

**THE DEVELOPMENT AND ASSESSMENT OF
A MULTILEVEL MODEL OF TEAM CLIMATE FOR
INCIVILITY**

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Candidate Statement

This thesis contains material that has been submitted for publication as follows:

Paper 1 (in Chapter 4) is currently “in press” with the Group and Organization Management Journal. I am the first author, and my principal supervisor, Dr Barbara Griffin, is the second author of this paper. My contribution to the research and paper was: Concept = 70%; Data collection = 100%; Data analysis = 100%; Writing = 80%; Total = 88%.

Paper 2 (Chapter 5) is currently “in press” with Work and Stress: An International Journal of Work, Health and Organisations. I am the first author, and my principle supervisor, Dr Barbara Griffin, is the second author of the paper. My contribution to the research paper was: Concept = 70%; Data collection = 100%; Data analysis = 100%; Writing = 80%; Total = 88%.

Paper 3 (Chapter 6) is currently under review with the Journal of Occupational Health Psychology. I am the first author, and my principal supervisor, Dr Barbara Griffin, is the second author of this paper. My contribution to the research and paper was: Concept = 70%; Data collection = 100%; Data analysis = 100%; Writing = 80%; Total = 88%.

Except where indicated by specific reference, the work submitted is the result of my own investigation and the views expressed are my own. No portion of the work presented has been submitted in substance for any other degrees or award at this or any other university or institution. Macquarie University Human Research Ethics Committee approval was obtained for this research and all work was conducted in line with these approvals (Reference: 5201100895; 5201000104M; 5201100758).

Candidate: _____ Date: _____

Principal Supervisor: _____ Date: _____

Publications Arising From Thesis

Journal Articles

Paulin, D. K., & Griffin, B. (in press). Team Incivility Climate Scale: Development and validation of the team-level incivility climate construct. Manuscript accepted 11 November, 2015. *Group and Organization Management*.

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Conference Papers and Posters

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Abstract

This thesis extends our understanding of workplace incivility by investigating the multilevel construct of team climate for incivility. Recent research, which has shown that a team's collective experiences of incivility has detrimental effects over and above employees' personal experiences of uncivil behaviour, suggests that the full cost of incivility is underestimated and highlights the need for a better understanding of this phenomenon. Reviews of workplace incivility and team climate literature emphasise several critical gaps in our understanding of workplace incivility, particularly when it has permeated the team climate. The objective of this thesis was to address these gaps by proposing and examining a multilevel model of team climate for incivility, to in turn design and examine a team-based intervention aimed at addressing such climates. Team climate for incivility was defined as a distinct team cognition about the practices, procedures and norms that are rewarded or supported concerning workplace incivility.

This is a thesis by publication, presenting four studies. The first study applied a multilevel framework to explore the conceptualisation of group level incivility as a facet-specific climate construct and developed a scale to assess this. Utilising three separate samples of Australian workers, the results lend support to the validity of the incivility climate construct across levels of analysis, as well as the utility of the Team Incivility Climate Scale (TICS).

The second study demonstrated a detrimental effect of uncivil team climates on employee wellbeing, supporting the notion that the extent to which incivility affects wellbeing is influenced by characteristics of a work team and its climate. It also suggests that employees do not have to be direct targets to experience the negative effects of uncivil behaviour.

Understanding those factors that lead to uncivil team climates is critical to designing effective interventions. The third study therefore examined a cross-level model of team incivility climate, which included supervisor incivility and team cohesion. The critical role of supervisor behaviour in fostering positive or negative working environments was demonstrated by the significant direct effect of supervisor incivility on uncivil team climates. The results also confirmed the hypothesis that team cohesiveness influences the extent to which incivility becomes embedded in the team climate, and acts as a moderator of the relationship between employees' personal experiences of incivility and psychological incivility climate.

The fourth and final study examined the effectiveness of a team-based intervention aimed at reducing incivility, designed using the positive findings of the first three studies. Results revealed limited success of the Positive Team Climate (PTC) intervention, with insignificant improvements in experienced incivility, supervisor incivility and team incivility climate, over the six month intervention period. Similarly, there were no significant changes in any of the employee or team outcomes during or following the intervention. The limited success of the PTC intervention reinforces the ongoing challenge for organisations aiming to address incivility and its associated costs.

Contributions, implications and limitations are discussed in the final chapter together with an exploration of several directions for future research. Findings of this thesis provide scholars and practitioners with more information about the insidious nature of workplace incivility when it has permeated the team environment, how such negative climates may emerge, and possible interventions to prevent such climates emerging.

Chapter 1: Introduction and Overview of Thesis

“So be sure when you step, step with care and great tact. And remember that life’s a great balancing act. And will you succeed? Yes! You will, indeed!

(98 and ¾ per cent guaranteed).” – Dr Seuss, Oh the Places You’ll Go

Organisations are integrated, multilevel systems, whereby individual employees are embedded within work teams, which in turn are embedded within organisations, industries, society and so on (Kozlowski & Klein, 2000). That is, employees do not exist in a vacuum and their behaviour and experiences both influence, and are influenced by, the social context around them. The impact of employee behaviour is not constrained to that individual, but rather has multiple consequences that transcend to co-workers, teams and organisations (Hitt, Beamish, Jackson, & Mathieu, 2007). Applying a multilevel lens is critical to developing a more complex understanding of organisational phenomenon, such as incivility, and designing effective interventions that take account of the nested nature of the workplace (Hitt et al., 2007).

Despite recognition of the hierarchical nature of organisations, coupled with advances in multilevel theory and assessment, research on workplace incivility remains largely focused on individuals’ experiences of uncivil behaviour (Andersson & Pearson, 1999; Blau & Andersson, 2005; Cortina & Magley, 2009; Lewis & Malecha, 2011). Such research has shown that incivility can have measureable effects on individual targets, including psychological distress, reduced job satisfaction, turnover, and counter-productive work behaviours (Cortina, Magley, Williams, & Langhout, 2001; Lim, Cortina, & Magley, 2008; Penney & Spector, 2005). However, despite such serious outcomes, uncivil behaviour is often left unaddressed with many organisations failing to hold perpetrators accountable. This may be due to the fact that uncivil behaviour is ambiguous and milder in nature (Andersson & Pearson, 1999) so managers

could underestimate its negative effect. The premise of this thesis is that when left unchecked, incivility is likely to permeate the work environment and become embedded in the team's climate. Team climate has been shown to significantly influence the wellbeing of its members, the effectiveness of the team and the overall performance of organisations (Kessler, Spector, Chang, & Parr, 2008; O'Leary-Kelly, Griffin, & Glew, 1996). This thesis extends the current research on workplace incivility by introducing and examining a multilevel construct of team climates for incivility.

The four studies presented in this thesis represent an important step towards an integrated and more complete understanding of workplace incivility that occurs between employees, within teams and across organisations. Drawing upon the Input-Mediator-Output (IMO) framework of team effectiveness (Kozlowski & Bell, 2003; Marks, Mathieu, & Zaccaro, 2001), this thesis explores many aspects of the proposed multilevel model of incivility illustrated in Figure 1.1. Conceptualising team-level incivility as a facet of team climate, and assessing the construct at multiple levels, will help create a theoretically strong model of workplace incivility that can be practically applied within the work setting (Kozlowski & Klein, 2000).

This introductory chapter commences by defining workplace incivility, at both the individual and team level, before briefly presenting multilevel definitions of team incivility climate. Gaps in the literature are then identified, which leads into the overall objectives of this thesis. Finally, an overview of the thesis structure and the datasets used in the four empirical studies are described.

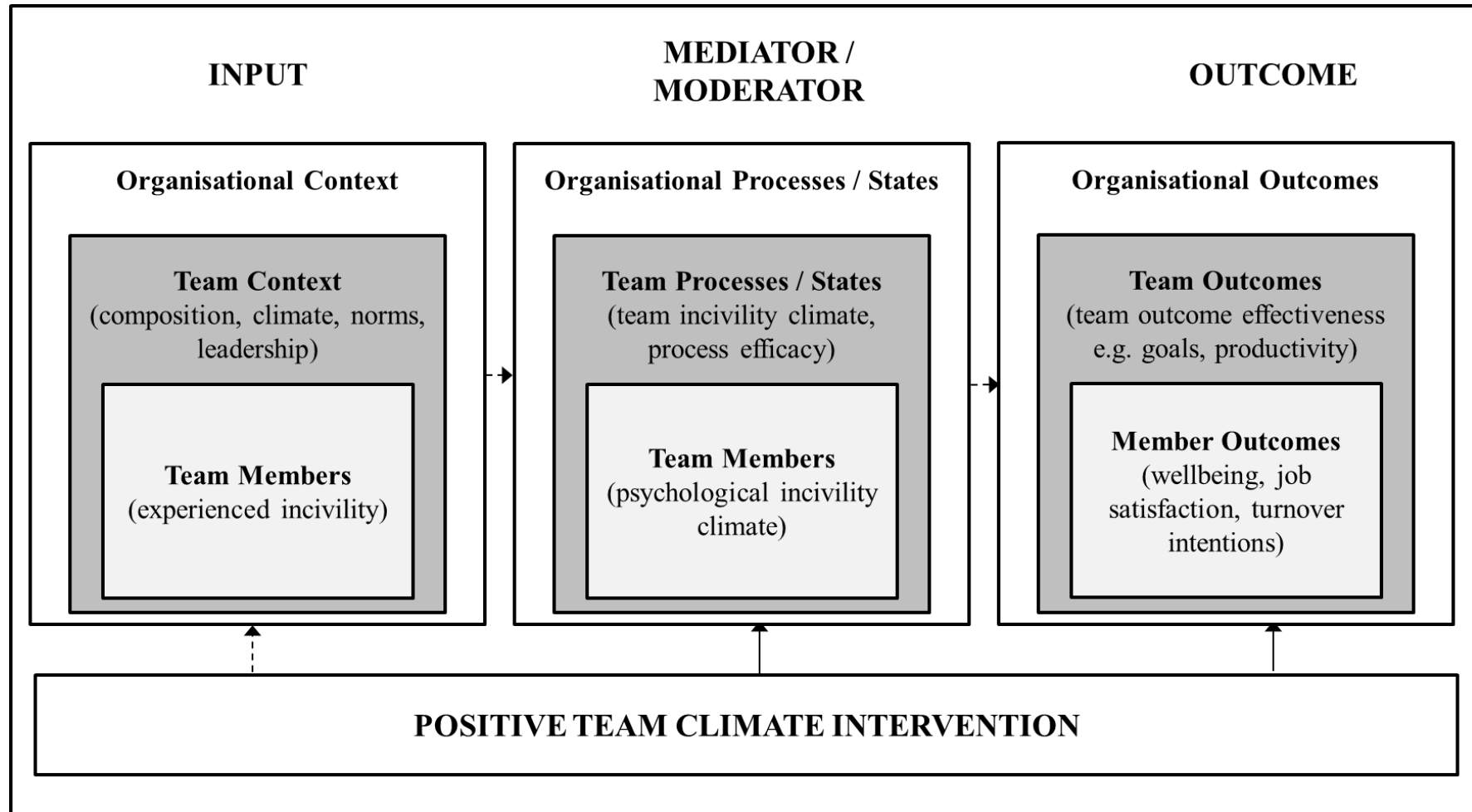


Figure 1.1. Proposed multilevel model of incivility climate

Definitions of Workplace Incivility Constructs

At the individual level, workplace incivility is defined as “low-intensity, deviant behaviour with ambiguous intent to harm the target, in violation of workplace norms for mutual respect” (Andersson & Pearson, 1999, p. 456). Uncivil behaviours are characteristically rude and discourteous; examples include interrupting, condescending or derogatory comments, swearing, yelling, and withholding information. Although not without limitations (discussed in more detail in Chapter 2 of this thesis), there are five defining features of workplace incivility, which are seen to distinguish such behaviour from other forms of interpersonal mistreatment (e.g. Andersson & Pearson, 1999; Hershcovis, 2011). First, uncivil behaviour is characterised by an ambiguous intent to harm. Second, incivility is defined as being generally less intense than other types of workplace deviance. Third, workplace incivility does not require an imbalance of power, status or position, and often occurs between co-workers. Fourth, workplace incivility can be experienced on an adhoc to more frequent basis. Finally, uncivil behaviour influences a range of individual and organisational outcomes.

More recently, research has begun to examine workplace incivility at the group-level. Lim et al. (2008) defined group level incivility as a measure of vicarious exposure of an individual to incivility. In their study, vicarious or group incivility was measured by giving each team member a unique group-level score that represented the mean of their team’s incivility scores. However, according to Griffin (2010) this conceptualisation of group has some limitations, as one cannot be sure that the uncivil events experienced by an employee have actually been observed by all their team members. Furthermore, this definition does not adequately address the shared nature of the group-level variable (Griffin, 2010).

Aligned with Hackman's (1992) typology, group level incivility would be categorised as an ambient stimuli, saturating the work setting and potentially affecting everyone present. According to Griffin (2010), group-level incivility refers to a shared stressor that can be conceptualised as a measure of environmental incivility. By applying multilevel theory and analysis, such a group-level construct can be considered more of an objective rating of the environment (Bliese & Jex, 2002; Griffin, 2010). However, this conceptualisation is also not without its limitations. Indeed, one of the key objectives of this thesis is to extend the initial thinking on group-level incivility by examining team climate for incivility as a more appropriate measure of incivility when it has changed from a purely individual experience to one that has permeated the work environment.

Definitions of Incivility Climate Constructs

Organisational climate refers to the shared perceptions, feelings and attitudes that employees have about their team or organisation (Ehrhart, Schneider, & Macey, 2014; Moran & Volkwein, 1992). Inherent in this definition of climate is the notion that climate exists at multiple levels and can be both an individual experience construct, as well as an attribute of the team or organisation (Castro & Martins, 2010). James and Jones (1974) recognise this distinction and differentiate between psychological climate and team or organisational climate. Psychological climate refers to "an individual's psychologically meaningful representation of proximal organizational structures and processes" (Parker et al., 2003, p. 390). Team climate, on the other hand, refers to shared perceptions of employees concerning "the events, practices, and procedures, and kinds of behaviours that get rewarded, supported and expected in a setting" (Schneider, 1990b, p. 384). Whilst historically, climate was examined as a more general work construct, more recent research has begun to explore facets of climate (Ehrhart et al.,

2014; Kuenzi & Schminke, 2009). Facet-specific climates differ from more general assessments of climate, in that they are focused on particular aspects of the team or organisational context, such as justice climates (Naumann & Bennett, 2000) and safety climates (Zohar, 2003). This thesis introduces the concept of incivility climate as an important facet for climate research. Psychological incivility climate is defined as employees' perceptions of their team's practices, behaviours and norms regarding workplace incivility. At the team-level, incivility climate refers to a distinct team cognition about the practices, procedures and norms that are rewarded or supported concerning workplace incivility. An uncivil team climate exists when the team's practices or norms either encourage, or fail to prevent, uncivil behaviour occurring throughout a team. Empirical validation of this new construct and scale is the premise of Paper 1 (Chapter 4) of this thesis. A more detailed exploration of climate theory and research is provided in Chapter 3.

Gaps in the Literature and Objectives of this Thesis

Whilst there has been a flurry of research on workplace incivility over the past decade, leading to a strong understanding of the incident and impact of individuals' experience of uncivil behaviour, important gaps in our understanding of incivility remain. One of these critical areas is the role of incivility beyond employees' direct experiences, or more specifically, when it has become embedded in the climate of work teams. Emerging research has suggested that work teams offer an important and unique setting in which to explore incivility, due to the professional and often personal proximity of team members (Griffin, 2010). To date, few studies have investigated the construct beyond the individual level of analysis. An exception is Lim et al. (2008), who examined the impact of workgroup incivility on individual outcomes, such as job satisfaction and mental health. Similarly, Griffin (2010) found that incivility at the

organisational level accounted for unique variance on intention to leave the organisation, above individuals' personal experiences. However, the focus of these studies was on the aggregation of employees' actual experiences of uncivil behaviour, rather than on the collective or shared perceptions of the team climate. More research is needed to both validate incivility climate as a meaningful and unique facet of team climate, over and above collective incivility, as well as to examine the full extent to which team climates for incivility impact experiences and outcomes of workplace incivility.

A further gap in our understanding relates to the antecedents or predictors of uncivil behaviour in the workplace. Despite both the pervasiveness and impact of workplace incivility, there is only a limited understanding of the factors that lead to employees' experience of and involvement in uncivil behaviour. Furthermore, what is known about predictors of incivility is mostly limited to individual-factors, such as characteristics of the target and instigators (Cortina et al., 2001; Pearson & Porath, 2005). This gap is surprising given the critical role that employees' immediate work environment has on influencing behaviour and attitudes, and the need to identify 'levers' for changing such behaviour. Indeed, whilst many researchers have stressed the importance of examining social and environmental conditions in the workplace that foster group norms of incivility and interpersonal mistreatment (Einarsen, 2000), this call for research has largely gone unanswered. Without an understanding of how individual and environmental antecedents interact across levels to influence incivility within work teams, organisations will continue to struggle to foster civil and respectful team environments and mitigate the significant costs associated with such climates.

Last, but certainly not least, a significant gap in the literature is the absence of effective workplace interventions aimed at addressing uncivil team climates and reducing

the prevalence of incivility within them. Given the widely acknowledged negative consequences of workplace incivility for individuals, teams and organisations, a key focus for researchers and practitioners is how to address incivility, particularly when it has permeated the team climate. Despite theoretical advances in the area suggesting that interventions will be best placed at the team or organisational level, rather than directed at individual perpetrators or targets (Vartia & Leka, 2011), very little research has produced convincing evidence supporting effective interventions.

The objective of this thesis is to address these critical gaps in the workplace incivility literature, by proposing and examining a number of components (see Figure 1.2) of the proposed multilevel model of team incivility climate.

Specifically, this thesis aims to answer four key research questions, which together offer a series of related conceptual and practical advances all derived from the notion of team-level incivility as a facet-specific climate construct:

RQ1: Is team incivility climate a distinct and valid construct and how is it best measured?

RQ2: What is the impact of uncivil team climates, and does this vary depending on other characteristics of the team?

RQ3: What are the contextual factors related to uncivil team climates, and how do they interact across levels?

RQ4: Can a team-based intervention program, which targets both supervisor and team member behaviour, reduce incivility and improve both individual and team outcomes?

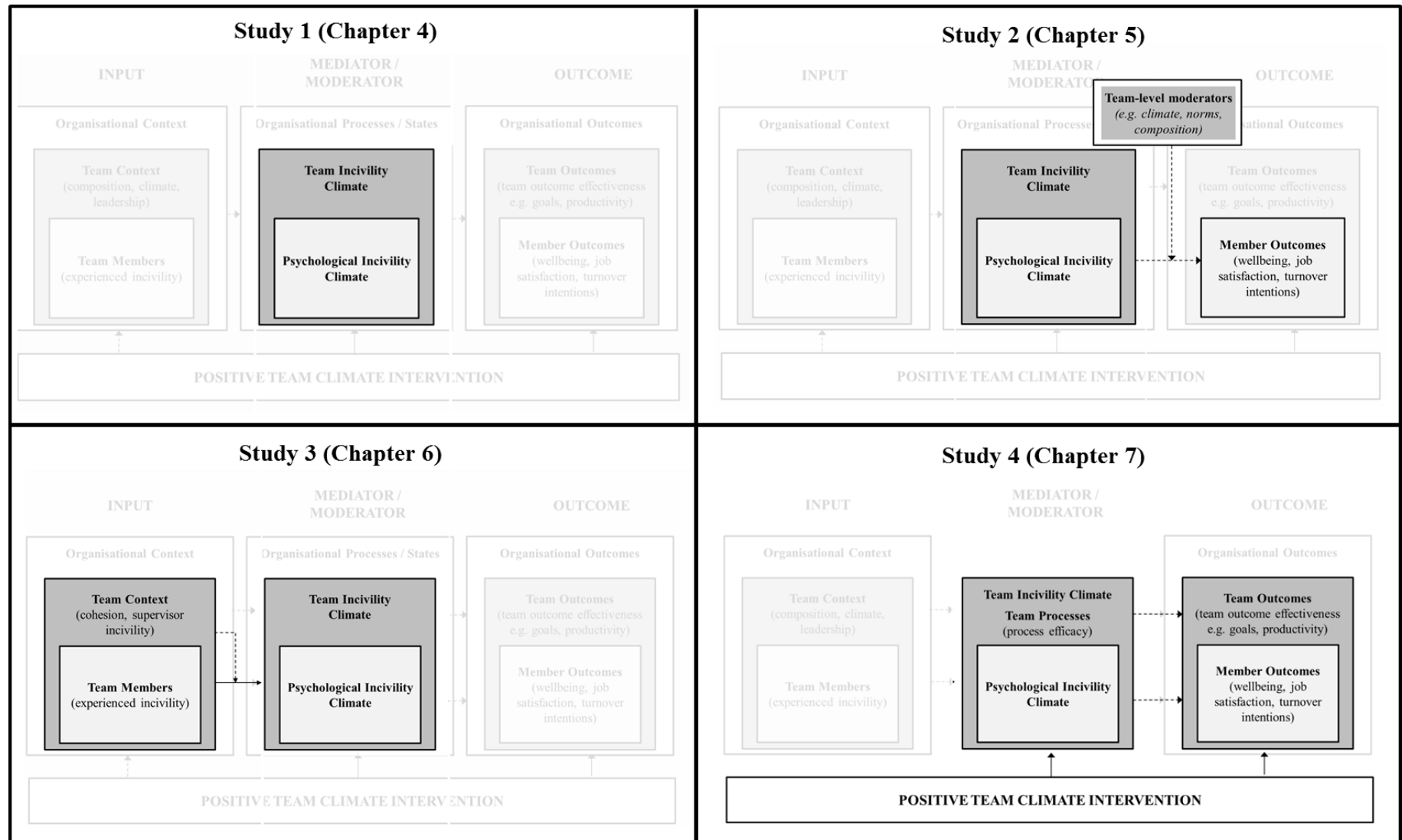


Figure 1.2. Aspects of the multilevel model of incivility tested in this thesis.

Overview of this Thesis

This is a thesis by publication, whereby I present four studies in Chapters 4 – 7. Paper 1 (Chapter 4) applies Chen, Mathieu and Bliese's (2003) framework for multilevel construct validation, in order to examine the construct validity of incivility climate at both the individual- and team-level of analysis, along with the utility of the Team Incivility Climate Scale (TICS) that I developed to assess team climate for incivility.

Following the examination of the validity of team climates for incivility and the TICS, Paper 2 (Chapter 5) explores the detrimental effects of uncivil climates (both psychological climate and team climate) on job-related affective wellbeing. Furthermore, this study investigates two other team-level factors, namely competitive team norms and team size, as potential moderators of the relationship between incivility and wellbeing.

Paper 3 (Chapter 6) aims to address the significant gap in our understanding of the antecedents of incivility, by examining contextual team-level factors related to incivility climate. This study considers the cross-level interacting role of supervisor incivility and team cohesion in mitigating or exacerbating uncivil team climates. The importance of understanding possible contextual antecedents of incivility in the design and delivery of effective interventions is also discussed.

Paper 4 (Chapter 7) presents the final study of this thesis, which examines the effectiveness of a six-month team-based intervention program aimed at reducing uncivil team climates and improving team outcomes. Furthermore, applying the IMO framework (Kozlowski & Bell, 2003; Marks et al., 2001) this chapter also explores the role of team process efficacy as mediating the effect of the intervention on the measures of incivility.

Although these studies are stand-alone (and have been submitted to different journals for publication), I have included two separate literature reviews in this thesis to help frame the four studies. The first of the two literature reviews, presented in Chapter 2, provides an overview of the individual-level research of workplace incivility conducted to date. Specifically, in Chapter 2, I examine why incivility research is important from a prevalence, impact, and cost perspective. I also review a number of methodological, measurement and statistical issues present in research on incivility, followed by an overview of the current state of literature in relation to the antecedents of workplace incivility. The second of the literature reviews, presented in Chapter 3, moves to focus on the team-level. It provides a brief overview of team climate theory and research followed by an exploration of level-of-analysis issues relevant to this current body of work. A final discussion (presented in Chapter 8) summarises the key findings of this thesis in order to draw important contributions and implications, along with identifying important areas for future research.

Data Used Throughout this Thesis

The four studies included in this thesis draw upon four separate datasets, collected at distinct points of time and made up of independent samples. Indeed a strength of this thesis is the large, independent, multilevel samples used to explore relationships amongst the primary construct of interest: team climate for incivility. Note, that in all four datasets participants were required to work in roles requiring a high degree of interdependence and interpersonal interaction, which is important given the study's focus on employees' interpersonal behaviour. Participants who were not working within well-established teams, and working collectively toward common goals, were excluded from the studies. A brief overview of each of the four datasets is described below.

Dataset 1. Utilising a snowball approach, the first dataset consisted of 116 participants (35% male), aged between 21 and 75 ($M = 37.00$; $SD = 13.08$). Participants were employed in diverse occupations and across the range of not-for-profit, private and public sectors. The average job tenure was 5.0 years ($SD = 6.78$). Of the survey participants 57.8% were employed as employees/team members, 25.9% were middle managers/team leaders, and 16.4% were senior leaders. The education levels of participants varied with 10.4% reaching high school level education, 61.2% achieving a bachelor degree or technical college certificate or equivalent, and 28.4% having a postgraduate or higher education degree. Dataset 1 was used in Paper 1 (see Chapter 4) to generate and reduce scale items.

Dataset 2. The 357 survey participants included in the second dataset were recruited using a commercial survey pool, where just under half (48%) were male. Ages ranged from 21 to 82 ($M = 45$; $SD = 14.51$). Similar to Dataset 1, participants were employed across a diverse range of occupations and sectors. Participants had been employed in their jobs for an average of 8.4 years ($SD = 9.49$). The education levels of participants varied with 20.7% reaching high school level education, 65.2% achieving a bachelor degree or technical college certificate, and 14.0% having a postgraduate or higher education degree. Dataset 2 was also used in Paper 1 (see Chapter 4) to cross-validate the unitary factor solution obtained using Dataset 1.

Dataset 3. The third dataset consisted of 637 employees nested in 50 work teams across five large organisations, which included a not-for-profit, one public sector and three private sector companies. Industries represented included financial services, health, marketing, professional services, and telecommunications. Just under half the individual participants (45%) were male and their age ranged from 18 to 73 years ($M = 34$; $SD = 9.44$). Mean job tenure was 5.7 years ($SD = 6.51$), ranging from one month to

40 years. In terms of role within the teams, 57% of respondents were team members, 32% were middle managers, and 11% were senior managers. Of the respondents, 25% had a school or high school certificate, 43% had a bachelor degree or technical college certificate, and 32% had a postgraduate degree. Like Dataset 4, participants were all working within well-established teams under co-located managers or team leaders. The size of participating work teams ranged from 6 to 44 members, with a mean of 24 ($SD = 11.37$). The average team member response rate was 46%, with 4 to 23 responding from each team ($M = 11$; $SD = 5.09$). Dataset 3 was used to validate the TICS at the team-level of analysis in paper 1 (Chapter 4), as well as to examine the interactive, cross-level relationship between incivility team climate and employee wellbeing in Paper 2 (see Chapter 5). Dataset 3 was also combined with Dataset 4 to examine the contextual factors related to uncivil team climates in Paper 3 (see Chapter 6).

Dataset 4. The fourth and final dataset used in this study consisted of 102 employees nested within 10 work teams within a single organisation ($n = 61$ in the intervention groups and $n = 41$ in the control groups). The size of participating teams ranged from 4 to 23 members, with a mean of 11.9 ($SD = 7.0$). The average team member response rate was 85.2%, with 43.8% to 100% responding from each team ($M = 9.9$; $SD = 6.4$). Participants were predominately male ($n = 86$, 84.3% male), with an average age of 40.0 years ($SD = 12.5$). A total of 90.2% of participants were employed as employees or team members, and 9.8% were team leaders or supervisors. The education levels of participants varied: 17.6% had a high school level education, 47.1% had a TAFE certificate or equivalent, 28.4% had an undergraduate university degree, and 6.9% had a postgraduate or higher education degree. Participants had been employed in the organisation for an average of 11.9 years ($SD = 12.4$). As this sample participated in the six-month incivility climate intervention program, data were

collected at three time points. The response rates dropped to 85 employees at Time 2 ($n = 50$ in the intervention groups and $n = 35$ in the control groups), and 74 employees at Time 3 survey ($n = 45$ in the intervention groups and $n = 29$ in the control groups). This dataset was combined with Dataset 3 to examine contextual factors related to uncivil team climates in Paper 3 (see Chapter). It was also used in Paper 4 (see Chapter 7) to examine the effectiveness of a team-level intervention aimed at improving team climate and effectiveness.

Chapter 2: Overview of the Workplace Incivility Literature: Individual-Level Perspective

Over the past two decades, there has been a plethora of research on workplace incivility, let alone research within the broader interpersonal mistreatment domain. As a result, there is a good understanding of individuals' experience of uncivil behaviour. The aim of this chapter is to attempt to provide an overview of the individual-level research on workplace incivility, and is divided into four main sections. First, I examine how the focus on workplace incivility research is likely driven from a prevalence, impact and cost perspective. Next, I outline the theoretical models and conceptual frameworks that commonly underpin the individual-level research on workplace incivility. Third, I attempt to address a number of definitional, conceptual and measurements challenges, and provide some order to the abundance of, at times, conflicting literature in this space. Finally, I examine research on the antecedents of incivility, recognising that this work has largely been limited to the individual level of analysis.

The Importance of Examining Workplace Incivility

Prevalence. Rude and disrespectful behaviours have become increasingly common in the workplace, with research indicating that incivility is perhaps the most prevalent form of workplace deviance (Cortina et al., 2001; Griffin, Bell, & Marusz, 2007). In a US study, Cortina et al. (2001) found that approximately 71% of the 1,180 participating public sector employees reported some experience of workplace incivility in the past five years, and 25% of the 1,180 participants experienced incivility on a more frequent basis. Similar findings were identified in a study of over 54,000 employees from 179 organisations across Australia and New Zealand (Griffin et al., 2007), where 85% of

employees reported experiencing some form of incivility in the past year and 31% experienced uncivil behaviour in the workplace each month.

