

The validation of a workplace incivility scale within the South African banking industry

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COMMENTS

The reader is reminded of the following:

- The editorial style of this manuscript follows the guidelines of the *South African Journal of Industrial Psychology* (SAJIP). The referencing style in this mini-dissertation follows the format prescribed by the Publication Manual (6th edition) of the American Psychological Association (APA). These practices are in line with the policy of the Programme in Industrial Psychology of the North-West University (Potchefstroom) to use the APA style of referencing in all scientific documents as from January 1999.
- The mini-dissertation is submitted in the form of a research article.
- The chapter one is the revised research proposal and may be presented in a different tense.
- Each chapter contains its own reference list.
- A revised version of the second chapter has been accepted for publication in the South African Journal of Industrial Psychology.

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DECLARATION

I, **Olivia Smidt**, hereby declare that “The validation of a workplace incivility scale within the South African banking industry” is my own work and that the views and opinions expressed in this work are those of the author and relevant literature references as cited in the manuscript.

I further declare that the content of this research was not and will not be submitted for any other qualification at any other tertiary institution.



Olivia Smidt

November 2015

DECLARATION OF LANGUAGE EDITING



29 October 2015

I, Ms Cecilia van der Walt, hereby confirm that I took care of the editing of the mini-dissertation of Ms Olivia Smidt titled *The validation of a workplace incivility scale within the South African banking industry.*

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SUMMARY

Title: The validation of a workplace incivility scale within the South African banking industry

Keywords: Validation, workplace incivility, workplace bullying, work engagement, organisational commitment, job satisfaction, turnover intention, South Africa, banking industry

Workplace incivility is a phenomenon which has become of significant concern to managers, researchers and industrial psychology practitioners due to the harmful effects it has on individual and organisational outcomes. The prevalence of deviant behaviour within organisations is on the increase and employees are reportedly experiencing this type of behaviour at least once a week. Workplace incivility is a form of deviant workplace behaviour which is of a lower intensity. However, no workplace incivility scale has been validated and shown to be reliable for measurement within the South African working environment. Therefore, the study aimed at validating an adapted workplace incivility scale within the South African banking industry in order to provide a reliable and applicable measure for use within the specific context.

The general objective of this study was to validate a workplace incivility scale for the South African banking industry by investigating the factor structure, convergent validity, discriminant validity and predictive validity of a workplace incivility scale. As a measure is required to be reliable in order to be valid, the reliability of the scale was also explored. In terms of the research approach, a cross-sectional survey design was utilised in which the participants ($N = 345$) within the South African banking industry were selected based on their availability and willingness to participate, i.e. convenience sampling. To confirm the three-factor structure which was proposed in the study, confirmatory factor analysis was utilised to investigate the most appropriate factor structure for the scale given the fit of these models to the data. The three-factor structure was indeed shown to be the best fit. Furthermore, in order to establish the reliability of the scale; it was necessary to calculate the Cronbach's alpha coefficient values for the construct(s). Next, convergent validity was established between workplace incivility and other constructs which are similar - as well as establishing discriminant validity in terms of constructs from which it is supposed to differ, i.e. that of

workplace bullying. Finally, predictive validity was shown by considering the significant regression relationships between workplace incivility and outcome variables such as work engagement, organisational commitment, job satisfaction and turnover intention in a structural model.

Workplace incivility was confirmed to be a three-factor structure within the South African context and provided acceptable reliability coefficients (internal consistency). A positive relationship was found between workplace incivility and workplace bullying. Acceptable discriminant validity was also established which indicates that workplace incivility and workplace bullying are not the same phenomenon. Furthermore, the investigation into predictive validity established relationships between supervisor incivility and all the outcome variables, while instigated incivility negatively predicted job satisfaction only. However, it was also found that no significant regression relationships existed between colleague incivility and any of the outcome variables.

In terms of the practical application and future research possibilities pertaining to the phenomenon of workplace incivility, recommendations were made accordingly.

OPSOMMING

Titel: Die validering van 'n maatstaf vir werkplek-onhoflikheid in die Suid-Afrikaanse bankbedryf

Sleutelwoorde: Validering, werkplek-onhoflikheid, werkplek-treitering, werksbetrokkenheid, organisasieverbintenis, werkstevredenheid, bedankingsvoorneme, Suid-Afrika, banknywerheid

Werkplek-onhoflikheid is 'n fenomeen wat 'n betekenisvolle bekommernis vir bestuurders, navorsers en bedryfsielkundiges geword het weens die nadelige uitwerking daarvan op individue en organisasie-uitkomste. Die voorkoms van afwykende gedrag binne organisasies is aan die toeneem en werknemers ondervind hierdie tipe gedrag na bewering minstens eenmaal per week. Werkplek-onhoflikheid is 'n vorm van afwykende werkplekgedrag van 'n laer intensiteit. Geen maatstaf vir werkplek-onhoflikheid is egter tot nog toe gevalideer en bewys as betroubaar vir meting binne die Suid-Afrikaanse omgewing nie. Gevolglik is hierdie studie daarop gemik om 'n aangepaste maatstaf vir werkplek-onhoflikheid binne die Suid-Afrikaanse bankbedryf te valideer om daardeur 'n betroubare en toepaslike maatstaf te voorsien om binne die spesifieke konteks te gebruik.

Die algemene doel van hierdie studie was om 'n maatstaf vir werkplek-onhoflikheid vir die Suid-Afrikaanse bankbedryf te valideer deur ondersoek in te stel na die faktorstruktuur, konvergente geldigheid, diskriminantgeldigheid en voorspellingsgeldigheid van 'n maatstaf vir werkplek-onhoflikheid. Aangesien 'n maatstaf vereis word om betroubaar te wees, is die betroubaarheid van die skaal ook verken. Met betrekking tot die navorsingsbenadering is 'n dwarsdeursnee ondersoek-ontwerp benut waarin die steekproef ($N = 345$) binne die Suid-Afrikaanse bankbedryf geselekteer is op grond van hul beskikbaarheid en bereidwilligheid om deel te neem, met ander woorde gerieflikheidssteekproefneming. Om die drie-faktorstruktuur wat in die studie aanbeveel is, te bevestig, is bevestigende faktoranalise gebruik om die mees toepaslike faktorstruktuur vir die skaal te ondersoek, gegewe die gepastheid van hierdie modelle vir die data. Die drie-faktorstruktuur is inderdaad bewys om die beste passing te wees. Voorts, om die betroubaarheid van die skaal te bepaal was dit nodig om Cronbach se alfa koëffisiëntwaardes vir die konstruk(te) te bereken. Daarna is

konvergente geldigheid tussen werkplek-onhoflikheid en ander konstrunkte wat soortgelyk is, asook om diskriminantgeldigheid met betrekking tot konstrunkte waarvan dit veronderstel is om te verskil, te bepaal, met ander woorde dié van werkplek-treitering. Laastens is voorspellingsgeldigheid getoon deur die betekenisvolle regressieverbande tussen werkplek-onhoflikheid en uitkomsveranderlikes soos werkbetrokkenheid, organisasieverbintenis, werksbevreëdiging en bedankingsvoorneme in 'n strukturele model in berekening te bring.

Die resultate het gewys dat werkplek-onhoflikheid 'n drie-faktorstruktuur binne die Suid-Afrikaanse konteks met aanvaarbare betroubaarheidskoëffisiënte (interne konsekwentheid). 'n Positiewe verband is tussen werkplek-onhoflikheid en werkplek-treitering vasgestel. Aanvaarbare diskriminantgeldigheid is ook vasgestel wat aandui dat werkplek-onhoflikheid en werkplek-treitering nie dieselfde fenomeen is nie. Voorts het die ondersoek na voorspellingsgeldigheid verbande getoon tussen toesighouer-onhoflikheid en al die uitkomsveranderlikes, terwyl aangehitste onhoflikheid slegs werkstevredenheid negatief voorspel het. Daar is egter ook bevind dat geen betekenisvolle regressieverbande tussen kollega-onhoflikheid en enige van die uitkoms-veranderlikes bestaan nie.

Met betrekking tot die praktiese toepassing en toekomstige navorsingsmoontlikhede rakende die fenomeen *werkplek-onhoflikheid*, is aanbevelings dienooreenkomstig gemaak

CHAPTER 1

INTRODUCTION

Introduction

The greatest concern for organisations' longevity is their bottom line, i.e. their performance excellence and being able to compete in a global environment (Schaufenbuel, 2013). The state of the organisation's human capital either strengthens or weakens the bottom line. However, management has neglected a phenomenon which has been found to chip away at an organisation's performance and therefore their bottom line (Porath & Pearson, 2013), i.e. workplace incivility. This phenomenon is considered a form of mistreatment and deviant work behaviour. Workplace incivility is characterised by rude behaviour which is acted out by supervisors and colleagues towards other employees within the organisation (Andersson & Pearson, 1999). Therefore, the question is whether the way in which employees interpret (perceive) this treatment will impact on their performance excellence (Tamkin, Cowling & Hunt, 2008). Research has indicated that when employees experience workplace incivility they are more prone to experience decreased creativity, performance and customers ultimately withdraw their support from the organisation (Porath & Pearson, 2013).

Therefore there is evidence that if employees perceive mistreatment within the workplace, it can hold various negative consequences for both the individual and the organisation, and more specifically the bottom line. Currently, no validated workplace incivility scale exists within the South African context, and the current study aims at addressing this research gap.

1.1 Problem Statement

Deviant behaviour within the workplace has received increased attention during the last decade (Lim, Cortina & Magley, 2008), of which workplace bullying specifically is a well-known problem. However, even though ample research has been conducted in terms of workplace behaviour and mistreatment (Hershcovis, 2010), there are still areas which remain unexplored. For example, a milder, less intense form of workplace deviance referred to as *workplace incivility* has not commanded much attention in South Africa and therefore presents a gap within the literature. Workplace incivility is a type of behaviour which is acted out towards others and can have harmful effects on these individuals as well as on the organisation by which they are employed (Estes & Wang, 2008). However, due to the fact that people in general lack a good understanding of the concept of workplace incivility, it has

not yet readily been identified as problematic for individuals and organisations. Hence the study will aim at addressing the gap that exists within the literature through the validation of the first workplace incivility scale for the South African context.

In order to have a good understanding of what workplace incivility entails, it is important to define the concept from the literature. Workplace incivility has been defined by Andersson and Pearson (1999, p. 475) as “low-intensity deviant behaviour with ambiguous intent to harm the target, in violation of workplace norms for mutual respect”. However, for the behaviour to be classified as uncivil the *intention* of the instigator to harm the victim is required to be *ambiguous* (Andersson & Pearson, 1999). According to Cortina, Magley, Williams and Langhout (2001), when the instigator has the intention to harm another individual it indicates psychological aggression; thus, it strictly cannot be considered to be uncivil behaviour. Remarks which can be construed by the victim as rude, sarcastic, being ignored and impolite behaviour are all examples of uncivil behaviours which can be acted out within the context of the work environment (Tarraf, 2012).

Even though workplace incivility is less obvious compared to other aggressive behaviours, it is said to be highly prevalent within contemporary organisations (Estes & Wang, 2008). According to a study of 800 employees within the United States of America which was led by Pearson and Porath (2005), 10% of these employees have witnessed or experienced uncivil work behaviours each day at work, and 20% of these employees were the victims of uncivil behaviour with a frequency of at least one day per week. They conducted another study in Canada with regard to 126 employees which yielded the following statistics: 25% of the Canadian employees *witnessed* uncivil behaviour on a daily basis and 50% of these Canadian employees reported to have been direct *victims* of such behaviour, also with a frequency of at least once per week (Pearson & Porath, 2005).

Therefore workplace incivility is experienced by a significant number of employees and if this uncivil behaviour is not addressed it may lead to more severe forms of deviant workplace behaviour (Pearson & Porath, 2005). Thus, it is important to distinguish between workplace incivility and other forms of workplace aggression. Workplace incivility has been separated from other aggressive workplace behaviours based on three main criteria: Firstly, workplace incivility is an act(s) that is directed towards other individuals rather than to the organisation

itself. Secondly, workplace incivility is considered to be smaller, almost insignificant acts, which violate organisational norms. According to Andersson and Pearson (1999) minor acts such as workplace incivility may have an impact on individuals' attitudes, which may in turn impact commitment towards their jobs and the organisation. Thirdly, uncivil behaviour is not acted out towards another individual with the purpose of harming him or her. However, it is important to note that even though there is no real intention to cause actual harm, it does not mean that harm will be prevented (Estes & Wang, 2008). The victim's *perception of intent* is the most important considerations due to the fact that individuals respond to the perceived intent of the instigator (Hershcovis, 2010).

There is often confusion with regard to how workplace incivility differs from other deviant workplace behaviours, such as workplace bullying, especially due to the fact that workplace incivility is often mistakenly perceived to be bullying (Branch, 2008). Specifically, workplace incivility differs from workplace bullying in that bullying occurs when a person is exposed to negative behaviour from other employees (co-workers, supervisors, subordinates) over an extended period of time (Einarsen, 2000). These acts may include abuse that is constant; teasing, mockery and exclusion from social situations. Bullying is thus more intense due to its intent, intensity, frequency and persistence (Hershcovis, 2010). Therefore, workplace bullying also indicates a clear power imbalance between two or more parties, whereas workplace incivility is behaviour of a low intensity and the intention to harm is ambiguous (Hershcovis, 2010). Workplace incivility also differs from extreme acts such as sexual harassment due to the fact that uncivil behaviour is not in violation of any laws (Lim & Cortina, 2005). This has caused managers to pay less attention to workplace incivility compared to other forms of aggressive behaviours which are more blatant (Lim et al., 2008). Therefore managers may not realise the consequences of such behaviour in their departments and organisations, especially due to the fact that these kinds of behaviours are more subtle than workplace bullying and outright harassment (Lim et al., 2008).

