker) is confounded with the type of information (performance and civility). This may have played a factor in the results so that interactions may have been suppressed. However, from the participant's perspective, the delivery of the information (performance level identified by the manager and degree of civility identified by the co-worker) may represent a realistic interpretation as managers may be more aware of performance than behaviour and co-workers may be more aware of behaviour than performance.

Recommendations for Further Research

I think sufficient research exists that illustrates the negative effects incivility has people, productivity and profits. With my research I have shed light on a factor –

instigator performance and tolerance – that has not been empirically examined and causes some cognitive dissonance for managers balancing organizational goals and employee well-being. Three areas I suggest for further research that extend this current research are; the manager-instigator relationship, personality consideration, and industry factors.

Reviewing the interviews and applying social exchange theory, I had some insights into the manager-instigator relationship. These were through the language and tone the interviewees used and the actions that they took. At times I wondered if the continuous talking and monitoring could be construed as micro-management to the point of harassment. When one manager described how the instigator started to avoid him, wouldn't look at him when he spoke to her and started being more absent from work, I thought it sounded like someone who was a target of incivility. And with the number of instigators who resigned, was this constant monitoring being used as a tool to "encourage" them to resign? In addition, with studies demonstrating that likability promoted relationships, was the instigator naturally disliked? How might that influence managerial actions and relationships with others? Finally, how does the tenure and type of relationship, for example evolving from an economic exchange to a social exchange or a colleague-colleague to manager-direct report relationship, affect the outcomes of dealing with incivility?

The managers I interviewed all believed that the uncivil behaviour was a part of the instigator's personality. I wondered, however, if it was personality or learned behaviour or both? A nature versus nurture perspective of incivility, if you will. When I

asked the senior managers how the instigator reacted when they were reproached about their behaviour, in several stories instigators denied the behaviour or declared that they were being victimized or they got angry. Some instigators owned up to the behaviour in front of the manager but then continued the behaviour anyway. One instigator was surprised and hurt that others found their behaviour uncivil and worked to change. The majority of instigators did not change their behaviour. Would understanding where the incivility comes from help managers, and targets, better address bad behaviour? Are instigators receiving external rewards for their behaviour or internal gratification?

Finally, I would be interested to see how my findings relate to workplaces outside the private sector. Do different organizational structures, cultures and workforces influence the tolerance of workplace incivility? What role might organizational contextual factors play in terms of the type of manager-instigator relationships formed and the value attributed to the relationship? How is workplace incivility expressed in other industries and how is it addressed… or not addressed?

These are just a few suggestions as incivility in the workplace continues to persist and continues to develop as an area of study. What I know for sure is, everyone has a story about workplace incivility.

CHAPTER 4

CONCLUSIONS

Research has demonstrated that workplace incivility is bad for people, productivity and profits. My research supported these findings too. In addition, my research uncovered some less explored aspects of workplace incivility.

First, people don't want to reward those who behave badly regardless of their performance. However, the practice still continues when performance is high. I found that when those in decision-making positions discovered workplace incivility that negatively affected others – which they acknowledged was going on long before they were made aware of it – they addressed the behaviour and were not opposed to releasing an uncivil high performer. However, the processes and procedures required to handle uncivil behaviour took an extraordinary amount of time and effort. Employee dissatisfaction regarding management's handling of workplace incivility could simply be lack of awareness regarding the activities going on. It may appear as if that the situation and behaviour is not being addressed when in fact, it is. Or it could be that management is simply not aware of the behaviour. Even decision-makers who felt that they were well-connected with their employees and the workplace were surprised, and distressed, when they discovered that their employees were being treated badly by another. So even with the best intentions to create a harmonious workplace where people are motivated to come to work, managers still missed the bad behaviour of those who reported to them.

Second, organizational codes of conduct and behavioural policies that are enforced, have the potential to hinder workplace incivility. This indicated that simply having the documents was not enough. In light of the number organizations without codes of conduct and behavioural policies, creating, implementing and enforcing these is one relatively simple step in reducing incivility in the workplace. This is particularly true of smaller organizations where focus on building the business and lack of human resources may result in management who are not prepared to deal with incivility when it occurs. Having these codes and policies in place act as a foundation upon which to create a respectful workplace and behavioural framework as the company grows. For organizations that already had a code of conduct and behaviour policies, they needed to enforce them. Having these rules and not enforcing them illustrates a lack of respect for the organization. To create a civil workplace, management must reflect and enforce the behaviour declared in the code of conduct and behavioural policies. The managers I interviewed understood this but also told me of managers they worked with who did not. I found that indiscriminate workplace incivility was identified by organizational methods such as employee satisfaction surveys and turnover. Again, it is the responsibility of management to act on that information.

Finally, people don't like to see uncivil people rewarded regardless of their performance. But more importantly, people really like to see civil people rewarded. Rewarding civil employees is good for people, productivity and profits. Those perceived as civil are also perceived as leaders. These folks build connections, reduce workplace

stress and enact respect for others. In my research, participants chose to reward civil employees, regardless of performance, to a greater degree than uncivil employees. Yet again, this appeared to be difficult in practice. Which brings us back to enforcing codes of conduct and behavioural policies, and the critical role that management plays in doing that.

In conclusion, there will always be uncivil people at work regardless of how much we disapprove of their behaviour and how much effort we expend curbing workplace incivility. As organizations reflect the diversity of people in society, chances are good that at some point at work we'll come across an asshole. When decision-makers are engaged with their employees and accessible for employees to report bad behaviour; when organizations have processes and procedures in place to address workplace incivility; when management value civility to same degree as performance; and when management reflects civil workplace behaviour, we can hope to curb this low intensity but none the less, harmful behaviour. Although it is not the responsibility of organizational management to change the negative aspects of an adult's personality, it is their responsibility to create an environment that supports the well-being of organizational employees and in which people are motivated to come to work. Promoting workplace civility can serve to accomplish this.