Furthermore, numerous studies have estimated the prevalence of workplace incivility in a variety of organisational contexts. For example, in the healthcare setting, research suggests that 85% to 91% of nurses experienced workplace incivility (Lewis & Malecha, 2011; Sofield & Salmond, 2003). Similarly, 75% of university employees (Cortina, Lonsway, & Magley, 2004) and 79% of law enforcement employees (Cortina & Magley, 2009) reported encountering a form of uncivil behaviour in recent years. Although relying on self-report, these studies suggest that many, and possibly most, employees and organisations are impacted by workplace incivility. Indeed, Pearson and Porath (2009) found that 99% of surveyed employees working in the United States federal service reported witnessing incivility, and 96% report that they had experienced some form of uncivil behaviour. Pearson and Porath (2005) reported that 10% of respondents witnessed workplace incivility on a daily basis, and 20% were targets of workplace incivility at least once per week. Such research indicates that incivility may be an inevitable characteristic of the work environment, due to differences in values, personality and standards for interpersonal conduct in terms of what is acceptable and unacceptable (Zemke, Raines, & Filipczak, 2000).

Impact of incivility. Although incivility refers to less severe or intense forms of interpersonal mistreatment, there is a large body of literature that shows the serious consequences that rudeness and disrespect at work can have on individual wellbeing, team functioning, and organisational performance. Whilst a full review of the literature on the consequences of workplace incivility is outside the scope of this thesis (and can be found in Bartlett, Bartlett, & Reio, 2008; Estes & Wang, 2008; Salin, 2003), this

section briefly outlines the key impact of incivility on individual, team and organisational outcomes, as examined in the literature.

Impact on individuals. The detrimental effect of workplace incivility on both physical and mental health and wellbeing is indisputable. A large body of literature has shown that such negative outcomes for individual employees include psychological distress, such as burnout, depression and anxiety (Lim & Cortina, 2005; Reio & Ghosh, 2009), as well as declines in physical and mental health (Lim et al., 2008; Salin, 2003). Exposure to incivility in the workplace has also been shown to damage employees' self-esteem, self-worth and sense of identity, by increasing negative mood and feelings of anger, fear, guilt and embarrassment (Cortina et al, 2001; Yamada, 2000).

Job dissatisfaction is one of the most commonly cited outcomes of workplace incivility, with repeated evidence demonstrating that uncivil behaviour serves as a workplace stressor that negatively affects employees' satisfaction with their jobs (e.g. Bartlett et al., 2008; Blau & Andersson, 2005; Penney & Spector, 2005; Reio & Ghosh, 2009). Furthermore, decreased work effort and withdrawal are common among targets of workplace incivility (Blau & Andersson, 2005; Kane & Montgomery, 1998; Martin & Hine, 2005; Pearson & Porath, 2005). For example, Porath and Pearson (2012) demonstrated that almost half (47–48%) of employees who experience uncivil behaviour reported intentionally reducing their work effort and time spent at work. Other individual outcomes supported by the literature include increased alienation (Pearson, Andersson, & Wegner, 2001), work-family conflict (Lim & Lee, 2011), and disempowerment (Kane & Montgomery, 1998).

Impact on teams. Although literature on the impact of workplace incivility on team outcomes is scarcer than that on individual outcomes, and generally conducted at the individual-level, recent evidence suggests uncivil behaviour is damaging to team

creativity, trust and networks. Porath and Erez (2007) found that both experiencing and witnessing incivility hampered individual's perception of their teams' ability to perform complex tasks and reduced overall creativity. This finding was supported by Porath and Erez (2009), who showed that as incivility increased the helping behaviours directed towards co-workers decreased. Miner-Rubino and Reed (2010) linked incivility with lowered trust and regard amongst team members, and suggested that as incivility increases, trust and positive evaluations a member holds for their team decreases. A related outcome of workplace incivility is reduced networks and social capital, which are essential for team performance and organisational success (Estes & Wang, 2008; Nahapiet & Ghoshal, 1998). Targets of uncivil behaviour are likely to withdraw socially, which in turn reduces their personal and business networks, or social capital. Finally, workplace incivility can negatively affect overall team climate as a result of perceived injustice (Barling, Weber, & Kelloway, 1996; Barling, Rogers, & Kelloway, 2001) or role modelling of uncivil behaviour by supervisors (Pearson & Porath, 2005), and even result in emotionally unsafe work environments (Berger, 2000).

Impact on organisations. In terms of organisational outcomes, incivility has been shown to increase both intention to quit and actual turnover (Cortina et al., 2001). For example, Glendinning (2001) found that of the 66% of employees who were experiencing incivility, 50% reported that they were seriously considering leaving and 12% actually left the organisation. Related to increased turnover, organisations characterised by high levels of incivility have difficulties recruiting into the organisation and experience poorer succession planning (Glendinning, 2001; Bartlett et al., 2008). Other negative organisational outcomes include reduced organisational commitment and productivity. Porath and Pearson (2012) found that just over a third (38%) of employees intentionally reduced the quality of their work, and two-thirds

(66%) stated that their performance declined as a result of uncivil behaviour. Other studies have shown workplace incivility leads to absenteeism and increased workplace deviance (Estes & Wang, 2008; Pearson & Porath, 2005), which in turn can negatively affect an organisation's overall culture (Pearson & Porath, 2005).

Financial costs. Not surprisingly, the detrimental effects of uncivil behaviour in the workplace described above carry significant financial costs, both quantifiable and concealed. Pearson and Porath (2009) estimated that incivility can cost businesses at least \$14,000 per employee per year as a result of project delays and disruption. Indeed, the same authors suggested that even a single rude email could cost businesses over \$1,500 in wasted time. Although no known research has specifically examined the costs of incivility to Australian businesses, the Australian Productivity Commission estimates that workplace bullying costs employers an average of \$17,000 to \$24,000 per case (The Parliament of the Commonwealth of Australia (PCA), 2012), with a total cost to the Australian economy of \$14.8 billion a year. According to the PCA report (2012), reduced workplace morale, management downtime to respond to incidents, and negative publicity are significant contributors to these estimated costs. It is important to note that these estimates did not include hidden costs such as hiring and training employees to replace those who left the organisation due to workplace stress.

In addition to project delays and disruption, Pearson and Porath (2005) reported that senior leaders spend as much as 13% of their time, equating to approximately seven weeks per year, mediating and resolving cases of incivility. Extrapolating this finding to the Australian workforce reveals a staggering financial impact of incivility in senior leader's time alone. For example, within the finance and accounting sector, where the average annual income of a senior leader is \$130,000 – \$170,000 (Robert Half, 2014), time spent dealing with incivility would equate to approximately \$19,500 per leader.

Similarly, in 2012 the average salary of a senior manager working within the Australian banking sector was \$120,000 (Kelly Services Australia, 2012), suggesting a cost of \$15,600 per leader due to uncivil behaviour.

In addition, stress-related illness is another cost born by organisations due to the heightened stress and poorer wellbeing resulting from uncivil behaviour. For example, McTernan and Dollard (under review, cited in Dollard et al., 2012) suggested that in 2009 stress-related illnesses resulting from workplace bullying cost Australian organisations \$673.61 million. Drawing on the National Dataset for Compensation-based Statistics (NDS), Safe Work Australia (2014) estimated that in 2010–11, mental stress claims related to workplace bullying and harassment resulted in an average of 8.4 working weeks in lost time, with a median organisational cost of \$18,100 per claim. Given these statistics include only those incidents of workplace mistreatment that are reported, the true cost of incivility is likely to be even greater.

A further cost of workplace incivility for organisations that is often overlooked is that associated with increased turnover. Whilst these costs are difficult to quantify, Matsushashi (2014) estimated that replacing employees could cost organisations (in terms of hiring and training) over 7% of their annual revenue. Furthermore, given the detrimental effects of incivility on team creativity, performance, quality and effectiveness, loss of profit is likely to be a very real cost to organisations (Andersson & Pearson, 1999).

Another hidden cost of workplace incivility relates to the fact that the detrimental effects of incivility extend beyond those directly involved. Pearson et al. (2001) showed that the impact of incivility could spill over beyond involved employees, and negatively affect those who witness, or even simply hear about, the uncivil incident. Extending this concept, recent multilevel research found that incivility aggregated to the group level

accounted for unique variance in employee outcomes, over and above individuals' personal experiences of uncivil behaviour (Lim et al., 2008; Griffin, 2010). Together, these findings suggest that since incivility extends beyond just those who directly experience such behaviour, the current estimates of the financial impact of incivility are likely to be significantly underestimated.

In addition to having a broader negative effect on colleagues and work teams, it appears that workplace incivility adversely affects an organisation's relationship with its customers. Porath, MacInnis and Folkes (2010) found that consumers who witnessed employee-employee incivility made negative generalisations about the company as a whole as well as about future encounters they were likely to have with the organisation, indicating the likelihood of a further detrimental effect on an organisation's sales, revenue and overall profit.

Taken together, the research described above indicates that current estimations of the financial costs of incivility may actually be underestimated and demonstrates that the economic impact of interpersonal mistreatment is far too great for organisations and employers to ignore.

Theoretical Models Guiding Workplace Incivility Research

Stressor-strain framework. Research on workplace incivility is underpinned by a number of theories and conceptual frameworks. The most common theoretical framework drawn upon is the stressor-strain framework (Cortina, 2008; Cortina & Magley, 2009; Lim et al., 2008; Griffin, 2010) where acts of uncivil behaviour are conceptualised as a workplace stressor that employees are likely to perceive as a threat. According to Spector (1998), such stressors lead to negative emotions, which result in physical, psychological or behavioural job strains. The stressor-strain framework

therefore explains how seemingly ‘mild’ forms of interpersonal mistreatment can have such negative consequences on employee health and wellbeing, job satisfaction and commitment to the organisation. The frequency with which research draws upon the stressor-strain framework is, at least in part, due to the large focus on the relationship between experienced incivility and individual outcomes. However, the stressor-strain framework largely ignores the broader social context that is expected to influence uncivil behaviour in the workplace.

Social exchange theory. Research findings indicate that it may be the social context, rather than personal factors, that are most important in explaining how people make sense of their environment and how this guides their behaviour (Duffy, Ganster, Shaw, Johnson, & Pagon, 2006). For this reason, social exchange theory has recently been used as a theoretical model to explain antecedents of workplace incivility and other interpersonal mistreatment constructs (Mitchell & Ambrose, 2007). According to social exchange theory, employees’ behaviours are driven by obligations that arise from social transactions in the workplace (Cropanzano & Mitchell, 2005), where employees respond to others actions in kind. By viewing interpersonal relationships in terms of a series of reciprocal transactions of resources, employees may engage in uncivil behaviour in response to poor relationships and negative events (Andersson & Pearson, 1999). Lyons and Scott (2012) draw upon social exchange theory to generate hypotheses on the relationship between experienced and instigated incivility. They found that employees who harm co-workers are more likely to receive harm back, suggesting that after experiencing acts of incivility, employees will engage in a ‘tit for tat’ exchange. Similarly, Scott, Restubog and Zagenczyk (2013) applied social exchange theory to explain their finding that target incivility was positively related to co-worker exclusion of the perpetrator. The Authors (in press a) suggest that uncivil

employees are viewed as liabilities as they threaten social exchange relationships and group functioning.

Social rules theory. Incivility research also draws upon social rules theory (Argyle, Henderson, & Furnham, 1985) to understand intra- and inter-group processes within organisations and work teams, and how they negatively affect relationships between members and team climate. Drawn from the broader interpersonal mistreatment literature, social rules theory suggests that situationally-specific rules give rise to team member cognitions about what behaviours should or shouldn't occur in certain situations (Callan, Callois, Noller, & Kashima, 1991). Social rules may be universal or team-specific, and can intentionally and unintentionally be broken (Ramsay, Troth, & Branch, 2011). Social rules theory suggests that condoning uncivil behaviour is likely to increase incivility to the point that it becomes part of a teams' accepted social rules and ultimately team climate (Robinson & O'Leary-Kelly, 1998; Salin, 2003). According to Ramsay et al. (2011), groups that have negative social rules based on aggressive, anti-social, or in this case, uncivil behaviour, are more likely to promote and condone incivility amongst group members, particularly when the group has a strong identity. This perspective aligns with Andersson and Pearson's (1999) incivility spiral framework by suggesting an upward spiral retribution process. Over time, social rules regarding incivility will become more pronounced and rigid, and will guide the behaviour of individual team members. This is yet to be empirically examined beyond the individual level of analysis.

Social learning theory. A related theoretical framework emerging in the workplace incivility research is social learning theory (Bandura, 1973), which suggests that employees' behaviour is influenced, at least in part, by the environment they work in. The principles of social learning theory would suggest that employees learn, often

unconsciously, what behaviours are appropriate or inappropriate by observing their supervisors and others in their team (Cheng & Chartrand, 2003). Social learning theory is therefore a useful lens when examining uncivil behaviour, as it helps to explain the mechanism or process by which incivility is fostered in the working environment. For example, when examining abusive supervision, Robinson and O’Leary (1998) suggested that employees ‘watch and learn’ abusive workplace patterns of interpersonal behaviour from their supervisors, and will subsequently engage in those behaviours with their co-workers, thereby further embedding interpersonal mistreatment into team norms.

Incivility as a Distinct and Meaningful Construct

Interpersonal mistreatment is an overarching term that attempts to capture a range of poor behaviours employees can experience in the workplace. It ranges from more subtle, rude and discourteous behaviours, such as incivility, through to more overt acts of personal abuse, such as workplace aggression and violence. It includes generalised negative behaviours that impact the organisation as a whole, such as antisocial behaviour, through to more targeted acts of mistreatment such as bullying. It also includes mistreatment from the perspective of the target, such as social undermining, through to negative interpersonal behaviour from the perspective of the instigator, such as abusive supervision. Whilst examination of all these constructs under the broad banner of interpersonal mistreatment has resulted in a depth of knowledge about the incident and impact of such behaviour in the workplace, it has also created considerable confusion, and debate, as a result of the overlapping nature of these constructs. There have even been several papers attempting to reconcile the numerous workplace mistreatment constructs (Branch, 2008; Griffin & Lopez, 2005; Hershcovis, 2011; O’Leary-Kelly, Duffy, & Griffin, 2000). This section does not attempt to replicate the

discussions presented in those papers, but rather provide clarity on the key distinguishing features of workplace incivility, for the context of this thesis.

Referring to rude or discourteous behaviour which violates workplace norms for mutual respect, research suggests that incivility is both related to and distinct from other forms of interpersonal mistreatment, such as harassment, aggression and social undermining (Andersson & Pearson, 1999). Indeed, Andersson and Pearson originally distinguished workplace incivility from other mistreatment constructs based on two key criteria: (1) incivility has an ambiguous intent to harm; and (2) incivility is milder or lower in intensity. These are both described in more detail below.

Ambiguous intent to harm. The first characteristic seen to distinguish incivility from other forms of interpersonal mistreatment is its ambiguous intent to harm, which refers to the victim's perception about the instigator's intention to cause adverse effects to the individual or organisation (Hershcovis, 2011). This is an important given findings that blame attributions assigned to acts of mistreatment are associated with stronger negative outcomes for targets, including higher levels of revenge behaviour (Aquino, Tripp, & Bies, 2001). In relation to acts of incivility, it is often not clear to the instigator, target or observers that the behaviour was performed with a harmful or malicious intent (Pearson, Andersson, & Wegner, 2001). Uncivil behaviours can be dismissed or denied and are often perceived by others to be accidental due to the instigator's ignorance, personality or oversight (Lim et al., 2008). This ambiguity of intent is seen to conceptually differentiate incivility from most other interpersonal mistreatment constructs, such as bullying, social undermining and aggression (Bartlett & Bartlett, 2011; Duffy, Gangster, & Pagon, 2002; Neuman & Baron, 1998). For example, social undermining specifically refers only to behaviours that are intentionally designed to hinder a target's reputation, work-related success or relationships with

others (Duffy et al., 2002). Similarly, both workplace bullying and aggression are explicitly defined by their intention to harm others and threatens the wellbeing of both individuals and their organisations (Bartlett & Bartlett, 2001; Neuman & Baron, 1998).

Low intensity behaviours. In addition to its ambiguity, incivility is defined as being generally less intense than other types of workplace deviance. Examples of uncivil behaviours include interrupting or ignoring others, using sarcasm or condescending tones and addressing others unprofessionally (Estes & Wang, 2008; Martin & Hine, 2005; Milam, Spitzmueller, & Penney, 2009). These examples demonstrate that unlike workplace violence for example, incivility involves verbal or non-verbal behaviour but not physical assault. Incivility is also seen to be less intense than workplace harassment or aggression, as it typically refers to behaviours which are passive or subtle rather than active and overt (Andersson & Pearson, 1999; Baron & Neumann, 1996). As a milder form of interpersonal mistreatment, incivility is seen as a conceptually distinct construct.

Power differential. In addition to intent and intensity, Hershcovis (2011) also suggested three further defining characteristics that can distinguish between various forms of interpersonal mistreatment: (a) power/position differential, (b) frequency, and (c) outcomes. Power differential refers to the extent to which the negative behaviour clearly results from differences in power, position or status. Abusive supervision and workplace bullying both specify clear power differential between perpetrators and the victims (Bartlett & Bartlett, 2011; Tepper, 2000). Workplace bullying is defined as “repeated and enduring acts which involves an imbalance of power between the victim and the perpetrator and includes an element of subjectivity on the part of the victim” (Bartlett & Bartlett, 2011, p. 72). Inherent in this definition is a difference in actual or perceived power. Indeed, some (e.g. Einarson, 2000) argue that to be considered a

victim of bullying, the target must find it difficult to defend themselves, or have little recourse to retaliate, to the extent that any serious conflicts between 'equal' parties should be considered interpersonal conflict, rather than workplace bullying. Similarly, abusive supervision also implies power differentiation as a distinguishing feature.

Abusive supervision focuses on the supervisor as the instigator of poor interpersonal behaviour, and suggests that the outcome or content will differ when it comes from an employee's supervisor (Hershcovis, 2011). Imbalances in power, status and position is not a defining characteristic of uncivil behaviour, which is in fact a common occurrence between co-workers, and can even be directed towards those in positions of power and status. This may explain the high incident rates, with workplace incivility perhaps the most prevalent form of interpersonal mistreatment (Cortina et al., 2001; Griffin et al., 2007). However, despite power imbalance not being a distinguishing feature of workplace incivility, organisational power and position do appear to play an important role on how employees appraise acts of incivility. Incivility from above appears to be particularly stressful for targets in lower hierarchical positions, perhaps because they feel unable to deal with the negative treatment given the influence that the perpetrator may have on their career (Cortina & Magley, 2009).

Frequency of behaviour. The frequency of behaviour is another feature that distinguishes different forms of interpersonal mistreatment. For example, definitions of workplace bullying mandate that inappropriate behaviours, or threat of inappropriate behaviours, occur persistently over a period of time (Bartlett & Bartlett, 2011), indicating that the long-term nature of such behaviour is the most salient feature of the construct. Social undermining is also concerned with ongoing behaviour, although differs from bullying in that it specifies the manner in which targets are harmed. According to Duffy et al. (2002), over time social undermining interferes with social

relationships at work, which in turn hinders target's reputation and impacts their overall success.

Workplace incivility, on the other hand, is not defined or distinguished by the frequency with which a target experiences uncivil acts, and can be experienced on an ongoing basis. Nonetheless, research on workplace incivility has been concerned with the frequency with which employees experience such behaviour, given that survey measures are typically anchored with a frequency scale (see for example, Cortina et al.'s (2001) workplace incivility scale (WIS), which asks respondents to indicate the extent to which they experienced each of the 11 uncivil behaviours from hardly ever (once every few months or less) to frequently (at least once a day). Results have shown that the detrimental effect of workplace incivility are stronger the more frequently employees experience uncivil behaviour (Cortina & Magley, 2009; Pearson & Porath, 2005).

Andersson and Pearson (1999) incorporate the role of frequency (and severity) in their conceptualisation of incivility, by arguing that incivility can occur in an upward spiral. Known as the incivility spiral, they argue that targets of uncivil acts often respond by becoming instigators themselves (Andersson & Pearson, 1999; Blau & Andersson, 2005), resulting in a upward or escalating spiral, both in terms of frequency and intensity, creating aggression, bullying and, on rare occasions, even violence. The potentially spiralling nature of incivility is supported by research on workplace violence, which usually describes violence as a result of escalating negative interactions between co-workers rather than just a spontaneous act of violence (Andersson & Pearson, 1999; Baron & Neumann, 1996). Blau and Andersson (2005) explored how the incivility spiral may occur in a study conducted over five years. They found that an employee's experience of distributive injustice,

over time, might lead them to engage in uncivil behaviours. In turn, the experience of such rude and discourteous behaviour was likely to provoke the target to engage in similar uncivil behaviours due to the perceived injustice.

Individual and organisational outcomes. A further characteristic that helps conceptually differentiate different forms of interpersonal mistreatment is whether the resulting outcome(s) are explicit in definitions. For example, social undermining and workplace violence outline the expected outcomes within the construct definition. As described earlier, social undermining refers to specific behaviour that is intended to hinder, over time, the ability of targets to establish and maintain positive interpersonal relationships, work-related success, and favourable reputation (Duffy et al., 2002). Unlike workplace incivility, undermining behaviour is therefore defined not by a set of specific behaviours but rather the outcome, or intended outcome, of the behaviour. Similarly, workplace violence is defined as instances that involve direct, or threats of, physical assault, thereby resulting in physical pain or injury to the recipient (Greenberg & Barling, 1999). The consequence of violent behaviour, that is injury or pain, is the feature that distinguishes it from other serious forms of interpersonal mistreatment such as bullying and aggression. Workplace incivility on the other hand, is defined by types of behaviour, rather than the consequences that those behaviours have on employees.

The literature reviewed in this section demonstrates that despite some overlap, workplace incivility is conceptually distinct from other forms of interpersonal mistreatment. Table 2.1 summarises each of the constructs against the five characteristics: 1) intent, 2) intensity, 3) power, 4) frequency, and 5) outcome, to show the similarities and differences of workplace incivility against the other constructs.

Table 2.1. *Overlap and uniqueness of interpersonal mistreatment constructs.*

Construct	Definition	Intent		Intensity		Power		Frequency		Outcome	
		Intentional	Ambiguous	Low	High	Imbalance	Relational	Sustained	Episodic	Explicit	General
Antisocial behaviour	“Actions directed towards other employees or the organisation that have the potential for producing physical, economic, psychological, or emotional harm” (Griffin & Lopez, 2005, p. 994).	✓		✓	✓		✓		✓	✓	
Workplace incivility	“Low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect...rude and discourteous, displaying a lack of regard for others” (Andersson & Pearson, 1999, p. 457).		✓	✓			✓		✓		✓
Social undermining	“Behavior intended to hinder, over time, the ability to establish and maintain positive interpersonal relationships, work-related success, and favourable reputation” (Duffy et al., 2002, p. 332).	✓		✓			✓	✓		✓	
Counter-productive work behaviour	“Serious and minor deviance directed at organizational and personal targets” (Fox & Spector, 1999, p. 349).	✓		✓	✓		✓		✓		✓
Abusive supervision	“Sustained display of hostile verbal and non-verbal behaviors, excluding physical contact” (Tepper, 2000, p. 178).	✓			✓	✓		✓			✓

Construct	Definition	Intent		Intensity		Power		Frequency		Outcome	
		Intentional	Ambiguous	Low	High	Imbalance	Relational	Sustained	Episodic	Explicit	General
Interpersonal deviance	“Voluntary behavior that violates significant organizational norms and, in doing so, threatens the wellbeing of the organization or its members, or both” (Robinson & Bennett, 1995, p. 349).	✓		✓			✓		✓	✓	
Workplace bullying	“Repeated and enduring acts which involves an imbalance of power between the victim and the perpetrator and includes an element of subjectivity on the part of the victim” (Bartlett & Bartlett, 2011, p. 72).	✓			✓	✓		✓			✓
Workplace aggression	“Behavior by which individuals attempt to harm others at work or their organization” (Neuman & Baron, 1998, p. 393).	✓			✓		✓		✓		✓
Workplace harassment	“Interpersonal behavior aimed at intentionally harming another employee in the workplace” (Bowling & Beehr, 2006, p. 998).	✓			✓		✓		✓		✓
Workplace violence	“An act carried out with the intention, or perceived intention, of causing physical pain or injury to another person” (Greenberg & Barling, 1999, p. 898).	✓			✓		✓		✓	✓	

Methodological, Measurement and Statistical Challenges

There are a number of key methodological and statistical challenges related to the way workplace incivility is currently measured in the literature that are discussed in the next section.

The distinguishing characteristics are subjective and difficult to measure. As described above, incivility is conceptually distinguished from other forms of interpersonal mistreatment. The challenge however, is that many of the existing incivility measures do not tend to examine these qualities that are supposed to make incivility unique (Raver & Barling, 2008). Whilst clearly distinct from physical violence and aggression, there is considerable overlap in how incivility and other forms of mistreatment, such as social undermining, bullying and harassment, are measured (Hodgins, MacCurtain, & Mannix-McNamara, 2014). This is compounded by the fact that many of these are quite subjective in nature (Jex, Geimer, Clark, Guidroz, & Yugo, 2010). For example, whilst incivility measures claim to assess less intense or severe forms of mistreatment, the behaviours often examined may not be appraised as low intensity by the victim. Indeed behavioural attributions have shown to be related to the target's personality, the perpetrator's personality, and the context within which the behaviour occurs (Dasborough & Ashkanasy, 2002). Similarly, judgment of the experience of incivility is also difficult to measure objectively, due to the individual differences in what constitutes civil and respectful behaviour (Jex et al., 2010). Moreover, not only do different work environments and professions create different norms about what is seen as acceptable or unacceptable in the workplace, but there are cultural and subcultural differences in appraisals of uncivil behaviour due to different norms (Lui, Chi, Friedman, & Tsai, 2009).

Incivility measures are vulnerable to a number of biases and errors. Workplace incivility also suffers from a number of errors and biases that are likely to affect the accuracy of frequency assessments. First, measures of incivility are particularly vulnerable to recall bias as a result of the impact that such behaviour can have on victims and witnesses' overall mood, or as Jex et al. (2010, p. 260) comment, "selective recall of information or events congruent with one's current mood". For example, those using the WIS often ask respondents to recall the extent to which they experienced uncivil behaviours in the past three, six or twelve months (e.g. Cortina et al., 2001; Harold & Holtz, 2014; Lim et al., 2008). Given that employees' experiences of incivility have been shown to increase negative moods (Guimetti et al., 2013), and the fact that negative mood can distort how individuals appraise events or interactions with others (Ashkanasy, Hartel, & Zerbe, 2000; Penney & Spector, 2005; Reio & Ghosh, 2009), reports of incivility may be inaccurate due to under- or over-inflated responses (Jex et al., 2010). In addition to recall biases, workplace incivility measures are also susceptible to a recency effect, which refers to the tendency for individuals to be able to recall recent events better than earlier events (Jex et al., 2010). It therefore has the potential to distort results, as victims who experience incivility closer to when they complete the assessment are more likely to report uncivil incidents than those who experienced incivility further in the past (Dillman, Smyth, & Christian, 2009).

A further methodological limitation when measuring incivility is that employees' frequency assessments are also likely to be impacted by impression management or social desirability biases, where individuals attempt to control the impressions that others have of them, most commonly to make them appear in a positive light (Rosenfield, Giacalone, & Riordan, 1995). Applied to workplace incivility, employees may be disinclined to admit that they have been targets of uncivil behaviour in order to

avoid being labelled a ‘victim’ for fear of being seen as disliked by others, or to prevent being blamed for the incident (Jex et al., 2010). This may result in an under-inflated incidence as respondents minimise their accounts of experienced incivility to protect their wellbeing and self-esteem (Sinha & Krueger, 1998).

Incivility studies mostly rely on cross-sectional, single-sourced, self-report data. A further methodological limitation is the overreliance on cross-sectional, single-sourced data, typically attained through self-report surveys. Neall and Tuckey (2014) conducted a review of workplace harassment studies, which included incivility, and found that the vast majority of studies utilised self-report surveys (88.4%), had a cross-sectional design (84.8%), and relied on single sourced data (87.6%). This emphasis is understandable given that individual perceptions are so important when examining the incivility construct. However, reliance on these type of data has important implications for incivility research, threatening both the internal and construct validity of workplace incivility, as well as limiting the statistical conclusions that can be drawn in such studies (Neall & Tuckey, 2014). Furthermore, reliance on cross-sectional data increases the risk of common method bias, which is a potential threat to the validity of such correlational survey studies (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003).

Incivility data is often skewed. A related challenge is the fact that the incident or frequency of uncivil behaviour is positively skewed (Miner, Settles, Pratt-Hyatt, & Brady, 2012; Miner-Rubino & Reed, 2010; Penny & Spector, 2005). In other words, self-report incivility measures often result in a skewed response pattern because even though it is a widespread experience, frequency of experience is generally relatively low. In itself, the lack of non-normal distributions in incivility data, and the broader interpersonal mistreatment literature for that matter, may not be overly problematic given analytical solutions for non-normal data such as transformation and bootstrapping

(Russell & Dean, 2000). However, this important statistical issue is not often addressed in incivility research. Ignoring the presence of a highly skewed outcome variable, such as workplace incivility, can threaten the validity of the statistical inferences and conclusions drawn (Russell & Dean, 2000).

Incivility research has focused on consequences rather than causes or processes. A further challenge present in the existing body of incivility literature is the absence of research investigating antecedents or process variables of uncivil behaviour, with the majority of research focusing on its outcomes. Areas such as the relationships between individual, team and organisational antecedents, moderators of the antecedents to incivility relationships, the effectiveness of workplace interventions, and the process by which interventions reduce incidents of incivility are all critical areas for progressing our understanding of workplace incivility. To date, these areas have received little attention, in part because of increased financial costs, higher levels of required participant cooperation, and ethical issues related to the research designs required to study them (Coyne, Seigne, & Randall, 2000).