Even though the instigator's intent may be ambiguous, the consequences of uncivil behaviour are not. Some consequences of workplace incivility for the individual may include experiences related to anxiety, depression and in severe instances even suicide ideation (Estes & Wang, 2008). Furthermore, research indicates that workplace incivility may even cause individuals to experience physical illness (Salin, 2003), such as migraines, ulcers and heart

disease due to the victim experiencing psychological stress (Lim et al., 2008). In addition to the individual outcomes, the prevalence of workplace incivility may facilitate an increasingly hostile working environment. The experience or perception of this hostile environment may lead employees to reduce their efforts as well as spending a large amount of time venting to their colleagues about their experiences relating to perceived uncivil behaviour (Pearson & Porath, 2005). Thus workplace incivility can cause employees to withdraw; decrease their willingness to work; increase absenteeism; lose productive time on the job; and this in turn affects the desired outcomes of the organisation (Bartlett, Bartlett & Reio, 2008).

Specifically, research states that workplace incivility not only holds financial implications for organisations in terms of their bottom line, but it can be costly in terms of their human capital as well (Anderson & Pearson, 1999). According to Keenan and Newton (1985) conflicts which are left unresolved at work are one of the factors which can financially cost organisations the most. This may be due to management failing to address factors such as workplace incivility because of an inability to identify and manage such behaviour, which leads to a downward spiralling effect (Pearson & Porath, 2005). In other words, workplace incivility may lead to an escalation in behaviour of a deviant nature. In some instances the effects may escalate to such an extent that employees feel the need to terminate their employment at the organisation in order to escape the environment (Estes & Wang, 2008). Thus, management might be losing employees from their talent pool due to their lack of knowledge and understanding of workplace incivility and its consequences. According to Glendinning (2001), 50% of employees who have experienced incivility at work have considered leaving the organisation (turnover intention) and 12% actually terminate their employment with the organisation. Furthermore, Ambrose, Huston and Norman (2005) found that out of 33 employees, 14 (42.42%) left the organisation due to perceived incivility. This is especially alarming due to the fact that workplace incivility has been reported to be on the increase within the workplace (Pearson & Porath, 2005).

Hence it is evident that if the organisational context is conducive to uncivil behaviour it could be linked to undesired organisational outcomes (Cortina, 2008). Firstly, it may affect the work engagement levels of employees. Work engagement is a positive state which employees experience related to their work. Work engagement consists of three dimensions, namely vigour, dedication and absorption (Schaufeli, Bakker & Salanova, 2006). According to

Gardner and Johnson (2001), employees may lose sleep as well as concentration due to the experiences of workplace incivility; thus employees' energy is likely to be impacted. Furthermore, Estes and Wang (2008) state that employees purposely decrease their efforts at work and refuse to go the extra mile, which would indicate a decrease in devotion towards one's work. Employees also lose concentration and experience stress regarding recurring interactions with the instigator of incivility; there will then also be a decrease in the employees' level of absorption (Pearson & Porath, 2005); therefore, impacting work engagement.

Secondly, employees' job satisfaction can also decrease due to their experiences relating to incivility at work. Research indicates that individuals' responses towards events at work are responsible for these individuals' attitudes and behaviours which they experience and exhibit at work (Lim, Cortina & Magley, 2008). Thus, when an individual has a negative affective response towards the specific event in which he or she is treated in an uncivil manner, he or she may develop negative feelings towards their job situation. Research states that decreased job satisfaction is one of the consequences which has most widely been reported in terms of workplace incivility (Anderson & Pearson, 1999), indicating that when the perceptions of workplace incivility increases, job satisfaction decreases (Cortina et al., 2001). Job satisfaction is conceptualised as the experience of a positive emotional state due to inherent factors of the individual's job (Vroom, 1964). Thus, when an employee experiences negative feelings towards his or her work due to an uncivil event, the positive emotional state will decrease – the end result being a decrease in job satisfaction (Chris, 2014; Lim et al., 2008).

Thirdly, the employee may experience decreased commitment levels towards the organisation. Organisational commitment is considered to be the extent to which the employee identifies with the organisation as well as his or her level of organisational involvement (Mowday, Porter & Steers, 1982). Research conducted by Barling and Phillips (1993) indicates that when employees feel they are being treated in an unfair manner, they experience a decrease in organisational commitment. This is supported by the findings of Leather, Beale, Lawrence and Dickson (1997) which states that when employees experience behaviour of an aggressive nature they tend to be less committed to the organisation. This may be due to the employee's perception of a hostile working environment in the specific organisation (Bartlett et al., 2008). Thus, it is important to take note of workplace incivility

and its consequences as it is clear that even the smallest form of perceived mistreatment may affect individuals and their commitment to the organisation (Hershcovis, 2010).

Taking into consideration the negative consequences workplace incivility may have, emphasis is placed on the importance of gaining more knowledge and insight regarding the phenomenon. Currently, no research has investigated workplace incivility and its impact on employee and organisational outcomes such as work engagement, organisational commitment, job satisfaction and turnover intention within the South African context. Consequently, to determine the potential effects it is first required to validate a workplace incivility scale to fit the diverse context within which South African employees function. The validation of the measure includes examining its factor structure (e.g. a one-factor versus a three-factor structure) and three different types of validity (convergent validity, discriminant validity and predictive validity). Firstly, convergent validity, i.e. establishing similarities between two constructs which are theoretically related to one another. In the current study it involves examining similarities between workplace incivility and workplace bullying as they both form part of workplace deviance. On the other hand the study also aims to examine the differences which exist between workplace incivility and workplace bullying by means of discriminant validity. In other words, to test if these scales measure the same phenomenon or not. Lastly, in terms of predictive validity, the relationship between workplace incivility and various outcomes such as work engagement, organisational commitment, job satisfaction and turnover intention are investigated in order to highlight the harmful effect which this phenomenon may have on organisations as well as their employees.

Therefore, the aim of the current study was to validate a workplace incivility scale for the South African context since no other incivility scale has been validated. Due to the fact that South Africa consists of various cultures and various languages the effects of this type of workplace behaviour may be somewhat different from those found in countries such as the United States and Canada (Foxcroft & Roodt, 2009). This may be due to the work ethic, values and beliefs of South African employees that differ from those within other countries (Foxcroft & Roodt, 2009). In other words, the workplace incivility scales which have been used within countries such as the United States of America and Canada should not be used within the South African context without proper validation studies. The main reason for this is that the results obtained could be unreliable and invalid; providing a skewed picture of

behaviour within South African organisations. The end result would then be a questionable portrayal of the prevalence of workplace incivility within South Africa, an ineffective contribution to literature and inaccurate management information.

Specifically, the scale this study aimed to validate is an adapted workplace incivility scale (Leiter et al., 2011). The scale was originally developed by Cortina, Magley, Williams and Langhout (2001). The questionnaire provides the respondents with the opportunity to define workplace incivility based on the behaviours of their workgroup supervisors, colleagues, as well as their own personal behaviour (Leiter et al., 2011). The validation of this scale within the diverse context of South Africa will ensure valid and reliable responses and results for future research and organisational implementations. It could thus be used to measure and create strategies to minimise the effect of workplace incivility on both employee and organisational outcomes. To this end, the current study intended to establish the factor structure, convergent, discriminant, and predictive validity; as well as the reliability (internal consistency) of the adapted workplace incivility scale within South Africa.

1.2 Research questions

- How are workplace incivility, workplace bullying, work engagement, organisational commitment, job satisfaction and turnover intention conceptualised in the literature?
- Is the workplace incivility scale reliable and valid? More specifically, can the following be established:
 - Acceptable Cronbach's alpha reliability values.
 - A three-factor structure.
 - Convergent validity with other similar theoretical constructs (e.g. bullying).
 - Discriminant validity with those constructs from which it is supposed to differ.
 - Predictive validity with appropriate outcomes, i.e. the relationship between workplace incivility, work engagement, organisational commitment, and job satisfaction and turnover intention.
- What recommendations can be made for future research and practice?

1.3 Expected contribution

In the current study contributions are made towards the individual, the organisation and the literature.

1.3.1 Contribution to the individual

Estes and Wang (2008) point out that workplace incivility has a negative impact on both the individual and the organisation. As mentioned previously, it can cause victims of uncivil behaviour to experience chronic stress, depression, anxiety (Estes & Wang, 2008), increases in physical and mental illness, and in severe cases these effects may escalate into suicide ideation (Estes & Wang, 2008; Salin, 2003). Thus, by validating a workplace incivility scale, it will enable the organisation to develop a better understanding of workplace incivility and of the impact it has on its employees. This may lead organisations to focus their attention on strategies which can assist them in addressing the phenomenon and therefore the harmful effects of workplace incivility on employees. This may assist employees in experiencing less uncivil behaviour and eventual bullying at work which will lead to employees maintaining and experiencing increased productivity, job satisfaction, commitment and physical and psychological health.

1.3.2 Contribution to the organisation

The effect workplace incivility can have on the organisation might be far more damaging than management expects at face value. It is evident that the individual within the organisation is affected, which will in turn affect employees' ability to reach organisational outcomes (Bartlett, Bartlett & Reio, 2008). Cortina and Magley (2005) state that workplace incivility affect the organisation in terms of decreased productivity, increased absenteeism, financial losses as well as high turnover rates. This may be due to the fact that workplace incivility seems to impact individuals' attitudes at work, which may include attitudes regarding organisational commitment and job satisfaction (Taylor, 2010). Therefore the organisations' talent may be lost due to decreased levels of job satisfaction and increased turnover intentions. Thus, by validating the workplace incivility scale, it will draw the organisation's attention to the various reasons for the necessity of addressing workplace

incivility, and of emphasising the importance of placing the organisation's focus on interventions geared to assist them in addressing incivility at work in order to minimise the individual and eventual organisational consequences.

1.3.3 Contribution towards the literature

Estes and Wang (2008) caution that workplace incivility has a negative effect on both the individual and the organisation, but these effects have been neglected by managers as well as within the discipline of Industrial Psychology. This is supported by Cortina et al. (2001) in which she states that workplace incivility is deserving of receiving more research and attention from organisations due to the harmful effects it has both on employees and organisations. Thus, by shedding light on workplace incivility and validating the first workplace incivility scale within the South African environment, it enables researchers to address the gaps regarding workplace incivility, especially its effect on work engagement, organisational commitment, turnover intention and job satisfaction in South Africa.

1.4. Research objectives

1.4.1 General objective

The general objective of this study was to validate the workplace incivility scale for the South African banking industry.

1.4.2. Specific objectives

- To determine how workplace incivility, work engagement, organisational commitment and job satisfaction is conceptualised within the literature.
- To determine whether the workplace incivility scale is valid and reliable in the sample pertaining to the following:
 - Acceptable Cronbach's alpha reliability values ($\alpha \geq 0.70$).
 - The best fitting factor structure, e.g. a three-factor structure.
 - Convergent validity with other theoretical constructs.
 - Discriminant validity with those constructs from which it is supposed to differ.

- Predictive validity with appropriate outcomes, i.e. the relationship between workplace incivility, work engagement, organisational commitment, job satisfaction and turnover intention.
- To provide recommendations for future research and practice.

1.5. Research hypotheses

To present the research claims for this study the following *alternative* hypotheses are presented so as to answer the research questions and reach the objectives of the study:

H_1 : Workplace incivility comprises a three-factor structure.

H_2 : The workplace incivility scale is reliable ($\alpha \geq 0.70$).

H_3 : There is a positive relationship between workplace incivility and workplace bullying.

H_4 : Workplace incivility shows acceptable discriminant validity.

H_5 : Workplace incivility negatively predicts work engagement.

H_6 : Workplace incivility negatively predicts organisational commitment.

H_7 : Workplace incivility negatively predicts job satisfaction.

H_8 : Workplace incivility positively predicts turnover intention.

1.6. Research design

1.6.1 Research approach

A quantitative approach was followed in the study. This approach enables the researcher to statistically analyse the data, make generalisations, make predictions where applicable and lastly to investigate relationships between workplace incivility and other variables such as work engagement, organisational commitment, job satisfaction and turnover intention (Leedy & Ormrod, 2001).

In order to collect the data, a cross-sectional survey design was used. Therefore data was only collected at a fixed point in time (Olsen & St. George, 2004). The cross-sectional survey enabled the researcher to describe the differences that may be found among the population relating to the particular moment in which the data is collected. Lastly, this survey design was

used due to its applicability in terms of the validation of a measuring instrument, in this case a workplace incivility scale (De Vos, Strydom, Fouché & Delport, 2011).

1.6.2 Literature review

A thorough literature search was conducted pertaining to workplace incivility, including variables such as workplace bullying, work engagement, organisational commitment, job satisfaction and turnover intention. The appropriate literature was gathered by using Internet searches and utilising various databases such as EbscoHost, Google Scholar, SAePublications and Science Direct. Furthermore, the university's Ferdinand Postma Library services were used in order to gain access to scientific journals by using the Catalogue, One Search and Lib Guides functions by utilising the appropriate keywords, i.e. *workplace incivility, workplace bullying, work engagement, organisational commitment, job satisfaction and turnover intention*. Due to the fact that the literature is limited regarding this topic, all the sources gathered will be utilised, for e.g. articles found in journals such as: *Journal of Occupational and Organizational Psychology, Journal of Occupational Health Psychology, Journal of Organizational Behavior, Journal of Applied Psychology, SA Journal of Industrial Psychology, SA Journal of Human Resource Management, Work and Stress, Stress and Health, The International Journal of Human Resource Management, Human Resource Management Review, Journal of Innovation, Management and Technology, Educational and Psychological Measurement, Administrative Science Quarterly, European Journal of Developmental Psychology and the Scandinavian Journal of Psychology*.

1.6.3 Participants

The target population consisted of employees within the banking industry. Convenience sampling was used based on the availability of participants within the banking industry (Teddie & Yu, 2007). The large organisation within the banking industry was also selected based on their availability and willingness to participate in the study. The aim of this study was to include a minimum of 350 participants, seeing that a quantitative study was utilised. The participants included in the study are diverse in terms of characteristics such as gender, age, race, language and marital status. These individuals were also diverse in terms of their

job titles, i.e. a specific type of employee with specific job functions within the organisations will not be targeted since the study utilises convenient sampling.

1.6.4 Measuring instruments

The following measuring instruments were used for gathering the biographical information and measuring the study variables:

A **biographical questionnaire** was employed in order to gather all the necessary information pertaining to the participants, such as: age, gender, ethnic background, home language, level of education, marital status as well as relevant employment information.