Don't make excuses for nasty people.
You can't put flowers in an asshole and call it a vase.

APPENDICES

Appendix A

Invitation for Simulated 360 Performance Evaluation Survey

Dear Friends and Colleagues,

I am pursuing a PhD in Management at the Sobey School of Business, Saint Mary's University, Halifax, Nova Scotia. For my dissertation, I am conducting research (SMU approval REB File #13-021) in the area of Organizational Behaviour (OB). If you are 21 years of age or older and currently working in a non-unionized organization in Canada, I invite you to participate in this research with me.

With your help, the purpose of my research is to better understand our workplaces and help create healthier work environments for all of us. Participating in this research involves completing an online survey requiring about 10 minutes of your time. It is voluntary, anonymous and you can withdraw at anytime.

I need a minimum of 270 surveys to complete my research so I appreciate your support and please feel free to forward this note to friends and colleagues who are 21 years of age or older and currently working in Canada in a non-unionized organization.

To begin, please click here *Simulated 360 Performance Evaluation*.

Thank you and best regards, *Janet*

Janet Bell Crawford, M.Ed., PhD. Management (candidate)
Sobey School of Business
Saint Mary's University
Halifax, Nova Scotia
jbellcrawford@smu.ca

Appendix B

Simulated 360 Performance Evaluation Survey

This *Simulated 360 Performance Evaluation Survey* takes approximately 10 minutes to complete. You will be presented with performance evaluation information and written feedback, and then asked for recommendations in terms of reward. This will be followed by a brief questionnaire.

The purpose of the survey is to collect data about performance, behaviour and reward from adults working in non-unionized organizations in Canada. The findings will be used to better understand our workplaces and help create healthier work environments. There are no risks associated with participating in this study and your participation is completely voluntary. There are no follow-up procedures and you will not be contacted after you have completed the survey. You may withdraw at any time by simply exiting the program.

All information gathered is strictly confidential and participation is anonymous. The results will be presented as an aggregate and no participant names will be used in relation to the findings or made available to anyone other than the investigators: Janet Bell Crawford (PhD candidate), Drs. Kevin Kelloway and Catherine Loughlin (dissertation co-supervisors). Participants may request a copy of the study findings through the principal investigator at janet.bellcrawford@smu.ca.

This research has been reviewed and approved by the Saint Mary's University Research Ethics Board; SMU REB File#: 13-027. If you have any questions or concerns about ethical matters, you may contact the Chair of the Saint Mary's University Research Ethics Board at ethics@smu.ca or 902-420-5728.

If you have any questions regarding this study, please contact Janet Bell Crawford at 905-726-2064 janet.bellcrawford@smu.ca, Dr. Kevin Kelloway at 902-491-8652 kevin.kelloway@smu.ca or Dr. Catherine Loughlin at 902-491-6328 catherine.loughlin@smu.ca.

By clicking on the **NEXT** button, you understand what this study is about and appreciate the risks and benefits. You have had adequate time to think about this and have had the opportunity to ask questions. You understand that your participation is voluntary and that you can end your participation at any time.

Thank you for your support and participation.

Please click **NEXT** to begin

Simulated 360 Performance Evaluation Survey

This simulated 360 Performance Evaluation Survey is part of an investigation of performance, behaviour and recommendation for organizational rewards. In this survey, you will be presented with the performance review of a fictional Employee. The performance review includes:

- A completed Performance Evaluation form,
- Written feedback from the Employee's manager and
- Written feedback from a co-worker.

Based on the performance evaluation and feedback, you'll be asked to give your recommendations regarding reward.

Meets Expectations Civil F
Imagine the following is the *360 Performance Evaluation* of an Employee in your organization. Please review.

Performance Evaluation Form

	Meets Expectations	Exceeds Expectations	Super Exceeds Expectations
Task Knowledge	X		
Customer Service	X		
Applying Timelines	X		
Quality of Work	X		
Achieving Objectives	X		

This is written feedback from the *Employee's manager*.

This Employee delivers her work on time. She achieves objectives. Her quality of work is good. In terms of knowledge she is proficient. Her level of customer service is consistently good.

This is written feedback from the *Employee's co-worker*.

In meetings she consistently (daily) makes complimentary remarks about other's performance. She commends co-worker's judgment regarding their area of expertise. When participating in meetings with customers she always addresses others in a professional manner. When approached about an idea, she is commonly attentive to what

is suggested and appears interested in anyone's opinion. She always includes team members in events that she arranges. In general I find her behaviour amicable and respectful. Other coworkers feel the same.

Exceeds Expectations Civil F
The following is the *360 Performance Evaluation* of an Employee in your organization. Please review.

Performance Evaluation Form

	Meets Expectations	Exceeds Expectations	Super Exceeds Expectations
Task Knowledge		X	
Customer Service		X	
Applying Timelines		X	
Quality of Work		X	
Achieving Objectives		X	

This is written feedback from the *Employee's manager*.

This Employee consistently delivers her work early. She overachieves objectives. Her quality of work is above average. In terms of knowledge she is above others. Her level of customer service is extremely good.

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Super Exceeds Expectations Civil F
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Performance Evaluation Form

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Task Knowledge			X
Customer Service			X
Applying Timelines			X
Quality of Work			X
Achieving Objectives			X

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Customer Service	X		
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Quality of Work	X		
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Performance Evaluation Form

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Task Knowledge		X	
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Applying Timelines		X	
Quality of Work		X	
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Meets Expectations Occasionally Uncivil F
The following is the *360 Performance Evaluation* of an Employee in your organization. Please review.