Antecedents of Workplace Incivility

As described in Chapter 1, despite the pervasiveness of workplace incivility, there is only a limited understanding of the factors that contribute to an employee's experience of and involvement in incivility. Without this understanding, it is difficult for managers and practitioners to anticipate and effectively respond to incivility before it escalates. In order to provide effective interventions for workplace incivility, the predictors of uncivil behaviour must first be identified. Similar to the broader incivility literature, research on the antecedents of incivility has focused on individual-level factors, including characteristics of targets and instigators, and individuals' perceptions of their work. This has left the influence of group factors (at either the level of team or

organisation) significantly under-examined. This section reviews what is currently known about the antecedents of workplace incivility grouping this under the three areas of individual factors, team factors and organisational factors. For completeness, each of these is covered even though the empirical papers in my thesis focus on possible team-level antecedents.

Individual factors related to the incivility in the workplace. Individual factors, such as characteristics of the target, perpetrator and job, have consistently been shown to influence incivility in the workplace. A brief review of these three factors is described below.

Characteristics of the target. Explaining incivility in terms of the characteristics of targets has been somewhat controversial in the literature, as it can appear to be blaming the victim (Bowling & Beehr, 2006; Lind, Glasø, Pallesen, & Einarsen, 2009). However, according to Milam et al. (2009), a complete picture of workplace incivility requires a thorough understanding of the personal characteristics of targets. Cortina et al. (2002) found that female employees were more likely to report experiencing incivility in their workplace (75% of females versus 49% of males). Organisational power and position has also been found to play a central role on employees' experience of incivility, with employees in positions of lower status being more likely to be targets of uncivil acts (Cortina et al., 2001; Estes & Wang, 2008; Pearson & Porath, 2005). Personality has also been examined as an antecedent of workplace incivility. Milam et al. (2009) found that individuals low in agreeableness were more likely to become targets of workplace incivility than individuals high in agreeableness. This may be due to the fact that individuals low in agreeableness tend to be more confrontational, argumentative and uncooperative, potentially making them more likely to provoke low-intensity retaliation from co-workers for the perceived annoying behaviours (Lind et al.,

2009). Milam et al. (2009) also showed that employees high in neuroticism are more likely to experience workplace incivility. As neurotic individuals are characteristically angry, nervous and insecure, research on incivility suggests that employees high in neuroticism may be more likely to perceive co-workers' acts as uncivil (Coyne et al., 2000) or they may themselves be perceived as 'provocative targets', somehow deserving of uncivil treatment (Milam et al., 2009).

Characteristics of the instigator. Age, gender, power and personality have also been shown to influence the extent to which employees initiate uncivil behaviour, with younger males apparently engaging more frequently in uncivil acts (Reio & Ghosh, 2009). Instigators of incivility also tend to be more powerful and influential employees, possibly due to the fact that they may be more likely to get away with it (Cortina et al., 2002). Employees low in agreeableness and conscientiousness were also more likely to be uncivil to other employees (Hastings & O'Neil, 2009). Furthermore, employees who are emotionally reactive and impulsive are also more likely to commit acts of incivility (Blau & Andersson, 2005; Henle, 2005).

Reio and Ghosh (2009) investigated the influence of both negative affect and workplace adaptation on workplace incivility. They found that more negative affect increased the likelihood employees would engage in uncivil behaviour, whilst workplace adaptation reduced employees' inclination to engage in uncivil behaviour at work. Furthermore, Andersson and Pearson (1999) suggested that employees who are low in self-monitoring, that is do not regulate how they appear in social settings, are more likely to instigate incivility in the workplace. This may be because low self-monitors have difficulty controlling and adjusting their behaviour to fit with the expectations of others (Andersson & Pearson, 1999; Day & Schleicher, 2006). Finally, Trudel and Reio (2011) investigated the role of conflict management style in predicting

instigated incivility. Results revealed that integrating conflict management style, which is the ability to integrate both self and others' needs and engage in joint problem solving, tended to result in less instigated incivility. The results also showed that dominating conflict management styles, that is ignoring the needs of others and only being concerned with personal goals, increased uncivil behaviour, thereby supporting Andersson and Pearson's (1999) incivility spiral framework.

Work and role design. Characteristics of work tasks and design of employees' roles can have a substantial impact on employee behaviour, highlighting the need to examine the contribution of work characteristics in explaining workplace incivility (Hershcovis et al., 2007). Whilst empirical research on such antecedents of incivility has been limited, several studies provide important findings regarding the potential work characteristics that may cause incivility, including perceived injustice, job dissatisfaction and workplace exhaustion.

Research on incivility suggests that employees are more likely to engage in uncivil behaviour when they perceive that they have been treated unfairly (Henle, 2005). The role of perceived injustice was examined by Blau and Andersson (2005), who found that distributive justice was negatively related to instigated incivility. Referring to perceived unfairness of outcomes, research on distributive injustice suggests that when employees perceive that their outcomes are unfair compared to their co-workers, they may attempt to restore justice (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). Applied to Blau and Andersson's (2005) findings, these results suggest that employees may become motivated to instigate incivility in an attempt to restore justice.

In addition to distributive injustice, research on interpersonal mistreatment suggests that individuals who are unhappy or dissatisfied with their jobs are more likely to act in counterproductive ways towards their organisation or co-workers (Judge, Scott,

& Ilies, 2006). For example, Blau and Andersson (2005) found that job satisfaction was negatively related to instigated incivility, suggesting that the experience of job dissatisfaction might cause an employee, either intentionally or unintentionally, to engage in rude or disrespectful behaviours. Consistent with these findings, Hershcovis et al. (2007) found that job dissatisfaction was one of the strongest predictors of workplace aggression, suggesting that dissatisfied employees may engage in workplace deviance in an attempt to regain control (Judge et al., 2006). Nonetheless, such findings need to be confirmed with longitudinal data.

Workplace incivility may also arise when situational constraints interfere with an employee's ability to perform their job (Hershcovis et al., 2007). In a review of workplace incivility, Pearson, Andersson and Porath (2000) examined potential situational constraints which are likely to lead to uncivil behaviour. This review suggested that characteristics of the work environment, such as overload, ambiguity and time pressures, are demanding on employees and are likely to result in increased workplace incivility. Although such situational constraints were not investigated directly, Blau and Andersson (2005) examined the role of work exhaustion on workplace incivility. Referring to a "depletion of emotional and mental energy needed to meet job demands" (Moore, 2000, p. 336), results of the study revealed that work exhaustion was positively related to instigated workplace incivility (Blau & Andersson, 2005). The role of situational constraints and work characteristics were further supported in a meta-analysis, which found that situational constraints, such as job demands and time pressures, were a strong predictor of interpersonal mistreatment (Hershcovis et al., 2007). Taken together, research suggests that characteristics of the work environment have a considerable influence over whether or not employees will behave rudely or disrespectfully to others in the workplace. Although research on

environmental antecedents of incivility is limited, preliminary research suggests that factors such as distributive injustice, job dissatisfaction and work exhaustion seem to encourage employees to initiate incivility in the workplace.

Team factors related to the incivility in the workplace. Although the studies cited above indicate the important contribution of individual differences, workplace incivility is only partly explained by the personal characteristics of targets and instigators and the roles they occupy (Bowling & Beehr, 2006; Douglas & Martinko, 2001). Work teams are also considered a central element influencing the behaviour of its employees. Whilst much research has supported the proposition that workplace incivility is a function of the social environment at work (Leiter, Laschinger, Day, & Oore, 2011), there has been limited investigation of the team-level predictors of workplace incivility. Although the following section reviews what is currently known about the team factors that may result in the instigation or experience of uncivil behaviours in the workplace, most of this work has been completed at the individual-level.

Leadership. In their broad review of the workplace mistreatment literature, Aquino and Thau (2009) highlight management failures and poor leadership as powerful antecedents of victimisation. According to this review, interpersonal mistreatment often results from weak or laissez-faire leadership styles. Indeed, in a study of over 2,000 employees, Skogstad et al. (2007) found laissez-faire leadership to be positively associated with both role conflict and interpersonal conflict. Furthermore, the study showed that both role and co-worker conflict mediated the effect of poor leadership on bullying at work, demonstrating the destructive nature of leadership behaviour. Aquino and Thau (2009) concluded that by failing to establish team norms and clear guidelines for inappropriate behaviour amongst employees, leaders increase

their team's vulnerability to mistreatment, and create team environments where such behaviour is allowed to permeate the climate. Furthermore, focusing specifically on incivility literature, Harold and Holtz (2014) also demonstrated the detrimental effect of passive leadership on both experienced incivility and behavioural acts of incivility in the workplace. According to Andersson and Pearson's (1999) incivility spiral framework, factors that contribute to informal and lax work environments, such as passive leadership, amplify uncivil behaviour. This could be due to passive leaders who are unable to establish the clear norms required to set acceptable behaviour within teams, and their ongoing inaction allows such behaviour to flourish.

Other leadership styles shown to be associated with workplace mistreatment include authoritarian and autocratic leadership. In their reviews of workplace bullying and victimisation, Aquino and Thau (2009) and Samnani and Singh (2012) identified substantial empirical support for the relationship between authoritarian leaders and the level of mistreatment in the workplace. According to these reviews, managers who employ authoritarian leadership styles create fear amongst their team and utilise bullying as a mechanism to display their authority and achieve results. Furthermore, by role modelling poor interpersonal treatment, authoritarian leaders may also establish norms that suggest such behaviour is acceptable within the team.

Team composition and context. It appears that the team context plays a critical role in facilitating and shaping individual behaviour (Hoffman, 1997; Ng & Dyne, 2005). In a meta-analysis of the workplace harassment literature, Bowling and Beehr (2006) found that it was characteristics of the work environment, rather than attributes of the individual, that contribute to workplace harassment. Recognising the importance of work teams, Robinson and O'Leary-Kelly (1998) examined the extent to which the group context influenced antisocial behaviours of employees. Results of this study

revealed that even after controlling for other explanatory variables, the team context was a significant predictor of an individual's antisocial behaviour at work. Consistent with these findings, Glomb and Liao (2003) found that the levels of aggression in a work team significantly predicted whether individual employees would engage in aggression.

Despite the importance of the team context, there has been no known research focused on contextual team characteristics that may provoke incivility, with most research focusing on incivility as individual-level behaviour. Taking a multilevel perspective would provide a better understanding of the role that group contextual factors play regarding workplace incivility (Kidwell, Mossholder, & Bennett, 1997). From the broader interpersonal mistreatment research, group characteristics that are likely to influence incivility include team cohesion and team climate (Ng & Dyne, 2005; Randel, 2002; Vartia, 2001). For example, research suggests that interpersonal mistreatment is more common in groups where the working environment is strained and competitive (Salin, 2003; Vartia, 2001). Whilst investigated at the individual-level, preliminary research on the detrimental effects of job stress supports the significant influence of the team environment on workplace incivility. Referring to the discomfort employees experience as a result of the working environment, Roberts, Scherer and Bowyer (2011) found higher stress amongst employees is associated with increased incivility in the workplace. These results support the idea that employees who are working in stressful team environments will be more likely to engage in uncivil behaviours, and that effective interventions may be those geared towards reducing stressful working conditions within teams.

Finally, it also seems that the composition of work teams influence the extent to which incivility is present in the workplace. Again, whilst there is an absence of

empirical studies investigating the effect of team composition on workplace incivility, hypotheses can be drawn from the broader mistreatment literature. First, research has shown team size to significantly influence the internal functioning of teams, and suggests that larger teams may foster the emergence of counterproductive behaviours and diminish the quality of team experiences (Cremer & Leonardelli, 2003). For example, Aube, Rousseau and Tremblay (2011) found that employees in larger teams were significantly more likely to engage in interpersonal aggression, accounting for 20% of the variance. The Authors (in press a) suggest this may be due to a lack of social constraints in larger teams and difficulty maintaining healthy and constructive relationships with one another. In addition, Randel (2002) found that conflict amongst co-workers is influenced by the gender composition of workgroups, and hypothesise that this is due to the inability of employees to see the perspective of those who are different from themselves. These results further support the significant influence that the demographic makeup of a work team can have on the uncivil behaviour of team members.

Organisational factors related to the incivility in the workplace.

Organisational factors have also been shown to influence the behaviour and attitudes of its employees, particularly in relation to deviant or counterproductive behaviour (Peterson, 2002).

Structural factors. In their commentary on workplace bullying, Gardner and Johnson (2001) suggest that poor interpersonal behaviour can be caused by the fear, uncertainty and anger resulting from organisational downsizing. Globalisation and economic conditions mean that many organisations are undergoing restructures, corporate downsizing, budget cuts and stagnant wages, which can result in increased incidents of incivility. Downsizing as an organisational antecedent has also been

hypothesised in the workplace incivility literature (Andersson & Pearson, 1999; Blau & Andersson, 2005). Andersson and Pearson (1999) suggest that downsizing and budget cuts create ambiguity and conflict, and when coupled with higher workloads, can create a working environment conducive to incivility. Increased job insecurity and increased stress were further proposed by Blau and Andersson (2005) to explain the hypothesised relationship between downsizing and workplace incivility. Organisational practitioners are continuing to call out for empirical research to investigate the impact of such organisational factors.

HR policies are also hypothesised to be an organisational-level antecedent of incivility, as they provide statements about which behaviours are acceptable in the workplace (Andersson & Pearson, 1999; Pearson & Porath, 2005). Indeed this may explain why the incidents of incivility are increasing in modern workplaces, as due to the ambiguous or subtle nature of such behaviour, organisations often lack clear policies regarding the issue. According to Salin's (2003) work in the bullying space, lack of clear policies regarding interpersonal mistreatment within organisations implies that such behaviour is not monitored and will not be punished, and in turn suggests organisational acceptance of the behaviour. However, as for most antecedents above the individual-level, no empirical studies have directly investigated this relationship on incivility.

Organisational climate. Referring to an employee's belief that their organisation values their contribution and cares about their wellbeing, perceived organisational support (POS) appears to impact on the extent employees engage in uncivil behaviour (Colbert et al., 2004; Rhoades & Eisenberger, 2002). According to organisational support theory, POS creates feelings of obligation to reciprocate and care about the organisation's welfare, including abiding by organisational norms (Eisenberger, Huntington, Hutchison, & Sowa, 1986). In line with this theory, employees who

perceive low levels of organisational support may be more likely to feel frustrated and violate the organisational norms (Ferris, Brown, & Heller, 2009). The proposed relationship between POS and workplace incivility was supported by Colbert et al. (2004), who found that POS was negatively associated with interpersonal mistreatment.

Two further organisational variables highlighted in the literature as influences of workplace incivility are psychological contract violation and perceptions of organisational justice. In a study of over 1,200 US employees, Sayers, Sears, Kelly and Harbke (2011) found a positive relationship between contract violation and workplace incivility. According to this study, when an employee perceives there to be a breach in their psychological contract with their organisation, they are likely to experience a negative emotional response, such as anger, resentment and betrayal, which in turn, increases the likelihood they will commit uncivil acts to others. In addition, the study found that higher levels of organisational injustice were associated with increased incivility, demonstrating that employees feeling unjustly treated by the organisation may react with poor interpersonal behaviour to create an 'even playing field'. Taking these findings further, Sayers et al. found that the relationship between contract violation and incivility was stronger when organisational justice was otherwise high. Although initially appearing counter-intuitive, these results align with the 'singled-out hypothesis' proposed by Duffy et al. (2006) and Griffin (2010), which suggest that employees may feel a greater sense of injustice, and thus experience more negative emotions, when they work in environments where there are lower levels of injustice. When their negative experiences are similar to the majority of their co-workers, the impact of psychological contract violations may not be as severe, and thus they are less likely to engage in acts of incivility.

According to Bowling and Beehr's workplace harassment model (2006), an organisation's climate often encourages or allows harassment to occur in the workplace. This proposition was further supported in Samnani and Singh's (2012) review of the workplace aggression and violence literature, and suggested that specific organisational climates normalise negative interpersonal behaviours. For example, Bulutlar and Uner Oz (2009) demonstrated a significant relationship between ethical organisational climates and workplace bullying, such that instrumental ethical climates were associated with increased bullying, and caring ethical climates predicted lower levels of bullying. Despite the perceived importance of organisational climate on employee behaviour, and specifically incivility, there is no known empirical research conducted in this area. An examination of organisational factors, including organisational climate, is necessary for a comprehensive understanding of the antecedents of workplace incivility.

External factors. In one of the very few studies investigating broader societal or environmental antecedents within which organisations operate, Liu et al. (2009) found that culture, specifically collectivism orientation, plays a significant role in regulating incivility. Defined as a culture in which the goals and needs of the group take precedence over those of the individual, the study found that collectivism orientation was negatively related to incivility. In other words, employees with high collectivism orientation were less likely to display uncivil behaviours than those with a low collectivism orientation. According to Liu et al. (2009) this finding indicates that collectivism has a restraining effect on incivility because it encourages employees to take an interdependent view of social relations. This is an important finding for organisations operating across multiple countries, with different cultural orientations, as well as for organisations containing multicultural work teams, due to differing behavioural expectations amongst employees.

Power distance has also been examined within the broader mistreatment literature, as a societal antecedent of workplace incivility. Research suggests that employees working within organisations in countries of high power distance, that is the extent to which power is distributed equally or unequally, may believe that they will not be punished for incivility and thus may be more likely to engage in such behaviour (Loh, Restubog, & Zagenczyk, 2000; Samnani & Singh, 2012).

Conclusion

Over the past two decades there has been a substantial body of research investigating workplace incivility which has shown that, despite its seemingly mild nature, it can have measureable effects on individual and organisational outcomes (Lim et al., 2008; Sakurai & Jex, 2012). However, despite the growth in research, the vast majority of studies have been focused on individual-level relationships. Furthermore, there are a number of methodological and statistical challenges present in the existing body of research that impact the conclusions that can be drawn.

The current thesis attempts to address a number of the limitations identified within this chapter in order to strengthen and extend our understanding of incivility in the workplace. First, the survey tools and study designs utilised were developed in a way that reduces their susceptibility to biases common in this area of research. For example, following the recommendations of Fowler (1984), to reduce both recall biases and recency effects, I reduced the time period for which respondents were asked to report their experiences of uncivil behaviours from Cortina et al.'s (2001) original five year period, to the past six months. Paper 4 also employed a longitudinal design, collecting data at multiple time points, which would also help reduce recall and recency biases. To further increase the accuracy of responses, outcome measures were always assessed first in the

survey, so that respondents' recall of incivility did not negatively affect subsequent reflections of outcomes (Jex et al., 2010).

To minimise the impact of impression management, considerable attention was given to the wording and language used within the survey instruments (Fowler, 1984; Jex et al., 2010). For example, when assessing instigated incivility, the following statement was included in an attempt to help respondents feel comfortable to answer honestly: *'For a whole range of reasons, most people behave in ways that may be considered disrespectful by their work colleagues'*. Participants were also reminded that the survey was completely anonymous and confidential to encourage them to provide accurate information. Furthermore, in the longitudinal study where individuals' responses needed to be matched over time, participants were asked to generate their own IDs to maintain confidentiality and anonymity.

Finally, and potentially most importantly, this thesis applied longitudinal and multilevel research methodology in order to examine cross-level antecedents, moderators, outcomes and interventions aimed at reducing uncivil team climates. Application of multilevel theory, frameworks and analysis utilised throughout this thesis is an important step in overcoming the significant knowledge gap resulting from the overreliance on single-level designs (Hutchinson, Wilkes, Jackson, & Vickers, 2010; Neall & Tuckey, 2014).

Chapter 3: Overview of the Organisational Climate Literature

It is not the intention of this chapter to review the organisational climate literature in depth (see Ehrhart et al., 2014 for such a review), but rather provide an overview of the critical definitional and measurement issues within the climate literature that are pertinent to this thesis. For this reason, this chapter is intentionally short as I focus on making explicit connection between current climate literature and the following empirical studies that make up this thesis. This current chapter begins with the definition of organisational climate, followed by a discussion distinguishing organisational climate and culture. Following this, I outline the distinction between *psychological* and *organisational* climate before examining global versus focused climate constructs. The chapter concludes with an overview of issues related to the measurement of climate relevant to the studies contained in this thesis.

Definition of Organisational Climate

While there are a number of definitions of climate presented throughout the literature, perhaps the most commonly used definition is that work climate is a set of shared perceptions regarding the policies, practices and procedures that an organisation rewards, supports and expects (Schneider & Reichers, 1983). Ehrhart et al. (2014) integrates the climate literature to define work climate as “the shared meaning organizational members attach to the events, policies, practices and procedures they experience and the behaviour they see being rewarded, supported and expected” (p. 69). This extends previous definitions of climate by emphasising the pivotal role of the *meaning* that employees assign to their perceptions and experiences in the creation of climates. Furthermore, it suggests that climate is a property of teams or organisations, even though it might be assessed as an individual-level variable. It is this definition of work climate that serves as the foundation for this thesis.

Climate versus Culture

The plethora of climate definitions that exist across the literature has been partly fuelled by the ongoing debate about the degree to which organisational climate and culture are similar or distinct constructs (Denison, 1996; Smircich & Calás, 1987). Whilst some researchers have used the terms interchangeably, Ehrhart et al. (2014) suggest that, despite some overlap between the two constructs, they differ in a number of meaningful ways. First, the two constructs differ in their theoretical roots and methodology, with organisational climate emerging within industrial psychology and thus taking more of a behavioural and attitudinal approach. Organisational culture, on the other hand, emerged from anthropological studies where the objective was to gain an in-depth understanding of groups. Second, organisational climate usually takes a more focused approach, whilst culture typically incorporates a much broader view of an organisation. Indeed, Ehrhart et al. (2014) suggest that this is evidenced by a more strategic focus within the climate literature. Next, as evident within its definition, climate is based on the meaning given to employees' perception of their experiences, and therefore is thought to operate at the observable or conscious level. Organisational culture, on the other hand, tends to encompass deeper dimensions and function at the unconscious level (Schein, 2010). Finally, although not without debate, organisational climate is seen to be more malleable to change due to its focus on attitudes and behaviour (Cameron & Ettington, 1988), whilst organisational culture is difficult to change (Schein, 2010). These distinctions between climate and culture are represented in Figure 3.1.

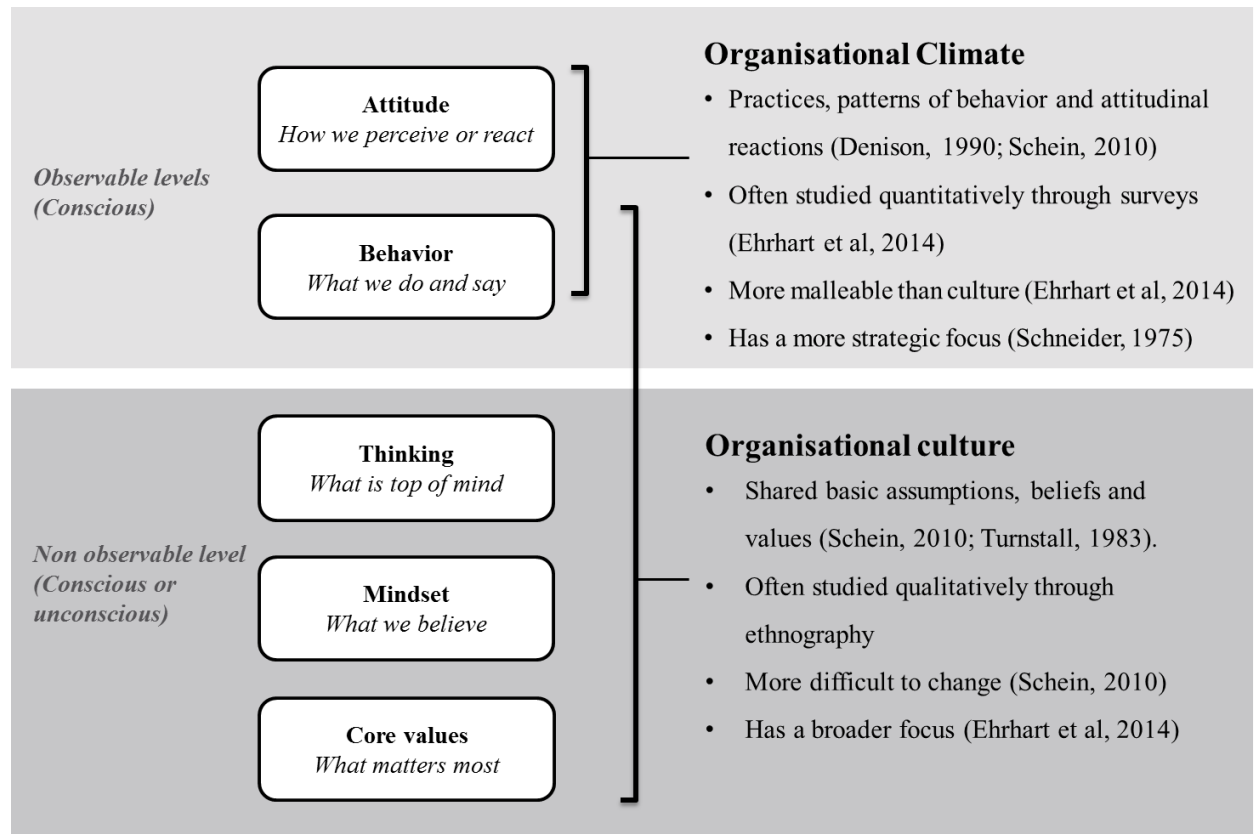


Figure 3.1. Differences between organisational climate and culture.

Psychological versus Organisational Climate

A further complication within the climate literature is that work climate has been both conceptualised and operationalised at different levels. Most prominently, James and Jones (1974) distinguished psychological climate (an individual's perceptions) from organisational climate (a higher level construct). Psychological climate refers to an individual employee's perceptions of the psychological impact of the work environment on his/her own wellbeing (James & James, 1989). Psychological climate is therefore an individual-level construct representing employees' personal perceptions of a characteristic of the workplace. In contrast, organisational climate is conceptualised at a higher level, representing a shared, unit level phenomenon (Ehrhart et al., 2014). In other words, whilst both are asking about a quality of the organisation, psychological climate is restricted to the individual employee's opinion whilst organisational climate examines the extent that

opinion is shared. The shared opinion may indicate emergent properties that are more than the average of individual opinions. This is evident in the definition of climate presented earlier, which focuses on the ‘shared meaning’ amongst team or organisational members. This thesis examines both conceptualisations of incivility climate.

Global versus Facet-Specific Climate

Early climate research was focused on global, or molar, climate, which represents the whole or total work environment (Schneider, 1975). Global climate research therefore aimed to understand the total situational influences in organisations and assess their global effect on individual and organisational outcomes (Schneider & Bartlett, 1968). For example, when examining climate, Litwin and Stringer (1968) examined nine dimensions of the work environment, including structure, risk, reward and support, in an attempt to provide a comprehensive measure of a given work environment. However, the focus on global climate was met with a number of problems, including a lack of consensus on how to define global climate (Ehrhart et al., 2014), absence of a strong theoretical or conceptual base (Schneider, 2000) and lack of significant correlations with relevant outcomes (Ehrhart et al., 2014).

As a result of these definitional, theoretical and methodological issues, climate researchers moved to examining focused or facet-specific climate constructs. Focused climates differ from global climates in that they are related to a particular facet or aspect of the organisational environment. In other words, they are a climate *for* something in the work setting, such as a climate for safety and a climate for service (Zohar, 2000; Schneider, 1975). Indeed, Ehrhart et al. (2014) argues that multiple facets of climate can be present within a work setting at any one time (although little work has actually examined this). According to Schneider (1975) most of the criticisms that existed in relation to the climate construct were resolved by examining focused climates, explaining why facet-specific

climate has become the dominant focus within the organisational climate literature. This thesis expands the focused climate literature by proposing incivility climate as a facet-specific climate construct.

Measurement Issues

There are a number of measurement issues related to the study of climate that are important to frame this thesis, including levels of analysis, aggregation and agreement. Each of these is briefly described in turn.

Levels of analysis. To complicate matters further, organisational climate is likely to exist at different levels of the organisation, including the team, department or organisation itself (Kozlowski & Klein, 2000). Whilst there has been some debate about the most appropriate level of analysis for examining climate, Kozlowski and Klien (2000) argue that this debate is immaterial so long as researchers are explicit about the level at which they are theorising and ensure that their measurement of climate is aligned with that level.

This thesis argues that work teams are the most suitable level for investigating climates for incivility, and therefore are the focus level of climate across the four studies. The team effectiveness literature suggests that climates emerge from the norms, attitudes and expectations employees see operating within their work environment (Pirola-Merlo, Hartel, Mann, & Hurst, 2002). According to Anderson and West (1998), these common experiences, shared patterns of understanding, and collective behavioural norms are most likely to exist at the team level. Furthermore, due to the sheer size of many organisations, there is some scepticism about the ability for shared climate perceptions to exist across a whole organisation, and research has demonstrated the presence of disparate sub-climates within one organisation (Mathieu, Maynard, Rapp, & Gilson, 2008). Finally, the trend towards more discrete and autonomous work

teams, coupled with research findings which show team climate accounted for more variance in employee outcomes, further support climate as a product of the team rather than the organisation (Mathieu et al., 2008; Tesluk, Vance, & Mathieu, 1999). A more detailed discussion on the theoretical and empirical rationale for examining incivility climate at the team-level of analysis is presented in Chapter 4.

Multilevel literature suggests that the way researchers choose to measure and aggregate their data significantly affects the meaning of the construct across levels of analysis (Chen et al., 2003). Chen et al. outlines six types of compositional models that can be used to measure multilevel constructs. A summary of these different models is presented in Table 3.1.

Table 3.1. *Overview of different composition models (informed by Chen et al., 2003)*

Model	Description
Selected score model	The variable is represented by a selected score of an individual member of that team. For example, DeRue, Hollenbeck, Ilgen and Feltz (2010) operationalised minority team efficacy belief as the individual score of the member with the belief furthest from the mean.
Summary index model	The variable is represented by the average or sum of a lower-level variable. For example, von Bansdorff, Janhanen, Zhou, and Vanhala (2014) operationalised team autonomy as the sum of individual's perception of the teams' autonomy.
Consensus model	The variable is represented by the within-group consensus of the individual team member's scores. For example, George (1990) conceptualised affective tone as the within-group agreement of individuals' perceptions of their own affective tone.
Referent shift model	The variable is represented by the within-group consensus of members' scores, but uses the aggregate rather than the individual as the construct's referent. For example, Zohar (2000) operationalised safety climate as the within group agreement of individuals' perceptions of their team's policies, practices and procedures regarding safety behaviour.