Workplace incivility was measured by means of an adapted *Workplace Incivility Scale* (WIS) which was adapted by Leiter et al. (2011) and based on the original version created by Cortina et al. (2001). The scale measures the frequency with which uncivil behaviour such as disrespect and rudeness occurs in terms of individuals' personal perceptions and experiences thereof. The scale consists of three subscales which measure the frequency of uncivil behaviour being acted out against participants' by 1) supervisors, and 2) colleagues, and 3) also attempts to capture participants' perception of their own uncivil behaviour towards others (Lim & Lee, 2011). All of the scales utilised the same set of questions, for example in terms of their own behaviour: 'How frequently have you: Ignored or excluded another person from professional camaraderie?' (Cortina et al., 2001). Participants were required to answer these items using a 5-point scale where 0 represented "Never" and 4 represented "Most of the time" (Lim & Lee, 2011). The original Cortina et al. (2001) scale showed a Cronbach's alpha reliability coefficient of 0.89. The adapted version also showed acceptable reliability coefficients for supervisor incivility ($\alpha = 0.84; 0.85$), colleague incivility ($\alpha = 0.85; 0.86$) and instigated incivility ($\alpha = 0.74; 0.80$) (Leiter et al., 2011).

Workplace bullying was measured using the short-form bullying scale items of the *South African Employee Health and Wellness Survey* (SAEHWS). The scale consists of six items which measure experiences related to direct bullying experiences from co-workers (e.g. 'How often do you feel intimidated by your co-workers?'; 'How often have you felt your co-workers are threatening you?'). Participants are required to rate their experiences on a 4-point

scale where 1 represents “Never” and 4 represent “Always”. Cronbach’s alpha reliabilities for this scale were reported by Rothmann and Rothmann (2006) as ranging from 0.81 to 0.86.

Work engagement was measured using the scale which was developed by Schaufeli and Bakker (2003), i.e. the *Utrecht Work Engagement Scale (UWES)*. The UWES consists of 9 items, which can be divided into three vigour items (e.g. ‘When I get up in the morning, I feel like going to work’), three dedication items (e.g. ‘I am proud of the work that I do’) and three absorption items (e.g. ‘I am immersed in my work’), as these are considered the three components of work engagement (Schaufeli & Bakker, 2003). Respondents are required to respond based on a 7-point frequency-rating scale which ranges from 0 which is “Never” and 6 which is “Always”. The UWES has reported Cronbach alphas which range from 0.75 to 0.86 (Schaufeli, Bakker & Salanova, 2006). Based on the research conducted by Storm and Rothmann (2003) the UWES has been successfully implemented within the South African context with acceptable reliability coefficients.

Organisational commitment was measured by utilising Allen and Meyer’s (1990) scale. The scale consists of a 5-point scale which ranges from 1 which represents “Strongly disagree” to 5 which represents “Strongly agree”. Affective commitment is measured by means of eight items and is concerned with the emotional affect the individual has towards the organisation. (e.g. ‘This organisation has a great deal of personal meaning for me’). In the current study the main focus was on affective commitment based on the grounds that incivility may affect the individuals’ emotional state. This scale has provided Cronbach’s alphas ranging from 0.73 to 0.87 within the South African context (Bagraim, 2003).

Job satisfaction was measured by applying the scale of Hellgren, Sjöberg and Sverke (1997). The scale consists of 3-items which should be responded to on a basis of a 5-point scale which ranges from 1 which represents “Strongly disagree” to 5 which represents “Strongly agree”. This scale measures the employee’s satisfaction with his or her job (e.g. ‘I enjoy being at my job’). The research of Hellgren et al. (1997) reported Cronbach’s alpha coefficients of 0.86 and within the South African context the scale has provided a Cronbach alpha of 0.80 (Pienaar, Sieberhagen & Mostert, 2007).

Turnover intention was measured using Sjöberg and Sverke's (2000) scale. It consists of 3 items (e.g. 'I feel that I could leave this job') and the participants were required to respond based on a 5-point scale which ranges from 1 (Strongly disagree) to 5 (Strongly agree). Consequently, a score which is higher will indicate the individual's intention to leave the organisation. In Sjöberg and Sverke's (2000) study the scale provided a Cronbach's alpha of 0.83. In South Africa this scale provided a Cronbach's alpha coefficient of 0.81 (Chidyamakono, 2010).

1.6.5 Research procedure

After a thorough literature review had been conducted on workplace incivility, various organisations within the banking industry were approached in order to obtain their permission for participation. Meetings with the respective parties, i.e. Human Resources and Data Privacy, were held in which the objectives of the study were explained. After permission had been granted by these parties, it was necessary to identify the departments to be included. Thereafter it was necessary to consult with the applicable line managers to obtain their permission to include the employees from their specific departments in the study. Once the line managers had agreed to participate in the study, the participants within the departments were visited at their offices in order to obtain informed consent as well as to provide participants with the necessary information pertaining to the study. The participants were informed that their participation in terms of the survey was voluntary and that all personal information would be kept confidential. The paper-based survey was then handed out to the participants to complete privately. A specific timeframe in which the surveys needed to be completed was also communicated. In this instance they were provided with a time frame of a day. After the participants had completed the survey, the data was consolidated into a final data set. The departments requested feedback; therefore feedback was given on general results and no specific individual results were shared. Therefore, none of the employees' personal results or responses was made available to the relevant company.

1.6.6 Statistical analysis

Latent variable modelling was conducted with Mplus 7.31 (Muthén & Muthén, 2015). Mplus has the functional capability to construct a measurement model (confirmatory factor analysis

[CFA]) and also to add regressions to the measurement model – with acceptable fit – to establish a structural model. The CFA has assisted in answering the question related to construct validity of workplace incivility by using the chi-square value (lowest = best fitting model), comparative fit index ($CFI \geq 0.90$), Tucker-Lewis index ($TLI \geq 0.90$), and the root mean square error of approximation ($RMSEA \leq 0.08$) to investigate model fit to the data (Van de Schoot, Lugtig & Hox, 2012). The Cronbach's alpha coefficients for the constructs were calculated with SPSS (IBM Corp, 2013). To answer the questions related to convergent validity, the correlation matrix was used; effect sizes were considered to be medium for (r) values of 0.30 and above, and large for values of 0.50 and above (Cohen, 1988).

In terms of the question regarding discriminant validity, correlations were also used, i.e. the correlation between the constructs of interest should be below 0.85 to show acceptable discriminant validity (Brown, 2015). Furthermore, to investigate discriminant validity the average variance extracted (AVE) and the shared variance between constructs were compared. To pass this test and show acceptable discriminant validity, the AVE of the latent constructs is required to be larger than the shared variance between those constructs (Farrell, 2010). For predictive validity the structural model's regressions were investigated, specifically the standardised beta coefficients (β). Statistical significance for parameters in this study was set at the 95% significance level ($p < 0.05$).

1.6.7 Ethical considerations

The research was conducted in an ethical, fair and professional manner. The researcher ensured the avoidance of harm to all the participants (De Vos et al., 2011). Furthermore, each participant was requested to provide the researcher with informed consent in which he or she agreed to take part in the survey. In other words, voluntary participation was implemented; thus participants could withdraw from the survey whenever they would feel the need to do so. Each participant's personal information and responses to the survey are kept confidential (De Vos et al., 2011). Aspects such as human dignity, respect and the principle of do no harm were adhered to. Lastly, the research proposal was reviewed by the North-West University's Faculty of Economic and Management Sciences' research committee from which approval was gained in order to continue with the study.

1.7 Chapter division

This mini-dissertation comprises three chapters:

Chapter 1: Introduction

Chapter 2: Research article

Chapter 3: Conclusion, limitations and recommendations

1.8 Chapter summary

The statement of the problem, objectives of the research and the research hypotheses were presented in the current chapter. This was followed by an explanation of the measuring instruments which were utilised along with the research methods. This chapter ended off by providing a brief outline of the chapters which are to follow.

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CHAPTER 2
RESEARCH ARTICLE

The validation of a workplace incivility scale within the South African banking industry

Abstract

Orientation: Workplace incivility holds consequences both for individuals and organisations. Managers are becoming increasingly aware of this phenomenon. Currently, there is no workplace incivility scale validated for use within the South African context. Thus, managers and researchers are unable to accurately measure the level and impact of workplace incivility being encountered in South African organisations.

Research purpose: To investigate the reliability and validity of the adapted Workplace Incivility Scale (WIS) for use within South Africa.

Motivation for the study: Since it is currently difficult to specifically measure workplace incivility within the South African context, due to the lack of a valid and reliable scale, it is necessary to validate such a scale. This will assist South African organisations and researchers in determining the level of incivility within the workplace and the effects thereof compared to the negative consequences shown to exist within other contexts.

Research design, approach and method: A cross-sectional research approach was employed in the study. Convenience sampling ($N = 345$) was utilised within the South African banking industry. Specifically, the factor structure, convergent validity, discriminant validity and predictive validity were investigated in order to establish the overall validity of the WIS. Reliability of the constructs was also considered in the study.

Main findings: The results confirmed that the workplace incivility scale was indeed a three-factor structure and that all three these factors provided acceptable reliability coefficients, i.e. internal consistency. The relationship between workplace incivility and workplace bullying was found to be positive and practically significant. Furthermore, discriminant validity could be shown between workplace incivility and workplace bullying, i.e. confirming that these two constructs are not the same phenomenon. The predictive validity hypotheses were only partially supported seeing that colleague incivility did not significantly predict any of the outcome variables, and instigated incivility was only a negative predictor of job satisfaction and a borderline statistically significant negative predictor of work engagement. However, supervisor incivility predicted all of the outcomes negatively, i.e. job satisfaction, organisational commitment and work engagement, negatively.

Practical/Managerial implications: Based on the results of the study, it is evident that workplace incivility is worth addressing due to the harmful effects it has, not only on employees but also on organisations within the South African context. It is therefore necessary for managers to be aware of workplace incivility in order to ensure that the organisation does not unknowingly integrate this within their culture and affect individual and organisational performance.

Contribution/Value-add: The study contributes to the limited research available in South Africa regarding workplace incivility and its consequences for both individual and organisational outcomes by providing a scale which is valid and reliable. Thus, the scale can be utilised by management and academia in order to investigate uncivil behaviour in the workplace, specifically the banking industry.

Keywords: Validation, workplace incivility, workplace bullying, work engagement, organisational commitment, job satisfaction, turnover intention, South Africa, banking industry.

Introduction

Workplace deviance has been found to be prevalent and negatively impacting on organisations; becoming of increasing concern in the modern workplace (Appelbaum, Deguire & Lay, 2005). These deviant behaviours are of an antisocial, counterproductive and dysfunctional nature (Swanepoel, 2012), and include behaviours such as stealing, deceiving, damage to company property, disruptions, gossiping, aggressiveness as well as sexual harassment (Ahmad & Omar, 2013). This is supported by the research of Bennett and Robinson (2000) who indicated that approximately 33% to 75% of employees have engaged in some form of workplace deviance and that these figures are still on the rise. *Workplace incivility*, a milder, less intense, form of workplace deviance is a concept which has received limited but increasing attention by academics as well as practitioners as this kind of behaviour negatively affects the organisational climate and also damages employee morale (Bibi, Karim & Din, 2013). This is especially significant as 98% of employees have indicated that they have experienced such uncivil behaviour within the workplace *at least* once a week (Porath & Pearson, 2013). Therefore, it is evident that deviant workplace behaviour, and more specifically workplace incivility, occurs and has consequences both for organisations and their employees.

More specifically, workplace deviance can be described as behaviour which is acted out intentionally and violates the norms of the organisation, leading to the organisations' and its employees' well-being being threatened (Bennett & Robinson, 2000). Workplace deviance can be divided into two broad categories, namely the *interpersonal* dimension and the *organisational* dimension. The interpersonal dimension involves behaviour which is acted out towards members in the organisation such as workplace incivility where supervisors, colleagues or one personally exhibit these behaviours towards one another (Bennett & Robinson, 2000; Pearson & Porath, 2005). The organisational dimension on the other hand is concerned with behaviour which is directed towards the organisation, for example stealing organisational property, violent behaviour, causing damage to the organisation as well as absenteeism. However, the current study will only focus on the interpersonal dimension of workplace deviance as workplace incivility is acted out towards other employees rather than towards the organisation itself (Bennett & Robinson, 2000).

An example of an environment in which deviant behaviour such as workplace incivility is prone to occur is the banking industry. Not only does the banking industry play an important economic role in South Africa (Jeucken & Bouma, 1999), it is also a dynamic industry characterised by high levels of competition (Grosskopf, 2013). The banking environment is experienced as highly demanding and fast-paced – which is likely to increase the occurrence of workplace deviant behaviour such as workplace incivility. Pearson and Porath (2005) suggested that deviant behaviour will increase due to people believing that they do not need to be civil towards others within such an environment, as that is the way in which business is conducted within competitive, global and powerful organisations. Taking into consideration, the banking industry was chosen as a suitable population for the focus of this study.

Consequently, the fast moving and competitive nature of these organisations leads employees to exhibit deviant behaviour such as the mistreatment and bullying of others as well as incivility towards others (Muafi, 2011). Workplace incivility is a less intense form of workplace deviance and is typically characterised by rude behaviours which are acted out by an employee's colleagues or supervisor (Andersson & Pearson, 1999). Given the lower intensity of workplace incivility compared to other forms of workplace deviance, it has also been reported to be the most prevalent form of deviant workplace behaviour (Marchiondo, 2012). This is supported by the research conducted by Laschinger, Cummings, Wong and Grau (2014) in which they stated that the prevalence ratings of workplace incivility are as high as 71% to 75% in general within organisations. This is a major reason for management to become increasingly interested in and concerned with workplace incivility and its implications (Bibi et al., 2013). Therefore, two main reasons exist why it is necessary to research workplace incivility. Firstly, the frequency as well as intensity of workplace deviance is disproportionate (Shim, 2015) – previous research has focused on workplace deviances which are more visible – and ignored (perhaps unknowingly) those dysfunctional behaviours which are less visible and considered to be less intense, as is the case with workplace incivility. Secondly, even though workplace incivility is considered to be subtle and of low intensity, the consequences this behaviour implicates for employees and organisations can be considered to be as severe as the consequences of more severe forms of deviant workplace behaviour (e.g. bullying) (Shim, 2015).