Performance Evaluation Form

	Meets Expectations	Exceeds Expectations	Super Exceeds Expectations
Task Knowledge	X		
Customer Service	X		
Applying Timelines	X		
Quality of Work	X		
Achieving Objectives	X		

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In meetings she sometimes (several times a month) makes derogatory remarks about other's performance. She often questions coworkers' judgment regarding their area of expertise. When participating in meetings with customers she frequently addresses others in an unprofessional manner. When approached about an idea, she can be inattentive to what is suggested and appear uninterested in peoples' opinions. She occasionally excludes team members from events that she arranges. In general I occasionally find her behaviour condescending and disrespectful. Other coworkers feel the same.

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Performance Evaluation Form

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Task Knowledge		X	
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Meets Expectations Consistently Uncivil F
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Performance Evaluation Form

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Task Knowledge	X		
Customer Service	X		
Applying Timelines	X		
Quality of Work	X		
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Main Questions

Based on the Performance Evaluation, feedback from the manager and feedback from the co-worker please respond to the following questions.

	Poor 1	2	3	4	Excellent 5
How would you rate this Employee's overall performance?					

	Strongly Not Recommend 1	2	3	4	Strongly Recommend 5
If you were this Employee's manager, to what degree would you likely recommend a reward (salary increase, bonus, high-profile project or promotion)?					

If you were this Employee's manager, to what degree would you likely recommend a ...

	Strongly Not Recommend 1	2	3	4	Strongly Recommend 5
Salary Increase **Bonus** **High-profile Project** **Promotion**					

	Rude & Disrespectful 1	2	3	4	Polite & Respectful 5

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	Rude & Disrespectful 1	2	3	4	Polite & Respectful 5
How would you describe this Employee's behaviour?					

If an Employee's behaviour needed addressing, as their manager how likely would you:

	Very Unlikely	Unlikely	Undecided	Likely	Very Likely
Talk to the Employee.					
Send them for training.					
Discipline the Employee.					
Dismiss the Employee.					
Refer them to HR.					
Engage HR for support.					
Ignore it. Do nothing.					

	Performance More Important 1	2	3	4	Behaviour More Important 5
In your opinion, do you think an Employee's performance is more important than their behaviour?					

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Please provide the following information about yourself.

Gender

- ○ Male
- ○ Female

Age Group

< 21   21 - 30   31 - 40   41 - 50   51 - 60   > 60
○   ○   ○   ○   ○   ○

Ethnicity

(*source*: *Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-562-XCB2006016)*

○ **Aboriginal**   ○ **Filipino**   ○ **South Asian**   ○ **White/Caucasian**

○ **Asian Arab**   ○ **Japanese**   ○ **Southeast Asian**   ○ **Multiple Ethnicities**

○ **Black**   ○ **Korean**   ○ **West Asian**   ○ **Other**

○ **Chinese**   ○ **Latin American**

Most current organizational level

Exec-Level Management (C-level, VP, Director)	**Mid-Level Management** (manage supervisors and/or other managers)	**Entry-Level Management** (manage individual contributors)	**Individual Contributor** (non-management)	**Professional** (manage programs/projects)	**Other** (EMBA/MBA student)
○	○	○	○	○	○

Industry

○ **Manufacturing**   ○ **Retail**   ○ **Products & Goods**

○ **Technology**   ○ **Services**   ○ **Other** ☐

Functional Area

◯ Operations	◯ **Research & Development**	◯ Finance/Legal
◯ **Human Resources**	◯ Marketing	◯ **Information Systems**
◯ **Customer Service**	◯ Sales	◯ Other ☐

Thank you for participating in this study.

The intent of this research was to investigate the tolerance of incivility in the workplace by examining the potential relationship between performance and (un)civil behaviour using reward as a proxy for tolerance.

Incivility, described as low-intensity deviant behaviour that includes acting rudely or discourteously, displaying a lack of regard for others and violating norms for mutual respect, has been found to increase stress, turnover and absenteeism as well as decrease productivity and organizational citizenship. Overall, incivility in the workplace has been shown to have a negative impact on an organization's effectiveness and bottom-line. The findings from this survey will serve to promote a healthy work environment and the well-being of organizational members. This study will contribute to several fields of organizational research including organizational behaviour, organizational development and human resources management. Thank you for your support.

If you have any questions or would like a copy of the final study, please contact the principal investigator, Janet Bell Crawford at 905-726-2064 or janet.bellcrawford@smu.ca or Dr. Kevin Kelloway at 902-491-8652 kevin.kelloway@smu.ca or Dr. Catherine Loughlin at 902-491-6328 catherine.loughlin@smu.ca.

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Appendix C

STUDY ONE. Simulated 360 Performance

SMU REB File #13-021 CEA

SAINT MARY'S UNIVERSITY SINCE 1802 | **RESEARCH ETHICS BOARD**

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Certificate of Ethical Acceptability for Research Involving Humans

This is to certify that the Research Ethics Board has examined the research proposal:

SMU REB File Number:	13-021
Title of Research Project:	Tolerating Inactivity from Direct Reports: Performance Trade-Offs and Gender Effects on Managers' Recommendation for Reward.
Faculty, Department:	Sobey School of Business, Management
Faculty Supervisor:	Dr. Kevin Kelloway, Dr. Catherine Loughlin
Student Investigator:	Janet Bell Crawford

and concludes that in all respects the proposed project meets appropriate standards of ethical acceptability and is in accordance with the Tri-Council Policy Statement: Ethical Conduct of Research Involving Humans (TCPS 2) and Saint Mary's University relevant policies.