Dispersion model	The variable is represented by the variability or distribution of the individual scores. For example, Lindell and Brandt (2000) operationalised climate consensus as the average variance between individual members' perceptions of the climate.
Aggregation model	The variable is represented by data collected directly at the aggregated level. For example, Hoskisson, Johnson, Hitt, and Grossmen (2002) operationalised a firm's innovation as the number of new product announcements per year aggregated to size.

Guided by Chen et al. (2003), this thesis utilises a referent shift consensus model whereby the referent of the incivility climate survey items is the work team, and the construct of interest is believed to be shared by team members. Multilevel researchers posit that the referent shift model best captures and measures climate constructs due to the shared, interdependent nature of team climate (Chen et al., 2003; Zohar, 2000). According to Chan (1998), in referent-shift models "the lower level attributes being assessed for consensus are conceptually distinct though derived from the original individual-level construct" (p. 238). Indeed, within-group agreement is an integral component of the definition of team incivility climate. A shift in the referent from the individual to the work team therefore reflects the shared and collective nature of the incivility climate construct.

Aggregation and agreement. Organisational climate is an emergent, or bottom-up, process whereby "phenomena in organisations that have their theoretical foundation in the cognition, affect, behaviour, and characteristics of individuals, which — through social interaction, exchange, and amplification — have emergent properties that manifest at higher levels" (Kozlowski & Klein, 2000, p. 15). In other words, if climate requires shared meaning, then evidence of that meaning being shared is required (Ehrhart et al., 2014). Climate measures therefore require researchers to aggregate individual-level data to the appropriate level of analysis, in this case the team (Kozlowski & Klein, 2000).

It is generally accepted that in order to provide justification for aggregating the individual-level data to the team level of analysis, researchers need to demonstrate some level of agreement within teams (Kozlowski & Klein, 2000; Lance, Butts, & Michels, 2008). However, there is continued debate about what that level of agreement, or cut-off, should be, and how it should be calculated. One school of thought is that cut-off indices are arbitrary or only useful in a specific set of conditions (Lance, Butts, & Michels, 2006; LeBrenton & Senter, 2008). Others believe that demonstrating an acceptable level of agreement is a necessary precondition of aggregation. For those who adhere to this thinking, a number of indices have been used, including intraclass correlation (ICC), η^2 and r_{wg} (Lance et al., 2006).

The most commonly used agreement index within the climate literature is James, Demaree and Wolf's (1984) $r_{wg(j)}$ metric, which is a comparison between the observed variance in ratings and the variance of a null distribution. Typically, a cut-off of 0.7 or higher has been used to justify aggregation (George, 1990), although again this cut-off has been under considerable debate. As there were no negative values, the $r_{wg(j)}$ metric was used in this thesis to guide the assessment of agreement amongst team members. Most frequently the $r_{wg(j)}$ value is calculated with reference to a uniform null distribution. However, given that many of the measures used in this study relate to interpersonal behaviour within a team, it is possible that responses may be influenced by social desirability or other systematic response biases. In this case, the use of uniform null distributions is likely to inflate inter-rater agreement levels (LeBreton & Senter, 2008). Therefore, where appropriate, I also calculated $r_{wg(j)}$ scores assuming a moderately skewed distribution of responses to represent this possible source of variance. In addition, to address concerns about the cut-off criteria, based on the recommendations of George and James (1993) we also examined the between group

agreement to further justify aggregation. The ICC(1) was utilised in this thesis and represents the percentage of variance that is explained by the team (Klein & Kozlowski, 2000). This comparison of within group agreement and between team variability helps provide further support for aggregation (James, 1982).

The debate regarding agreement indices is further fuelled by differing views as to how to deal with teams that do not meet the appropriate level of aggregation, i.e. 0.7 in the case of $r_{wg(j)}$. Some researchers argue that teams that do reach the cut-off level should be removed from the analysis, whilst others retain these teams in the analysis if the average agreement score across all teams meet the acceptable cut-off (Klein & Kozlowski, 2000; Lance et al., 2006; LeBreton & Senter, 2008). Drawing on the climate strength literature, recent research suggests that all teams should be included in the analysis as some variation within teams can be meaningful (Payne, Fineman, & Wall, 1976). In an attempt to reconcile these views, this thesis conducted the analyses both with and without removing work teams with $r_{wg(j)}$ scores of less than 0.7. There were no differences in the overall significance of the results and therefore we report findings with all of the work teams included in the analyses.

Conclusion

The current thesis aims to extend existing climate literature by examining incivility as a team-level facet-specific climate construct. This chapter lays the foundation for the thesis by summarising pertinent aspects of the climate literature, including definitional, theoretical and measurement issues.

Chapter 4: Developing and Validating the Multilevel Team Incivility Climate

Construct and Scale

The first paper presented in this thesis examines and validates incivility climate as a new facet-specific climate construct. The literature review presented in Chapter 2 of this thesis showed that whilst much research has been conducted on workplace incivility, the focus has been at the individual-level, leaving issues related to group-level processes relatively unexamined. However, two recent studies (Griffin, 2010; Lim et al., 2008) indicated that collective teams' experience of incivility could have detrimental effects over and above individuals' personal experiences. As an important first step in progressing our understanding of multilevel processes that operate in the context of team-level incivility, I conducted a three-phased study to develop and validate a measure of team incivility climate. An overview of the multilevel measure validation methodology presented in this study, together with a summary of key results, is provided in Figure 4.1. A validated measure of the incivility climate construct is an important first step in being able to examine the full extent to which a team climate for incivility impacts both experiences and outcomes of incivility.

This paper is currently under review with the *Group and Organization Management Journal* following a second request to "revise and resubmit". I am the first author, and my principal supervisor, Dr Barbara Griffin, is the second author of this paper. My contribution to the research and paper was: Concept = 70%; Data collection = 100%; Data analysis = 100%; Writing = 80%; Total = 88%.

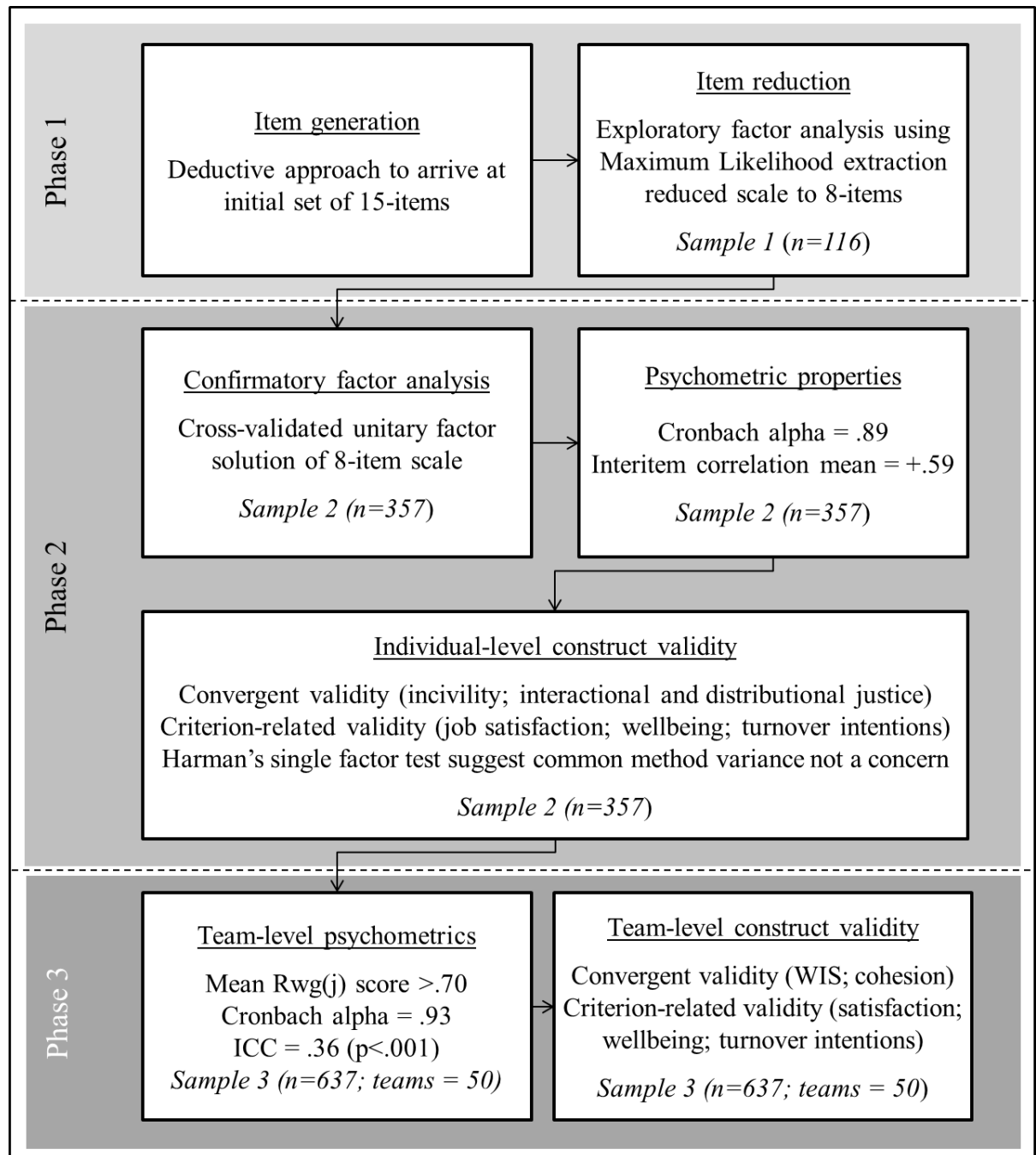


Figure 4.1. Three-phase methodology and key results

**Paper 1: Team Incivility Climate Scale: Development and Validation of the
Team-Level Incivility Climate Construct**

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Guided by a framework for multilevel construct validation, this study identified incivility climate as a new facet-specific climate construct. Referring to shared perceptions about the uncivil behaviours, practices and norms that exist within a team, the construct of incivility climate is fundamental for future research investigating and estimating the effect of workplace incivility at the team-level. Data from three separate samples totalling 1,110 employees and 50 work teams were used to test the internal consistency, confirm factor structure, and assess convergent and incremental validity of a new measure at both the individual- and team-level. The results support the construct validity of incivility climate along with the utility of the Team Incivility Climate Scale (TICS). Theoretical implications and practical applications of the construct and measure are described.

Keywords: incivility; climate; multilevel theory; measurement; construct development

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Referring to rude or disrespectful behaviour that violates workplace norms for mutual respect, workplace incivility is one of the most prevalent forms of workplace deviance (Lim, Cortina, & Magley, 2008). With business costs estimated to be as much as \$14,000 per employee per year (Pearson & Porath, 2009), it is not surprising that research on workplace incivility has flourished over the last decade. In addition to the business costs, workplace incivility has been shown to have detrimental effects on a range of individual outcomes, including job satisfaction, organisational commitment and counterproductive work behaviours (Cortina, Magley, Williams, & Langhout, 2001; Lim et al, 2008; O'Boyle, Forsyth, & O'Boyle, 2010). In the healthcare setting, uncivil behaviour and poor interpersonal relationships between co-workers has been shown to not only negatively affect employee outcomes, but also their patients (Laschinger, 2010). Such between-person findings have also recently been found at the within-person level, where on days when employees experience uncivil behaviour at work they are more stressed and recover more poorly (Nicholson & Griffin, 2015) than on days when they are treated in a respectful manner. Theoretical and practical understandings of how such interpersonal treatment operates at the individual-level are quite advanced. For example, the characteristics of both instigators and targets, the outcomes of individuals' experiences of incivility and the interactive effect of individual appraisal have all been investigated (Milam, Spitzmueller, & Penney, 2009).

More recently, there has been a shift to focus on workplace incivility as a group-based construct. For example, both Lim et al. (2008) and Griffin (2010) aggregated employees' direct experiences of uncivil behaviour to examine incivility at the environmental or collective level. Both studies found that the aggregated incivility construct accounted for unique variance in employee outcomes, over and above individuals' personal experiences of incivility. Together, these studies provide some of

the first evidence that work groups and organisations differ in the extent that their environments promote or inhibit incivility between colleagues, and suggest that the full cost of workplace incivility may not be fully appreciated. The present study therefore extends this research by examining the concept of ‘incivility climate’ and validating an instrument that can be used for future research investigating how incivility can permeate work teams. Although incivility might function as a climate variable at a number of different group levels, such as the organisation or team, this study focuses on teams.

Teams are defined here as a permanent and formal group of at least three interdependent individuals who are responsible for, and work collectively to accomplish shared tasks or goals (Aube, Rousseau, & Tremblay, 2011; Hackman, 1992). Even though the terms ‘group’ and ‘team’ are often used interchangeably in the literature, it has been suggested that teams are different to groups in that they: a) work interdependently towards a common goal(s), b) share common leadership, c) are held jointly accountable for their performance, and d) have a shared mental model where they identify as being part of the team (Katzenbach & Smith, 1993). Having a focus on teams (as distinct from groups) is potentially more valid when examining incivility because it is interdependent and relational in nature.

Conceptualising Team-Level Incivility as a Facet-Specific Climate Construct

According to Chen, Mathieu and Bliese (2003), all multilevel construct and measure validation efforts begin with a clear articulation of the focal construct at the different levels at which it is thought to operate. At the individual-level, incivility climate refers to a person’s perceptions of their team’s practices, behaviours, and norms regarding workplace incivility. At the team-level, incivility climate refers to a distinct team cognition about the practices, procedures and norms that are rewarded or supported concerning workplace

incivility. A climate for incivility exists when team practices or norms encourage, or do not prevent, uncivil behaviour occurring within the team. Thus, at both levels, a team's incivility climate serves as a frame of reference for team members, guiding normative and expected work behaviour (Probst, Brubaker, & Barsotti, 2008).

Focusing on the collective or shared perceptions of the civil or uncivil behaviours, practices and norms that exist within a team provide a new direction for incivility research. According to Kuenzi and Schmenke (2009), workplace climate shapes the salience and meaning of organisational events and drives employees' behaviours and attitudes. This is evident by the large body of research demonstrating the influence the work context has, not only on individual employees, but also on the performance of the teams and organisations within which they work. Within the climate literature, there has also been growing interest in how particular facets of workplace climate lead to different individual, team and organisational outcomes. For example, the facet-specific climate construct is well developed in the organisational safety area, with safety climate shown to be significantly related to both safe behaviour and reduced accidents (Neal & Griffin, 2006; Zohar & Luria, 2005). Similarly, climate research has been applied to the concept of organisational justice, revealing a significant relationship between justice climate and team performance (Whitman, Caleo, Carpenter, Horner, & Bernerth, 2012). Such research has shown that workplace climate, which develops as team members interpret cues about group norms, practices and procedures, is central to employees' work experiences and is a critical factor affecting employee behaviour and team performance (Ehrhart, Schneider, & Macey, 2014). Conceptualising group-level incivility as a facet-specific climate construct will allow researchers and practitioners to more effectively assess and address those factors in the work climate that encourage or discourage uncivil

behaviour, as well as the impact of multiple climates existing simultaneously in the workplace (Ehrhart et al., 2014).

It is not the intent of this paper to review the large body of literature on how team climate develops. Nevertheless, Hackman (1992) suggests that team members are influenced by ambient stimuli that saturate the setting and potentially affect everyone present (e.g. team composition, shared norms and workplace climate). Acts of incivility between team members would be an example of ambient stimuli. Andersson and Pearson (1999) extend this idea with their concept of the ‘incivility spiral’, whereby experienced acts of low-intensity, uncivil behaviour can trigger an upward spiral of tit for tat incivility. Over time, the increasingly hostile and uncivil behaviour is likely to become embedded in the work environment. ‘Secondary spirals’ are also thought to occur when people witness acts of incivility amongst colleagues, further eroding group norms for civil behaviour and treatment (Anderson & Pearson, 1999). If left unaddressed, or when such behaviour is allowed to continue, incivility is likely to become the new group norm.

Measuring the Incivility Climate Construct

Despite the increased focus on facets of workplace climate, and the shift to examining higher-order workplace incivility constructs, a robust and valid measurement instrument of incivility climate is lacking (Patterson et al., 2005). Methodological issues resulting from the fragmented climate research can have sizeable impacts on study results (Klein, Conn, Smith, & Sorra, 2001) and therefore a validated scale for assessing the incivility facet of workplace climate is important for both research and practice. Kuenzi and Schmenke, (2009) describe a number of issues that need to be accounted for when assessing climate, including clarifying the level of analysis (which includes understanding the impact of item referent) and covering the content domain of the climate construct.

Level of analysis. Organisations are inherently multilevel, in that individuals operate within work teams, which operate within business units and so on, and therefore it is essential that the Team Incivility Climate Scale (TICS) was designed with a clear level of analysis in mind. Whilst there is continuing debate about whether work climates are a product of the organisation or the team (Klein & Kozlowski, 2000), this study draws upon the growing team effectiveness literature to suggest that work teams is the most appropriate level for examining the incivility climate construct. Issues related to the level of analysis represent a limitation in the current body of research investigating workplace incivility at levels above the individual.

Research on team effectiveness and emergent states provides support for conceptualising and measuring incivility climate at the team-level. Marks, Mathieu and Zaccaro (2001) refer to emergent states (such as climate) as properties of a team, which include attitudes, motivations, values and cognitions that influence team outcomes, and evolve as a team-level phenomenon based on a social interaction process. According to Pirola-Merlo, Hartel, Mann, and Hirst (2002), climate emerges from the norms, attitudes and expectations individuals perceive to operate within their team. In particular, the trend toward establishing teams with greater discretion in terms of policy setting and procedure implementation, provides the necessary conditions for the formation of shared climates (Mathieu, Maynard, Rapp, & Gilson, 2008) and therefore climate may be more salient at the team-level of analysis than at other levels within organisations (Tetluk, Vance, & Mathieu, 1999). Anderson and West (1998) also argue that common experiences, shared patterns of understanding and collective behavioural norms are most likely to exist at the team-level. Extrapolating their work on group innovation, we suggest that work teams represent the primary medium through which incivility climate should be examined.

Empirical support for examining climate at the team-level includes the finding by Tesluk et al. (1999) that work teams exerted more influence than the divisional level on work-related attitudes and behaviours. Similarly, Whitman et al. (2012) found the relationship between climate and team effectiveness to be stronger when climate was examined at the team- rather than organisational-level. When examining incivility at the organisational level, Griffin (2010) found relatively little of the variance in the outcome variable was accounted for by between-organisational incivility and suggested that stronger effects may be found at the team-level. Together, these studies suggest that the team climate may exert a stronger influence on employee outcomes, because the teamwork environment is more proximal and psychologically meaningful for individuals.

There is also some scepticism about the extent to which shared climate perceptions are likely to form across an entire organisation, due to the sheer size of many organisations and the evidence of differences in climate between teams within the same organisation (Mathieu et al., 2008). Building on team effectiveness theories, which identify leadership as an important input to climate, disparate team climates within the same organisation may be explained by significant variations in leadership styles, skills and behaviours. For example, research has shown that the personality and visibility of the leader significantly influences the development of a team's justice climate (Mayer, Nishii, Schneider, & Goldstein, 2007). This evidence of the existence of different climates within an organisation further supports examination of incivility climate as a team-level construct.

Inherent in the levels of analysis issue is the notion of item referent. Incivility climate is seen as an emergent team state, whereby the team-level phenomenon manifests from individual team member's cognitions, affect and behaviours, through a

social interaction, exchange and amplification process (Kozlowski & Klien, 2000). For this reason, incivility climate represents the collective influence of individuals' perceptions of their team's incivility climate. Therefore the construct should be measured using a referent-shift composition model whereby the item reference is 'shifted' from the individual to the team (Chen et al., 2003). Simply aggregating individuals' personal experiences of workplace incivility using a summary index model, as done by Griffin (2010) and Lim et al. (2010), may not adequately measure the shared nature of the experience or require any form of interdependence, and therefore may miss aspects of the emergent higher-level construct and in some cases may in fact measure a different construct entirely (Chen et al., 2003; Anderson & West, 1998).

When examining climate constructs, both theoretically and practically, summary-index models fail to acknowledge the dynamic social processes that occur within them (Lindsley, Brass & Thomas, 1995). Lindsley et al. (1995) highlighted this issue in a multilevel examination of collective efficacy, arguing that the sum of individually-experienced efficacy may sometimes be representative of the teams' efficacy but perceptions of collective efficacy could equally be different from personal efficacy. In the same way, we suggest that even though there may be situations where the sum of individuals' direct experiences of incivility is representative of the team climate, it is just as likely that the perceptions of team climate are quite different and distinguishable from personal experiences. For example, a team member may not personally experience incivility, but when they consider the team as a collective entity, may rate their team's climate as one of incivility. Furthermore, even when the sum of individuals' direct experiences of incivility is representative of the team's experience, as we describe shortly, the current individually-focused incivility scales, such as the WIS and UWBQ,

would still be deficient, only examining the team-level practices dimension but ignoring other important components of climate constructs.

Chen et al. (2003) argues that referent shift models are the most appropriate for exploring constructs that require shared perceptions or are interdependent in nature. Furthermore, Zohar (2003) posits that referent shift models are the best to capture and measure climate constructs. Conceptualising incivility climate as a team-level climate construct, and subsequently developing a valid measure to match the defined level of analysis will help reduce the ambiguity currently plaguing multilevel incivility research.

Choice of referent can have a significant impact on study results (Klein et al., 2001). For example, having the team as the referent is conceptually important for justifying the aggregation of team member ratings to form a climate score for the team. When a construct is aggregated to the team level it changes from being a measure of psychological climate (i.e. employees' perceptions of the team climate) to a measure of shared team climate (Chan, 1998). This conceptual distinction is supported by empirical evidence showing aggregated measures of workplace climate explain variance in behaviour beyond that accounted for by individual perceptions (Morrison, Wheeler-Smith, & Kamdar, 2011).

It is important to note that, despite its appeal, it would not be conceptually appropriate to simply change the stems of existing incivility scales (e.g. the WIS; Cortina et al., 2001 and the UWBQ; Martin & Hine, 2005), which measure employees' direct and personal experiences of uncivil behaviour, to reference the team in order to assess incivility climate. It is through team practices, policies and norms collectively that climate influences employees' behaviour at work and affects individual and team outcomes (Whitman et al., 2012) and therefore even though altering stems of items asking about personal experience might address the item referent issue it fails to capture

the effect of established team policies and procedures, or the shared norms that exist within a work team. Furthermore, since individuals may not be able to actually view specific acts of incivility that occur within their team, they will have perceptions of the policy that are shared.

The emphasis in climate theory on the important role played by team procedures and norms, in allowing behaviour such as incivility to become embedded within the team or in deterring escalating acts of incivility justifies the development of a climate-specific scale that captures these aspects. Although the four-item Civility Norms Questionnaire – Brief (CNQ-B; Walsh et al., 2012) does address the need to assess workgroup norms, its narrow focus on norms only represents part of the incivility climate construct, omitting items examining employee perceptions of the policies and procedures in place within a team, as well as the actual uncivil practices that occur. In addition, because the CNQ-B is limited to the individual level of analysis it only represents a measure of psychological climate.

In summary, the existing incivility scales were designed to measure individual experience or psychological climate and may not meet the conceptual or methodological requirements for a group-level measure. None of them can therefore be used to accurately, or comprehensively, assess incivility as a facet-specific climate construct.

Development and Validation of a New Measure: The Team Incivility Climate Scale

Guided by the process recommended by Hinkin (1998) and Chen et al. (2003), the TICS validation reported in this paper was conducted in three phases. Phase 1 involved the initial generation of potential items to measure the team incivility climate construct, along with the reduction of items through an exploratory factor analysis. Phase 2 involved a confirmatory factor analysis and test of the psychometric proprieties (i.e.

reliability and factor structure) at the individual-level of analysis, before examining the individual-level measure's convergent, and criterion-related validity. Phase 3 examined the group-level properties of the instrument, including its factor structure, within-group inter-rater reliability, team-level internal consistency reliability, between group variation, and predictive validity.

Phase 1: Item Generation and Reduction

This study applied a deductive approach to item generation and was guided by Kuenzi and Schminke's (2008) recommendations about climate scale item development. Based on a review of the incivility and climate literature, as well as a small focus group conducted with employees from one of the participating organisations, the researchers developed an initial pool of 30 scale items consistent with the definition of the incivility climate construct (Hinkin, 1998). The definition of incivility climate, along with examples of how it is experienced within a work team as generated by employees in the focus group, guided the development of the specific items used to measure the construct. To date, there has been wide variety in the types of items used to measure climate constructs, resulting in discrepancies across the facet-specific climate literature (see Kuenzi & Schminke, 2008 for a review). This is often due to inconsistencies in the contextual factors referenced by climate items, whether the items require a descriptive or affective evaluation of the work environment and whether the items focus on single or multiple dimensions. Defined as shared perceptions about the team norms, practices and procedures about uncivil team behaviour, items for the TICS were designed to explicitly match these elements. The item domains covered by the TICS helps differentiate its measured construct from existing workplace incivility scales. For example, both Cortina et al.'s (2001) WIS and Martin and Hine's (2005) UWBQ asks individual employees to rate the extent to which they are 'targets' of uncivil behaviour and how often they

experience specific types of uncivil behaviours such as derogatory remarks, jokes made at their expense, or being ignored. The TICS on the other hand, focuses on the normative practices and team members' perceptions of the extent to which incivility is rewarded or supported within their team.

Scale items were also written such that team members were asked to describe how they perceive the team environment, rather than making an affective evaluation of it. In addition, the items were focused on the intended level, that is, the team level, and utilised the referent-shift approach. Utilising a team referent distinguishes the TICS from other measures investigating both experienced incivility and higher-order incivility. For example, existing measures of individual workplace incivility (e.g. Cortina et al., 2001) and interactional justice (e.g. Colquitt, 2001) include items that refer to the frequency with which individuals personally experience specific acts of uncivil or unjust behaviour, and as such, use the individual as the referent (e.g. "I" or "my"). The TICS, which aims to measure a team-level climate construct, was developed utilising the referent-shift model, in that it uses the team as the construct's referent.

In attempting to reduce the risk of item misinterpretation, we followed the recommendations of Christian and Dillman (2004) of bolding and italicising key words to emphasise key elements of the items. Similar items were presented together to further facilitate comprehension. Whilst we recognise that there are ongoing challenges associated with instructional comprehension (Hardy & Ford, 2014), care was taken with both the wording and placement of instructions.

An expert panel (consisting of two experienced researchers of incivility and multilevel processes, two organisational development practitioners, and two organisational psychology doctoral students) was assembled to independently review the pool of items for content, clarity and representativeness. They were also asked to examine factors such as

item length, readability, grammar, multiple negatives, and ambiguity (DeVellis, 2011; Hardy & Ford, 2014). Based on the review by the expert panel, the item pool was reduced to 15 items. Although there are some challenges associated with including both positively and negatively worded scale items, in consultation with the expert panel we retained a mix of item polarity to better capture the nature of the incivility construct and reduce the potential for response bias.

Method.

Participants. Sample 1 consisted of 116 participants (35% male), aged from 21 to 75 ($M = 37.00$; $SD = 13.08$). Participants worked across a range of not-for-profit, public and private sector Australian organisations and were employed in diverse occupations, which included financial services, health, marketing, professional services, and telecommunications. Participants had been employed in their current jobs for an average of 5.0 years ($SD = 6.78$). A total of 57.8% of respondents were employed as employees/team members, 25.9% were middle managers/team leaders, and 16.4% were senior managers. The education levels of participants varied: 10.4% had a high school level education, 20.7% had a technical college certificate or equivalent, 40.5% had an undergraduate university degree and 28.4% had a postgraduate or higher education degree. All respondents were employees working within well-established work teams and indicated that they worked within their team on a regular basis to achieve common goals. Survey data were collected using a snowball approach to participant recruitment.

Measures. The 15-item TIC scale (see Table 1) assessed incivility climate. In contrast to the traditional frequency response scales commonly used to assess incivility (Cortina et al., 2001), a five-point Likert scale (1 = ‘strongly disagree’ and 5 = ‘strongly agree’) was used to examine the extent to which incivility was encouraged in team

practices, procedures and norms, rather than the frequency within which uncivil incidents occurred.

Analysis. To determine the underlying factor structure, an exploratory factor analysis (EFA) using maximum likelihood (ML) extraction with direct oblimin rotation was conducted (Netemeyer, Bearden, & Sharma, 2003). Fabrigar, Wegener, MacCallum, and Strahan (1999) recommend the use of ML extraction as it allows for the computation of goodness-of-fit measures and testing the significance of loadings and correlations between factors.

Results. Examination of the descriptive statistics revealed that all 15 items were normally distributed, meeting the assumption of multivariate normality required for ML extraction. Correlations are presented in Table 2. The EFA with ML extraction revealed a single factor, which accounted for 46.3% of the total variance. Items 17, 10, 7, 6, 5, 15 and 14 were removed iteratively, in that order, due to low extraction communalities (see Table 1). The final EFA (see Table 1) revealed a single factor solution, accounting for 61.3% of the total variance. There was a moderate initial fit for the single factor model ($\chi^2 [20, N = 116] = 120.01$). The Cronbach's alpha reliability for the remaining eight-item scale was 0.89. The remaining eight items were reviewed for their completeness in measuring the full domain of the team incivility climate construct. The final scale included items assessing the uncivil practices that are allowed to occur within work teams, the policies and tacit procedures in place that serve as a frame of reference for team members, and the unwritten set of informal team rules that guide work behaviour. Together, these eight items are therefore aligned with the proposed definition of team incivility climate and the single factor identified is not merely the result of targeting one aspect of climate.

Phase 2: Confirmatory Factor Analysis, Psychometric Properties and Construct Validity

This phase sought to cross-validate the unitary factor structure obtained in the EFA conducted in Phase 1, using a separate independent sample. To build the nomological network surrounding the incivility climate construct, we then examined convergent validity and criterion-related validity of the TICS instrument.