Past research also presents good reasons why further research should be conducted on workplace incivility, specifically as workplace incivility may spiral into more intense and aggressive deviant behaviours (Andersson & Pearson, 1999; Shim, 2015). In other words if an organisation fails to address this behaviour (due to ignorance or negligence) this could lead to the organisation becoming more desensitised to these behaviours, which could lead to more serious dysfunctional behaviours such as workplace bullying (Miner-Rubino & Cortina, 2007). Therefore this kind of behaviour may become more acceptable to employees and begin to embed itself within the organisation's culture, and management will then find it increasingly difficult to eliminate these behaviours (Marchiondo, 2012).

It is important to consider the impact workplace incivility has on both individual and organisational outcomes. Swanberg (2009) describes workplace incivility as a 'silent killer'. This is considering that workplace incivility impacts organisations financially, for example in the USA these financial implications are estimated at around \$23.8 billion per annum due to various direct and indirect consequences of uncivil behaviour, such as absenteeism, loss in productivity, as well as turnover (Laschinger et al., 2014). Workplace incivility therefore influences the productivity of the employees (Lim & Cortina, 2005), and approximately 80% of employees who are victims of incivility indicate that they do experience a decline in their productivity after they have been exposed to this behaviour (Tarraf, 2012). Furthermore, 10% of workplace incivility victims actually leave the organisation, which indicates an increase in actual turnover (Tarraf, 2012). Workplace incivility also negatively influences employees' satisfaction with their jobs, decreases punctuality, increases absenteeism as well as decreases commitment towards the organisation (Laschinger et al., 2014). In terms of the individual consequences of workplace incivility, it impacts on the employees' behaviour as well as their attitudes. This may include feelings of being isolated (Vickers, 2006), decreased co-operation, poor health, emotional consequences such as depression and anxiety, increasingly withdrawing from work and lastly decreased work engagement (Cortina, Magley, Williams & Langhout, 2001). These consequences not only impact the effectiveness of the employees, but the effectiveness of the organisation as a whole (Shim, 2015).

The relationships which have been established between workplace incivility and outcomes such as work engagement, workplace bullying, job satisfaction, organisational commitment and turnover intention were determined within the United States and other countries (Shim,

2015). No research on this specific topic has been conducted within the South African context. Therefore, in order to investigate these relationships in South Africa it is necessary to validate a workplace incivility scale.

The main aim of this study was to contribute to the South African literature by validating the first workplace incivility scale for this diverse context (Cortina et al., 2001). The validation of this scale will require the establishment of the reliability and validity, i.e. the factor structure, convergent validity, discriminant validity and predictive validity of the scale in the South African context in order for the researcher to be able to identify the various existing relationships between workplace incivility and its various outcomes. In other words, the adapted Workplace Incivility Scale (WIS) could be a useful measurement of incivility within the South African working context.

The remainder of this chapter consists of four sections. The following section will review existing literature which is relevant to workplace incivility and the respective outcome variables, after which the methodology utilised as well as the techniques of data analyses, are discussed. The third section involves discussing and summarising the results of the study. The chapter will conclude by discussing the implications of the research for the literature as well as for managers and accordingly making suggestions for future research on the specific topic.

Literature Review

Workplace incivility

Andersson and Pearson (1999) describe workplace incivility as behaviour which is considered to be deviant behaviour at work which is of low intensity and the intent to harm another employee is ambiguous, but is in violation of the norms of the organisation and is perceived by the victim as uncivil. Workplace incivility consists of three characteristics. Firstly, compared to other deviant acts such as bullying and harassment, incivility is considered to be less severe (Tarraf, 2012). Regardless of its low intensity, these behaviours may escalate into more intense behaviours such as aggression and workplace conflict. This is due to the victim's *perception* of incivility which may cause him or her to act in an uncivil

manner in return. Secondly, the reason for the instigator's behaviour is unknown, i.e. the exact intent is unclear to others. The behaviour acted out towards the victim may therefore be due to obliviousness, error or even inherent to the instigator's personality (Tarraf, 2012). However, this ambiguity may cause the victim to experience higher levels of stress based on the fact that he or she will not know how to make sense of these behaviours. Lastly, as with other deviant workplace behaviours, the instigator violates the norms of the organisation (Norsilan, Omar & Ahmad, 2014). But, it is important to note that organisations do not operate in the exact same manner and that these organisational norms may vary. Consequently, workplace incivility disrupts the shared understanding of norms within the organisation and causes a decline in the well-being of the employees and the organisation (Bennett & Robinson, 2000).

Generally, incivility is characterised as being rude and disrespectful; the violator displays a disregard for others (Rau-Foster, 2004). Taking this into consideration, employees have indicated that this kind of behaviour is a regular occurrence within their organisations. This is based on the research of Pearson and Porath (2005) in which they received responses from approximately 2000 individuals and their responses indicated that four out of five individuals (80%) consider rudeness to be a major problem and three out of five individuals (60%) believe that workplace incivility is on the increase. Furthermore, 10% of employees indicated that they have witnessed uncivil behaviour and 20% indicated that they were directly exposed to such behaviour (Pearson & Porath, 2005). Moreover, each employee whom was interviewed by Pearson and Porath (2005) indicated that they themselves have in some instances treated their co-workers in an uncivil manner – indicating that employees are aware of their own sense of incivility towards others (in this study referred to as instigated incivility). Research has presented that instigated incivility's origin can be explained as employees perceiving some form of injustice and that they then become motivated to reciprocate, which may give rise to uncivil actions (cf. Blau & Andersson, 2005).

Thus, as workplace incivility is not considered to be illegal, employees may engage in this type of behaviour to attempt to obtain and maintain power over others (Pearson & Porath, 2005). In other words as with other deviant behaviours, power plays a role when it comes to workplace incivility. According to Dowden (2015), 63% of employees who have been exposed to workplace incivility indicated that these acts are mostly acted out by people in

positions of authority (e.g. supervisors). This would indicate that workplace incivility is likely to be acted out towards employees who are lower in organisational rank compared to the instigator. Such higher ranking individuals acting out these typical behaviours towards these lower ranking employees are treating them like they are invisible, patronising them. When the co-workers of such higher ranking individuals ask from them a favour they act irritated and do not value their opinions and contributions (Felblinger, 2007). This is especially alarming, since individuals who engage in these uncivil behaviours are usually individuals who are highly valued and provide prized contributions to the organisation (Swanberg, 2012).

Measuring workplace incivility

The original Workplace Incivility Scale (WIS) was developed by Cortina et al. (2001). When the scale was first developed in order to measure employees' experiences related to workplace incivility, the original scale consisted of 7 items only. They found that workplace incivility was a one-factor structure. However, as research progressed on workplace incivility, the WIS was adapted in which the seven items were reduced to only 5 (Laschinger, Leiter, Day & Gilin, 2009). These 5 items were utilised and based on the employees' experience of uncivil acts from their supervisor and colleagues as well as with regard to their own behaviour towards other employees (Blau & Andersson, 2005). In other words, the final adapted scale consisted of 15 items, but was clustered into three different categories measuring workplace incivility, i.e. supervisor incivility, colleague incivility and instigated incivility (Leiter, Laschinger, Day & Oore, 2011). The current study investigated this adapted version of the scale. Accordingly, it is hypothesised that workplace incivility consists of a three-factor structure in line with current literature and the scale used.

Hypothesis 1: Workplace incivility comprises a three-factor structure.

The original WIS provided a Cronbach's alpha coefficient of 0.89 which indicated that the scale has good internal consistency (Cortina et al., 2001). Furthermore, based on the research of Lim and Lee (2011), the sub-scale of workplace incivility by one's supervisor was found to be reliable ($\alpha = 0.92$); the sub-scale measuring workplace incivility by one's colleagues was also found to have good reliability ($\alpha = 0.91$) and the last sub-scale which measures the

respondents' own uncivil behaviour also provided acceptable internal consistency ($\alpha = 0.93$). This indicated that the adapted WIS is a reliable (internally consistent) measure. However, workplace incivility has not been researched in South Africa, and currently no validated workplace incivility scale is available in South Africa. This study also considered the reliability coefficients of the most appropriate factor structure based on the data.

Hypothesis 2: The workplace incivility scale is reliable ($\alpha \geq 0.70$).

Workplace incivility and workplace bullying: The difference

Felblinger (2007) points out that the difference between workplace incivility and workplace bullying is somewhat blurred. However, Felblinger explains that bullying is a form of workplace deviance that goes above and beyond workplace incivility. As a result, it differs from workplace incivility based on the premise that bullying is acted out quite deliberately and regularly with clear intent (Einarsen, 1996). In other words, in order for workplace incivility to be considered uncivil, the instigator's intention to harm the other party should be ambiguous (Andersson & Pearson, 1999). However, when the intention to harm is intentional, this behaviour is considered to be a form of psychological aggression and cannot be classified as uncivil behaviour (Cortina, Magley, Williams & Langhout, 2001). In other words, it is evident that the instigator of workplace bullying has clear aggressive intentions (Felblinger, 2007). For this reason, various characteristics are associated with workplace bullying. Firstly, bullying is considered to be behaviour which is unsuitable as well as unreasonable. This includes behaviour such as mocking co-workers, constantly checking up on co-workers' work, disbelief regarding co-workers' professional capacity, spreading rumours which could be harmful to co-workers, as well as threatening and explosive episodes directed at co-workers (Branch, 2008). Secondly, workplace bullying is a form of workplace deviance which is acted out in a persistent manner over an extended period of time. This may include instances where the behaviour is reoccurring or a single incident which results in the victim fearing the occurrence of a similar event. Thirdly, workplace bullying is known to escalate (Felblinger, 2007). In other words the impact on the victim as well as the intensity of the behaviour increases over a period of time. Lastly, as with workplace incivility, there is an imbalance between the victim and the instigator regarding power (Branch, 2008).

Therefore it is evident that there are similarities between workplace bullying and incivility, but there are some major differences as well. One of these differences is the intensity of the behaviour, i.e. abusive behaviour is related to bullying rather than to incivility. That being so, workplace incivility does not involve getting physical with one's co-workers (Taylor, 2010). Secondly, as stated earlier, the intent of the instigator of workplace incivility is ambiguous, while the instigator of bullying has a clear intent to cause harm to the victim, for example insulting a co-worker (Hershcovis, 2010). Furthermore, considering that bullying occurs on a more frequent basis, it is more persistent than workplace incivility. To summarise, workplace incivility and workplace bullying differ in terms of the persistence, frequency, intent as well as intensity of the behaviour (Hershcovis, 2010).

Regardless of the differences, both of these behaviours remain specific forms of workplace deviance. Andersson and Pearson (1999) indicated that workplace incivility may escalate and spiral into more serious workplace deviant behaviour such as workplace bullying, violence and other aggressive behaviours over time. In other words the victim of the uncivil behaviour feels provoked and acts in a similar way which heightens the kind of behaviour being acted out (Bibi et al., 2013).

Hypothesis 3: There is a positive relationship between workplace incivility and workplace bullying.

Hypothesis 4: Workplace incivility shows acceptable discriminant validity.

Work engagement and workplace incivility

Work engagement can be described as the work-related state of mind which the employee experiences characterised as being positive and rewarding (Schaufeli, Bakker & Salanova, 2006). It is evident that work engagement is important to all organisations as it leads to financial returns, behaviour which is characterised by proactivity, as well as increased performance (Suleal, Fischmann & Filipescu, 2012). This is considering that it is characterised by high levels of vigour (energy), dedication (devotion) towards one's work and also absorption (immersion) in one's work (Schaufeli et al., 2006), enabling employees to work optimally towards achieving organisational outcomes. Vigour comprises high levels of

energy as well as mental resilience while completing work-related tasks, while dedication refers to the extent to which employees are involved in these tasks as well as experiencing feelings of passion and challenge (May, Gilson & Harter, 2004). Furthermore, absorption can be described as having high levels of attention as well as being heavily immersed in one's work-related tasks and experiencing difficulty in separating oneself from these tasks (Bakker & Demerouti, 2008).

Beattie and Griffin (2014) conducted research in which it was found that the Job Demands-Resources model – developed by Demerouti, Bakker, Nachreiner and Schaufeli (2001) – states that workplace incivility is a psychosocial demand employees experience in their work. As a result, it is considered to be an emotional demand that leads to the exhaustion of the victim's emotional resources (Bakker & Demerouti, 2007). Furthermore, the relationship between work engagement and workplace incivility has been explained by the self-enhancement theory (Chen et al., 2013). This theory states that humans seek contexts in which they are able to maintain a positive image of themselves and will withdraw from contexts in which they are unable to maintain this positive self-image. This is supported by the research which states that one-fourth (25%) of individuals being exposed to workplace incivility will intentionally decrease the effort they invest in their work, as well as 47% of employees decreasing the amount of time they spend on their work (Pearson & Porath, 2005). This being so, workplace incivility threatens the positive image the individuals have of themselves as well as their value and their worth. In other words when workplace incivility occurs, and affects their positive image, this will lead to a decrease in their desire to participate in work-related activities, i.e. their enthusiasm and dedication to their work decrease (Chen et al., 2013). Therefore, when employees experience workplace incivility, their work engagement levels will be negatively affected (Dowden, 2015).

Hypothesis 5: Workplace incivility negatively predicts work engagement.

Organisational commitment and workplace incivility

Organisational commitment can be conceptualised as the degree to which the individual identifies with his or her organisation as well as the degree to which this employee is involved in this specific organisation (Steers, 1997). In other words, when employees are highly committed to the organisation by which they are employed, they are more willing to

exert (extra) effort in completing their work-related tasks, they identify more with the organisation and they are increasingly motivated to preserve their connection with their organisation (Mathis & Jackson, 2000). Organisational commitment can be divided into three categories, namely affective commitment, continuance commitment and normative commitment (Meyer & Allen, 1991). Affective commitment is found in an employee that has an emotional attachment to the organisation, while continuance commitment refers to the awareness the individuals has with regard to the costs associated with them terminating their employment with the organisation. Lastly, normative commitment denotes employees' feeling of being obliged to continue their employment with the organisation by which they are employed (Meyer & Allen, 1991). As a consequence, workplace incivility elicits emotional reactions from the victims. The current study therefore focused on the relationship between workplace incivility and affective organisational commitment. According to Allen and Meyer (1996) affective commitment is positively related to an individual's satisfaction with his or her job as well as to the commitment which the individual has towards his or her organisation.