> **Approval Period: March 5, 2013 – March 5, 2014***

Post-approval Reporting Requirements

ADVERSE EVENT
Adverse Event Report: http://www.smu.ca/academic/reb/forms.html
Adverse events must be immediately reported (no later than 1 business day).
SMU REB Adverse Event Policy: http://www.smu.ca/academic/reb/policies.html

MODIFICATION
FORM 2: http://www.smu.ca/academic/reb/forms.html
Research ethics approval must be requested and obtained prior to implementing any changes or additions to the initial submission, consent form/script or supporting documents.

YEARLY RENEWAL*
FORM 3: http://www.smu.ca/academic/reb/forms.html
Research ethics approval is granted for **one year only**. If the research continues, researchers can request an extension one month before ethics approval expires.
FORM 4: http://www.smu.ca/academic/reb/forms.html
Research ethics approval for course projects is granted for **one year only**. If the course project is continuing, instructors can request an extension one month before ethics approval expires.

CLOSURE
FORM 5: http://www.smu.ca/academic/reb/forms.html
The completion of the research must be reported and the master file for the research project will be closed.

*Please note that if your research approval expires, no activity on the project is permitted until research ethics approval is renewed. Failure to hold a valid SMU REB Certificate of Ethical Acceptability or Continuation may result in the delay, suspension or loss of funding as required by the federal granting Councils.

On behalf of the Saint Mary's University Research Ethics Board, I wish you success in your research.

Dr. Jim Cameron, Ph.D.
Chair, Research Ethics Board, Saint Mary's University

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Appendix D

Invitation for Employee-Organization Workplace Survey

Dear Participant,

     If you are 21 years of age or older and currently working in Canada, I invite you to participate in this survey.

     The following survey serves to gather information about your experiences, attitudes and opinions relating to your organization, work relations, management, and work environment. You will be presented with a series of questions about various aspects of your organization. The findings will be used to better understand our workplaces and help create healthier work environments. This ***Employee-Organization Survey*** takes approximately 10 minutes to complete.

     Your participation is completely voluntary. There are no foreseeable risks associated with participating in this study, however, some questions may elicit some anxiety or discomfort brought on by real-life unpleasantness in the workplace. If you experience this, we suggest you consult a trusted friend, counselor and/or organizational resource to resolve these distresses. There are no follow-up procedures and you will not be contacted after you have completed the survey. You may withdraw from the survey at any time by clicking "***Exit survey***".

     All information gathered is strictly confidential and participation is anonymous. The results will be presented as an aggregate. Participants may request a copy of the study findings through the principal investigator at jbellcrawford@smu.ca.

     This research has been reviewed and approved by the Saint Mary's University Research Ethics Board (SMU approval REB File #13-027). If you have any questions or concerns about ethical matters, you may contact the Chair of the Saint Mary's University Research Ethics Board at ethics@smu.ca or 902-420-5728.

     If you have any questions regarding this study, please contact Janet Bell Crawford at 905-726-2064 jbellcrawford@smu.ca, Dr. Kevin Kelloway at 902-491-8652 kevin.kelloway@smu.ca or Dr. Catherine Loughlin at 902-491-6328 catherin.loughlin@smu.ca.

By clicking on the ***Employee-Organization Survey*** link, you understand what this study is about and appreciate the risks and benefits. You have had adequate time to think about this and have had the opportunity to ask questions. You understand that your participation is voluntary and that you can end your participation at any time.

Thank you for your support and participation.

Please click here ***<u>Employee-Organization Survey</u>*** to begin.

Appendix E

Employee-Organization Workplace Survey

This Employee-Organization Workplace Survey takes approximately 10 minutes to complete. You will be presented with a series of questions about various aspects of organizations.   The following survey serves to gather information about your experiences, attitudes and opinions relating to your organization, work relations, management, and work environment. The findings will be used to better understand our workplaces and help create healthier work environments. There are no risks associated with participating in this study and your participation is completely voluntary. If you are working full-time (30 or more hours per week) in Canada or the United States, you are eligible to participate. You may withdraw from the survey at any time.   All information gathered is strictly confidential and participation is anonymous. The results will be presented as an aggregate and no participant names will be used in relation to the findings or made available to anyone other than the investigators: Janet Bell Crawford (PhD candidate), Drs. Kevin Kelloway and Catherine Loughlin (dissertation co-supervisors). Participants may request a copy of the study findings through the principal investigator at janet.bellcrawford@smu.ca.   This research has been reviewed and approved by the Saint Mary's University Research Ethics Board; SMU REB File# 13-021. If you have any questions or concerns about ethical matters, you may contact the Chair of the Saint Mary's University Research Ethics Board at ethics@smu.ca or 902-420-5728.   If you have any questions regarding this study, please contact Janet Bell Crawford at 905-726-2064 janet.bellcrawford@smu.ca, Dr. Kevin Kelloway at 902-491-8652 kevin.kelloway@smu.ca or Dr. Catherine Loughlin at 902-491-6328 catherine.loughlin@smu.ca.   By clicking NEXT, you understand what this study is about and appreciate the risks and benefits. You have had adequate time to think about this and have had the opportunity to ask questions. You understand that your participation is voluntary and that you can end your participation at any time.   Thank you for your support and participation.

Please click NEXT to begin.

Are you working full-time (30+ hours per week)?
❍ Yes
❍ No
Where do you work?
❍ Canada
❍ United States

The following survey serves to gather information about your experiences, attitudes and opinions relating to your organization, work relations, management, and work environment.   Please respond candidly and honestly to the following questions.

The following statements deal with various aspects of your organization.
Please select the response that best applies to you.