In terms of convergent validity, we expected the TICS to be positively related at the individual level to the person's experience of uncivil behaviour. In other words, when employees work within uncivil team climates, members are more likely to engage in uncivil behaviour themselves since such practices are rewarded and supported within their team. However, the two constructs are nevertheless conceptually unique (as argued above). Likewise, we also expected incivility climate (as perceived by the individual) to be highly correlated with perceived interactional justice, and to a lesser extent, distributive justice.

Interactional justice refers to the quality of the interpersonal treatment received during the enactment of organisational procedures (Colquitt, 2001; Niehoff & Moorman, 1993). It is a measure of treatment received from the organisation or its leaders whereas incivility climate is more about the way team members treat each other. However, when interactional injustice is high, it is likely to influence perceptions of normative behaviour that in turn impact the way team members treat each other. Indeed, research has established that interpersonal justice is a key construct in explaining workplace deviance (Berry, Ones, & Sackett, 2007). Distributive justice refers to the extent to which decision outcomes are perceived as equitable (Colquitt, 2001), and not only is it a function of the organisation rather than the team dynamic, but is also less interpersonal in focus. Perhaps not surprisingly, distributive justice perceptions influence workplace

deviance that is directed at the organisation (Berry et al., 2007). However, the negative emotion that it arouses is likely to affect the way team members respond to each other (Berry et al., 2007); therefore, we expected its relationship with incivility climate to be moderate but less strong than the correlation between incivility climate and interactional justice.

Hypothesis 1: Perceptions of incivility climate will be positively correlated with personal experience of incivility and negatively correlated with interactional justice and distributive justice but they will be unique and independent constructs.

To further establish the construct validity of the TICS, we examined the concurrent criterion-related validity of the measure, or the relationship between the measure and outcomes with which the measure would be expected to correlate (Hinkin, 1998). Specifically, we focused on the relationship between our measure and job satisfaction and turnover intentions. Cortina et al. (2001) argue that uncivil working environments will be related to critical job attitudes, where those working in teams with high incivility climates are likely to experience more negative feelings about their workplace, in turn lowering their feelings of job satisfaction and increasing their intention to leave. This is supported by fairness theories, suggesting that team members are likely to respond to violations of workplace norms for mutual respect with reduced satisfaction, commitment and withdrawal (Loi, Hang-Yue, & Foley, 2006; Sliter, Sliter, & Jex, 2012). By altering their commitment to the team or organisation, employees are able to reduce dissonance and restore feelings of justice (Karriker & Williams, 2007).

Hypothesis 2: Perceptions of incivility climate will be negatively associated with job satisfaction and positively associated with turnover intention, over and above the effects of experienced incivility.

Method.

Participants. Sample 2 (collected separately to Sample 1 data) consisted of 357 participants recruited from a commercial survey pool. Just under half (48%) were male, with ages ranging from 21 to 82 ($M = 45$; $SD = 14.51$). They were employed in diverse occupations across a range of Australian organisations, and had been employed in their current jobs for an average of 8.4 years ($SD = 9.49$). The majority (60.8%) were employed as employees/team members, 26.3% were middle managers/team leaders, and 12.9% were senior managers. Education level varied: 20.7% had a high school level education, 30.5% had a technical college certificate or equivalent, 34.7% had an undergraduate university degree and 14.0% had a postgraduate or higher education degree. Similar to Sample 1, respondents worked within well-established work teams, and were employed in roles requiring a high degree of interdependence and interpersonal interaction. Those who indicated that they did not work within permanent work teams that worked together to accomplish a set of tasks were excluded from the study. Participants worked in teams that ranged from 6 to 29, with a mean of 18.8 ($SD = 5.8$).

Measures. Incivility climate was measured with the eight-item TICS developed in Phase 1, using a five-point rating scale (1 = ‘strongly disagree’ and 5 = ‘strongly agree’). Coefficient alpha was 0.89.

Experienced incivility was assessed using the 11-item WIS (Cortina et al., 2001). Participants were required to rate on a five-point scale (from 1 = ‘never’ to 5 = ‘very often’) how often they had experienced uncivil behaviours from supervisors or co-workers within the past six months. Items included: ‘ignored you or failed to speak to you’; and ‘made jokes at your expense’. Coefficient alpha was 0.94.

Interactional justice was assessed using Moorman’s (1991) six-item scale. Participants were asked to assess the interpersonal behaviour of their supervisor on a

five-point scale (from 1 = 'strongly disagree' to 5 = 'strongly agree'). Example items include: 'my supervisor is able to suppress personal biases' and 'my supervisor takes steps to deal with me in a truthful manner'. Coefficient alpha was 0.93.

Distributive justice was assessed using the five-item scale developed by Niehoff and Moorman (1993). Using a five-point scale (from 1 = 'strongly disagree' to 5 = 'strongly agree'), participants were asked to assess the fairness of different work outcomes, such as pay level, work schedule, work load and job responsibilities. Example items include 'I think that my level of pay is fair' and 'I consider my work load to be quite fair'. Coefficient alpha was 0.85.

Job satisfaction was measured with the three-item scale from Cammann et al. (1983). On a five-point scale (from 1 = 'strongly disagree' to 5 = 'strongly agree'), participants indicated the extent to which they were satisfied with their current job. An example item is 'all in all, I am satisfied with my job'. Coefficient alpha was 0.85.

Turnover intention was assessed on a five-point scale (from 1 = 'strongly disagree' to 5 = 'strongly agree') using three items from Landau and Hammer (1986). Example items include 'I am actively looking for a job outside my organisation' and 'as soon as I can find a better job, I'll leave my organisation'. Coefficient alpha was 0.89.

Analysis. A CFA was performed using IBM SPSS AMOS v. 22 with ML estimation. Descriptive statistics, correlations and reliability analyses were then conducted in SPSS to test convergent and criterion-related validity. A series of CFAs were then conducted to test the uniqueness of the TICS against related measures. Finally, we conducted a Harman's single factor test for common method variance (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003), which involved including all items in the study in an EFA to determine whether a single factor structure accounted for the majority of covariance among the variables.

Results.

Confirmatory factor analysis. In support of the EFA, the CFA revealed a single factor structure that provided a moderate fit for the data ($\chi^2 [20, N = 357] = 197.06, p < .05, CFI = 0.91, SRMR = 0.04$) (Hu & Bentler, 1999). It is recognised that approximate fit indices in structural equation modelling is a topic of continuous debate (e.g. see special issue 42 in the Journal of Personality and Individual Differences, 2007). Therefore, in addition to the fit indices reported above, we also conducted a detailed examination of the correlations, variances and standardised discrepancies, which suggest that a one-factor solution for the eight-item TICS is likely to be the most acceptable model (McDonald & Ho, 2002; Tomarken & Waller, 2003). All items significantly loaded onto the latent incivility climate variable (ranging from 0.54 to 0.88), the final eight-item scale showed satisfactory internal consistency, with a Cronbach's alpha reliability of 0.92, and the eight items were also substantially correlated with each other, with a mean inter-item correlation of +.63.

Validity. As shown in Table 3, the psychological TICS demonstrated convergent validity, being significantly and positively related to the WIS ($r = 0.67$), and negatively correlated with both interactional justice ($r = -.60$) and distributional justice ($r = -.48$), supporting Hypothesis 1. In light of the moderately high correlations between psychological TICS, WIS, interactional justice, and distributive justice (i.e. greater than 0.4), a factor analysis was conducted to test the uniqueness of these constructs. CFA showed that a four-factor model with psychological TICS, WIS, interactional justice, and distributive justice as separate variables ($\chi^2 [399, N = 357] = 1391.91, p < 0.001, CFI = 0.89, SRMR = 0.06$) provided a significantly better fit than a one-factor model ($\chi^2 [405, N = 375] = 3853.95, p < 0.001, CFI = 0.61, SRMR = 0.11$), resulting in a significant chi-square difference score ($\chi^2_{diff} = 2462.04, df_{diff} = 6, p < 0.001$). Similarly,

when examining the two incivility measures (psychological TICS and WIS) in a separate CFA, results showed that the two-factor model ($\chi^2 [152, N = 357] = 1700.65, p < 0.001, CFI = 0.72, SRMR = 0.10$) provided a significantly better fit than the one-factor model ($\chi^2 [151, N = 357] = 744.52, p < 0.001, CFI = 0.89, SRMR = 0.05$), resulting in a chi-square difference score ($\chi^2_{diff} = 956.13, df_{diff} = 1, p < 0.001$). Together, these results suggest that whilst correlated, psychological incivility climate as measured by the TICS is a separate construct to the WIS (assessing individual experience of incivility), as well as to both interactional and distributive justice.

Table 4 reports the scale's concurrent criterion-related validity. Psychological incivility climate was significantly and negatively related to job satisfaction ($r = -.61$) and significantly and positively related to turnover intentions ($r = 0.56$), supporting Hypotheses 2. Through a series of regression analyses presented in Table 5, the psychological TICS showed significant incremental validity in the two outcome measures, over and above the effects of the WIS.

Results of the Harman's single factor test revealed a nine-factor solution, with the first factor accounting for 30% of the variance, suggesting that common method variance is not a substantial concern in this study.

Phase 3: Team-Level Construct Validity

Given the shared or multilevel nature of the incivility climate construct, it is particularly important that we validated the TICS instrument at the team-level of analysis (Chan, 1998; Chen et al., 2003). First, the multilevel factor structure of the team-level incivility climate variable was examined through a confirmatory factor analysis. Next, we examined within group agreement, which refers to the extent to which respondents from one team agree in terms of their perceptions of the team environment, which is an important index to indicate that a construct exists at a group level (James, Demaree, &

Wolf, 1984). According to Chan (1998), within-group agreement is fundamental in developing and validating climate constructs and multilevel scales. To assess within-group agreement and test the assumption of justifiable aggregation, we calculated $r_{wg(j)}$ scores using a uniform null distribution (James et al., 1984). However, given that the items used to measure incivility climate relate to interpersonal behaviour within a team, it is possible that some of the variance is due to social desirability and thus contains systematic response bias. In this case, the use of uniform null distributions is likely to inflate inter-rater agreement levels (LeBreton & Senter, 2008). Therefore, we also calculated $r_{wg(j)}$ scores assuming a moderately skewed distribution of responses to represent this possible source of variance.

Following Chen et al.'s (2003) framework for multilevel construct validation, the reliability of the TICS at the aggregated team-level of analysis was also assessed using the average item response per team. We then conducted an unconditional means model to determine if there was meaningful variation in incivility climate between work teams.

Next, the convergent validity of the team-level TICS was examined. It was expected that the team-level incivility climate construct would be positively associated with the aggregated WIS (Cortina et al., 2001). As described earlier, when aggregated to a higher-level of analysis, the WIS represents a distinct environmental construct, measuring the average level of incivility individuals experience within the team. Incivility climate on the other hand refers to a distinct team-level cognition about the practices, procedures and norms that are rewarded or expected concerning uncivil workplace behaviour. Climate research supports the concept of team incivility climate and aggregated instances of workplace incivility as being distinct but related constructs. For example, safety climate has been shown to play a critical role in determining its effect on individual safety behaviour and the number of accidents experienced within a team (Hofmann, Morgeson, &

Gerras, 2003). Similarly, violence climate was significantly related to the amount of violence, aggression and strain experienced beyond specific incidents of violence (Spector, Coulter, Stockwell, & Matz, 2007). Therefore, it is expected that team incivility climate and the aggregated WIS will be correlated yet distinct constructs.

It is also expected that the team-level incivility climate construct will be negatively associated with team cohesion measured at the team-level, which refers to team members' affinity for one another and their desire to remain part of the team (Andrews, Kacmar, Blakely, & Bucklew, 2008). Social identity theory supports a negative relationship between team cohesion and incivility climate, by suggesting that team behaviour is affected by how teams think about themselves. The more employees identify with their teams, the more likely they are to actively contribute to the welfare of their team and thus behave in a way that is positively aligned with the team's interests (Blader & Tyler, 2009). Social identity theory also suggests that team cohesiveness is likely to influence the level of norm conformity. Higher norm conformity is present in cohesive teams due to the pressures exerted by team members on one another, and the interpersonal rewards that are available through team interactions (Hackman, 1992; Kidwell, Mossholder, & Bennis, 1997). Therefore, it was expected that in cohesive teams, there will be greater conformity to team norms of mutual respect, and thus lower incivility climate.

Hypothesis 3: A team climate of incivility will be positively correlated with aggregated scores on the WIS and negatively correlated with cohesion, but they will be unique and independent constructs.

To further validate team-level incivility climate, we also examined the criterion-related validity by investigating the multilevel link between incivility climate and important employee outcomes. Research has shown interpersonal climate constructs relate to a

range of behavioural, attitudinal and health related outcomes, such as job satisfaction and turnover intentions (Kuenzi & Schminke, 2009). For example, Kessler, Spector, Chang, & Parr (2008) found that violence climate was related to both psychological and physical strain. The study suggested that favourable violence climates would lead to employee behaviour that discourages violence, making employees feel less vulnerable to assault and feel safer and more satisfied at work. Consistent with this, we expected that incivility climate will add incremental predictability to important employee outcomes, over and above both individual exposure to uncivil acts and psychological incivility climate. In other words, team incivility climate will have a cross-level influence on employees' job satisfaction and intention to leave that is incremental to both their individual experience of being a direct target of incivility and their individual perceptions of incivility climate. Applying broader climate theories (Klien & Kozlowski, 2000), this would occur because when a climate of incivility is allowed to permeate the work team, members are likely to develop negative feelings toward the team, prompting withdrawal and dissatisfaction. The emergence of uncivil team climates also increases the likelihood of vicarious exposure to incivility that has been shown to have similar detrimental effects on satisfaction and engagement as actual experiences of incivility (Griffin, 2010; Lim et al., 2008). On the other hand, when a respectful and civil team climate emerges, team members are likely to experience pride in the team, along with feelings of team efficacy and worth. Such positive attitudes and identification with the team are likely to result in increased satisfaction and commitment.

Hypothesis 4: A team climate of incivility will have a cross-level positive relationship with intention to leave and a negative relationship with job satisfaction,

over and above the effect of individually experienced incivility and individual perceptions of incivility climate.

Method.

Participants. Sample 3 consisted of 637 participants (45% male) nested within 50 work teams from five large organisations, which included not-for-profit, public and private sector companies. The industries represented included infrastructure, transport, financial services, health, marketing, professional services, and telecommunications. Participants were aged between 18 and 73 ($M = 34$; $SD = 9.44$) and had been employed in their current jobs for an average of 5.7 years ($SD = 6.51$). The education levels of participants varied: 25% had a high school level education, 43% had a bachelor or technical college certificate or equivalent, and 32% had a postgraduate or higher education degree. The size of these teams ranged from 6 to 44 members, with a mean of 24 ($SD = 11.37$). The average response rate per team was 46%, with 4 to 23 responding from each team ($M = 11$; $SD = 5.09$).

Measures. Incivility climate was measured using the eight-item TICS with a five-point rating scale (1 = ‘strongly disagree’ and 5 = ‘strongly agree’).

Analysis. A CFA was conducted at the team level of analysis to examine the factor structure and $r_{wg(j)}$ scores were computed to justify aggregation to the team level (James et al., 1984). A series of mixed-models were conducted in SPSS to test the cross-level hypotheses.

Results. The CFA provided moderate support for the unitary factor structure of the TICS ($\chi^2 [20, N = 60] = 47.61, p < 0.001, CFI = 0.90, SRMR = 0.06$). A review of the correlations, variances and standardised discrepancies also supported the eight-item TICS as an acceptable model. $R_{wg(j)}$ scores using a uniform null distribution were used to assess the within-group agreement (James et al., 1984). The mean $r_{wg(j)}$ was 0.91,

with 97% of teams having $r_{wg(j)}$ score greater than 0.70 (range = 0.57 to 0.99), which meets the guidelines recommended by Klein and Kozlowski (2000) for adequate within-group inter-rater reliability. $R_{wg(j)}$ scores were then calculated using a moderately skewed distribution. The mean $r_{wg(j)}$ was 0.90, with 92% of teams having $r_{wg(j)}$ score greater than 0.70 (range = 0.40 to 0.99) which, although slightly lower, again met the guidelines for adequate within-group inter-rater reliability. Together, these results justify aggregation of the TICS items to a team level.

Given that team members exhibited sufficient agreement to warrant aggregation, an average incivility climate score was calculated for each team. The final eight-item scale showed high internal consistency at the aggregated team-level of analysis, with a Cronbach's alpha reliability of 0.93. An unconditional means model was then conducted to assess if there was meaningful variation in incivility climate between the 50 work teams. The ICC for incivility climate was 0.36, with significant between group variance ($Wald\ Z(57) = 16.57, p < 0.001$). This result indicates that the measure reliably discriminates between different work teams.

As shown in Table 3, the TICS at the team-level of analysis demonstrated convergent validity, being significantly and positively related to the aggregated WIS scale ($r = 0.58$) and significantly and negatively related to team cohesion ($r = -.44$). In light of the moderately high correlations between TICS and the WIS at the aggregated- or team-level of analysis (i.e. greater than 0.4), a confirmatory factor analysis at the aggregated- or team-level was conducted to test the uniqueness of these constructs. The result of the confirmatory factor analysis showed that the two-factor model ($\chi^2 [151, N = 60] = 265.82, p < 0.001, CFI = 0.89, SRMR = 0.08$) provided a significantly better fit than the one-factor model ($\chi^2 [152, N = 60] = 383.30, p < 0.001, CFI = 0.69, SRMR = 0.13$), resulting in a significant chi-square difference score ($\chi^2_{diff} = 117.48, df_{diff} = 1, p < 0.001$). These results

suggest that whilst correlated, incivility climate is a separate construct to the aggregated WIS construct.

Table 6 shows the results of the multilevel analysis conducted using the mixed-model procedure in SPSS (Peugh & Enders, 2005). Group mean centring of the experienced incivility and psychological incivility climate variables and grand mean centring of incivility climate was used for hypothesis testing. The results show that team incivility climate was negatively related to job satisfaction over the effects of individuals' direct experiences of workplace incivility and perceptions of teams' incivility climate. Furthermore, team incivility climate was positively related to intention to leave, over the effect of individuals' direct experiences of workplace incivility and perceptions of teams' incivility climate. Together, these results support Hypothesis 4 and provide support for the criterion-related validity of the TICS. It demonstrates that incivility climate plays a unique role beyond the uncivil behaviour experienced for both outcome variables, and perhaps more importantly, demonstrates the utility of the TICS scale.

Discussion

Despite the increased focus on facet-specific climate constructs and increasing evidence that group-level incivility has a multitude of negative effects (Griffin, 2010; Lim et al., 2008), there is an absence of robust and valid measures of incivility suitable for multilevel analysis. The purpose of our study was to develop a reliable and valid instrument for assessing climate for incivility at multiple levels of the workplace, and to assist researchers who seek to accurately examine this important area of research. Using three separate samples, totalling 1,110 participants and 50 identifiable work teams, the pattern of our results provide encouraging support for the reliability and validity of the TICS at both the individual-level and the aggregated team-level of analysis.

At the individual-level, the TICS demonstrated a single factor structure and good internal consistency, supporting adequate psychometric properties of the new scale. Convergent validity was demonstrated across samples, with incivility climate related to experienced incivility, interactional and distributive justice. Despite moderately strong correlations, the results of a confirmatory factor analysis indicated that incivility climate is a distinct construct from an individual's experiences of incivility and other similar constructs of interpersonal treatment (e.g. interactional justice). Furthermore, our results suggest that individual perceptions of incivility climate accounts for significant variance in work attitudes, over and above the effects of experienced incivility.

When examining incivility climate at the team-level, the TICS again demonstrated a single factor structure with good internal consistency. The results also justified aggregation within teams and demonstrated significant between-team variance, which was quite large comparable to those usually found in applied organisational research (Bliese & Jex, 2002). The presence of between-team variability suggests that work teams are the appropriate level for aggregation and provides evidence of both the predictive value of the team-level incivility climate construct (Chan, 1998; Chen et al., 2003). Convergent validity was also demonstrated with results revealing a significant, yet unique, correlation with both the aggregated WIS and team cohesion. Finally, the team-level TICS demonstrated incremental validity to individual-level measures of incivility when aggregated to the team-level, with incivility climate significantly related to all outcomes, over and above the effects of experienced incivility and psychological incivility climate.

These findings indicate that employees are affected not only by their direct personal experiences of incivility, but also by the team environment and climate that they are exposed to. Indeed, the negative impact of climates for incivility on turnover intentions and satisfaction, even after controlling for personal experiences of uncivil behaviour, highlights

workplace incivility as a team or organisational problem, rather than just a result of individual experiences. Together, the results provide support for the conceptualisation of team-level incivility as a facet-specific climate construct, and the validity of the TICS at both the individual- and team-level of analysis.

Despite the strong multilevel methodology and encouraging results, the study is not without some limitations. The first is the result's vulnerability to common method bias due to the reliance on single source self-report data. To control and check for method variance, a number of recommended procedural and statistical remedies were used (Podsakoff et al., 2003). First, anonymity was guaranteed and identifiable demographic questions were removed to encourage honest responses. Second, item stems were carefully worded to assure respondents that there were no right or wrong answers and reduce evaluation apprehension. Finally, the use of multilevel analysis minimised the common method variance problem, increasing confidence in the results (Podsakoff et al., 2003). The results of the Harman's single factor test also suggested that common method bias was not a substantial concern in the current study. Nevertheless, future studies using the TICS should: a) collect and use multi-source data to examine the outcomes of incivility climate, and b) conduct longitudinal studies to investigate the effect of incivility climate on outcomes over time.

Similar to most studies of workplace incivility, our study also relied on cross-sectional data, limiting the ability to infer causality and directionality. Despite this, longitudinal research on interpersonal deviance provides strong support for turnover and employee satisfaction resulting from workplace incivility, rather than preceding it (Glomb, Munson, Hulin, Bergman, & Drasgow, 1999). Causality is also less of an issue given that a major aim of the current study was to design a valid measure of incivility climate.

Nonetheless, future research should employ longitudinal research methods to address causality concerns and trace team's incivility climate over time.

The generalisability of the results may also be a concern because the TICS was validated using participants located in just one country. Team behaviours and norms vary significantly across cultural settings and are likely to impact employee attitudes and outcomes differently, with evidence that culture has both direct and moderating effects (e.g. Liu, Chi, Friedman, & Tsai, 2009). Consequently, future research should examine the extent to which the TICS exhibit the same properties in other cultures. Understanding cultural impact also represents an important area for future research given that organisations are increasingly operating across multiple countries, increasing the number of multicultural work teams.

Having provided conceptual and empirical evidence for the existence of incivility climates, there is now a need to explore how uncivil team climates relate to other specific climate constructs, such as hostile climate. Referring to consistent acrimonious, antagonistic and suspicious feelings within the work group, scales measuring hostile climates include items that specifically relate to more aggressive, persistent and intentional types of work behaviour, such as 'employees in my work group wonder what others want if they are being especially nice' and 'employees in my work group have to be suspicious of overly friendly strangers' (Mawritz, Mayer, Hoobler, Wayne, & Marinova, 2012). However, Mawritz et al.'s (2012) hostile climate scale questions about what people 'would do' and 'commonly feel', thus requiring team members to provide an affective evaluation of their work environment (Kuenzi & Schminke, 2008). Ehrhart et al. (2014) recently argued that climate is not a measure of affect. The TICS, on the other hand, requires respondents to describe the work environment. Whilst the behavioural domains covered by the incivility climate scale conceptually distinguish it from hostile climates, research on incivility spirals

suggest that over time if left unaddressed, uncivil climates could escalate into more hostile and volatile work environments. Understanding this process, both at individual and group levels, is an important endeavour for future research.

The current study revealed that team incivility climate exerted a meaningful impact on a number of important employee outcomes. There is now a need to focus on moving beyond direct effects to more precise examinations of potential moderating and mediating effects of incivility climate on employee outcomes. Drawing on the team effectiveness literature, researchers could investigate the mediating effect of team characteristics (e.g. team size and composition) and team process variables (e.g. team potency and efficacy) to provide a better understanding of the process by which uncivil team climates influence team performance. Indeed, examining the influence of team size on team incivility climate is an important area for further investigation, with evidence demonstrating that as teams get larger, key team processes such as cohesion, social comparison and cooperation decrease (Wheelan, 2009). Finally, recognising the recent trend towards examining the influence of climate strength, that is the degree to which members of a specific team agree on the level of incivility climate perceptions, future researchers should explore the effect of the strength of team incivility climate (Schneider, Salvaggio, & Subirats, 2002).

Given that the current study did not allow a direct examination of objective organisational or team-level outcomes, a further extension of this research would be to examine additional outcomes at various levels of analysis. For example, it would be valuable to explore the impact that uncivil team climates have on aspects of team performance, such as quality, productivity, customer outcomes and costs. Similarly, exploration of individual, team and organisational antecedents of team incivility climate would also add value to the existing research on workplace incivility.

This study extended understanding of incivility by describing team incivility climate and providing a validated tool, the TICS, to give both researchers and practitioners the ability to diagnose and monitor uncivil team climates and for progressing research on this new facet-specific climate construct.

This study extended the understanding of incivility by describing team incivility climate and providing a validated tool to measure it. The TICS gives both researchers and practitioners the ability to diagnose and monitor uncivil team climates and to progress research on this new facet-specific climate construct. In summary, we believe the results of the study provide the needed conceptual and empirical support for the TICS that will allow researchers to more accurately examine team climates for incivility.

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Table 1. Means, Standard Deviations, Communalities and Factor Loadings: Exploratory Factor Analysis

Item	<i>M</i>	<i>SD</i>	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Final	Factor loadings
1. My team treats one another with respect (r)	1.97	.96	.69	.69	.69	.68	.70	.71	.74	.73	.86
2. People within my team shame and humiliate each other	1.78	.99	.49	.50	.50	.50	.49	.46	.44	.45	.67
3. General bad manners (e.g. interrupting, being late to meetings) is tolerated within my team	2.47	1.08	.64	.64	.64	.64	.63	.63	.62	.62	.79
4. It is common for members of my team to put each other down	1.89	1.09	.57	.58	.58	.58	.56	.53	.50	.50	.70
5. People within my team get away with being rude and disrespectful to others	2.01	1.16	.40	.40	.39	.39	.37	-	-	-	-
6. My team members never verbally abuse one another (r)	2.28	1.31	.34	.34	.34	.34	-	-	-	-	-
7. My team rarely shows anger or hostility to one another (r)	2.16	1.09	.21	.20	.21	-	-	-	-	-	-
9. There are clear policies and procedures that prohibit uncivil behaviour in this team (r)	2.56	1.13	.62	.63	.62	.63	.63	.63	.60	.59	.76
10. Respecting people's privacy is a strong part of my team's culture	2.41	.93	.16	.16	-	-	-	-	-	-	-
11. There is a climate of professionalism within my team	2.12	1.06	.54	.53	.53	.53	.54	.56	.58	.58	.76
12. The atmosphere within my team is one of consideration and courtesy	2.17	.98	.76	.76	.76	.75	.79	.79	.79	.80	.90
13. There is a spirit of inclusion within my team	2.16	.89	.60	.60	.61	.61	.62	.63	.64	.64	.80
14. On the whole, team members listen respectfully to each other's ideas	2.17	.93	.43	.43	.43	.43	.44	.44	.42	-	-
15. Invading people's personal space is the norm within my team	1.95	.90	.38	.38	.38	.39	.38	.35	-	-	-
17. Gossiping behind people's backs is rife within my team	2.44	1.23	.10	-	-	-	-	-	-	-	-
Eigenvalue	-	-	7.43	7.32	7.12	6.94	6.57	6.16	5.74	5.31	-
% of variance explained (unrotated factor)	-	-	46.3%	48.9%	51.4%	54.1%	55.7%	57.3%	59.2%	61.3%	-
Goodness of fit	-	-	263.8	242.7	222.3	209.7	179.2	156.6	125.1	120.1	-

Note: Dashes indicates those items that were removed in the item reduction process. N = 116. (r) indicates reverse-scored items. Items in bold represent the final eight items included in the TICS.

Table 2. *Correlations between TICS items*

TICS Items	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Item 1	-														
Item 2	.55**	-													
Item 3	.66**	.51**	-												
Item 4	.55**	.78**	.63**	-											
Item 5	.48**	.54**	.48**	.66**	-										
Item 6	.39**	.49**	.54**	.55**	.60**	-									
Item 7	.45**	.31**	.42**	.37**	.26**	.27**	-								
Item 8	.58**	.66**	.62**	.73**	.49**	.42**	.30**	-							
Item 9	.30**	.26**	.33**	.26**	.36**	.12**	.13**	.38**	-						
Item 10	.72**	.47**	.50**	.40**	.37**	.37	.36	.55**	.33**	-					
Item 11	.80**	.53**	.71**	.58**	.46**	.47**	.42**	.66**	.36**	.73**	-				
Item 12	.70**	.46**	.69**	.48**	.43**	.47**	.26**	.58**	.22**	.62**	.74**	-			
Item 13	.57**	.35**	.51**	.46**	.42**	.30**	.22**	.52**	.27**	.51**	.58**	.51**	-		
Item 14	.41**	.51**	.48**	.61**	.46**	.32**	.23**	.62**	.36**	.36**	.48**	.41**	.55**	-	
Item 15	.33**	.12	.23**	.19*	.33**	.15	.22*	.07	.26**	.25**	.30**	.26**	.27**	.16*	-

Note: * $p < .05$; ** $p < .01$. Cronbach alphas are on the diagonal in parentheses.

Table 3. *Descriptive Statistics, Correlations and Alphas – Convergent Validity*

Individual-level variables	<i>M</i>	<i>SD</i>	1	2	3	4	5
1. TICS	2.14	0.80	(0.92)				
2. WIS	1.77	0.78	0.67**	(0.94)			
3. Interactional Justice	3.74	0.86	-0.60**	-0.52**	(0.93)		
4. Cohesion	3.18	0.38	-0.31**	-0.07	0.30**	(0.79)	
5. Distributive Justice	3.56	0.78	-0.48**	-0.39**	0.51**	0.15**	(0.85)
Team-level (aggregated) variables	<i>M</i>	<i>SD</i>	1	2	3		
1. TICS	1.87	0.62	(0.93)				
2. WIS	1.57	0.22	0.58**	(0.92)			
3. Cohesion	3.73	0.29	-0.44**	-0.58**	(0.84)		

Note: * $p < .05$; ** $p < .01$. Cronbach alphas are on the diagonal in parentheses. TICS = Team incivility climate scale, WIS = workplace incivility scale.