Employees' level of commitment to the organisation is influenced by variables such as the experience of uncivil behaviour. This is due to uncivil behaviour being considered by the victim, to be unfair, which causes employees to decrease their commitment to the organisation (Barling & Phillips, 1993). This is supported by the findings of Dowden (2015) which stated that 78% of employees have experienced a decrease in their organisational commitment levels after an instance in which they were victim to uncivil behaviour. Furthermore, when employees perceive their organisations to be wilfully unaware of the workplace incivility, they are likely to exhibit less commitment towards their organisation (Uzundu et al., 2014). Duffy and Ferrier (2003) also found that there is a negative relationship between workplace incivility and organisational commitment. This is based on the grounds that when employees experience their environment as supportive (and protective) they experience more affective commitment towards the organisation (Rhoades, Eisenberger & Armeli, 2001).

Hypothesis 6: Workplace incivility negatively predicts organisational commitment.

Job satisfaction and workplace incivility

Job satisfaction is the emotional response an employee has in terms of his or her job and situation (Ayeeni & Popoola, 2007). These emotional responses can be influenced by employees' perception of whether their job is fulfilling their expectations. In other words job satisfaction cannot be seen, it can only be inferred. Various studies in which workplace incivility has been researched indicate that workplace incivility, experienced both from the perspectives of the victim and instigator, has a negative relationship with the satisfaction these individuals experience related to their jobs (Cingöz & Kaplan, 2015). However, when these individuals experience their work environment as negative and hostile, they will develop a negative attitude or emotional state towards their job. These employees will therefore engage in behaviour which reflects their frustration, difficulty in learning as well as decreased job satisfaction (Cingöz & Kaplan, 2015). This is supported by the research of Cortina et al. (2001) in which it is indicated that when workplace incivility increases, so does employees' negative emotional response to their jobs, i.e. their job satisfaction decreases.

Hypothesis 7: Workplace incivility negatively predicts job satisfaction.

Turnover intention and workplace incivility

Intention to leave occurs when employees of the organisation consider terminating their employment with the specific organisation based on their own free will (Shim & Chang, 2012). Turnover intention can be divided into two categories, namely voluntary and involuntary turnover which can be influenced by the party (employer or employee) who makes the decision with regard to the continuation or termination of employment (Price, 1977). The current study will focus on the relationship between turnover intention which is voluntary and workplace incivility. Accordingly, workplace incivility is said to increase distrust and decrease positive exchanges between co-workers. In other words, when employees perceive such negative relationships within the working environment, they are more likely to leave the organisation (Shim & Chang, 2012).

Furthermore, it has been found that job satisfaction is a consistent predictor of employees' voluntary termination of their employment contract (Laschinger et al., 2009). Consequently, as research has shown that there is a positive relationship between workplace incivility and

job satisfaction, it is likely that the victim of such behaviour is contemplating leaving the organisation or is already in the process of doing so. This is further supported by the research of Lim et al. (2008) in which they found a positive relationship between workplace incivility and turnover intention. Dion (2006) also found that this may be due to both workplace incivility and stress, within the organisation, impacting employees' satisfaction which will in turn increase these employees' intention to leave the organisation.

Hypothesis 8: Workplace incivility positively predicts turnover intention.

Research design

Research approach

For purposes of this study the research approach which was utilised was a quantitative research approach. This implies that the variables of this study were measured in order to analyse and compare results. Quantitative research involves large samples and the procedures used to collect data are structured (De Vos, Strydom, Fouché & Delport, 2012; Struwig & Stead, 2001). This study also followed a cross-sectional survey design (Du Plooy, 2002). This type of design involves collecting data at a fixed point in time (Olsen & St. George, 2004), and it's specifically applicable to the validation of a measuring instrument. Cross-sectional designs are therefore useful as variables are measured simultaneously, allowing the assessment of the interrelationship between the variables in the study (Struwig & Stead, 2001).

Research method

Research participants

Employees within the banking industry were the target population for the study. The large organisation which participated was selected based on its availability and willingness to participate. Additionally, the employees who participated in the study were also selected based on their willingness and availability. Thus, convenience sampling was utilised in the study (Teddie & Yu, 2007). Due to the study utilising a quantitative research method, the

study aimed at including a minimum of 350 participants (345 achieved; $N = 345$). The characteristics of the participants included in the study are diverse, such as gender, age, race, language and marital status. These individuals were also diverse in terms of their job titles, i.e. a specific type of employee with specific job functions within the organisation was not targeted as the study utilised convenient sampling.

Table 1 presents a breakdown of the participants comprising the sample.

Table 1

Characteristics of the participants ($N = 345$)

Item	Category	Frequency	Percentage (%)
Gender	Female	210	60.90
	Male	120	34.80
	Missing values	15	4.30
Ethnicity	Black	151	43.80
	White	93	27.00
	Coloured	36	11.00
	Indian	42	12.80
	Asian	3	0.90
	Other	2	0.60
	Missing values	18	5.20
Household	Single	87	25.20
	Married or living with a partner	182	52.80
	Divorced or separated	21	6.10
	Living with parents	40	11.60
	Widowed	1	0.30
	Missing values	14	4.10
Education	Grade 12	104	30.10
	Degree (Graduate or Honours)	107	31.00

	Postgraduate degree	29	8.40
	Diploma	86	24.90
	Missing values	19	5.50
Language	Afrikaans	71	20.60
	English	119	34.50
	Sepedi	25	7.20
	Sesotho	19	5.50
	Setswana	31	9.00
	siSwati	3	0.90
	Tshivenda	11	3.20
	isiNdebele	0	0.00
	isiXhosa	15	4.30
	isiZulu	28	8.10
	isiTsonga	6	1.70
	Other	3	0.90
	Missing values	14	4.10
Employment	Less than 1 year	33	9.60
	1-5 years	163	47.20
	5-10 years	72	20.90
	10-15 years	27	7.80
	15-20 years	17	4.90
	20-25 years	9	2.60
	More than 25 years	10	2.90
	Missing values	14	4.10

The sample comprised various participants from one large organisation within the banking industry ($N = 345$). The average (mean) age of participants was 35.17 ($SD = 9.79$). The sample consisted of 60.90% females and 34.80% males, i.e. the majority of the sample were female employees. In terms of ethnicity, 43.80% of participants were black employees, while only 0.90% participants were Asian. From these participants approximately 9.00% of

participants spoke Setswana and 34.50% of the participants indicated English as their home language. Furthermore, 52.80% of the participants were married or living with their partner and one of the participants was widowed. The majority of the sample had obtained a degree, either a undergraduate degree or honours degree (31.00%), followed by 30.10% who had obtained a Grade 12 qualification (general high school education). In terms of the participants' employment with the organisation in the banking industry, 47.20% of the participants had been employed between 1 to 5 years, while 2.60% to 2.90% of participants had been employed for 25 years or more, respectively.

Measuring instruments

A *biographical questionnaire* was utilised in order to gather all the necessary information pertaining to the participants, such as: age, gender, ethnicity, home language, level of education, marital status as well as applicable employment information.

Workplace incivility was measured using the adapted scale by Leiter et al. (2011) which is based on the original version of the Workplace Incivility Scale by Cortina et al. (2001). The scale measures the frequency with which uncivil behaviour such as disrespect and rudeness occurs in terms of individuals' personal perceptions and experiences thereof. The scale consists of three subscales which measure the frequency with which uncivil behaviour is acted out against participants' by 1) supervisors and 2) colleagues, and 3) also attempts to capture participants' perception of their own uncivil behaviour towards others (Lim & Lee, 2011). All of the scales utilised the same set of questions, for example in terms of their own behaviour: 'How frequently have you: Ignored or excluded another person from professional camaraderie?' (Cortina et al., 2001). Participants were required to respond to these items using a 5-point scale where 0 represented "Never" and 4 represented "Most of the time" (Lim & Lee, 2011). The original Cortina et al. (2001) scale showed a Cronbach's alpha reliability coefficient of 0.89. The adapted version also shows acceptable reliability coefficients for supervisor incivility ($\alpha = 0.84; 0.85$), colleague incivility ($\alpha = 0.85; 0.86$) and instigated incivility ($\alpha = 0.74; 0.80$) (Leiter et al., 2011).

Workplace bullying was measured by means of the short-form bullying scale items of the South African Employee Health and Wellness Survey (SAEHWS). The scale consists of six

items which measure experiences related to direct bullying experiences from co-workers (e.g. ‘How often do you feel intimidated by your co-workers?’; ‘How often have you felt your co-workers are threatening you?’). Participants are required to rate their experiences on a 4-point scale where 1 represents “Never” and 4 represents “Always”. Cronbach’s alpha reliabilities for this scale ranging from 0.81 to 0.86 were established by Rothmann and Rothmann (2006).

Work engagement was measured using the 9-item short form *Utrecht Work Engagement Scale*, which was developed by Schaufeli and Bakker (2003). The UWES consists of 9 items, which can be divided into three vigour items (e.g. ‘When I get up in the morning, I feel like going to work’), three dedication items (e.g. ‘I am proud of the work that I do’) and three absorption items (e.g. ‘I am immersed in my work’), as these are considered the three components of work engagement (Schaufeli & Bakker, 2003). Respondents are required to respond based on a 7-point frequency-rating scale which ranges from 0 which is “Never” and 6 which is “Always”. The UWES has reported Cronbach alphas which range from 0.75 to 0.86 (Schaufeli, Bakker & Salanova, 2006). Based on the research conducted by Storm and Rothmann (2003), the UWES has been successfully implemented within the South African context with acceptable reliability coefficients.

Organisational commitment was measured by means of the scale of Allen and Meyer (1990). The scale consists of a 5-point scale which ranges from 1 which represents “Strongly disagree” to 5 which represents “Strongly agree”. Affective commitment is measured by eight items and is concerned with the emotional affect which the individual has towards the organisation. (e.g. ‘This organisation has a great deal of personal meaning for me’). In the current study the main focus fell on affective commitment on the grounds that incivility may affect the individual’s emotional state. This scale has provided Cronbach’s alphas ranging from 0.73 to 0.87 within the South African context (Bagraim, 2003).

Job satisfaction was measured with a 3-item scale. This scale was developed by Hellgren, Sjöberg and Sverke (1997) and should be responded to on a basis of a 5-point scale which ranges from 1 which represents “Strongly disagree” to 5 which represents “Strongly agree”. This scale measures the employee’s satisfaction pertaining to his or her job (e.g. ‘I enjoy being at my job’). According to Hellgren et al. (1997) this scale has reported Cronbach’s

alpha coefficients of 0.86 and within the South African context the scale has provided a Cronbach alpha of 0.80 (Pienaar, Sieberhagen & Mostert, 2007).

Turnover intention was measured using Sjöberg and Sverke's (2000) scale. It consists of 3 items (e.g. 'I feel that I could leave this job') and the participants were required to respond based on a 5-point scale which ranges from 1 (Strongly disagree) to 5 (Strongly agree). Consequently, a score which is higher will indicate the employee's intention to leave the organisation. According to Sjöberg and Sverke (2000), the scale provides a Cronbach's alpha of 0.83. In South Africa this scale provided a Cronbach's alpha coefficient of 0.81 (Chidyamakono, 2010).

Research procedure

Ethical clearance was obtained for the study from the North-West University's Faculty Research Committee (EMS15/06/18-01/02). The relevant parties, i.e. the human resources department, data privacy department and line managers from a large South African bank were approached in order to then gain permission to conduct the research at their place of work. Three large departments were identified in which the data could be collected. Within these departments 400 booklets were printed and distributed by hand to each individual. A total of 345 booklets were completed and collected from the organisation indicating a response rate of 86%. The data was then captured and screened for any errors before statistical analysis commenced.

Statistical analysis

Descriptive statistics and structural equation modelling methods were implemented with Mplus 7.31 (Muthén & Muthén, 2015). For the descriptive statistics the items' means, standard deviations, skewness, kurtosis and minimum and maximum scale-values were generated with the TYPE=BASIC function. Skewness and kurtosis values would be considered problematic for items with values above 2 or below -2 (George & Mallery, 2010) – see Table 2.

Furthermore, confirmatory factor analysis (CFA) was implemented to construct the measurement models (Brown, 2015), i.e. the competing factor structures. The robust version of the maximum likelihood estimator (MLR) was used as estimation method as it is robust against the possibility of data non-normality (Muthén & Muthén, 2015). The following indices were considered for the fit of the CFA models to the data: The comparative fit index (CFI; acceptable values 0.90 and above), the Tucker-Lewis index (TLI; acceptable values 0.90 and above), the root mean square error of approximation (RMSEA; acceptable values below 0.08), and the standardised root mean residual (SRMR; acceptable values of 0.05 and below) (Van de Schoot, Lugtig & Hox, 2012). Seeing that the MLR estimation method was implemented, direct comparison by chi-squared values for models cannot be accurately interpreted; therefore preference was given to the Akaike information criterion (AIC) and Bayesian information criterion (BIC) for model comparison (Bollen, Harden, Ray & Zavisca, 2014). These information criteria would assist in answering H_1 . Cronbach's alpha coefficients were also calculated to investigate the internal consistency of all of the study variables, and aided in answering H_2 .

A correlation matrix was also generated for the latent variables and effect sizes for the correlations would be considered medium effects for values of 0.30-0.49 and large effects for values between 0.50-0.84 (Cohen, 1992), this would allow for the investigation of convergent validity for supporting or rejecting H_3 . For discriminant validity (H_4), any correlation of 0.85 and above would be considered problematic and an investigation into discriminant validity would have to be performed (Brown, 2015). Finally, regressions were added to the final (best fitting) measurement model – in line with the research hypotheses – to establish the structural model. The structural model's fit to the data would also be considered by the same indices as the measurement model explained above, i.e. CFI, TLI, RMSEA and SRMR. The significance and direction of the standardised beta coefficients of the regressions would then be considered to answer H_5 to H_8 . All parameters in the model were considered statistically significant at the 95% level, i.e. $p < 0.05$.