	Strongly Disagree 1	Disagree 2	Neither Disagree/Agree 3	Agree 4	Strongly Agree 5
I would be very happy to spend the rest of my career at this organization.	○	○	○	○	○
I enjoy discussing my organization with people outside of it.	○	○	○	○	○
I really feel as if my organization's problems are my own.	○	○	○	○	○
My organization has a great deal of personal meaning to me.	○	○	○	○	○
I often think about quitting my job.	○	○	○	○	○
I will probably look for a new job within the next year.	○	○	○	○	○
It is very likely that I will leave this job within the next year.	○	○	○	○	○

These items refer to the procedures that are used to make decision in your organization and the rewards received for your work.
Please select the response that best applies to you.

	Strongly Disagree 1	Disagree 2	Neither Disagree/Agree 3	Agree 4	Strongly Agree 5
I am able to express my views and feelings during those procedures.	○	○	○	○	○
I am able to influence the outcome of the procedures.	○	○	○	○	○
The procedures are applied consistently.	○	○	○	○	○
I can appeal the outcome of the procedures.	○	○	○	○	○
The procedures uphold ethical and moral standards.	○	○	○	○	○
The rewards I receive are appropriate for the work I do.	○	○	○	○	○
The rewards I receive reflect what I have contributed to the organization.	○	○	○	○	○
The rewards I receive are justified given my performance.	○	○	○	○	○
Please select "Strongly Agree" in order to proceed beyond this question.	○	○	○	○	○

The following questions focus on the type of treatment you expect from your manager (the person to whom you report). If you were to approach this person with a question, concern or request for help, how would he/she respond? Please select the response that best applies to your experience with your manager.

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My Manager would...

	Strongly Disagree 1	Disagree 2	Neither Disagree/Agree 3	Agree 4	Strongly Agree 5
Treat me in a polite manner.	○	○	○	○	○
Treat me with dignity.	○	○	○	○	○
Treat me with respect.	○	○	○	○	○
Refrain from improper remarks or comments.	○	○	○	○	○
Be candid in communication with me.	○	○	○	○	○
Give me reasonable explanations.	○	○	○	○	○
Communicate details to me in a timely manner.	○	○	○	○	○
Tailor communication to meet my needs.	○	○	○	○	○

The following questions refer to the people you work with. Please select the response that best applies to your experience.
I have one or more co-workers who...

	Never 1	Rarely (yearly) 2	Occasionally (monthly) 3	Often (weekly) 4	Consistently (daily) 5
Puts me down and is condescending to me.	○	○	○	○	○
Pays little attention to my statements or shows little interest in my opinions.	○	○	○	○	○
Makes demeaning or derogatory remarks about me.	○	○	○	○	○
Addresses me in unprofessional terms,	○	○	○	○	○

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privately and/or publicly.					
Ignores or excludes me from professional camaraderie.	○	○	○	○	○
Doubts my judgment on matters over which I have responsibility.	○	○	○	○	○
Behaves rudely, disrespectfully and with a lack of regard for others.	○	○	○	○	○

The following questions refer to how incivility is handled in your workplace. Incivility is described as "low-intensity deviant behaviour that includes acting rudely or discourteously, displaying a lack of regard for others and violating norms for mutual respect".
Please select the response that best applies to your organization.

	Strongly Disagree 1	Disagree 2	Neither Disagree/Agree 3	Agree 4	Strongly Agree 5
Management in my organization quickly responds to episodes of incivility.	○	○	○	○	○
Management in my organization requires each manager to help reduce incivility in his/her department.	○	○	○	○	○
Management encourages employees to report uncivil behaviour.	○	○	○	○	○
Reports of workplace incivility from employees are taken seriously by management.	○	○	○	○	○
Incivility is not tolerated in my workplace.	○	○	○	○	○
My employer provides adequate incivility prevention training.	○	○	○	○	○
My employer provides adequate incivility prevention procedures.	○	○	○	○	○
In my unit, incivility prevention procedures are detailed.	○	○	○	○	○
In my unit, employees	○	○	○	○	○

are informed about the potential hazards of incivility.					
In my unit, there is training on incivility prevention policies and procedures.	○	○	○	○	○
In my unit, information about incivility prevention is distributed.	○	○	○	○	○
In my unit, in order to get work done, one must ignore some of the incivility prevention policies.	○	○	○	○	○
In my unit, whenever pressure builds up, the preference is to do the work as quickly as possible, even if that means compromising incivility prevention.	○	○	○	○	○
In my unit, human resource shortage undermines civility prevention standards.	○	○	○	○	○
In my unit, incivility prevention policies and procedures are ignored.	○	○	○	○	○
In my unit, incivility prevention policies and procedures are nothing more than a cover-up for lawsuits.	○	○	○	○	○
In my unit, ignoring incivility prevention procedures is acceptable.	○	○	○	○	○

Thinking about your organization and the people you work with, to what degree would you agree/disagree with the following statements.