Table 4. *Descriptive Statistics, Correlations and Alphas for Sample 2 Combined (n = 357) – Criterion-Related Validity*

Variable	<i>M</i>	<i>SD</i>	1	2	3
1. Incivility Climate Scale	2.14	0.80			
2. Job Satisfaction	4.00	0.91	-0.61**	(0.85)	
4. Turnover Intention	2.33	1.06	0.56**	-0.76**	(0.89)

Note: * $p < .05$; ** $p < .01$. Cronbach alphas are on the diagonal in parentheses. TICS = Team incivility climate scale.

Table 5. *Regression analysis examining experienced incivility and team incivility climates.*

Variable	Intention to leave					Job satisfaction				
	B	SE B	<i>B</i>	R ²	Adjusted R ²	B	SE B	<i>B</i>	R ²	Adjusted R ²
Step 1										
WIS	.61	.06	.45**	.21	.20	-.45	.06	-.38**	.15	.15
Step 2										
WIS	.19	.08	.14*	.33	.33	.05	.06	.05	.38	.38
TICS	.63	.08	-.47**			-.74	.06	-.65**		

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

Table 6. *Multilevel analysis examining experienced incivility and team incivility climates*

Variable	Intention to Leave			Job Satisfaction		
	Coeff	SE	T	Coeff	SE	T
Level 1 main effects						
Intercept	3.06	.22	13.86**	3.57	.15	23.73**
WIS	.63	.06	10.36**	-.45	.05	-8.82**
Psychological TICS	.21	.06	3.41**	-.24	.05	-4.60**
Level 2 main effects						
TICS	-.40	.12	-3.67**	.25	.08	3.34**
σ^2	.63			.46		
τ_{00}	.06			.01		

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

Chapter 5: Examining the Interactive, Multilevel Relationship between Incivility, Team Climate, Size and Norms on Employee Wellbeing

The second paper presented in this thesis examines incivility in the context of teams: the role of team incivility climate on job-related affective wellbeing, as well as the role that other team factors have on the relationship between individual-level incivility and wellbeing. Having demonstrated in my previous study the importance of examining uncivil team climates, and the validity of the Team Incivility Climate Scale (TICS), this study extends our understanding of team climates for incivility by examining its relationship with job-related affective wellbeing. This is an important avenue for research as it suggests that the full cost and impact of workplace incivility may be severely underestimated in the current literature. Drawing upon both sensemaking theory and team climate research, this study also investigates two team-level factors, namely competitive team norms and team size, as potential moderators of the relationship between individual experiences of incivility and wellbeing. The hypotheses of the study, which operate across both individual and team levels, are summarised in Figure 5.1.

An initial version of the paper presented in this chapter was accepted and presented at the 9th Industrial and Organisational Psychology Conference in Brisbane, Australia (2011, June). In its current format, the paper is also currently under review with *Work and Stress: An International Journal of Work Health and Organizations* following a request to “revise and resubmit”. I am the first author, and my principle supervisor, Dr Barbara Griffin, is the second author of the paper. My contribution to the research paper was: Concept = 70%; Data collection = 100%; Data analysis = 100%; Writing = 80%; Total = 88%.

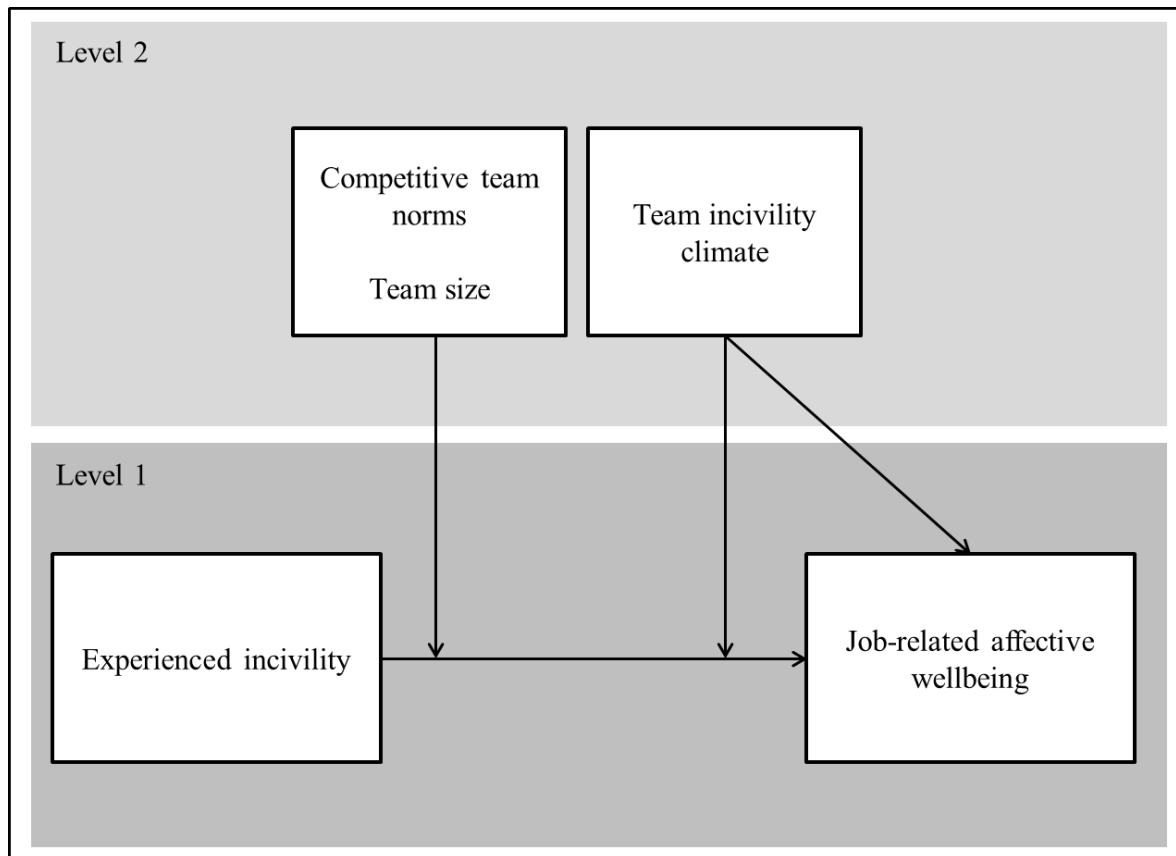


Figure 5.1. Overview of hypotheses

Paper 2: The Interactive Relationship of Incivility and Team Factors on Employee**Wellbeing: A Multilevel Analysis**

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Adopting a multilevel approach, this study extends the current understanding of workplace incivility by examining the cross-level influence of team incivility climate, team size and competitive team norms on employees' reaction to incivility at work. Using a sample of 637 employees nested in 50 work teams, the results revealed a direct negative effect of uncivil team climates on employee wellbeing, over and above employees' personal experience of uncivil behaviour. As hypothesised, competitive norms significantly moderated the negative effect of experienced incivility on affective wellbeing, suggesting that competitive team environments may buffer the negative consequences of workplace incivility through a team sensemaking process. Utilising Social Comparison Theory and climate strength literature, this study also found team size to be a significant moderator of the incivility-wellbeing relationship, with members of smaller work teams experiencing more detrimental effects of uncivil acts. Together, these findings suggest that the magnitude of the negative effect of uncivil behaviour is dependent on the composition and climate of work teams. The results of this study have important implications for designing individual and team level interventions aimed at addressing uncivil behaviour and climates in the workplace.

Keywords: incivility, team climate, multilevel, wellbeing

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Rude and disrespectful behaviour in the workplace has received considerable research attention, with studies indicating that incivility is perhaps the most prevalent form of workplace deviance (Griffin, Bell, & Marusz, 2007; Lim, Cortina, & Magley, 2008). Referring to behaviour that violates workplace norms for mutual respect, examples of incivility include interrupting or ignoring others, using sarcasm, and withholding information (Martin & Hine, 2005). Incivility appears to be a common experience in today's workplace, with a large study of 179 organisations across Australia and New Zealand (Griffin et al., 2007) finding that 85% of employees reported experiencing some form of incivility within the past year. Furthermore, despite its seemingly mild nature, workplace incivility has been shown to have measurable effects on individual and organisational outcomes (Lim et al., 2008; Sakurai & Jex, 2012). For example, targets of uncivil behaviour are more likely to be dissatisfied with their jobs (Lim et al., 2008), experience psychological distress (Cortina, Magley, Williams, & Langhout, 2001) and engage in counterproductive work behaviours (Penney & Spector, 2005). It is not surprising then, that there has been increasing interest amongst academics and practitioners in this milder form of interpersonal deviance.

Despite the growth in research, few have examined the construct beyond the individual-level of analysis. This lack of attention to group processes is surprising given the recognised importance of contextual factors and team climate on individual and organisational outcomes (Lindell & Brandt, 2000). Exceptions include Griffin (2010) and Lim et al. (2008), although both these studies aggregated team members' actual experiences of uncivil behaviour thus could not really capture any emergent group-level processes. However, more recently the Authors (in press) operationalised group incivility as a facet specific climate construct, and in so doing measured the collective

or shared perceptions about the team environment in relation to expectations for and valuing of civil interpersonal treatment. They showed how a team's climate for incivility explained incremental variance in team members' job satisfaction and intention to leave beyond their own personal experience of incivility.

We now extend that study by positioning incivility within a multilevel climate framework to provide a more holistic model and a better understanding of how team climate, norms and structure can affect individuals' emotional wellbeing beyond the effect of their individual experiences. Specifically, this current study adopts the components of Wrzensniewski, Dutton and Debebe's (2003) interpersonal model of sensemaking and integrates this with multilevel theory and analysis to examine how team climate (incivility), norms (competition) and structure (team size) interact with employees' experience of incivility to affect their job-related affective wellbeing.

Wellbeing is an important and costly issue for organisations, with research identifying job-related affective wellbeing as a significant indicator of mental health, absenteeism and even turnover (Mikikangas et al., 2007; Pearson & Porath, 2009). Importantly, incivility has demonstrated predictive relationships with employee wellbeing and mental health (Lim et al, 2008; Pearson & Porath, 2009). Therefore, the outcome of the current study is job-related affective wellbeing, which refers to whether an employee is feeling emotionally well or unwell in a work-related context (Mikikangas, Feldt, & Kinnunen, 2007), and includes emotions such as anxiety, comfort, depression, and enthusiasm.

Employee Sensemaking: The Role of the Team Context

Based on the tenets of the sensemaking perspective (Roberson, 2006; Weick, 1995), the major aim of this paper is to explore team-level moderators of the experienced incivility-wellbeing relationship. Sensemaking refers to an attentional

process whereby employees' interpret their environment and subsequently come to assign subjective meanings of events and behaviour (Roberson, 2006; Weick, 1995). According to Wrzensniewski, et al.'s (2003) interpersonal model of sensemaking, interactions between co-workers create cues that activate an interpretation process. First, employees notice an action or behaviour of another person within their team, known as an interpersonal cue. Employees then interpret whether the behaviour is positive, negative or neutral, before making sense of why someone acted the way that they did (Wrzensniewski et al., 2003). When related to a negative behaviour, an employee's assessment of the reason for the behaviour will either increase or decrease the negative effect of their original assessment of the behaviour.

According to Weick (1995), the sensemaking process is particularly relevant for interpreting unexpected or ambiguous events in the workplace. Given the ambiguous nature of workplace incivility, sensemaking is therefore likely to play an important role in determining the extent to which uncivil behaviour negatively affects employee wellbeing. For more serious forms of interpersonal mistreatment, such as violence and harassment, the interpersonal cues are explicit, and therefore likely to have a stronger direct effect on wellbeing and strain (Spector et al., 2007). However, for uncivil behaviour, the interpersonal cues are much less overt and therefore employees are more likely to look to their co-workers and their team context to draw meaning from these cues (Wrzensniewski et al., 2003).

In their studies of sensemaking, both Weick (1995) and Wrzensniewski et al. (2003) identified work teams as one of the most powerful contextual factors that influence the way employees make sense of behaviour in the workplace. Specifically, the team context influences the likelihood that an interpersonal cue will be noticed in the first place, whether or not the behaviour is assessed as negative, and the motive

assigned to the action. Contextual team factors are therefore likely to play a considerable role in the extent to which employees experience reduced wellbeing as a result of uncivil behaviour. Wrzensniewski et al. (2003) specified three particular team constructs worthy of further research, namely team structure, team climate and team norms. Recognising that there are a myriad of team contextual variables that could be examined within each of these categories, this study examines team incivility climate (team climate variable), competitive team norms (team norms variable) and team size (team structure variable).

Team-Level Incivility as a Facet-Specific Climate Construct

Before focusing on why team-level incivility will moderate the effect of experienced incivility on affective wellbeing, we discuss why team climate for incivility is also likely to have a direct influence on individual team-members' wellbeing regardless of the uncivil treatment they are personally subjected to.

When studied at the individual level of analysis, workplace incivility is operationalised as the extent or frequency that an employee experiences uncivil behaviour (Griffin, 2010). Such research has included investigation of the characteristics of instigators and targets of incivility (Milam, Spitzmueller, & Penney, 2009), the outcomes of individuals' experiences of incivility (Cortina et al., 2001; Martin & Hine, 2005), and the role of individual appraisal and perception (Cortina & Magley, 2009). Within the traditional stressor-strain framework, employees' experiences of incivility is typically classified as a type of workplace stressor (Fox, Spector, & Miles, 2001; Jex, 1998). Research on workplace incivility and the interpersonal deviance literature more broadly, has provided support for a negative relationship between incivility (stressor) and affective wellbeing (strain). For example,

Cortina et al. (2001) found that employees' experiences of uncivil behaviour were associated with greater psychological distress.

Extending this individual experience view of incivility, Lim et al. (2008) and Griffin (2010) investigated group and organisational-level incivility respectively. Lim et al. (2008) defined the group-level construct as a measure of vicarious exposure of the individual to incivility. Griffin (2010) emphasised the shared nature of the group-level variable, defining the construct as the environment of incivility that is experienced within a group or organisation. Underlying these definitions is the premise that workplace incivility, at the individual- and group-level, are distinct constructs, whereby group-level incivility can account for unique variance in employee outcomes, over and above that of individual-level incivility. In other words, Griffin (2010) and Lim et al. (2008) examined incivility as a type of job stressor that can be experienced both directly by an employee (at the individual-level) as well as one that can manifest at the group-level and is the aggregate or collective team experience of incivility. Lim et al. (2008), who looked at the adverse consequences of uncivil behaviour on targets' psychological and physical wellbeing, found a significant relationship between workplace incivility, wellbeing and mental health.

The current study takes a different approach to conceptualising the higher-order incivility construct, by proposing that it operates as a facet-specific climate construct. Team climate is central to employees' work experiences and has been shown to be an important factor affecting employee behaviour and outcomes (Ehrhart, Schneider, & Macey, 2014). Incivility climate is defined as a distinct team cognition about the practices, procedures and norms that are rewarded or supported concerning workplace incivility (Authors, in press). A climate for incivility emerges when team practices, procedures and norms encourage, or fail to prevent, uncivil behaviour occurring within

the team. As required when validating a new climate construct (e.g. Morrison, Wheeler-Smith, & Kamdar, 2011; Takeuchi, Chen, & Lepak, 2009), Authors (in press) were able to show that team climate for incivility is empirically distinct from individuals' personal experiences of incivility and can be used to explain variance in outcomes (e.g., job satisfaction and intention to leave) beyond that accounted for by individual experiences even when these are aggregated to a higher level.

According to Authors (in press), when uncivil behaviour permeates the team climate, members are likely to develop negative feelings towards both the team and concern for themselves. Over time, this will have a detrimental effect beyond personal experience on overall health and wellbeing as team members observe rude behaviour go uncorrected, develop expectations that this is how they will likely be treated in the future, and interpret this context as indicating that team members are not valued. For example, Kessler, Spector, Change, and Parr (2008) and Spector, Coulter, Stockwell, and Matz (2007) found that team climates of violence had a detrimental effect on employees' physical and psychological wellbeing, beyond that of individuals' direct experience of violence and aggression. According to Kessler et al. (2008), this may be due to the fact that a high violence climate signals to employees that the organisation is not concerned with protecting their safety, which in turn leads to increased feelings of anxiety and fear. It is therefore hypothesised that incivility climate will have a direct negative impact on employee wellbeing:

Hypothesis 1: A team climate for incivility will be negatively related to job-related affective wellbeing, over and above the effect of individually experienced incivility.

Turning now to the expected moderating role of team climate for incivility.

Studies investigating team climate as a moderating variable of lower order relationships are relatively rare, with Ehrhart et al. (2014) emphasising the urgent need for such multilevel research.

Referring to the process by which one's standing relevant to others influences attitudes and behaviours (Buunk & Gibbons, 2007), social comparisons are a central part of the way employees evaluate their work environment (Greenberg, Ashton-James, & Ashkanasy, 2007). According to social comparison theory (Festinger, 1954), team climate can amplify the behavioural and affective reactions of employees to environmental stimuli by providing signals for how to interpret events (Mussweiler, 2003). In other words, one way employees' may make sense of their uncivil experiences is to assess the practices, policies and norms that exist within their immediate work environment and compare how they and others are treated (Folger & Cropanzano, 1998), which in turn will affect their emotional response to the event (Wulumbwa, Hartnell, & Oke, 2010).

An example of how employees use social comparison to make sense of personally experienced interpersonal mistreatment is the so called 'singled out hypothesis' proposed by Duffy, Ganster, Shaw, Johnson, and Pagon (2006) and supported by Griffin (2010). The singled out effect occurs when employees who are mistreated by their co-workers have a more negative response if they work in environments where such treatment is not condoned and few others are treated this way (Duffy et al., 2006). For example, Griffin (2010) found that organisational-level incivility moderated the relationship between individual-level incivility and intention to leave, which was stronger when the aggregated incidence of incivility was low. When an employee's negative experience of incivility is similar to the majority of their co-workers, the

impact of that incivility may not be as severe because the employee can interpret the situation as being caused by something in the work environment that is common to others in the same environment. Conversely, when an employee is treated in an uncivil manner in a work context where few others are targeted with incivility, or where incivility is not a characteristic of the team climate, they are more likely to make personal attributions about the cause. When people blame themselves for a negative event, such as being treated in an uncivil manner, the impact of the event is more detrimental (Bowling & Beehr, 2006). Therefore, it is hypothesised that:

Hypothesis 2: A team climate for incivility will moderate the relationship between personally experienced incivility and job-related affective wellbeing, such that the negative relationship will be stronger when team incivility climate is low.

We note that Hypothesis 2 might initially seem counter-intuitive in light of Hypothesis 1, so emphasise that the direct effect of team climate for incivility (H1) explains between groups variance (i.e., intercept variation) in individual well-being whereas the moderating effect (H2) means that team climate for incivility is expected to independently alter an existing individual-level or within-group relationship (i.e., slope variation). Both Duffy et al. (2006) and Griffin (2010) demonstrated this direct negative effect of a group variable on an individual outcome and at the same time the moderating effect that weakened the relationship between an individual-level predictor and the outcome.

Competitive team norms. Apart from social comparing their experience, another way employees might interpret or make sense of uncivil behaviour (and thus, the extent to which they experience a decline in wellbeing) is to reframe the experience as some kind of necessary or acceptable way of behaving given the work conditions.

Competitive team norms offer one such lens through which employees may reframe

their experiences of incivility. For example, in teams with highly competitive norms, members may be able to reframe workplace incivility by interpreting it as ‘what you have to do’ to succeed, or ‘just how people respond’ to the organisational pressures to perform.

Competitive norms refer to the degree to which employees perceive organisational rewards to be contingent on comparisons of their performance against that of their peers (Brown, Cron, & Slocum, 1998). Competition within teams is generally seen to be unhealthy (Kohn, 1992) and when experienced can foster negative interpersonal behaviours and poor individual outcomes. For example, within team competition norms are related to the quality of friendships, interpersonal relationships, sabotage behaviour and denigration of others (Charness, Masclet, & Villeval, 2012; Ryckman, Hammer, & Gold, 1996). When rewards for team members are contingent on their performance compared with others within the team, the kind of competitive norms that can develop include taking credit for other peoples work, undermining co-workers’ contributions, and failing to help others (Duffy et al., 2006).

Despite the often negative impact of competition within teams, including the impact it has on the way employees treat one another, competition is a relatively under-researched team factor. This is quite surprising given that competitive behaviour is of high salience in many work contexts (Heidemeier & Bittner, 2012); possibly none more so than within work teams with high interdependence. Indeed, qualitative information collected from focus groups in one of the organisations participating in the current study indicated within team competition to be key factor in promoting uncivil behaviour.

Hypothesis 3: Competitive team norms will have a negative cross level effect on job-related affective wellbeing.

While increasing the actual amount of uncivil behaviour on one hand, competitive norms may also change the interpretation of incivility. As argued by Wrzensniewski et al., 2003, norms can impact the sensemaking process. With regard to making sense of incidences of uncivil treatment, the members of teams with highly competitive norms are likely to develop a shared understanding that uncivil behaviour is ‘part and parcel’ of working within a team, which in turn, legitimises the experience of uncivil behaviour and reduces the overall impact on employee wellbeing (Ashmos & Nathan, 2002). In teams with less competitive norms, team members will be unlikely to engage in this reframing to explain uncivil behaviour, because there is no ‘reason’ for the behaviour within the team context. Due to the greater perceived violation of team norms and shared mental models, the negative consequences of workplace incivility on employee wellbeing with non-competitive team norms are likely to be stronger. Therefore the following hypothesis is proposed:

Hypothesis 4: Competitive team norms will moderate the relationship between experienced incivility and job-related affective wellbeing, such that the negative relationship will be stronger when competitive team norms are low.

Team structure. In addition to team climate and norms, we adopt the suggestion by Wrzensniewski et al. (2003) to study team structure variables as a sensemaking vehicle for moderating the impact of workplace events (such as experienced incivility) on outcomes (such as job-related wellbeing). Team size is a structural factor known to have roles in determining both individual outcomes and the internal functioning of teams (Cremer & Leonardelli, 2003; Wheelan, 2009). For example, size influences team cohesion, quality of team experiences, social comparisons and cooperation, with such factors decreasing as teams become bigger (Cremer & Leonardelli, 2003; Pruitt, 1998; Wheelan, 2009). Likewise, Aube, Rousseau and Tremblay (2011) found that

members of larger teams were significantly more likely to engage in social loafing, interpersonal aggression, and misuse of resources. Indeed, in that study, team size accounted for approximately 20% of the variance in interpersonal aggression. In explaining such results, Cremer and Leonardelli (2003) suggest that it is the greater presence of social constraints in smaller teams that promote collective interest. In larger teams, social constraints are absent, or present to a lesser degree, with employees' feeling less identifiable, less accountable, and less personally responsible for their teams' overall welfare. In turn, cooperation is reduced as employees in larger teams become more driven by personal self-interest than collective benefits.

Hypothesis 5: Team size will have a negative effect on an individual's job-related affective wellbeing.

As described above, social comparison theory (Festinger, 1954) also provides support for a moderating effect of team size, suggesting that the negative consequences of experienced incivility would be stronger within smaller work teams. In small teams, social comparisons may be more easily generated by the target of interpersonal mistreatment and result in stronger perceptions of injustice. Targets working within smaller teams may also feel that their experiences are more on display and that their vulnerability as a victim is more obvious to the team, resulting in a stronger negative reaction. Furthermore, when there are fewer people in a team, episodes of interpersonal mistreatment may result in employees feeling singled-out, which, in turn, results in a stronger decline in their overall wellbeing. In large teams, social comparisons may be less easily generated by targets because of the high numbers of possible comparisons. Specific incidents of uncivil behaviour may be less obvious within the team, that is, unlikely to be observed by the majority of the team members, and because targets feel less on display the overall negative impact on their wellbeing may be weakened.

The proposed buffering effect of team size on the relationship between personally experienced incivility and wellbeing due to the way incivility is interpreted might also occur due to the likely differences in social support between small and large teams. When uncivil behaviour occurs in small teams, there may be fewer colleagues that the employee can turn to for support and guidance. In large teams, the target is likely to have more team members who are removed from the specific incident to turn to for support, in turn reducing negative emotions and buffering the negative outcomes of experiencing uncivil behaviour. Indeed, research has shown that employees who experience workplace incivility report better outcomes when they felt organisationally and emotionally supported (Sakurai & Jex, 2012). Applying the social comparison and social support literature, the following hypothesis is proposed:

Hypothesis 6: Team size will moderate the relationship between experienced incivility and job-related affective wellbeing, such that the negative relationship will be stronger when team size is smaller.

Method

Participants. The sample for this study consisted of 637 employees nested in 50 work teams across five organisations, which included not-for-profit, public and private sector companies across five industries, including financial services, health, marketing, professional services, and telecommunications. Respondents worked in roles requiring a high degree of interdependence and interpersonal interaction, which is important given the study's focus on employees' interpersonal behaviour. Teams selected to participate in the study were well-established teams who work together towards common goals under co-located managers or team leaders. The size of these teams ranged from 6 to 44 members, with a mean of 24 ($SD = 11.37$). The average team member response rate was 46%, with 4 to 23 responding from each team ($M = 11$; $SD = 5.09$).

Just over half the individual participants (55%) were female and their ages ranged from 18 to 73 years ($M = 34$; $SD = 9.44$). Mean job tenure was 5.7 years ($SD = 6.51$). In terms of role within the teams, 57% of respondents were team members, 32% were middle managers and 11% were senior managers. Of the respondents, 25% had a school or high school certificate, 43% had a bachelor degree or technical college certificate and 32% had a postgraduate degree.

Measures. The survey was administered online, although a small percentage of respondents completed a hardcopy version. Participation was voluntary and anonymous so that teams did not know which of their members had responded.

Outcome measure. Job-related affective wellbeing was assessed using Warr's scale (Mikikangas, Feldt, & Kinnunen, 2007). Respondents were required to describe how frequently their job had made them feel each of 16 emotions in the past month using a seven-point scale (from 1 = 'never, 0% of the time' to 7 = 'always, 100% of the time'). Examples of emotions included 'enthusiastic', 'nervous', and 'calm'. The eight negative emotions were reverse scored, so that higher scores indicated a high level of wellbeing ($\alpha = 0.88$).

Individual-level measure. Workplace incivility was measured with Cortina et al.'s (2001) 11-item Workplace Incivility Scale (WIS). Respondents were required to rate on a five-point scale (from 1 = 'never' to 5 = 'very often') statements describing how often they had experienced uncivil behaviours within their team (i.e. supervisor and co-workers) within the past six months. Items included 'ignored you or failed to speak to you'; 'made jokes at your expense'; and 'made demeaning or derogatory remarks about you'. The Cronbach alpha was 0.91.

Group-level measures. Team size was provided for each of the teams by the team supervisor. Team incivility climate was measured using the eight-item Team Incivility

Climate Scale (TICS; Authors, in press). The eight items are aligned with the definition of team incivility climate, such that they measure employees' shared perceptions of expectations, practices and procedures regarding uncivil team behaviours, using the collective team entity as the reference point. Respondents were required to rate the items on a five-point scale, ranging from 1 = 'strongly disagree' to 5 = 'strongly agree'. Items included 'people within my team shame and humiliate each other' and 'there are clear policies and procedures that prohibit uncivil behaviour in this team (r)'. A referent shift consensus model (Chan, 1998) was utilised because the climate literature broadly agrees that this best captures and measures the shared, interdependent nature of climate constructs (Chen, Mathieu, & Bliese, 2003). Aggregation of the individual ratings to form a measure of incivility climate was justified by a mean $r_{wg(j)}$ of 0.91 ($SD = 0.02$), and an intraclass class correlation (ICC) value of 0.06, with significant between group variance ($Wald Z = 2.34, p < 0.05$). However, as in most studies of interpersonal mistreatment, the measure of team climate for incivility was positively skewed (mean = 1.88). Therefore, guided by Smith-Crowe, Burke, Cohen, and Doveh (2014), we also calculated the $r_{wg(j)}$ score assuming a skewed distribution of responses. The resulting $r_{wg(j)}$ was significantly different from zero at .05, with a $r_{wg(j)}$ of .82 ($SD = .05$). The data demonstrated good reliability, with a Cronbach alpha of 0.86.

Competitive team norms was measured using four items from Brown, Cron and Slocum's (1998) scale, which were modified to be less specific to sales roles. Example items were 'everybody is concerned with being the top performer', and 'the amount of recognition you get in this team depends on how you perform compared to others'. Responses were made on a five-point Likert scale from 1 = 'strongly disagree' to 5 = 'strongly agree'. The four items at the individual-level yielded a Cronbach alpha of 0.74. Aggregation of the individual ratings to form a measure of competitive team

norms was justified by a mean $r_{wg(j)}$ score of 0.92 ($SD = 0.03$) with all team $r_{wg(j)}$ scores above the 0.70 cut-off criteria, and an ICC value of 0.19, with significant between group variance ($Wald Z = 3.63, p < 0.001$).

Analysis. The data for this study contained a hierarchical structure in which respondents were embedded within work teams. Multilevel modelling techniques have been developed to analyse such nested data structures (Hoffman, Griffin, & Gavin, 2000) and allow for the examination of cross-level effects (Bliese & Jex, 2002). To meet the conditions for multilevel analysis, the assumptions of justifiable aggregation and significant between group variance were tested. First, $r_{wg(j)}$ scores using a uniform null distribution were used to assess the within-group agreement (James, Damaree, & Wolf, 1984; Klien & Kozlowski, 2000). As previously described, aggregation of individual-level measures of incivility climate and competitive norms to the team-level was justified, with $r_{wg(j)}$ scores of above .9 for both measures. Recognising the ongoing debate regarding the use of $r_{wg(j)}$ scores, we ran the analysis both including and removing the small number of teams with low $r_{wg(j)}$ scores (Smith-Crowe et al., 2014). Given the similarity of results we presented the results with all 50 teams included in the analysis. Significant between group variance further justified aggregation of incivility climate and competitive norms to the group-level.