Figure 1 presents the structural model that was tested to investigate the predictive hypotheses.

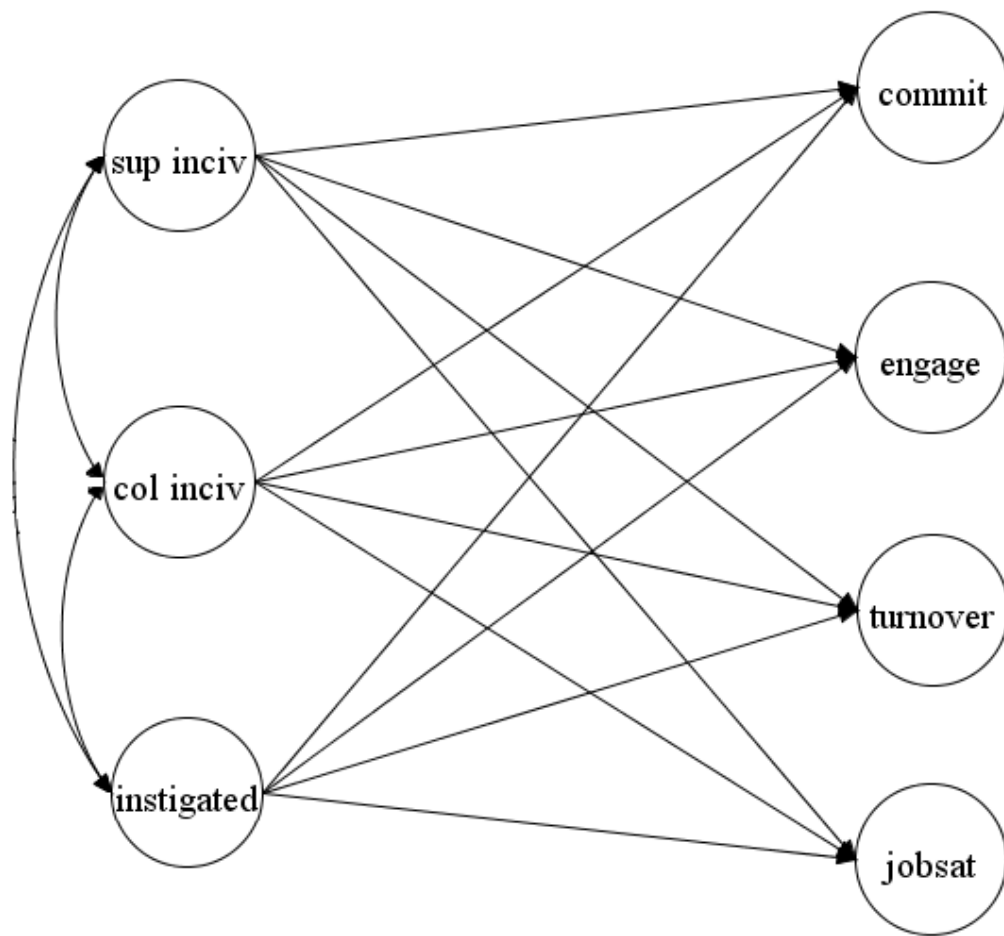


Figure 1. *Structural model for the predictive validity investigation.*

Ethical considerations

The researcher committed to follow all the necessary steps in order to conduct the research in an ethical, fair and professional manner. After the approval had been obtained the researcher approached each individual and requested their consent to participate in the study and was assured that their responses would be kept confidential and that they could withdraw their participation at any time. Accordingly, the aspects of human dignity, respect and the principle of do no harm were adhered to during the entire research process.

Results

Descriptive statistics for the items

Table 2 below provides the means, standard deviations, skewness, kurtosis, minimum and maximum values on the responses for each of the item scales of the adapted workplace incivility scale (see Appendix A for the item text).

Table 2

Descriptive statistics for the items of the workplace incivility scale

Item	Mean	Standard deviation	Skewness	Kurtosis	Minimum value %	Maximum value %
Supervisor incivility						
supincivil1	1.58	1.31	0.38	-0.98	26.53%	10.50%
supincivil2	1.07	1.31	0.97	-0.29	49.56%	8.16%
supincivil3	1.09	1.33	0.89	-0.52	50.58%	7.89%
supincivil4	1.23	1.29	0.75	-0.59	39.94%	8.16%
supincivil5	0.83	1.21	1.27	0.39	60.06%	4.96%
Colleague incivility						
colincivil1	1.19	1.12	0.68	-0.37	34.30%	3.78%
colincivil2	0.92	1.09	0.98	0.05	49.13%	2.62%
colincivil3	0.89	1.06	1.01	0.06	48.84%	1.74%
colincivil4	0.99	1.11	1.01	0.22	43.60%	3.78%
colincivil5	0.83	1.07	1.21	0.62	52.05%	2.63%
Instigated incivility						
insincivil1	1.05	1.04	0.73	-0.14	38.08%	2.33%
insincivil2	0.56	0.93	1.82	2.83	65.70%	1.74%
insincivil3	0.61	0.91	1.55	1.97	61.05%	1.45%
insincivil4	0.97	1.03	0.82	-0.19	42.73%	1.45%
insincivil5	0.51	0.91	1.92	3.23	69.97%	1.75%

The item descriptive statistics revealed that most of the individuals tended to score towards the lower end of the scales, i.e. less incivility. The majority of the items had acceptable levels of skewness and kurtosis compared to the set cut-off. However, in terms of kurtosis, items

insincivil2 (2.83) and insincivil5 (3.23) were above the set cut-off criteria. This indicated that the robust maximum likelihood estimator (MLR) was an applicable and informed choice for continuing with the SEM implementations as there was evidence of non-normality in the data.

CFA: Factor structure comparison and item loadings of the scale

Table 3 below presents the fit of the measurement models to the data, i.e. the competing measurement models.

Table 3

Results of the measurement models for the WIS

Model	df	CFI	TLI	RMSEA	SRMR	AIC	BIC
1: One-factor	45	0.60	0.54	0.15	0.12	13908.81	14081.64
2: Three-factor	48	0.93	0.92	0.06	0.04	13049.99	13201.34

Notes: df = degrees of freedom; CFI = Comparative fit index; TLI = Tucker-Lewis index; RMSEA = Root mean square error of approximation; AIC = Akaike Information Criterion; BIC = Bayesian Information Criterion

As can be seen from Table 3, the three-factor structure was a substantially better model, when compared to the competing one-factor structure, as shown by the AIC (13049.99) and BIC (13201.34) values which were substantially lower for the three-factor model. AIC and BIC values were preferred due to the estimator used (MLR) – as a regular chi-square comparison cannot be done when implementing this estimation method, but it can also clearly be seen from all indices that the three-factor model best fitted the data. The correlations between the three factors were also acceptable and sufficiently large without concerns of discriminant validity (see Table 4 below for correlations). This evidence supported H_1 .

Table 4 below presents the factor loadings for the items of the three-factor model.

Table 4

Standardised loadings for the latent factors

Factor	Item	Loading	S.E.	<i>p</i>	R^2
Supervisor incivility	supincivil1	0.72	0.04	0.001	0.51
	supincivil2	0.82	0.03	0.001	0.67
	supincivil3	0.88	0.02	0.001	0.78
	supincivil4	0.85	0.02	0.001	0.72
	supincivil5	0.76	0.03	0.001	0.58
Colleague incivility	colincivil1	0.77	0.03	0.001	0.59
	colincivil2	0.80	0.04	0.001	0.64
	colincivil3	0.84	0.03	0.001	0.70
	colincivil4	0.82	0.03	0.001	0.67
	colincivil5	0.73	0.04	0.001	0.54
Instigated incivility	insincivil1	0.67	0.04	0.001	0.45
	insincivil2	0.78	0.04	0.001	0.61
	insincivil3	0.85	0.03	0.001	0.72
	insincivil4	0.68	0.05	0.001	0.46
	insincivil5	0.61	0.12	0.001	0.37

Notes: S.E. = Standard error; All *p*-values < 0.001

All of the items loaded significantly on their respective factors (λ 's > 0.60) and the latent factors explained a large amount of variance in all of the corresponding items (R^2 's ≥ 0.37 ; at least 37%). This provided further supportive evidence for H_1 . Specifically, for supervisor incivility, the highest factor loading was shown to be item three (supincivil3: $\lambda = 0.88$, S.E. = 0.02, $R^2 = 0.78$). Similarly, item number three for colleague incivility and instigated incivility also had the highest loadings and explained variances (colincivil3: $\lambda = 0.84$, S.E. = 0.03, $R^2 = 0.70$; insincivil3: $\lambda = 0.85$; S.E. = 0.03; $R^2 = 0.72$). This item, in all three categories, was concerned with addressing individuals in an unprofessional manner either privately or publically.

Reliability coefficients and correlation matrix for the study variables

Given the results of the factor structure of the WIS, the study continued to investigate the remaining hypotheses with the three-factor structure of workplace incivility. The remaining study variables were added to the three-factor measurement model and the following was found: The total measurement model also fitted the data adequately (CFI = 0.91; TLI = 0.90; RMSEA = 0.05; SRMR = 0.05). Furthermore, Cronbach's alpha reliability coefficient was calculated as indicators of internal consistency for the variables and is presented on the diagonal of the correlation matrix below in brackets.

Table 5 below presents the correlation matrix for the study variables.

Table 5

Reliabilities and correlation matrix for the latent variables

Variables	1	2	3	4	5	6	7	8
1. Supervisor incivility	(0.91)							
2. Colleague incivility	0.54 ^b	(0.89)						
3. Instigated incivility	0.50 ^b	0.67 ^b	(0.83)					
4. Bullying	0.44 ^a	0.67 ^b	0.48 ^a	(0.84)				
5. Commitment	-0.35 ^a	-0.28	-0.29	-0.21	(0.76)			
6. Work engagement	-0.34 ^a	-0.25	-0.32 ^a	-0.26	0.59 ^b	(0.85)		
7. Turnover intention	0.45 ^a	0.23	0.25	0.21	-0.62 ^b	-0.57 ^b	(0.79)	
8. Job satisfaction	-0.37 ^a	-0.28	-0.36 ^a	-0.26	0.64 ^b	0.74 ^b	-0.69 ^b	(0.88)

Notes: Cronbach's reliability coefficients in brackets on the diagonal; All correlations statistically significant $p < 0.001$; a = Medium practical effect; b = Large practical effect

As can be seen on the diagonal of the matrix, all of the reliability coefficients were acceptable ($\alpha \geq 0.70$). Specifically, this was the case for the three factors of workplace incivility and therefore supported H_2 . In terms of the correlations, all three the WIS factors correlated with each other with large effect: Supervisor incivility had a positive relationship with both colleague incivility ($r = 0.54$) and instigated incivility ($r = 0.50$); and colleague incivility was

also positively correlated with instigated incivility ($r = 0.67$). Furthermore, all three the WIS factors were correlated with bullying, i.e. bullying was correlated with supervisor incivility ($r = 0.44$; medium effect), colleague incivility ($r = 0.67$; large effect), and instigated incivility ($r = 0.48$; medium effect). These correlations provided evidence of convergent validity for the workplace incivility factors and also supported H_3 .

Additionally, the workplace incivility factors were negatively correlated with positive outcomes and positively correlated with negative outcomes, as was and would be expected. For example, supervisor incivility was negatively correlated with job satisfaction ($r = -0.37$), positively correlated with turnover intention ($r = 0.45$), and negatively correlated with organisational commitment ($r = -0.35$).

To determine discriminant validity, the correlations between the variables were also considered and all of the correlations were below the 0.85 guideline provided by Brown (2015). Indeed, all correlations were within acceptable parameters and further investigation was not necessitated. This supported H_4 .

Structural model fit and regression results

For predictive validity, regression paths were added to the measurement model in line with the study hypotheses, and the following was found: The model was also a good fit to the data (CFI = 0.91; TLI = 0.90; RMSEA = 0.06; SRMR = 0.05). The results of the regressions are given in Table 7 below.

Table 6

Regression results for the structural model

Structural path	β	S.E.	p	Result
Supervisor incivility → Work engagement	-0.25	0.08	0.003	Significant
Supervisor incivility → Organisational commitment	-0.26	0.08	0.001	Significant
Supervisor incivility → Job satisfaction	-0.26	0.08	0.001	Significant
Supervisor incivility → Turnover intention	0.45	0.07	0.001	Significant

Structural path	β	S.E.	p	Result
Colleague incivility → Work engagement	0.02	0.10	0.841	Not significant
Colleague incivility → Organisational commitment	-0.06	0.10	0.574	Not significant
Colleague incivility → Job satisfaction	0.03	0.10	0.792	Not significant
Colleague incivility → Turnover intention	-0.07	0.09	0.461	Not significant
Instigated incivility → Work engagement	-0.20	0.11	0.058	Not significant
Instigated incivility → Organisational commitment	-0.12	0.10	0.232	Not significant
Instigated incivility → Job satisfaction	-0.25	0.10	0.014	Significant
Instigated incivility → Turnover intention	0.07	0.09	0.434	Not significant

Notes: β = beta coefficient; S.E. = Standard error; p = Two-tailed statistical significance

H_5 was only partially supported, as only supervisor incivility predicted work engagement negatively ($\beta = -0.25$, S.E. = 0.08, $p = 0.003$). However, instigated incivility was a borderline statistically significant case in predicting work engagement negatively ($\beta = -0.21$, S.E. = 0.11, $p = 0.049$). Specifically, supervisor incivility also predicted organisational commitment ($\beta = -0.26$, S.E. = 0.08, $p = 0.001$; supporting H_6) and job satisfaction ($\beta = -0.26$, S.E. = 0.08, $p = 0.001$; supporting H_7) negatively – but predicted turnover intention positively ($\beta = 0.45$, S.E. = 0.07, $p = 0.001$; supporting H_8). Colleague incivility did not significantly predict any of the outcome variables (p 's > 0.05). The only remaining significant relationship was that of instigated incivility predicting job satisfaction negatively ($\beta = -0.25$, S.E. = 0.10, $p = 0.014$). Therefore, taken together, all of the predictive hypotheses (H_5 - H_8) were only partially supported.