	Strongly Disagree 1	Disagree 2	Neither Disagree/Agree 3	Agree 4	Strongly Agree 5
Exceeding performance expectations is rewarded.*	○	○	○	○	○
Behaving civilly towards others is important.	○	○	○	○	○
Achieving performance expectations is important.	○	○	○	○	○
People who behave civilly and super-exceed performance expectations are rewarded.	○	○	○	○	○
People who meet performance expectations and consistently (several times a week) behave uncivilly are rewarded.	○	○	○	○	○
Meeting performance expectations is rewarded.	○	○	○	○	○
People who behave uncivilly towards others are rewarded.	○	○	○	○	○
People who exceed performance expectations and consistently (several times a week) behave uncivilly are rewarded.	○	○	○	○	○

Super-exceeding performance expectations is rewarded.	○	○	○	○	○
People who exceed performance expectations and occasionally (several times a month) behave uncivilly are rewarded.	○	○	○	○	○
Performance evaluations include how you treat others.	○	○	○	○	○
People who behave civilly and exceed expectations are rewarded.	○	○	○	○	○
People who meet performance expectations and occasionally (several times a month) behave uncivilly and are rewarded.	○	○	○	○	○
People who behave civilly towards others are rewarded.	○	○	○	○	○
People who super-exceed performance expectations and occasionally (several times a month) behave uncivilly are rewarded.	○	○	○	○	○
People who behave civilly and meet expectations are rewarded.	○	○	○	○	○
People who super-exceed performance	○	○	○	○	○

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expectations and consistently (several times a week) behave uncivilly are rewarded. Please select "Disagree" in order to continue past this page.	○	○	○	○	○

* A reward could include a salary increase, promotion, bonus, and/or high profile projects.

Does your organization have a Code of Conduct?
○ Yes
○ No
○ Don't Know

Is it enforced?
○ Yes
○ No
○ Don't Know

Does your organization have Policies that address behaviour?
○ Yes
○ No
○ Don't Know

Are they enforced?
○ Yes
○ No
○ Don't Know

Please provide the following information about yourself. Gender
○ Male
○ Female

Age Group
- ❍ < 21
- ❍ 21 - 30
- ❍ 31 - 40
- ❍ 41 - 50
- ❍ 51 - 60
- ❍ < 60

Ethnicity (source: Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-562-XCB2006016)
- ❍ Aboriginal
- ❍ Asian Arab
- ❍ Black
- ❍ Chinese
- ❍ Filipino
- ❍ Japanese
- ❍ Korean
- ❍ Latin American
- ❍ South Asian
- ❍ Southeast Asian
- ❍ West Asian
- ❍ White/Caucasian
- ❍ Multiple Ethnicities
- ❍ Other

Most current organizational level
- ❍ Exec-Level Management (C-level, VP, Director)
- ❍ Mid-Level Management (manage supervisors and/or other managers)
- ❍ Entry-Level Management (manage individual contributors)
- ❍ Individual Contributor (non-management)
- ❍ Professional (manage programs/projects)
- ❍ Other (EMBA/MBA student)

Industry
- ⭕ Manufacturing
- ⭕ Technology
- ⭕ Retail
- ⭕ Services
- ⭕ Products & Goods
- ⭕ Other _____

Functional Area
- ⭕ Operations
- ⭕ Human Resources
- ⭕ Customer Service
- ⭕ Research & Development
- ⭕ Marketing
- ⭕ Sales
- ⭕ Finance/Legal
- ⭕ Information Systems
- ⭕ Other _____

Thank you for participating in this study.

The intent of this research was to investigate the tolerance of incivility in the workplace by examining the potential relationship between performance and (un)civil behaviour using reward as a proxy for tolerance. Incivility, described as low-intensity deviant behaviour that includes acting rudely or discourteously, displaying a lack of regard for others and violating norms for mutual respect, has been found to increase stress, turnover and absenteeism as well as decrease productivity and organizational citizenship. Overall, incivility in the workplace has been shown to have a negative impact on an organization's effectiveness and bottom-line. The findings from this survey will serve to promote a healthy work environment and the well-being of organizational members. This study will contribute to several fields of organizational research including organizational behaviour, organizational development and human resources management. Thank you for your support. If you have any questions or would like a copy of the final study, please contact the principal investigator, Janet Bell Crawford at 905-726-2064 or janet.bellcrawford@smu.ca or Dr. Kevin Kelloway at 902-491-8652 kevin.kelloway@smu.ca or Dr. Catherine Loughlin at 902-491-6328 catherine.loughlin@smu.ca.

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Appendix F

STUDY TWO. Employee-Organization Relationship

SMU REB File #13-027 CEA

SAINT MARY'S UNIVERSITY SINCE 1802 | **RESEARCH ETHICS BOARD**

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E ethics@smu.ca

Certificate of Ethical Acceptability for Research Involving Humans

This is to certify that the Research Ethics Board has examined the research proposal:

SMU REB File Number:	13-027
Title of Research Project:	Tolerating Incivility from Direct Reports: Performance Trade-Offs and Gender Effects on Managers' Recommendation for Reward.
Faculty, Department:	Sobey School of Business, Management
Faculty Supervisor:	Dr. Kevin Kelloway, Dr. Catherine Loughlin
Student Investigator:	Janet Bell Crawford

and concludes that in all respects the proposed project meets appropriate standards of ethical acceptability and is in accordance with the Tri-Council Policy Statement: Ethical Conduct of Research Involving Humans (TCPS 2) and Saint Mary's University relevant policies.

Approval Period: March 5, 2013 – March 5, 2014*

Post-approval Reporting Requirements

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SMU REB Adverse Event Policy: http://www.smu.ca/academic/reb/policies.html

MODIFICATION
FORM 2: http://www.smu.ca/academic/reb/forms.html
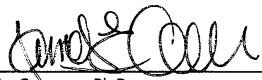Research ethics approval must be requested and obtained prior to implementing any changes or additions to the initial submission, consent form/script or supporting documents.

YEARLY RENEWAL*
FORM 3: http://www.smu.ca/academic/reb/forms.html
Research ethics approval is granted for **one year only**. If the research continues, researchers can request an extension one month before ethics approval expires.
FORM 4: http://www.smu.ca/academic/reb/forms.html
Research ethics approval for course projects is granted for **one year only**. If the course project is continuing, instructors can request an extension one month before ethics approval expires.

CLOSURE
FORM 5: http://www.smu.ca/academic/reb/forms.html
The completion of the research must be reported and the master file for the research project will be closed.