An unconditional means model was conducted to assess if there was meaningful individual and group variation in wellbeing between work teams. The ICC for wellbeing was 0.045, with significant between groups variance ($X^2_{(49)} = 76.88, p < 0.01$). While not large, this value is typical for those usually found in applied organisational research (Bliese & Jex, 2002). The hypothesised cross-level effects were tested using the mixed-model procedure in SPSS (Peugh & Enders, 2005). In addition to the null model, three random intercept models were fitted sequentially to examine: 1)

the effect of experienced incivility on job-related affective wellbeing; 2) the direct effect of group-level factors on wellbeing (Hypothesis 1); and 3) the effect of the cross-level moderators (Hypotheses 2-4). Group mean centring of the experienced incivility variable and grand mean centring of Level 2 predictor variables was used for hypothesis testing. Simple slope and regions of significance tests were also conducted for the interaction hypotheses and included in the figure notes (Preacher, Curran & Bauer, 2006). Finally, we investigated the potential effect of organisational membership by creating five dummy variables and including them in the analysis. However, organisational membership was non-significant and did not change the overall results, so have not been reported for ease of interpretation.

Results

Effect of experienced incivility. Table 1 presents the means, standard deviations and correlations of the individual and group-level measures. As shown, experienced incivility was significantly correlated with job-related affective wellbeing ($r = -.46, p < 0.01$). The random coefficients model (Table 2) confirmed this relationship within groups, with experienced incivility explaining 20.3% (i.e. $[\.648 - .516] / .648 = .203$) of the within group variation in employee wellbeing.

Table 2 presents the results of three mixed models fitted sequentially. Table 2 also provides pseudo- R^2 values to show the amount of incremental within-individual variance explained by each of the models.

Direct effects. The statistical model for the main effect model and thus testing Hypothesis 1, 3 and 5 was:

$$\text{Level 1: } WB_{ij} = \beta_{0j} + \beta_{1j} (EI_{ij}) + r_{ij}$$

$$\text{Level 2: } \beta_{0j} = \gamma_{00} + \gamma_{01}(IC_{ij}) + \gamma_{02}(TS_{ij}) + \gamma_{03}(CN_{ij}) + u_{0j}$$

(where WB refers to wellbeing, β_{0j} refers to the intercept, EI refers to experienced incivility, r_{ij} refers to the error term of the level 1 intercept, γ_{00} refers to the intercept of the level 2 regression, IC refers to incivility climate, TS refers to team size, CN refers to competitive norms and u_{0j} refers to the error term for the level 1 intercept). The results are reported in Table 2 where it can be seen that together the three level 2 variables accounted for 76% of the between-groups variance in the relationship between individually experienced incivility and wellbeing.

As shown in Table 2, a climate for incivility within work teams had a direct negative effect on job-related affective wellbeing ($t = -2.13, p < 0.05$) supporting Hypothesis 1. It accounted for 59% of the variance in team wellbeing beyond the effect of team size and competitive norms. As predicted (Hypothesis 3), it can be seen from Table 2 that competitive team norms also had a significant direct effect on wellbeing ($t = -2.53, p < 0.05$). It accounted for 14% of the between groups variance in wellbeing beyond the effect of team size and climate. In contrast, Hypothesis 5 was not supported because team size did not relate to wellbeing.

Cross-level moderation. The statistical model for the cross-level interactions model and thus testing Hypotheses 2 to 4 was:

$$\text{Level 1: } WB_{ij} = \beta_{0j} + \beta_{1j}(EI_{ij}) + r_{ij}$$

$$\text{Level 2: } \beta_{0j} = \gamma_{00} + \gamma_{01}(IC_{ij}) + \gamma_{02}(TS_{ij}) + \gamma_{03}(CN_{ij}) + \gamma_{04}(EI \times IC_{ij}) + \gamma_{05}(EI \times TS_{ij}) + \gamma_{06}(EI \times CN_{ij}) + u_{0j}$$

The variation in slopes was significant ($\chi^2(49) = 73.27, p = .014$). Together, the three variables accounted for 38% of the variance in the relationship between individual incivility and wellbeing.

As reported in Table 2, Hypothesis 2 was not supported as incivility team climate was not a significant moderator of the experienced incivility-wellbeing relationship,

although it approached significance ($t = -1.85, p = 0.054$). However, competitive team norms was a significant moderator of the experienced incivility-wellbeing relationship ($t = 2.00, p < 0.05$), thus supporting Hypothesis 4. The cross-level interaction, experienced incivility X competitive team norms, accounted for 4% of the variance in slopes beyond the effect of size and climate. Figure 1 illustrates that as hypothesized there was a stronger negative relationship between experienced incivility and wellbeing for those who worked in teams with less competitive team norms (1 *SD* below the mean) compared to those who worked in teams with higher competitive team norms (1 *SD* above the mean).

Hypothesis 5 was also supported, with team size being a significant moderator of the incivility-wellbeing relationship ($t = 3.28, p < 0.01$). The cross-level interaction, experienced incivility X team size, accounted for 8% of the variance. Figure 2 illustrates the expected relationship of experienced incivility with wellbeing for two levels of team size (± 1 *SD*), where there was a stronger negative relationship for respondents who worked in smaller teams.

At a reviewer's suggestion, we added aggregated experienced incivility to represent a measure of team incivility norms, which has been used in previous research (Griffin, 2010; Lim et al., 2008), to examine whether the results of this study operate similarly when the aggregated measure is included in the analysis. The analysis presented in Table 2 was repeated to incorporate aggregated experienced incivility. Aggregated experienced incivility did not have a direct or interactive effect on employee wellbeing, with or without team incivility climate included. In addition, the inclusion of the aggregated variable did not significantly change the results, and therefore are not reported in this paper.

Discussion

While previous studies have recognised the likely role that the work environment plays in facilitating and shaping employees' reactions to interpersonal mistreatment (Authors, in press; Cortina & Magley, 2009; Duffy et al., 2006; Griffin, 2010;), the influence of work teams on outcomes from individually experienced incivility has not yet been systematically investigated. Based on a model proposed by Wrzensniewski et al. (2003), we hypothesised that the norms, climate and size of a team are factors that guide sensemaking and social comparison for team members and therefore would influence the effect of experienced incivility on wellbeing. Results indicate that team members do not necessarily have to be direct targets to experience the negative effects of uncivil behaviour, but rather, the size and normative behaviour of their team influences how they respond to personal experiences of incivility. Overall, the findings of this study make several important contributions to both the incivility and work team literature.

Team incivility climate had a direct negative effect on employee wellbeing, over and above the individual-level effect of incivility. Employees were affected not only by their direct personal experiences of incivility, but also the team environment and climate that they were exposed to. The negative impact of incivility climate on employee wellbeing, even after controlling for personal experiences of incivility, highlights workplace incivility as a team or organisational problem, rather than just a result of individual factors (Glomb & Hulin, 1997).

In contrast to Duffy et al. (2006) and Griffin (2010), we did not find a significant moderating effect of incivility team climate on the relationship between experienced incivility and employee wellbeing. This result may highlight some differences in the effect of team- and organisational-level incivility, as both Duffy et al. (2006) and Griffin (2010)

found support for the singled out hypothesis when examining the effect at the organisational-level of analysis, whilst this study examined the effect at the team level. Our results may also be a result of differences in the outcome measures used across the studies, with Duffy et al. (2006) and Griffin (2010) focusing on two cognitive outcomes (job satisfaction and turnover intentions), whilst this study focused on an affective outcome (wellbeing). According to fairness theories, when employees perceive that they are being treated unfairly, they are likely to cognitively alter their commitment to the organisation, to reduce dissonance and restore feelings of justice (Karriker & Williams, 2007), therefore supporting a stronger singled-out effect on cognitive outcomes, such as intention to remain and job satisfaction, compared with affective wellbeing, which may be further impacted by the negative climate.

As predicted, competitive team norms had a negative effect on job-related affective wellbeing and also moderated the relationship between experienced incivility and wellbeing, with the negative effect stronger for those who worked in teams with less competitive norms. Conversely, the negative effect of experienced incivility on wellbeing was reduced when respondents worked in teams with higher competitive team norms, such that the relationship between incivility and wellbeing stayed constant irrespective of the amount of incivility. Guided by sensemaking theory (Ashmos & Nathan, 2002), targets of uncivil behaviour working in teams with higher competitive norms may be able to reframe workplace incivility, perhaps by interpreting it as a by-product of competition rather than an intentional demeaning behaviour, thereby reducing its overall impact on their wellbeing. Targets of uncivil behaviour working in teams with lower competitive norms, may not be able to reframe such uncivil behaviour in the same way, thereby increasing the negative impact of high incivility on wellbeing.

The magnitude of the relationship between experienced incivility and affective wellbeing was also influenced by team size, in that the negative effect was stronger for those who worked in smaller teams. The results revealed that at low levels of incivility, small teams enjoy similar levels of wellbeing as large teams. However, at high levels of incivility, the effect of such behaviour is more detrimental to the wellbeing of employees working within smaller teams. In contrast, team size had no direct effect on wellbeing.

This significant moderating effect of team size supports previous research on team design, which suggests that the composition of a team can significantly affect the quality of team members' experiences at work (Ogungbamila, Ogungbamila, & Adetula, 2010). Aube et al. (2011) also found that larger teams reduced the strength of the relationship between counterproductive behaviours and the internal team functioning. Our result supports social comparison theory, which posits that direct social comparisons are more easily generated in small teams where physical closeness and social interactions are high. Furthermore, increased opportunity for social comparison in small teams may result in targets of incivility feeling more singled-out and experiencing self-conscious emotions such as humiliation, embarrassment and shame (Greenburg et al., 2007).

Practical implications. The results of this study have some important implications for practitioners and managers. First, the direct effect of team incivility climate found in this study reinforces the significant costs of workplace incivility that have been examined in previous individual-level studies of workplace incivility (Cortina et al., 2001; Lim et al., 2008; Penney & Spector, 2005). However, because the impact of incivility extends beyond just those who directly experience such behaviour, the results suggest that the full cost of workplace incivility may not be fully

appreciated. Ignoring such team climates is far from harmless, with Pearson and Porath (2009) estimating the cost of workplace incivility to a business to be as much as \$14,000 a year per employee as a result of distraction from work and project delays. If workplace incivility is allowed to permeate the team environment, the costs to employers will continue to rise. Managers that are able to understand the social context of incivility may be more able to effectively assess and address those factors in the climate that encourage uncivil behaviours.

Our findings also reinforce the need to understand that the characteristics, shared mental models, and climates of teams influence the way individual team members' appraise and react to experienced incivility (Roberson, 2006). Managers may well need to consider the characteristics and context of their team when implementing any strategies or interventions aimed at addressing workplace incivility. These results bolster the importance of developing fair and respectful team environments, and addressing workplace incivility early (Bliese & Jex, 2002; Cortina et al., 2001).

The multilevel results of this study underscore the importance of a multipronged approach to preventing and reducing incivility, with interventions targeting both the team climate, as well as specific, individual 'episodes' of incivility. Collectively, our findings highlight the importance of diagnosing and addressing workplace incivility, particularly within smaller teams where the impact of experiencing such behaviour is especially harmful.

Limitations and future research directions. The results of this study should be evaluated in light of its limitations. Similar to most studies of workplace incivility, this study relied on cross-sectional data, limiting our ability to make any definitive inferences about causality. Despite this, diary studies and longitudinal research on interpersonal deviance provides strong support for employee wellbeing resulting from

workplace incivility, rather than preceding it (Beattie & Griffin, 2014; Glomb, Munson, Hulin, Bergman, & Drasgow, 1999). Nonetheless, more longitudinal research is required to investigate the causal relationships and evolution of process between team incivility climate and employee outcomes.

In addition, the reliance on self-report measures raises concerns about the potential for common method bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). However, the application of multilevel analysis, with individual responses for the outcome and team-level variables being aggregated to the team level and checked for within-group agreement helps minimise the common method variance problem (Podsakoff et al., 2003). Although participants came from work teams from five organisations across a range of industries with differing organisational structures, all five organisations represented traditional white-collar professions. It would therefore be beneficial to conduct future research on the influence of uncivil team climates in blue-collar environments before generalising the findings. Additionally, this study has not looked at team incivility climate within geographically dispersed or virtual workplaces. Given the increasing use of virtual and dispersed work teams, understanding the mechanism by which incivility climates affect virtual teams represents an important area for future research.

The significant direct effect of incivility climate and competitive norms, as well as the interaction effects of competitive climate and team size, should also be interpreted in light of the relatively small effect sizes found in this study. Whilst small effect sizes are common in organisational research, the results suggest that a proportion of variance was left unexplained, supporting the need for further research in this space.

Finally, the results of this study reveal the importance of investigating team-based interventions aimed at addressing team climates of incivility. Despite the clearly

defined problem, very little research has tested or produced convincing evidence supporting effective interventions (Leiter, Laschinger, Day, & Oore, 2011). Indeed, this study highlights the need for future research to investigate team-based interventions to improve civility within work teams and enhance employee wellbeing.

Conclusion. By taking a multilevel perspective, this study offered a unique opportunity to examine the effect of team incivility climate on employees' experiences at work, as well as providing empirical evidence on how individual and team-level factors interact to influence employee outcomes of workplace incivility. The results reveal a direct negative relationship between team incivility climate and job-related affective wellbeing, over and above the effect of individually experienced incivility, and indicate that the relationship between individuals' experiences of incivility and job-related affective wellbeing is moderated by team size and competitive team norms. The findings of this study have important implications for interventions aimed at reducing the negative effects of workplace incivility.

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Table 1. *Descriptive Statistics, Correlations, and Internal Consistencies*

Variables	<i>M</i>	<i>SD</i>	1	2	3	4	5
Level 1 Variables							
1. Experienced incivility	1.54	0.59	(.91)				
2. Job-related affective wellbeing	4.87	0.83	-.46**	(.88)			
Level 2 Variables							
3. Incivility climate	1.88	0.23	0.27**	-.21**	(.86)		
4. Team size	24.41	11.37	0.05	-.08	0.06	-	
5. Competitive team norms	2.83	0.80	0.27**	-.27**	0.09*	0.21**	(.74)

Note: For individual-level measures, $n = 637$; for team-level measures, $n = 50$. Level 1 variables were aggregated to provide estimates of between-team relationships with level 2 variables. Figures in parentheses are Cronbach alphas.

* $p < 0.05$; ** $p < 0.01$.

Table 2. *Multilevel analysis examining incivility, team size and competitive team norms (dependent variable: job-related affective wellbeing).*

Variable	Null Model			Model 1			Model 2			Model 3		
	Coeff	SE	T	Coeff	SE	T	Coeff	SE	T	Coeff	SE	T
Level 1 main effects												
Intercept	4.88	.04	115.47**	4.88	.04	115.72**	4.88	.03	152.06**	4.88	.03	152.31**
Experienced incivility				-.67	.07	-9.34**	-.68	.07	-9.44**	-.67	.06	-10.45**
Level 2 main effects												
Incivility climate							-.70	.10	-6.89*	-.71	.10	-6.84*
Team size							-.00	.00	-1.58	-.00	.00	-1.13
Competitive team norms							-.21	.08	-2.53**	-.19	.09	-2.05*
Cross-level interactions												
Experienced incivility × Incivility climate										-.10	.18	-0.59
Experienced incivility × Team size										.01	.01	2.36*
Experienced incivility × Competitive team norms										.34	.15	2.34*
σ^2 within	.648			.492			.490			.489		
σ^2 u0	.032			.044			.014			.014		
σ^2 u1				.081			.079			.049		
df	49			49			49			46		
Pseudo R ²				.24			.76			.38		

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

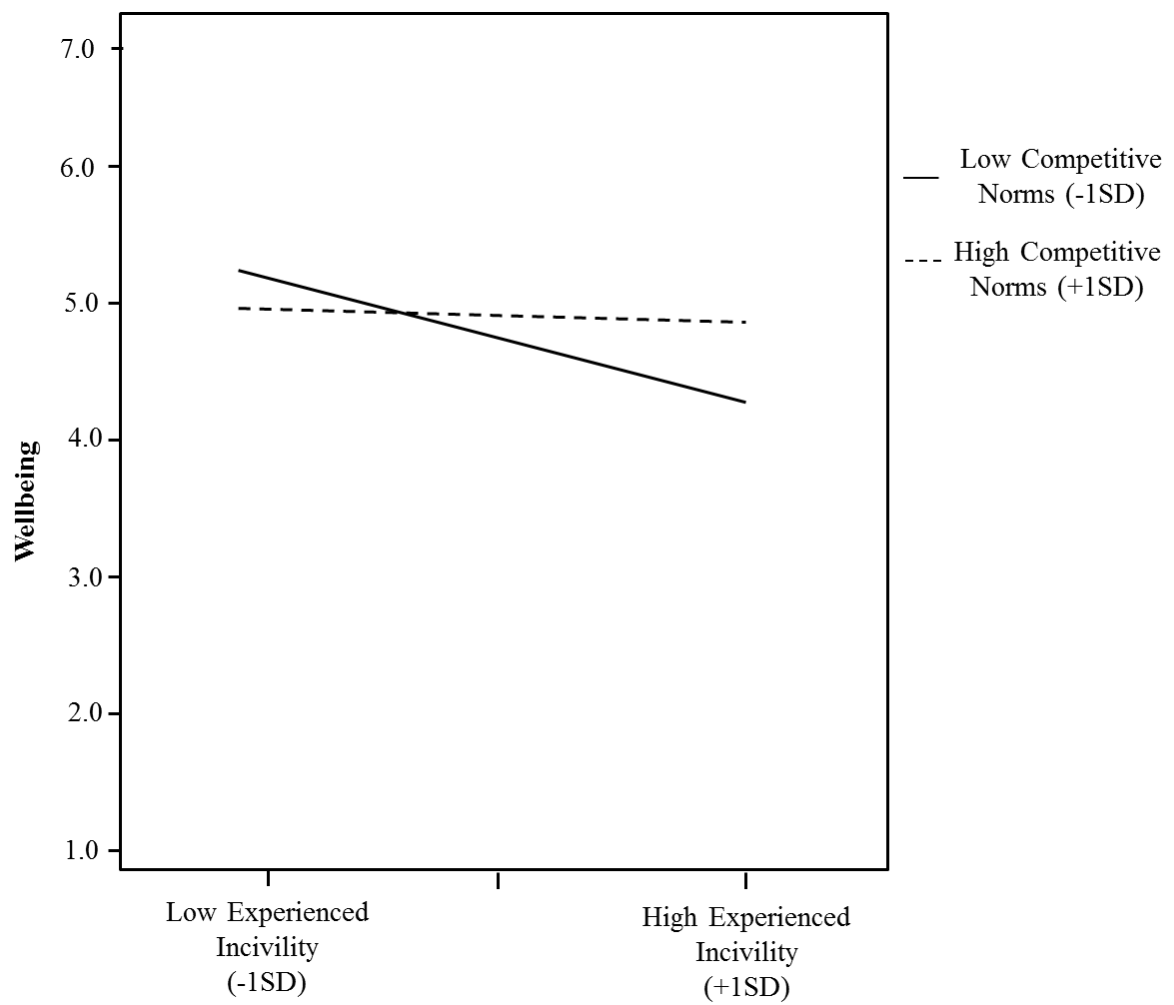


Figure 1. Results – Moderating effect of competitive team norms.

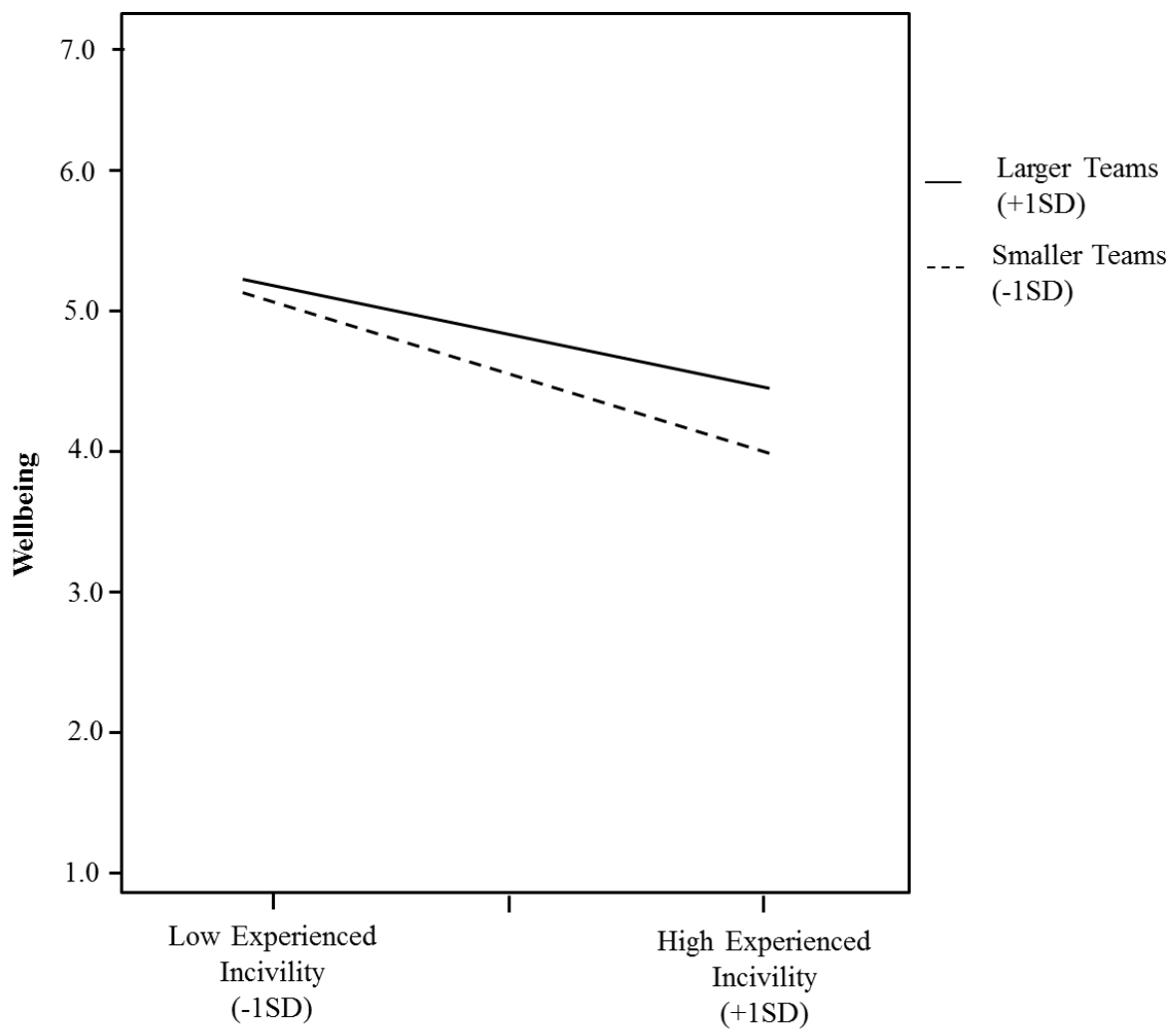


Figure 2. Results – Moderating effect of team size.

Chapter 6: Examining Multilevel Contextual Factors Related to Incivility Climate:

Supervisor Incivility and Team Cohesion

Having focused on the outcomes of incivility climate in the first two studies, the third paper presented in this dissertation considers contextual team-level factors that might act as antecedents of uncivil team climate; namely supervisor incivility and team cohesion. Given the absence of interventions that reduce uncivil work climates, exploration of contextual correlates above the individual level is critical to designing effective team-based interventions. By understanding the interactive role that supervisors and co-workers play in either creating or exacerbating uncivil team climates, practitioners will be better placed to deliver programs that will specifically target change to those factors that matter. The multilevel hypotheses of the study are summarised in Figure 6.1 below.

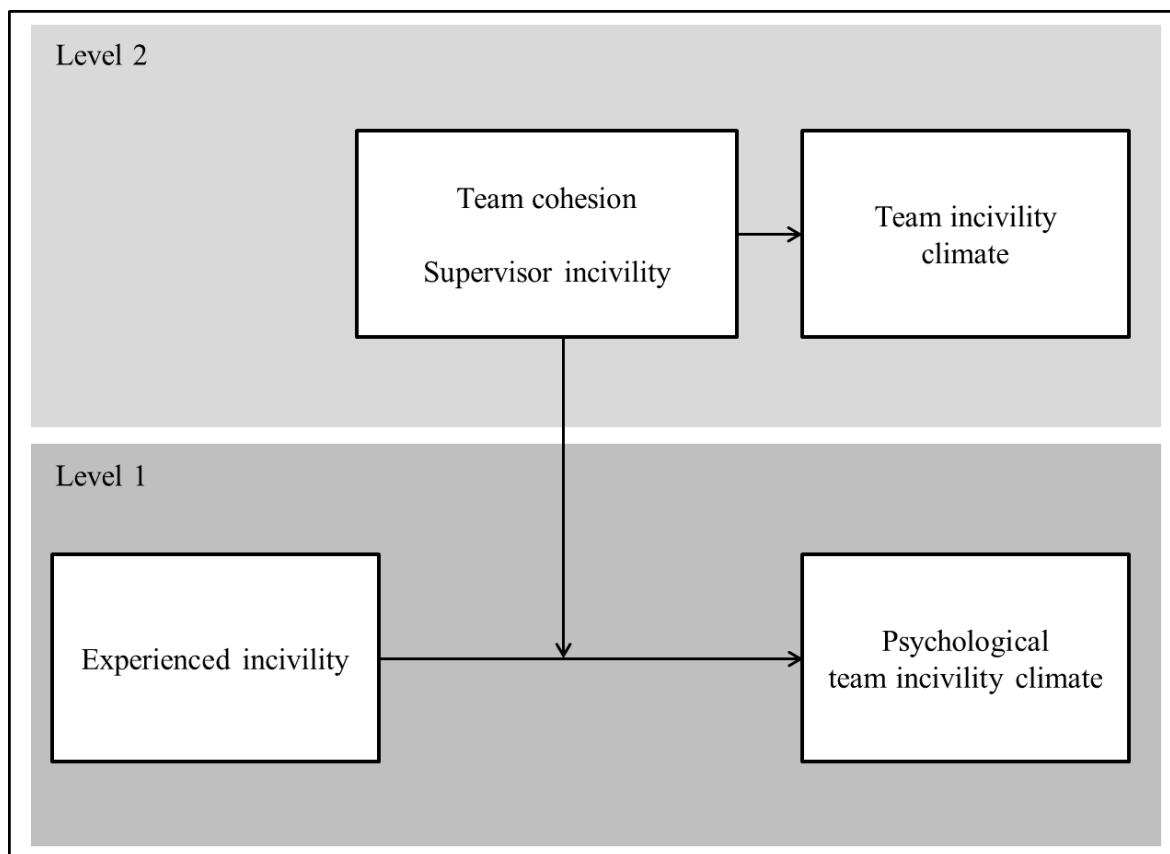


Figure 6.1. Overview of Hypotheses

This paper is currently under review with the Journal of Occupational Health Psychology. I am the first author, and my principal supervisor, Dr Barbara Griffin, is the second author of this paper. My contribution to the research and paper was: Concept = 70%; Data collection = 100%; Data analysis = 100%; Writing = 80%; Total = 88%.

**Paper 3: Contextual Team-level Factors Associated with Incivility Climate: A
Multilevel Examination**

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Applying multilevel climate theory and analysis, this study examines contextual team-level factors associated with uncivil team climates using data collected from 739 employees nested in 60 work teams. The results revealed that both supervisor incivility and team cohesion were significantly associated with team climates for incivility at the group level. Team cohesion was also a significant moderator of the relationship between employees' personal experience of incivility and psychological incivility climate, suggesting that team cohesiveness strengthens the detrimental effect of experienced incivility on incivility climate. Together, these findings demonstrate that leaders and co-workers play a critical role in the creation and maintenance of uncivil team climates. Both theoretical and organisational implications are discussed.

Keywords: incivility; climate; supervisor incivility; team cohesion; multilevel

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Since workplace incivility was introduced to the literature over fifteen years ago, there has been considerable research demonstrating the measureable consequences that such behaviour can have on individual and organisational outcomes (Andersson & Pearson, 1999; Cortina, Magley, Williams, & Langhout, 2001; Lim, Cortina, & Magley, 2008). With research estimating that the majority of employees experience uncivil behaviour each year (Griffin, Bell, & Marusz, 2007) the costs to individuals and organisations are likely to be significant. For full reviews of the consequences of workplace incivility see Reio and Ghosh (2009), Bartlett, Bartlett, and Reio (2008) and Cortina et al. (2001).

Despite its pervasiveness and impact, there is only a limited understanding of the factors that lead to workplace incivility. Furthermore, what is known about the predictors of incivility is mostly limited to individual-level factors, such as characteristics of the target and instigator, and characteristics of an individual's job (Pearson & Porath, 2005; Cortina et al., 2001). This inattention to group-level factors is surprising given the critical role that employees' immediate work environment has on influencing behaviour and attitudes and considering the obviously interpersonal nature of incivility (Kuenzi & Schmenke, 2009). Therefore, this study aims to extend the current understanding by examining the characteristics of the team and supervisors that contribute to uncivil team climates. We also apply multilevel theory and analysis to appropriately examine cross-level relationships in predicting how employees' experiences of incivility influence team climates for incivility.

Team Incivility Climate

The Authors (in press a) introduced the concept of a facet-specific climate construct related to incivility that, aligned with the broader climate literature, is a property of the team thought to operate at both the individual and team level. They

described psychological incivility climate as an employee's perceptions of the team's practices, behaviours and norms regarding uncivil behaviour. At the team-level, incivility climate refers to a distinct team cognition about the practices, procedures and norms that are rewarded or supported concerning workplace incivility (Authors, in press a). Supporting Kuenzi and Shmenke's (2009) claim that team climate shapes the salience and meaning of work events and plays a critical role in driving employee behaviour and attitude, team climate for incivility accounted for variance above the effect of individual perceptions of incivility in job satisfaction and intention to leave (Authors, in press a) and job-related affective wellbeing (Authors, in press b). These findings highlight workplace incivility as a team or organisational challenge. Therefore, identifying those factors that lead to the collective or shared perceptions of the civil or uncivil team practices, procedures, and norms is an important direction for incivility research, and critical to designing effective interventions for reducing such negative work environments.