Discussion

Outline of the results

This study aimed at validating the adapted Workplace Incivility Scale (WIS), specifically by examining the reliability of the measure along with the validity thereof – which included an investigation into the factor structure, convergent and discriminant validity, as well as

predictive validity with the outcome variables of work engagement, organisational commitment, job satisfaction and turnover intention.

First and foremost, the study set out to confirm that the scale consists of a three-factor structure (Leiter et al., 2011), compared to a potential one-factor structure as found by Cortina et al. (2001). By utilising CFA, support was found that the proposed three-factor structure was a more suitable fit to the data than the competing one-factor structure. To explain, the three-factor structure fits the South African context better than a one-factor structure. This is in line with the findings of Leiter et al. (2011) who operationalised workplace incivility as a three-factor structure in their adapted version of the original WIS on which the current study is based. These results supported hypothesis 1 which stated that workplace incivility comprises a three-factor structure.

In terms of hypothesis 2, and the calculation of the reliability of the scale, Cronbach's alpha coefficients were used. All of the reliability coefficients were acceptable ($\alpha \geq 0.70$). Specifically, this was the case for the three factors of workplace incivility, i.e. supervisor incivility ($\alpha = 0.91$); colleague incivility ($\alpha = 0.89$) as well as instigated incivility ($\alpha = 0.83$). The research of Blau and Andersson (2005) also found acceptable internal consistency pertaining to colleague incivility ($\alpha = 0.89$), while Laschinger et al. (2009) found that supervisor incivility was also reliable ($\alpha = 0.84$). This is also in line with Leiter et al. (2011) who found acceptable reliability values for the three components of incivility. These findings supported hypothesis 2.

Next, convergent validity was established by means of the correlations between the workplace incivility factors, workplace bullying and other outcome variables. All three of the factors were correlated with one another, with a large effect size. Specifically, the results indicated that there was a positive relationship between supervisor incivility and the other two factors, namely colleague incivility and instigated incivility. The results also found a positive relationship between colleague incivility and instigated incivility. Furthermore, in the investigation of convergent validity, workplace bullying also correlated with all three the adapted WIS factors. In other words, workplace bullying had a positive relationship with supervisor incivility, as well as with colleague incivility and instigated incivility.

Convergent validity was established and hypothesis 3 was supported, i.e. a positive relationship does exist between workplace incivility and workplace bullying. This is supported by the research of Bibi et al. (2013) in which they state that employees exposed to uncivil behaviours will feel provoked, hence 88% of these employees will thus act in a way as to get even with the instigator (Dowden, 2015). In practice this means that when workplace incivility increases, workplace bullying will also increase and is a more intense form of workplace deviance. This is also supported by Andersson and Pearson (1999) who stated that workplace incivility may spiral into more intense and aggressive forms deviant workplace behaviours.

Hypothesis 4 was concerned with establishing discriminant validity in terms of workplace incivility and workplace bullying as the aim was to confirm that workplace incivility and workplace bullying were not the same construct. This is considering that these two constructs are often mistaken for one another (Branch, 2008). Workplace bullying differs from workplace incivility due to its intent, intensity, frequency and persistence (Hershcovis, 2010). Discriminant validity between workplace bullying and workplace incivility was established by taking into consideration the correlations between the variables. These correlations were all below the guideline of 0.85 which was provided by Brown (2015). In other words hypothesis 4 was supported as (all) the correlations fell within the acceptable parameters and further investigation into discriminant validity between these variables was not required, indicating two similar yet separate constructs.

The correlation results further indicated that the workplace incivility factors have negative relationships with positive outcome variables, while it has positive relationships with negative outcome variables. For example, supervisor incivility has a negative relationship with job satisfaction as outcome variable. This is supported by previous research by Dowden (2015) in which it was found that victims of workplace incivility have reported a decrease in their job satisfaction levels. In other words if supervisor incivility increases, the employee's satisfaction with his or her job will decrease as it stimulates employees' negative feelings (Taylor, 2010). Supervisor incivility also has a positive relationship with turnover intention, which would indicate that if supervisor incivility increases, the employees' intention to leave the organisation will also increase – as 12% of employees actually leave the organisation after having been exposed to workplace incivility (Glendinning, 2001). This could be due to

the employee wanting to escape the environment due to the supervisor being uncivil towards them. Lastly, supervisor incivility also has a negative relationship with organisational commitment, indicating that the employee's commitment to the organisation will decrease if he/she experiences incivility from his/her supervisor; this may be as a result of the employee experiencing the working environment to be hostile and the organisation being indifferent towards what is experienced by them (Bartlett, Bartlett & Reio, 2008; Taylor, 2010).

Next, in order to investigate hypotheses 5 to 8 it was necessary to establish predictive validity between workplace incivility and the outcome variables work engagement, job satisfaction, organisational commitment as well as turnover intention. The regression results of the structural model indicated that only supervisor incivility was a significant predictor of work engagement, i.e. supervisor incivility negatively predicted work engagement. This may be explained in the context of the Job Demands-Resources (JD-R) model, as supervisory support is considered a job resource (Bakker, Demerouti & Sanz-Vergel, 2014; Demerouti et al., 2001). Therefore, when these employees experience less support from their supervisor they are likely to experience an imbalance between their job resources and job demands and may consequently experience a decrease in their levels of work engagement (Beattie & Griffin, 2014). However, hypothesis 5 was only partially supported as the other two workplace incivility factors did not significantly predict work engagement, although instigated incivility was a borderline statistically significant case in negatively predicting work engagement ($p = 0.058$). This indicated the possibility that employees that are more uncivil towards co-workers are more likely to also be less engaged – as indicated by the correlation found between the two variables, i.e. a negative correlation of medium effect size.

Hypothesis 6 was also only supported partially as supervisor incivility was once again the only significant negative predictor of organisational commitment. This may be due to the fact that when supervisors treat other employees in an uncivil manner they tend to experience the working environment as unsupportive and therefore they decrease their affective commitment towards the organisation itself – which the supervisor represents (Rhoades, Eisenberger & Armeli, 2001). Barling and Phillips (1993) states that workplace incivility is considered to be unfair treatment and as a consequence the victims thereof decrease their organisational commitment. Hypotheses 7 and 8 were also partially supported as supervisor incivility and instigated incivility both were significant in negatively predicting job satisfaction. The reason

may be that the employee acts in an uncivil way as to give expression to his or her dissatisfaction with his or her job situation, as well as experiencing a lack of civility from authority figures which contributes to a negative attitude which the employee experiences towards his or her job (Holm, 2014). Furthermore, colleague incivility was not a significant predictor of job satisfaction, and hypothesis 7 was only partially supported. Lastly, supervisor incivility was again the only significant predictor in terms of turnover intention, i.e. positively predicted turnover intention. Employees may feel that their supervisor is treating them in an unfair manner, hence feeling that they no longer want to continue their employment with the organisation as the supervisor is making it difficult for them to stay (Shim & Chang, 2012).

Colleague incivility did not significantly predict any of the outcome variables (p 's > 0.05) with the end result being that Hypotheses 5 to 8 were all only partially supported. Colleague incivility may not have been a significant predictor of any of the outcome variables based on the grounds that with workplace incivility there can often be a power imbalance between the victim and the instigator (Pearson & Porath, 2005). Supervisors are usually highly valued employees within the organisation and often other employees look up to these supervisors for support, which may be a huge contributor towards supervisor incivility being a significant predictor of all the outcome variables. Therefore, as there is very little power imbalance between colleagues, the victims of such behaviour may not be affected to such a negative extent compared to when their supervisors treat them in an uncivil manner (Pearson & Porath, 2005).

Practical implications

The current study provided evidence of the validity and the reliability of the adapted WIS within the South African banking industry. Consequently, by utilising the validated scale it enables organisations within South Africa to measure workplace incivility. By determining the levels of workplace incivility within organisations, this could shed light on incivility in general in South Africa and may also assist in determining the general environment of organisations in which employees are required to function. If organisations are aware of workplace incivility they can consider strategies which can be implemented in order to eliminate the negative impact it potentially may have on the organisational outcomes which were highlighted in the study, i.e. work engagement, organisational commitment, job

satisfaction as well as turnover intention. . Specifically, the “broken windows”-perspective of neighbourhood policing might be an applicable analogy to consider and apply in this situation. This perspective holds that if broken windows (minor crimes; occurrences of incivility) in a neighbourhood (organisation) are addressed, that the overall disorder that generates and sustains more serious crimes (more intense forms of workplace deviance, e.g. bullying) will decrease (cf. Welsh, Braga & Bruinsma, 2015).

One strategy may be to consult with the Industrial Relations consultants regarding the development of workplace bullying policies which also address workplace incivility. This policy may also include the grievance procedure to be followed when acts of workplace incivility and bullying are reported. These policies may include the organisation’s stance in terms of deviance within the workplace as well as placing workplace incivility and workplace bullying in the domain of health and safety as it does impact on the employees’ physical and psychological wellbeing (Cortina et al., 2001; Namie, 2003). Furthermore, these policies can help to assist in creating the awareness of management pertaining to workplace incivility. In order to further create awareness of this phenomenon, the emotional intelligence of managers and employees can be improved by means of training. This has been said to increase the work morale by 10.5% as well as to decrease distress experiences at work by 11.1% (Schutte, Malouff & Thorsteinsson, 2013).

From the study it is also evident that workplace incivility acted out by supervisors causes the most problems in terms of these outcomes. Therefore, if organisations are to address workplace incivility it is necessary to address it in a sensitive manner as to not aggravate supervisors, which may cause them frustration, which in turn could lead them to engage in more intense forms of workplace deviance such as workplace bullying (Andersson & Pearson, 1999). In terms of workplace incivility it is important to note that workplace incivility may be facilitated by various other factors such as the environment in which these employees function (Bibi et al., 2013). Thus, if management aims to address such behaviour it is important to take into consideration the social aspects thereof as well as the organisational environment (Holm, Tolkerson & Bäckström, 2015).

Limitations and recommendations

The current research study provided findings which are valuable in terms of workplace incivility, especially within the South African context. However, the current study is not without limitations. The first main limitation involves the research approach which was followed during the study, i.e. the utilisation of a cross-sectional survey design. This specific method restricts the study from definitively establishing relationships of a causal nature. Thus, in order to be able to explore such relationships it is necessary to conduct a longitudinal study. This will enable the researcher to further validate the direction and causality of the relationships (Taris & Kompier, 2006). Other factors can also be explored in terms of causality, i.e. the well-being of employees (burnout and psychological distress), as research has found evidence that workplace incivility impairs the health of individuals being exposed to such behaviour (Bakker et al., 2014). The impact of workplace incivility on customers is also an area which needs further research as Dowden (2015) found that employees that have been exposed to uncivil behaviour have taken out their frustrations on customers.

The second main limitation is concerned with the sample of the current study. The sample consisted of various participants within a single large organisation within the banking industry. Hence the focus was on the banking industry only and cannot be generalised in terms of all organisations within South Africa. As a result, it is necessary to validate this workplace incivility scale within other industries in South Africa in order to study workplace incivility more extensively. Therefore care should be taken with regard to making generalisations pertaining to this phenomenon in other industries.

The third and final main limitation is the utilisation of a self-report questionnaire in collecting data, which has received much criticism regarding measurement bias matters (Spector, 1994). This is a limitation, since social desirability is likely to occur when items of a socially sensitive nature are used within a questionnaire, for example when having to complete a self-report questionnaire on workplace deviance (Van de Mortel, 2008). Social desirability can be conceptualised as the tendency of the respondent to respond in such a manner as to present a positive image of him- or herself (Johnson & Fendrich, 2005). This may also be influenced by the participants' perceptions of the specific phenomenon, i.e. their responses are subjective. However, the methods which can be utilised in order to address this problem are

somewhat limited (Salkind, 2009). The current method was utilised due to the fact that self-report questionnaires are considered to be a method which is normal in terms of the exploration of latent constructs such as workplace incivility – which is also a subjective perception by individuals (Podsakoff, MacKenzie, Lee & Podsakoff, 2003). An additional method which can be suggested in order to address the current limitation is qualitative interviews in addition to quantitative surveys as a mixed method approach. Lastly, anonymous data on grievances and disciplinary action that are concerned with workplace deviance could be used as objective indicators in a statistical model, if available and based on the willingness of the organisation to share such sensitive data.

Conclusion

The current study provided evidence for the reliability as well as validity of a workplace incivility scale among diverse employees within the banking industry of South Africa. The scale was confirmed to be a three-factor structure. The scale also provided acceptable internal consistencies and significant negative relationships were found between workplace incivility and various outcome variables such as work engagement, organisational commitment, job satisfaction and turnover intention. Therefore, considering the relationships which exist between workplace incivility, organisational outcomes as well as individual outcomes, it is clear that management should refrain from neglecting workplace incivility. It is suggested that management rather consider various interventions which could assist in diminishing the effects workplace incivility (and workplace deviance in general) can have on the attitudes and productivity of employees, as it will impact the bottom-line of organisations.

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CHAPTER 3

CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

Conclusions, Limitations and Recommendations

This chapter presents the conclusions by linking the general and specific objectives of the research with the findings of the study. Then, the limitations pertaining to the research are presented after which recommendations are provided for organisations as well as future research pertaining to workplace incivility.

3.1 Conclusions

Due to its nature, management and researchers have neglected the research of workplace incivility, especially within the South African work environment. Research has provided evidence of the negative effects this phenomenon has on an individual and organisational level due to the prevalence thereof. Workplace incivility has not received much attention within the South African context; there was no validated scale to measure workplace incivility within the local working environment. Furthermore, it has led to a lack of awareness and understanding regarding workplace incivility on the part of management within South African organisations. The current study aimed at addressing the gap within the literature by validating a workplace incivility scale in South Africa and more specifically within the banking industry.

The general objective of this study was to validate a workplace incivility scale for the South African banking industry by investigating the specific objectives, i.e. establishing the factor structure, reliability, convergent validity, discriminant validity and predictive validity of the scale. In addressing these objectives, hypotheses were specified for the majority of the specific objectives of the study which were either supported or rejected.