*Please note that if your research approval expires, no activity on the project is permitted until research ethics approval is renewed. Failure to hold a valid SMU REB Certificate of Ethical Acceptability or Continuation may result in the delay, suspension or loss of funding as required by the federal granting Councils.

On behalf of the Saint Mary's University Research Ethics Board, I wish you success in your research.

Dr. Jim Cameron, Ph.D.
Chair, Research Ethics Board, Saint Mary's University

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Appendix G

Invitation for Contextual Decision-Making Interview

INTRODUCTION

I am a PhD Management candidate at the Sobey School of Business, Saint Mary's University in Halifax, Nova Scotia. As part of my dissertation, I am conducting research under the supervision of Drs. Kevin Kelloway and Catherine Loughlin. You are invited to participate in an interview that is part of this research project. Participating in this interview does not affect you or your work status in any way.

PURPOSE OF THIS RESEARCH

The intent of this research is to investigate the tolerance of incivility in the workplace by examining the potential relationship between performance and (un)civil behaviour using reward as a proxy for tolerance. Incivility, described as low-intensity deviant behaviour that includes acting rudely or discourteously, displaying a lack of regard for others and violating norms for mutual respect, in the workplace has been found to increase stress, turnover, absenteeism as well as decrease productivity and organizational citizenship. Overall, incivility in the workplace has been shown to have a negative impact on an organization's effectiveness and bottom-line. The findings from this survey will serve to promote a healthy work environment and the well-being of organizational members. This study will contribute to several fields of organizational research including organizational behaviour, organizational development and human resources management.

WHO IS BEING INVITED TO PARTICIPATE?

Participants invited to be a part of this research include adults working in Canada in a non-unionized organization from a variety of industry and with people management responsibilities.

WHAT DOES PARTICIPATING MEAN?

Participating in this research involves a thirty (30) minute interview that will be conducted in person at a convenient location, over the phone or via Skype.

You will be asked a series of questions. These will include demographic information (age), questions about your current position (responsibilities), your experience with incivility and inquiries about performance and behaviour. Examples of questions include:

- Can you tell me about a time at work when you experienced incivility?

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- What would you do about someone who reported to you and who was treating others uncivilly, meaning disrespectfully, rudely, discourteously or unprofessionally?
- How would you deal with an individual who was uncivil and a high performer?

The findings from these interviews will serve to promote a healthy work environment and the well-being of organizational members. Your input will contribute to this purpose. There are no foreseeable risks associated with participating in this study and your participation is completely voluntary. You may end the interview at any time. There will be no subsequent or follow-up sessions.

WHAT WILL BE DONE WITH THE INFORMATION?

The interview will be digitally recorded and transcribed by an external service. All data is confidential and retained securely on password protected storage devices in accordance with Saint Mary's University Research Ethics Board. Access to the information is restricted to the principal and co-investigators. The results will be presented as an aggregate and no participant names will be used in relation to the findings. Analyses will be performed on the transcription identifying key themes.

Once all the data are collected and analyzed for this study, I plan on sharing the information with the research, academic and private/public sector through seminars, conferences, presentations, and journal articles.

You may withdraw your interview data from the study anytime following the interview and prior to the completion of the study. If the interview has been transcribed and the study has not been completed, the data file will be deleted and not included in the results.

HOW CAN I GET MORE INFORMATION ABOUT THIS STUDY?

If you would like a copy of the research (to be completed Fall 2014), please contact me at 905-726-2064 or janet.bellcrawford@smu.ca or Dr. Kevin Kelloway at 902-491-8652 kevin.kelloway@smu.ca or Dr. Catherine Loughlin at 902-491-6328 catherine.loughlin@smu.ca.

This study and methods have been reviewed and approved by Saint Mary's University Research Ethics Board, REB File# 14-160. If you have any questions or concerns about the study, you may contact the Chair of the Research Ethics Board at ethics@smu.ca or 902-420-5728.

By agreeing to participate in this study, you are indicating that you fully understand the information presented above. If you have any questions following this interview, you can contact my supervisor(s) or me.

Tolerating Incivility from Direct Reports: Performance Trade-offs and Gender Effects on Managers' Recommendations for Reward

I understand what this study is about, appreciate the risks and benefits, and that by consenting I agree to take part in this research study and do not waive any rights to legal recourse in the event of research-related harm.

I understand that my participation is voluntary and that I can end my participation at any time without penalty.

I have had adequate time to think about the research study and have had the opportunity to ask questions.

Appendix H

Contextual Decision-Making Interview Protocol

Introduction

Good [morning] [afternoon] name of interviewee. Thank you so much for taking time to speak with me. Your insights are valuable and I appreciate your support and input. I'm interested in your personal views, feelings and experiences so please allow yourself to be candid.

This interview will take approximately 30 minutes. I'll be asking you questions about your work experience and your organization. There are no benefits or risks associated with participating in this study and your participation is completely voluntary. You may end the interview at any time.

I will be recording this interview. The interview will be transcribed by an external transcription service and all information gathered is strictly confidential. The results will be presented as an aggregate and no participant names will be used in relation to the findings or made available to anyone other than myself and my thesis supervisors, Drs. Kevin Kelloway at 902-491-8652 kevin.kelloway@smu.ca and Catherine Loughlin at 902-491-6328 catherine.loughlin@smu.ca. I may use direct quotes but I will not identify any person quoted by name or organization.

This study and methods have been reviewed and approved by Saint Mary's University Research Ethics Board. If you have any questions or concerns about the study, you may contact the Chair of the Research Ethics Board at ethics@smu.ca or 902-420-5728. By agreeing to participate in this study, you are indicating that you fully understand the information presented above. If you have any questions following this interview, you can contact my supervisor or me.