The first objective was to conceptualise workplace incivility as well as the other study variables, i.e. workplace bullying, work engagement, organisational commitment, job satisfaction and turnover intention from the literature. By completing and presenting a thorough literature review in chapter two, the first objective was achieved. Specifically, workplace incivility was conceptualised as deviant workplace behaviour which is considered to be of low intensity which is acted out towards other employees within the organisation and in the process violates the organisation's norms, although the intention of the instigator is

ambiguous in terms of causing harm to the victim (Andersson & Pearson, 1999). Pearson and Porath (2005) continue by stating that regardless of its low intensity, these behaviours may escalate into more intense forms of deviant behaviour such as workplace bullying. Additionally, workplace incivility has also been found to have various negative consequences on an individual and organisational level such as work engagement, organisational commitment, job satisfaction and turnover intention (Shim, 2015; Tarraf, 2012). These relationships have been tested in the current study and the findings are discussed pertaining to the second objective of the study below.

In terms of the second objective, the reliability and validity of the workplace boredom scale was required to be established. The first step involved investigating the factor structure of the workplace incivility scale, i.e. whether workplace incivility consisted of a three-factor structure. By means of CFA, it was confirmed that the scale does indeed consist of a three-factor structure. Specifically, it was shown that the three-factor structure was a much better fit to the data than a competing one-factor structure. This was also supported by the findings of Leiter, Laschinger, Day and Oore (2011) that operationalised workplace incivility as a three-factor structure in their adapted version of the original WIS on which the current study is based. The three factors of the adapted WIS which was found in the current study as well as in Leiter et al. (2011) were supervisor incivility, colleague incivility and instigated incivility.

The second step involved investigating Cronbach's alpha coefficient values in order to determine the reliability of the scale constructs found, i.e. the three-factor structure. Based on the results it was evident that the workplace incivility scale showed acceptable internal consistency (supervisor incivility $\alpha = 0.91$; colleague incivility $\alpha = 0.89$; instigated incivility $\alpha = 0.83$). This was also supported by Leiter et al. (2011) in which they found similar reliability coefficients in terms of all three components of workplace incivility.

In the third step, convergent validity was established between workplace incivility and other similar theoretical constructs. Specifically of interest, pertaining to incivility and workplace bullying the results confirmed that a positive relationship does exist between all three the components of workplace incivility and workplace bullying with no discriminant validity concerns. In practical terms this indicated that as workplace incivility increases, workplace bullying will also increase. According to Einarsen (2000) workplace bullying takes place

when employees are exposed to negative behaviours such as teasing and mockery from other employees over a prolonged period of time. Andersson and Pearson (1999) indicated that workplace incivility may escalate into more intense and aggressive forms of deviant workplace behaviours, which supports the findings of the current study.

The correlation results further indicated that supervisor incivility had a negative relationship with organisational commitment and job satisfaction as outcome variables. Therefore, employees' organisational commitment will decrease when experiencing incivility from their supervisor; this may be as a result of the employees experiencing the working environment to be hostile and the organisation being indifferent towards what is experienced by them (Bartlett, Bartlett & Reio, 2008; Taylor, 2010). In terms of job satisfaction, Dowden (2015) found that employees experiencing workplace incivility also experience decreased satisfaction with their jobs. In other words, when supervisor incivility increases, the employees' job satisfaction will decrease as it stimulates the negative feelings which the employees are experiencing (Taylor, 2010). Additionally, supervisor incivility also had a positive relationship with turnover intention, which indicated that if supervisor incivility increases, the employees' intention to leave the organisation will also increase. This is supported by the findings of Glendinning (2001) which states that 12% of employees actually leave the organisation after being exposed to workplace incivility. This may cause employees to experience the need to escape the environment due to supervisor incivility.

Discriminant validity was established in the fourth step of objective two, specifically establishing that workplace incivility and workplace bullying are not the same phenomenon – as these two constructs are often mistaken to be the same construct (Branch, 2008). According to Hershcovis (2010), workplace incivility and workplace bullying differ pertaining to their intent, intensity, frequency and persistence. The findings of the current study confirmed that these two constructs do differ and should not be considered to be the same construct. This was done by taking into consideration the correlations between the variables. Specifically, the correlations between workplace incivility, workplace bullying and all of the constructs were all below the guideline of 0.85 which was provided by Brown (2015) as the cut-off point for discriminant validity concerns. In other words, all the correlations fell within the acceptable parameters and further investigation into discriminant validity between these variables was not required, indicating clearly separate constructs.

The last step pertaining to objective two involved establishing predictive validity between workplace incivility and the outcome variables, i.e. work engagement, organisational commitment, job satisfaction and turnover intention. The results indicated that only supervisor incivility negatively predicted work engagement. The other two components of workplace incivility were therefore not significant predictors of work engagement in the sample, although instigated incivility was a borderline statistically significant case in negatively predicting work engagement ($p = 0.058$). The reason why only supervisory incivility negatively predicted may be due to the fact that within the Job Demands-Resources (JD-R) model, supervisory support is considered to be a job resource (Bakker, Demerouti, & Sanz-Vergel, 2014; Demerouti, Bakker, Nachreiner & Schaufeli 2001). In other words it is proposed that when employees experience a lack of support from their supervisors (which might be due to perceived incivility), they may experience an imbalance between their resources and job demands – consequently experiencing a decrease in their levels of work engagement (Beattie & Griffin, 2014). More specifically, they may experience a decrease in terms of their energy, devotion towards their work as well as their level of immersion in their work (Demerouti et al., 2001).

In terms of organisational commitment as outcome variable, supervisor incivility was once again the only significant negative predictor of organisational commitment. This may be due to employees perceiving the working environment to be unsupportive as a result of being exposed to uncivil treatment at work, leading to decreased affective commitment towards the organisation (Rhoades, Eisenberger & Armeli, 2001). The current study specifically focused on affective commitment due to employees' emotional state being influenced as a result of them experiencing workplace incivility. This is also supported by the findings of Barling and Phillips (1993) who stated that workplace incivility is considered to be unfair treatment and as a consequence the victims thereof decrease their organisational commitment. Furthermore, both supervisor incivility and instigated incivility have been shown to be significant negative predictors of job satisfaction. According to Holm (2014) instigated incivility may be a significant negative indicator of job satisfaction based on the possibility that employees engage in workplace incivility so as to give expression to his or her dissatisfaction with his or her job situation. Supervisor incivility on the other hand also contributes to a negative attitude which the employee experiences towards his or her job (Holm, 2014). Moreover, supervisor incivility was again the only significant positive predictor of turnover intention. According to

Shim and Chang (2012), employees may contemplate leaving the organisation due to their experience of uncivil treatment from their supervisor, i.e. the supervisor makes it difficult for employees to continue their employment with the organisation as a result of the experienced incivility.

Overall, the results indicated that colleague incivility was not a significant predictor of any of the outcome variables. This may be due to the power imbalance which exists between the instigator and victim of incivility (Pearson & Porath, 2005). In organisations, supervisors are usually the employees that are highly valued, and often subordinates look up to these supervisors, which may contribute towards supervisor incivility being a significant predictor of all the outcome variables. However, with colleague incivility there may still be very little power imbalance and as a result the victims of such behaviour may not be as affected by uncivil treatment from their colleagues when compared with perceived uncivil treatment from their supervisors (Pearson & Porath, 2005).

The final objective was to make recommendations for practice and future research. This objective was achieved by providing the limitations and recommendations in their respective sections below.

3.2 Limitations

It is important to acknowledge the limitations of the study. The first limitation is concerned with the cross-sectional survey design which was utilised in the study, which involves gathering data at a fixed point in time (Olsen & St. George, 2004), in other words, restricting the study from definitively establishing relationships of a causal nature.

The second limitation involves the sample utilised in the study. The data within the current study was collected at a single large organisation within the banking industry in South Africa. The participants involved in the study were selected based on their availability and willingness to participate in the study (i.e. convenience sampling). Therefore, it advised that care should be taken to not irresponsibly generalise the findings.

The third limitation is concerned with the use of a self-report questionnaire in gathering the participants' responses. This method has received much criticism regarding measurement bias matters (Spector, 1994). In other words, social desirability is likely to occur when items of a socially sensitive nature are posed in a questionnaire, e.g. a self-report questionnaire on workplace incivility (Van de Mortel, 2008). Additionally, this may also be influenced by the perceptions of the participants pertaining to the specific phenomenon, i.e. their responses are subjective. However, based on the research of Podsakoff, MacKenzie and Podsakoff (2003), a self-report questionnaire is an acceptable method for using when tapping into concepts which are subjective such as workplace incivility.

Regardless of the limitations, the study has provided valuable results in terms of workplace incivility by supporting the majority of the hypotheses. These results are considered valuable as they provide important information for organisations as well as future research possibilities pertaining to workplace incivility in South Africa.

3.3 Recommendations

3.3.1 Recommendations for practice

The validation of a workplace incivility scale within the South African banking industry provides opportunities both for organisations and applicable practitioners with regard to the investigation of the construct, as it enables organisations to gain more insight and understanding of workplace incivility, specifically pertaining to the hazardous affects it has on the outcomes of the organisation. It is therefore important for organisations to develop an awareness of the risks associated with workplace incivility as well as to focus their attention on possible strategies which may assist them in eradicating the negative consequences which are felt on an individual and organisational level.

One such a strategy may include the development of a workplace deviance policy which will also address issues related to workplace incivility, perhaps with the assistance of labour relations specialists, e.g. the Industrial Relations (IR) consultants. This policy needs to address the grievance procedure to be followed when deviant incidents such as workplace incivility and workplace bullying are reported, i.e. how employees should proceed if they

want to report a perceived transgression. The organisation should include their stance in terms of deviance within the workplace in order for employees to be informed on which actions the organisation can take if such behaviour has been found to be an offence within the workplace by an employee. Furthermore, the policy can place workplace incivility and workplace bullying within the well-being domain based on the negative individual consequences it holds for the employees' physical and psychological well-being (Cortina et al., 2001; Namie, 2003). Additionally, these policies can assist the larger organisation in creating management awareness pertaining to workplace incivility amongst employees. Another way in which awareness can be extended is by means of training in order to enhance the emotional intelligence of managers and employees. According to Schutte, Malouff and Thorsteinsson (2013), improved emotional intelligence increases morale at work by 10.5% as well as decreases experiences of distress at work by 11.1%.

The findings of the study have indicated that workplace incivility in the form of supervisor incivility has the largest impact on the outcomes of individuals as well as organisations. Therefore the organisation should take care when addressing workplace incivility by approaching it in a sensitive manner so as not to unnecessarily offend supervisors – as this might cause them frustration, which in turn could lead them to engage in more intense forms of workplace deviance such as workplace bullying (Andersson & Pearson, 1999). Furthermore, organisations should be aware that workplace incivility may be facilitated by various other factors such as the environment in which these employees function (Bibi, Karim & Din, 2013), and even personality dynamics (Doshi & Wang, 2014). Thus, the social nature of workplace incivility and the organisational environment should be taken into consideration when aiming to address the occurrence of workplace incivility (Holm, Tolkerson & Bäckström, 2015).

3.3.2 Recommendations for future research

It is recommended that a longitudinal study be conducted as this would assist in further validating the findings of the study, i.e. direction and causality (Taris & Kompier, 2006). In other words, this approach will further assist in gaining insight as well as developing understanding pertaining to the predicted relationships over time. Also various other factors can be explored in the literature pertaining to causality, such as the well-being of employees,

as research has found evidence that workplace incivility impairs the health of individuals being exposed to such behaviour (Bakker et al., 2014). In addition, in terms of the Job Demands-Resources model, burnout occurs due to the employees experiencing their job as stressful over a prolonged period of time (Leiter & Maslach, 2009). As stated previously, workplace incivility leads to the employees experiencing more stress. Therefore, workplace incivility may increase burnout scores, which leads to a decrease in the well-being of employees. Therefore future research within South Africa should explore the relationship between workplace incivility and burnout as this is of specific concern. This is supported by the research of Laschinger, Leiter, Day and Gilin (2009) in which they found that employees that experienced supervisor and colleague incivility also experienced increased burnout. Previous research has also found that workplace incivility being *witnessed* can have various consequences in terms of individual and organisational outcomes (Holm, 2014). Therefore, future research can also focus on witnessed incivility and the effects it may have on applicable outcomes. The impact of workplace incivility on customers is also an area which warrants further research; Dowden (2015) found that employees that have been exposed to uncivil behaviour have taken out their frustrations on customers.

Data for the study was collected within the banking industry only. Therefore future research can consider validating a workplace incivility scale in other industries in South Africa. This can assist in more clearly understanding the dynamics and manifestation of workplace incivility within various South African organisations.

Furthermore, in addition to self-report questionnaires, it could be beneficial to utilise qualitative interviews. Lastly, anonymous data on grievances and disciplinary action concerned with workplace deviance could be used as objective indicators in a statistical model – if available and based on the willingness of the organisation to share such sensitive data with researchers.

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Appendix A

The Adapted Workplace Incivility Scale (WIS)

Component	Code	Item text
Supervisor incivility	supincivil1	Paid little attention to your statement or showed little interest in your opinion.
	supincivil2	Addressed you in unprofessional terms, either publicly or privately.
	supincivil3	Ignored or excluded you from professional camaraderie.
	supincivil4	Doubted your judgment on a matter over which you have responsibility.
	supincivil5	Made unwanted attempts to draw you into a discussion of personal matters
Colleague incivility	colincivil1	Paid little attention to your statement or showed little interest in your opinion.
	colincivil2	Addressed you in unprofessional terms, either publicly or privately.
	colincivil3	Ignored or excluded you from professional camaraderie.
	colincivil4	Doubted your judgment on a matter over which you have responsibility.
	colincivil5	Made unwanted attempts to draw you into a discussion of personal matters
Instigated incivility	insincivil1	Paid little attention to others statement or showed little interest in others opinion.
	insincivil2	Addressed others in unprofessional terms, either publicly or privately.
	insincivil3	Ignored or excluded others from professional camaraderie.
	insincivil4	Doubted others judgment on a matter over which they have responsibility.
	insincivil5	Made unwanted attempts to draw others into a discussion of personal matters

Notes: Descriptive statistics for the items are presented on p. 44; Factor loadings of the items are presented on p. 46.