Do you have any questions before we begin?

1. Demographic information

    Have interviewee complete demographic survey.

2. Current Position

    a. Tell me about your organization, current role and responsibilities?
    b. How long have you been with this organization?

3. Experiences with Incivility

I'd like to hear about your experience with people who behave badly. What I mean by badly is, people who are condescending, rude, disrespectful, question others' abilities, show little interest in others' opinions, and generally treat people unprofessionally.

Can you tell me about a time at work when you experienced someone like this?

      i. What was the position of that person?
      ii. Was their behaviour normal for the organization? Prompt: for example was this kind of behaviour common in the organization, was it considered acceptable behaviour.
      iii. Did anything happen to them because of their behaviour? Prompt: for example, were they transferred, demoted or fired?
      iv. If nothing was done, why do you think that was?

4. Performance and Incivility.

I'd like to ask you about how you might handle the situation where someone who reports to you is behaving uncivilly towards others.

      a. What would you do about someone who reported to you and who was treating others uncivilly, meaning disrespectfully, rudely, discourteously or unprofessionally?

            i. What actions would you take? Prompt: for example if one of their co-workers another of your reports, complained about their behaviour.

      b. What would you do if the uncivil person was also a high performer, meaning they exceeded performance expectations?

            i. What if they super-exceeded performance expectations? Prompt: they're a star performer.

      c. How would you deal with this person in their performance review?
            i. How would you address their behaviour?
            ii. Would you reward them for their performance? Prompt: for example, would you give them a raise, bonus, high-profile project or promotion in recognition of their performance?

5. Organizational Context

Thinking about your organization, for example it's culture, values, current performance or industry;

a. Would this influence your decision regarding this uncivil person? Prompt: for example, if your environment is highly competitive or team-oriented.

b. What do you think is the best or most effective way to deal with incivility in the workplace?

i. Do you think behavioural codes of conduct apply to all members of the organization equally? Prompt: do you think some members, such as high performers or organizational leaders, can get away with behaving badly or are treated differently.

ii. Why do you think that is?

6. Final comments and Wrap-up

a. Do you have any other comments to make about incivility in the workplace?

b. Do you have any questions about this study?

The intent of this research was to investigate the tolerance of incivility in the workplace by examining the potential relationship between performance and (un)civil behaviour using reward as a proxy for tolerance. Incivility, described as low-intensity deviant behaviour that includes acting rudely or discourteously, displaying a lack of regard for others and violating norms for mutual respect, in the workplace has been found to increase stress, turnover, absenteeism as well as decrease productivity and organizational citizenship. Overall, incivility in the workplace has been shown to have a negative impact on an organization's effectiveness and bottom-line. The findings from this survey will serve to promote a healthy work environment and the well-being of organizational members. This study will contribute to several fields of organizational research including organizational behaviour, organizational development and human resources management. Thank you for your support.

If you have any questions or would like a copy of the final study, please contact the principal investigator, Janet Bell Crawford at 905-726-2064 or janet.bellcrawford@smu.ca or Dr. Kevin Kelloway at 902-491-8652 kevin.kelloway@smu.ca or Dr. Catherine Loughlin at 902-491-6328 catherine.loughlin@smu.ca.   Thank you for participating in the study.

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Appendix I

STUDY THREE. Contextual Decision-Making

SMU REB File #14-160 CEA

SAINT MARY'S | **RESEARCH**
UNIVERSITY SINCE 1802 | **ETHICS BOARD**

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Department Office
T 902.420.5728
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Certificate of Ethical Acceptability for Research Involving Humans

This is to certify that the Research Ethics Board has examined the research proposal:

SMU REB File Number:	14-160
Title of Research Project:	Tolerating Incivility from Direct Reports: Performance Trade-offs and Gender Effects.
Faculty, Department:	Management, Sobey School of Business
Faculty Supervisor:	Dr. Kevin Kelloway
Student Investigators:	Janet Bell Crawford

and concludes that in all respects the proposed project meets appropriate standards of ethical acceptability and is in accordance with the Tri-Council Policy Statement: Ethical Conduct of Research Involving Humans (TCPS 2) and Saint Mary's University relevant policies.

Approval Period: March 24, 2014 – March 24, 2015*

Continuing Review Reporting Requirements

ADVERSE EVENT
Adverse Event Report: http://www.smu.ca/academic/reb/forms.html
Adverse events must be immediately reported (no later than 1 business day).
SMU REB Adverse Event Policy: http://www.smu.ca/academic/reb/policies.html

MODIFICATION
FORM 2: http://www.smu.ca/academic/reb/forms.html
Research ethics approval must be requested and obtained prior to implementing any changes or additions to the initial submission, consent form/script or supporting documents.

YEARLY RENEWAL*
FORM 3: http://www.smu.ca/academic/reb/forms.html
Research ethics approval is granted for **one year only**. If the research continues, researchers can request an extension one month before ethics approval expires.
FORM 4: http://www.smu.ca/academic/reb/forms.html
Research ethics approval for course projects is granted for **one year only**. If the course project is continuing, instructors can request an extension one month before ethics approval expires.

CLOSURE
FORM 5: http://www.smu.ca/academic/reb/forms.html
The completion of the research must be reported and the master file for the research project will be closed.

*Please note that if your research approval expires, no activity on the project is permitted until research ethics approval is renewed. Failure to hold a valid SMU REB Certificate of Ethical Acceptability or Continuation may result in the delay, suspension or loss of funding as required by the federal granting Councils.

On behalf of the Saint Mary's University Research Ethics Board, I wish you success in your research.

Dr. Jim Cameron
Chair, Research Ethics Board, Saint Mary's University

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