According to Ehrhart, Schneider and Macey (2014), climate emerges from the natural interactions that occur within work teams and which create shared experiences and meaning. By interacting and communicating about their shared experiences, Schneider and Reichers (1983) suggested that team members respond to, define and interpret their experiences in a way that creates unique climates for their team. It is through these interactions that employee's personal experiences of incivility will lead to perceptions of uncivil team climates, as shown by a significant positive correlation between personal experiences of incivility and team incivility climate (Authors, in press b). However, Ehrhart et al. (2014) add that there are also other factors that "influence how members of the unit assign meaning to their experiences" (p. 68). For this reason, the study of team-level antecedents of climate is an essential area for research, yet one

that has received almost no attention. As with the study of incivility, the focus of climate research to date has largely been on both measurement issues as well as the impact of climate on individual and organisational outcomes, at the expense of climate antecedents and moderators (Ehrhart et al., 2014; Ostroff, Kinicki, & Tamkins, 2003; Zohar & Tenne-Gazit, 2008). Our study addresses this gap by investigating two important factors that might act as climate antecedents, namely the way the leader interacts with the team and the way team members interact with each other. Drawing on social exchange theory (Gouldner, 1960) and social identity theory (Blader & Tyler, 2009) respectively, we examine how these factors relate to team incivility climate and whether they moderate the relationship between team members' direct experiences of incivility and their perception of uncivil team climates.

Leadership and Uncivil Team Climates

Much of the climate literature points to the crucial role that leaders play in the creation and maintenance of team climate. For example, within the early climate literature, Lewin, Lippitt and White (1939) found that a democratic leadership style predicted the emergence of certain social climates amongst groups of boys, which in turn influenced the boys' behaviour. In one of the first studies exploring the role of leadership on work climate, McGregor (1960) found that leaders created managerial climates based on their management style or 'philosophy', which then influenced team members' goal accomplishment and overall satisfaction. These early studies suggested that leaders foster certain team climates, as they are the immediate source of what is seen as expected behaviour, and thus what employees base their own behaviour on.

Since then, researchers have continued to demonstrate the significant role of leaders in the creation of work climates, with Zohar and Tenne-Gazit (2008) commenting, "the notion of leadership as a climate antecedent has hardly changed over

the past 50 years” (p. 745). Drawing upon more recent literature, Schneider, Ehrhart and Macey (2011) positioned leadership as a central feature, suggesting that the policies, practices and procedures that leaders create and the behaviour they model drives the climate that becomes embedded within work teams. Similarly, leadership was represented as a pivotal antecedent of climate in Ostroff, Kinicki and Muhammad’s (2012) multilevel climate and culture model.

In addition to the evidence that the attitudes and behaviours of leaders determine climate, they have also been shown to be significantly associated with the extent that team members experience interpersonal mistreatment. For example, Aquino and Thau (2009) highlighted management failures and poor leadership as one of the most powerful antecedents of victimisation. In a study of over 2,000 employees, Skogstad, Einarsen, Torsheim, Aasland, and Hetland (2007) found laissez-faire leadership to be positively associated with both role and interpersonal conflict. Similarly, Harold and Holtz (2014) demonstrated the detrimental effect of passive leadership on both experienced incivility and behavioural acts of incivility at work. Furthermore, in their reviews of workplace bullying and victimisation, Aquino and Thau (2009) and Samnani and Singh (2012) found substantial empirical support for the relationship between authoritarian leadership and levels of mistreatment in the workplace. According to these studies, supervisors who employ authoritarian leadership styles create fear amongst their team and establish norms that suggest such behaviour is acceptable within the team.

The behaviour that the supervisor models is a common theme in the study of how leaders affect both general climate and interpersonal treatment within teams as described above. When it comes to studying leader behaviour in this context, Ehrhart et al. (2014) emphasised the importance of exploring behaviour that corresponds directly

to the facet of climate under study. For example, Schneider et al. (2005) found that a leader's own service behaviour was a direct antecedent of service climate, such that leaders who emphasised the importance of service quality were able to create a positive climate for service. Similarly, Barling, Loughlin and Kelloway (2002) explored the relationship between safety-specific transformational leadership and subsequent safety climate to show that leaders' safety actions directly improved employees' perceptions of safety climate. This strong modelling effect is explained by social exchange theory, which highlights the critical role leaders play in setting the norms for acceptable behaviour, and thus the climate of their teams, through the behaviours they model and in turn expect of their employees (Gouldner, 1960; Duffy, Gangster, & Pagon, 2002). The current study therefore examines the relationship between supervisor uncivil behaviour (measured at the team-level) and team incivility climate.

According to social exchange theory, a norm of reciprocity exists, which makes team members feel obliged to treat their supervisor in the same way they have been treated (Gouldner, 1960). In other words, those who are treated in a civil manner are likely to reciprocate the positive behaviour and 'pay back' their supervisor by engaging in more civil behaviour (Wang & Wulumbwa, 2007). Positive team climates are therefore built by supervisors consistently demonstrating fair and respectful behaviour. Conversely, negative team climates are likely to emerge when supervisors consistently demonstrate uncivil or disrespectful behaviour. When a supervisors' rude or disrespectful behaviour is reciprocated it triggers a poor exchange between supervisor and subordinate, influencing the ongoing social-exchange relationships amongst team members and ultimately increasing their team's vulnerability to mistreatment (Xu, Huang, Lam, & Miao, 2012). Supervisor incivility can also be expected to create tensions within work teams (Xu et al., 2012), which in turn lead to increased antisocial behaviour and acts of

incivility between members. Furthermore, new team members will look to their supervisor during initial socialisation to determine the norms for acceptable and unacceptable behaviour (Xu et al., 2012), thereby perpetuating and creating an even stronger climate for incivility.

We suggest that the effect described above is going to be particularly strong when the experience of leader incivility is shared by members of the team. When aggregated to the team level, supervisor incivility is collectively based on a team's distinct cognition about the supervisor's role modelling of civil or uncivil behaviour. Through daily interactions with the supervisor, team members come to a collective understanding about both the supervisor's expectations regarding incivility in the team, and the practices that that supervisor values or encourages. For example, where a supervisor is collectively seen to engage in uncivil behaviour, a team may infer that respectful and civil behaviour holds little value for the supervisor, and poorer team climates will ensue. In other words, a supervisor's consistent acts of incivility, which are seen and experienced by all members, set clear standards for the behaviour accepted and rewarded within the team, and thus foster and sustain a climate for incivility.

Team-level supervisor incivility is conceptually different from previous measures of witnessed or observed incivility (e.g. Miner-Rubino & Cortina, 2007; Zohar & Tenne-Gazit, 2008) in that it explicitly investigates the impact of a team's collective cognition about their supervisor's uncivil practices and behaviour, rather than individual episodes of incivility witness across members of the team. This is critical given that supervisor behaviour is seen to be one of the strongest cues of the norms that exist within a team (Feldman, 1984; Tagger & Ellis, 2007) and has been shown to account for variance in outcomes over and above experiences of incivility from coworkers (Reio & Sanders-Reio, 2011). According to Aquino and Thau (2009), by

failing to establish team norms and clear guidelines for inappropriate behaviour amongst employees, supervisors increase their team's vulnerability to mistreatment, and create team environments where such behaviour is allowed to permeate the climate.

Therefore, it is hypothesised that:

Hypothesis 1: Supervisor incivility (aggregated to the team level) will be positively related to the team's shared perception of its incivility climate.

Team Cohesion and Uncivil Team Climates

In addition to the relationship between leaders and team members, the relationship amongst team members is also likely to play an important role in the emergence of uncivil team climates. Team cohesion, defined as team members' affinity for one another and their desire to remain part of the team (Kidwell, Mossholder, & Bennett, 1997), has long been considered an important contextual antecedent of employee attitude and behaviour towards other members of their team (Friedkin, 2004). Research conducted at the individual level has shown team cohesion to be related to interpersonal and informational justice (Wu, Neubert, & Yi, 2007), burnout (Ronen & Mikulincer, 2009) and internal attribution for performance (Michalisin, Karau, & Tangpong, 2004). At the team-level, cohesion has been related to team-level outcomes such as prosocial behaviour (George & Bettenhausen, 1990), team innovation and creativity (Joo, Song, Lim, & Yoon, 2012; Mumford & Hunter, 2005), and team morale (Mael & Alderks, 1993). Team cohesion is also positively related to individual and team performance (Dion, 2000; Mullen & Copper, 1994), as well as to organisational citizenship behaviours at both individual- and team-levels (Chen, Lam, Schaubroeck, & Naumann, 2002; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Given this

evidence that team cohesion predicts both individual behaviour and team processes, we expect this relationship to extend to team incivility climate.

Social identity theory explains the proposed relationship between team cohesion and team incivility climate, suggesting that individual attitudes and behaviour towards the team is affected by how teams think about themselves. According to Janssen and Huang (2008), team cohesion occurs when team members have a strong awareness of their membership in their team (cognitive component), attach a positive value to being a member of their team (evaluative component) and are emotionally connected to their team (emotional component). These cognitive, evaluative and emotional components create a strong team identity and elicit a sense of 'oneness' with the team (Joo et al., 2012). In turn, the more strongly employees identify with their teams, the more likely they are to actively contribute to the welfare of their team and behave in team-orientated ways (Blader & Tyler, 2009).

Social identity theory adds that members of highly cohesive teams are more likely to conform to team norms compared to members of less cohesive teams. It is thought that higher norm conformity is present in cohesive teams due to the pressures exerted by team members on one another, and the interpersonal rewards that are available through the team interactions (Hackman, 1992; Kidwell et al., 1997). Indeed, Wu et al. (2007) posited that because team cohesion reflects a closeness, similarity and bond within the team, individual members are more likely to comply with the salient attitudes, expectations and norms of the group. Further facilitating this acceptance of team norms and behavioural expectations is the more effective communication and consistency of information within cohesive team units (Wu et al., 2007). It is therefore hypothesised that:

Hypothesis 2: At the team-level, team cohesion will be negatively related to team incivility climate.

Cross-Level Moderating Effects of the Incivility-Psychological Team Climate

Relationship

Having hypothesised that the two team-level factors of supervisor incivility and team cohesion will predict team-level incivility climate, we also argue that they will also moderate the individual-level relationship between an employee's personal experiences of uncivil behaviour and his or her perception of the team's climate for incivility, that is, psychological climate.

Evidence for the relationship between experienced incivility and team incivility climate at the individual level was provided by the authors (in press a). Drawing on the group norms literature, they reasoned that team members' personal experiences act as particularly salient social cues to interpreting their environment, for understanding what is normative within the team context, and for anticipating the actions of other team members (Feldman, 1984; Tagger & Ellis, 2007). Their findings supported that, when an employee is treated in an uncivil manner by another within their team, it serves as a cue for the type of behaviour that is accepted and thus an indication of the team's climate.

That study did not, however, examine any boundary conditions on how or when such experiences of uncivil behaviour create the target's perception of the team climate for incivility. Given the critical role that both leaders and team members play in the creation and maintenance of team norms (Tagger & Ellis, 2007), we expect both supervisor incivility and team cohesion to moderate the relationship between experienced incivility and psychological incivility climate.

High levels of supervisor incivility are likely to amplify the effect of personal experiences of incivility – not only is the individual being given salient cues for interpreting the environment in the form of their own experience, but the supervisor's consistent uncivil behaviour observed by the team will reinforce the message and confirm that those experiences are reflective of the team norms, and thus the team's climate (Cheng & Chartrand, 2003). Supervisor behaviour is seen to be one of the strongest cues of the norms that exist within the team, and therefore plays a critical role in the way individual team members' assess their uncivil experiences (Feldman, 1984). Given the strength of supervisor cues, in contexts of low supervisor incivility where the leader role models civil behaviour, the cause of personally experienced incivility is more likely to be attributed to the perpetrator than as indicative of the team climate (Bies & Tripp, 1996). In other words, the experienced incivility may serve as a weaker cue of team norms, thereby limiting the impact of such experiences on the individual's perceptions of team climate for incivility.

Hypothesis 3: Supervisor incivility will moderate the relationship between experienced incivility and psychological incivility climate, such that the positive relationship will be stronger when supervisor incivility is higher.

We also expect team cohesion to moderate the relationship between experienced incivility and psychological incivility climate, but in the opposite way to the supervisor incivility effect, in that the relationship should actually be stronger when employees work within cohesive teams. Although such an effect might initially appear counterintuitive, when an employee's negative experience of incivility occurs within a cohesive team Social identity theory suggests that members will believe their experience is reflective of the team norm (Cropanzano & Mitchell 2005). As described earlier, cohesive work teams have a strong team identity and sense of 'oneness' with

their team (Joo et al., 2012). Therefore when an employee is mistreated by a co-worker within an otherwise cohesive team environment, they are more likely to attribute that experience as the standard of behaviour that is accepted by the team (Feldman, 1984; Tagger & Ellis, 2007), so it will have a stronger effect on the individual's perceptions of their team's climate for incivility. In less cohesive teams, the personal experience of uncivil behaviour will serve as a weaker cue of the team norms and therefore impact less on the employee's perceptions of the team climate.

An alternative perspective is that employees working within cohesive teams may also be likely to appraise the team climate more negatively in an attempt to make sense of their negative interpersonal experiences. According to social rules theory (Argyle, Henderson, & Furnham, 1985), situationally-specific rules give rise to team member cognitions about what behaviours should or should not occur in certain situations (Callan, Callois, Noller, & Kashima, 1991). Cohesive teams are likely to result in the development of social rules for respect and civility amongst co-workers. Becoming a target of incivility in an otherwise cohesive work team is therefore likely to cause members to feel a sense of discord, as their experiences are not aligned with their expectations of the social rules within a cohesive work team. In order to reduce the dissonance between their expectations and reality, they may reappraise their team climate to be one of incivility and disrespect, thereby normalising their experiences. This was supported in the incivility literature by Porath and Erez (2007). They found that rude and disrespectful behaviour affects memory recall as employees engage in a sensemaking process, known as a rumination period, to try and explain the uncivil behaviour. Therefore, we hypothesise that the negative relationship between experienced incivility and psychological incivility climate will be strengthened when employees work in cohesive work teams.

Hypothesis 4: Team cohesion will moderate the relationship between experienced incivility and team incivility climate, such that the positive relationship will be stronger when team cohesion is higher.

Method

Participants. The sample for this study consisted of 739 employees nested in 60 work teams across six large organisations, which included not-for-profit, public and private sector companies. The six industries represented were financial services, transport, health, marketing, professional services, and telecommunications. Respondents typically worked in roles requiring a high degree of interdependence and interpersonal interaction, which is important given the study's focus on employees' interpersonal behaviour. To be eligible to participate in the study, teams had to be well established with members who had worked together towards common goals under co-located managers or team leaders. The size of these teams ranged from 4 to 49 members, with a mean of 22.9 ($SD = 9.37$). The average team member response rate was 59.22%, with 4 to 25 responding from each team ($M = 11.06$; $SD = 5.49$).

Just under half the individual participants (48.7%) were male and their ages ranged from 18 to 73 years ($M = 34.53$; $SD = 9.98$). Mean job tenure was 6.36 years ($SD = 7.48$), ranging from one month to 44 years. In terms of role, 52.54% of respondents were team members, 38.06% were middle managers and 9.40% were senior managers. Of the respondents, 23.62% had a school or high school certificate, 46.22% had a bachelor or TAFE degree and 30.16% had a postgraduate degree.

Measures. The survey was administered online, although a small percentage of respondents completed a hardcopy version. Participation was voluntary and anonymous so that teams did not know which of their members had responded.

Team incivility climate. Team incivility climate was measured with the eight-item Team Incivility Climate Scale (Authors, in press a), using a five-point rating scale (1 = ‘strongly disagree’ and 5 = ‘strongly agree’). The eight items were aligned with the definition of team incivility climate, such that they measured employees shared perceptions of the team norms, practices and procedures about uncivil team behaviours, using the collective team entity as the reference point. A referent shift consensus model was utilised, consistent with the current practice in the climate literature (Chen, Matheieu, & Bliese, 2003). Items included ‘people within my team get away with being rude and disrespectful to others’ and ‘people within my team often shame and humiliate each other’. Individual perceptions of incivility climate (i.e. psychological climate) had a coefficient alpha of 0.86.

Individual perceptions were also aggregated to form a team-level measure of incivility climate. Aggregation was justified by a mean $r_{wg(j)}$ of 0.89 ($SD = 0.16$) and an intraclass class correlation (ICC) value of 0.34, with significant between group variance ($Wald Z = 4.42, p < 0.001$). Recognising that incivility climate had a mean of 1.80 on a 5-point scale, we also calculated the $r_{wg(j)}$ assuming a slightly skewed distribution, which also met the guidelines for within-group inter-rater reliability. The data demonstrated good reliability, with a Cronbach alpha of 0.86.

Experienced incivility. Experienced incivility was measured with the Workplace Incivility Scale (WIS; Cortina et al., 2001). Respondents rated 11 statements describing how often they had experienced uncivil behaviours from others over the last six months on a five-point scale (from 1 = ‘never’ to 5 = ‘very often’). Items included ‘ignored you

or failed to speak to you' and 'made jokes at your expense'. The Cronbach's alpha was 0.87.

Supervisor incivility. Supervisor incivility was measured with seven items developed for the purposes of this study, and used a five-point rating scale (1 = 'strongly disagree' and 5 = 'strongly agree'). The items measured employees' perceptions of their supervisors' incivility and behaviour, using the team's supervisor as the reference point. Example items were 'regularly shows contempt to more junior workers' and 'is a good role model of respectful behaviour' (*reversed scored*). Coefficient alpha was 0.84. In light of the moderately high correlations of team incivility climate with supervisor incivility ($r = 0.53$), confirmatory factor analyses were conducted to test the uniqueness of these constructs. Results showed that a two-factor model ($\chi^2 [64, N = 637] = 390.63, p < 0.05, CFI = 0.91, SRMR = 0.09$) provided a significantly better fit than the one-factor model ($\chi^2 [65, N = 637] = 1420.53, p < 0.05, CFI = 0.66, SRMR = 0.14$), resulting in a significant chi-square difference score ($\chi^2_{diff} = 1029.90, df_{diff}=1, p < 0.001$). Aggregation of the individual ratings to form a measure of team supervisor incivility was justified by a mean $r_{wg(j)}$ of 0.87 ($SD = 0.18$) and an intraclass class correlation (ICC) value of 0.10, with significant between group variance ($Wald Z = 2.78, p < 0.01$).

Team cohesion. Team cohesion was measured using Dobbins and Zaccaro's (1986) five-item group cohesiveness scale, with a five-point rating scale (1 = 'strongly disagree' and 5 = 'strongly agree'). Example items include: 'members of this team are close' and 'members really feel part of this team'. Aggregation of the individual ratings to form a measure of team cohesion was justified by a mean $r_{wg(j)}$ of 0.88 ($SD = 0.12$) and an intraclass correlation (ICC) value of 0.11, with significant between group variance ($Wald Z = 3.24, p < 0.01$). The Cronbach alpha was 0.82.

Analysis. A multiple regression was conducted to test the relationship between team-level constructs and team incivility climate (Hypotheses 1 and 2). The analysis controlled for team size given the evidence of its effect on team processes (Aube, Rousseau, & Tremblay, 2011).

Hypotheses 3 and 4 propose cross-level effects on psychological incivility climate and therefore were tested using multilevel analysis. To meet the conditions for multilevel analysis, the assumptions of justifiable aggregation and significant between group variance were tested. To assess the within-group agreement, $r_{wg(j)}$ scores using a uniform null distribution were calculated (James, Damaree, & Wolf, 1984). As previously described, aggregation of supervisor incivility, and team cohesion to the team-level was justified with $r_{wg(j)}$ scores greater than 0.70 (Klien & Kozlowski, 2000). Recognising the ongoing debate regarding the use of $r_{wg(j)}$ scores, we ran the analysis both with and without the small number of teams with low $r_{wg(j)}$ scores. The results were similar and therefore we presented the results of the analysis with all 50 teams included. Significant between group variance for both these measures and team incivility climate further justified multilevel analysis. The ICC for team incivility climate was 0.36 ($ICC = 0.19 / [0.19 + 0.34]$), which represents a relatively large value for applied organisational research (Bliese & Jex, 2002).

The hypothesised cross-level effects were tested using the mixed-model procedure in SPSS. In addition to the null model, three models were fitted sequentially to examine: 1) the direct effect of experienced incivility on psychological incivility climate; 2) the direct effect of supervisor incivility and team cohesion on psychological incivility climate; and 3) the effect of the cross-level moderators. All antecedent variables were grand mean centred to reduce possible multicollinearity and increase the interpretability of results (Kreft, de Leew, & Aiken, 1995).

Research has shown that incivility may differ systematically as a result of age and gender (Reio & Ghosh, 2009). To address this, both age and gender were included as control variables with the purpose of removing individual response bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Job tenure was also controlled for in the analysis to ensure that the relationship between the contextual team factors were not influenced by the length of time individual team members had been in their jobs. Controlling for these three demographic variables was also important given the variations in gender, age and job tenure across both individuals and organisations.

Results

Table 1 presents the means, standard deviations and correlations of the individual and group-level measures.

Team-level direct effects. Hypotheses 1 and 2 examined team-level relationships with team incivility climate. Results of the regression analysis in Table 2 and correlations in Table 1 supported Hypotheses 1 and 2. Supervisor incivility had a direct positive effect on team incivility climate, such that higher scores on supervisor incivility were associated with higher team incivility climate ($t = 0.55, p < .01$).

Team cohesion had a direct negative effect on incivility climate, such that higher scores on team cohesion were associated with lower team incivility climate ($t = -0.42, p < .01$). Note that even though the test of these hypotheses was done at the group level, the contextual team-level factors related in the same way to individual perceptions of team climate (Table 3).

Cross-level moderation effects. The statistical model for the cross-level interactions model and thus testing Hypotheses 3 and 4 was:

$$\text{Level 1: } \text{TICS}_{ij} = \beta_0 + \beta_1(\text{Gender}_{ij}) + \beta_2(\text{Age}_{ij}) + \beta_3(\text{Tenure}_{ij}) + \beta_4(\text{EI}_{ij}) + r_{ij}$$

$$\text{Level 2: } \beta_0 = \gamma_{00} + \gamma_{01}(\text{SI}_{ij}) + \gamma_{02}(\text{TC}_{ij}) + \gamma_{03}(\text{EI} \times \text{SI}_{ij}) + \gamma_{04}(\text{EI} \times \text{TC}_{ij}) + v_{0j}$$

As reported in Table 3, Hypothesis 3 was not supported, as supervisor incivility was not a significant moderator of the individual relationship between experienced incivility and uncivil team climates ($t = -0.67, p = 0.51$).

Team cohesion was a significant moderator of the experienced incivility-team incivility climate relationship ($t = -3.48, p < .001$), thus supporting Hypothesis 4. Figure 1 illustrates that, as expected, the positive relationship between experienced incivility and team incivility climate was stronger for those who worked in more cohesive work teams ($1 SD$ above the mean). For those who worked in less cohesive work teams ($1 SD$ below the mean), the effect of experienced incivility on team incivility climate was weaker.

Discussion

Although workplace incivility has received considerable attention, only a handful of studies have investigated any contextual factors that might relate to such detrimental interpersonal behaviour and climate. The goal of this study was to examine two team-level factors, namely supervisor incivility and team cohesion, that were expected to be associated with the development of a team's climate for incivility.

Aligned with expectations, high levels of supervisor incivility were associated with more uncivil team climates, highlighting the important role leaders have in modelling appropriate behaviour and setting the tone for interpersonal interactions within their teams. Consistent with social exchange theory (Gouldner, 1960), these results suggest that work teams led by uncivil supervisors are less likely to be committed to reciprocating positive and respectful team environments. It is therefore critical that supervisors are mindful of and accountable for their interpersonal behaviours. Supervisors need to not only encourage and reinforce respectful behaviour within their team, but also pay attention to their own behaviour, in order to foster positive team climates. These results support

previous research positing the critical role leaders have in fostering positive working environments and laying the foundation for team climates of civility and respect (Ehrhart et al., 2014). Given this finding, practitioners could provide training and other professional development activities to help supervisors model positive, civil behaviours in order to influence team behaviours and civility.

Despite demonstrating a main effect at the team-level, supervisor incivility did not moderate the relationship between employees' personal experiences of incivility and uncivil team climates. This finding suggests that poor interactions between co-workers will foster perceptions of negative team climates irrespective of whether their supervisors also engage in such behaviour. Indeed, the negative influence of co-worker behaviour emphasises the need for supervisors to address the poor behaviour of employees to avoid detrimental effects on team climate. Indeed Andersson and Pearson (1999) suggest that the absence of a skilled and proactive leader can lead to informal team environments and that failure of leaders to actively address and control incivility within their team will foster the conditions in which such behaviour will thrive. Further research may be needed to examine the interplay between incivility experienced at the hand of a co-worker versus supervisor, and the impact on team climate when experiencing such behaviour from both sources concurrently.

Team cohesion also had the expected direct effect on team incivility climate, such that lower team cohesion was related to higher incivility climate. Social identity theory (Blader & Tyler, 2009) explains these results are due, at least in part, to the fact that work teams who lack cohesion have a weaker bond and thus members are less likely to contribute to the welfare of their team or make the effort to treat them with respect. Poorer communication and information flow as a result of low team cohesion may also help foster more uncivil team climates. In addition to the direct effect at the team-level,

team cohesion was also a significant cross-level moderator of the relationship between experienced incivility and an individual's perception of team incivility climate, such that the association was stronger when team cohesion was high. These results suggest that uncivil experiences within cohesive teams act as a strong cue of what is acceptable or 'normal' team behaviour and are therefore reflective of the team climate.

Experiencing incivility within an otherwise cohesive work team may also generate discomfort as a result of inconsistencies between employees' expectations of behaviour within a cohesive team and their actual experiences (Festinger, 1957; Argyle et al., 1985). To overcome their discomfort and normalise their experiences in this context, employees may assess their team's climate as one of incivility.

Although this study makes an important contribution by examining the contextual associates of uncivil climates, it is not without its limitations. First, the self-report nature of the data collected increases its vulnerability to common-method variance (Podsakoff et al., 2008). However, application of multilevel analysis, with individual responses aggregated to the team-level and checked for within-group agreement, helps increase our confidence that the results are not significantly affected by common method bias (Podsakoff, et al., 2003). Second, the reliance on cross-sectional data limits our ability to make any definitive causality inferences. For example, it is possible that uncivil team climates induce supervisor incivility and reduce team cohesion. We note, however, that our theoretical foundation and supporting empirical research affirm the study's proposed relationship between the key variables. Even though experimental designs are difficult in this field of study due to practical and ethical constraints that prevent researchers from manipulating variables, such as incivility and mistreatment, longitudinal designs are important for future research to allow us to examine change and make stronger causal inferences.

A strength of the current study was the generalisability of the findings given that 50 work teams from five organisations across a wide range of industries, including both public and private, were included. However, cultural diversity was not explicitly investigated. Given the significant influence that culture and external factors can have on team behaviours and norms, including workplace incivility (e.g. Liu, Chi, Friedman, & Tsai, 2009), future research might include a variety of national cultures. Indeed, understanding cultural antecedents of incivility climate is an important area for future research given that organisations, and even teams, are increasingly operating across multiple countries, as well as the increasing formation of diverse and multicultural work teams.

In conclusion, this study identified two contextual factors associated with uncivil team climates. The results offer information for practitioners needing to develop interventions aimed at changing uncivil team climates. The results of the research suggest that uncivil team climates are more likely to emerge when teams are led by disrespectful supervisors or when work teams lack commitment and cohesiveness with one another. Given the estimated personal and financial costs of incivility, these results suggest that efforts to improve incivility could target improving supervisor behaviour and fostering commitment to one's work team.

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Table 1. *Descriptive Statistics, Correlations, and Internal Consistencies*

Variables	<i>M</i>	<i>SD</i>	1	2	3	4	5
Individual-level measures							
1. Gender	-	-	-				
2. Age	34.53	9.98	-.09*	-			
3. Tenure	6.36	7.48	-.18**	.52**	-		
4. Psychological team incivility climate	1.93	.71	-.08*	-.01	.08*	(.86)	
5. Experienced incivility	1.53	.57	.05	-.05	-.05	.48**	(.87)
Group-level measures							
1. Team incivility climate	1.80	.25	(.86)				
2. Team size	24.48	11.42	-.20	-			
3. Supervisor incivility	1.97	.24	.62**	.08	(.84)		
4. Team cohesion	3.74	.28	-.57**	-.13	-.39**	(.82)	

Note: For individual-level measures, $n = 637$; for group-level measures, $n = 50$. Figures in parentheses are Cronbach's alphas.

** $p < .01$.

Table 2. *Regression analysis examining team-level effects (dependent variable: team incivility climate $n = 50$)*

Predictor variables	t value
Team size	-.00
Supervisor incivility	.55**
Team cohesion	-.42**
Overall R^2	.71**
F	27.24**
Df	49

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

Table 3. *Multilevel analysis examining supervisor incivility and team cohesion (dependent variable: perceived team incivility climate).*

Variable	Null Model			Model 1			Model 2			Model 3		
	Coeff	SE	T	Coeff	SE	T	Coeff	SE	T	Coeff	SE	T
Level 1 main effects												
Intercept	1.98	.06	32.09**	2.13	.12	17.34**	2.03	.11	9.00**	2.02	.11	19.04**
Gender				.00	.04	-1.95	-.02	.04	.50	.02	.04	.42
Age				-.01	.00	.08	-.00	.00	-1.26	-.00	.00	-1.26
Tenure				.00	.00	.94	.00	.00	-.55	.00	.00	.36
Experienced incivility (WIS)				.53	.04	14.51**	.26	.04	7.27**	.21	.04	5.31**
Level 2 main effects												
Supervisor incivility							.16	.03	5.02**	.18	.03	5.32**
Team cohesion							-.41	.03	-12.49**	-.38	.03	-11.47**
Cross-level interactions												
Experienced incivility × Supervisor incivility										-.03	.04	-.67
Experienced incivility × Team cohesion										-.13	.04	-3.48**
σ^2	.34			.18			.17			.17		
τ_{00}	.19			.16			.16			.16		

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

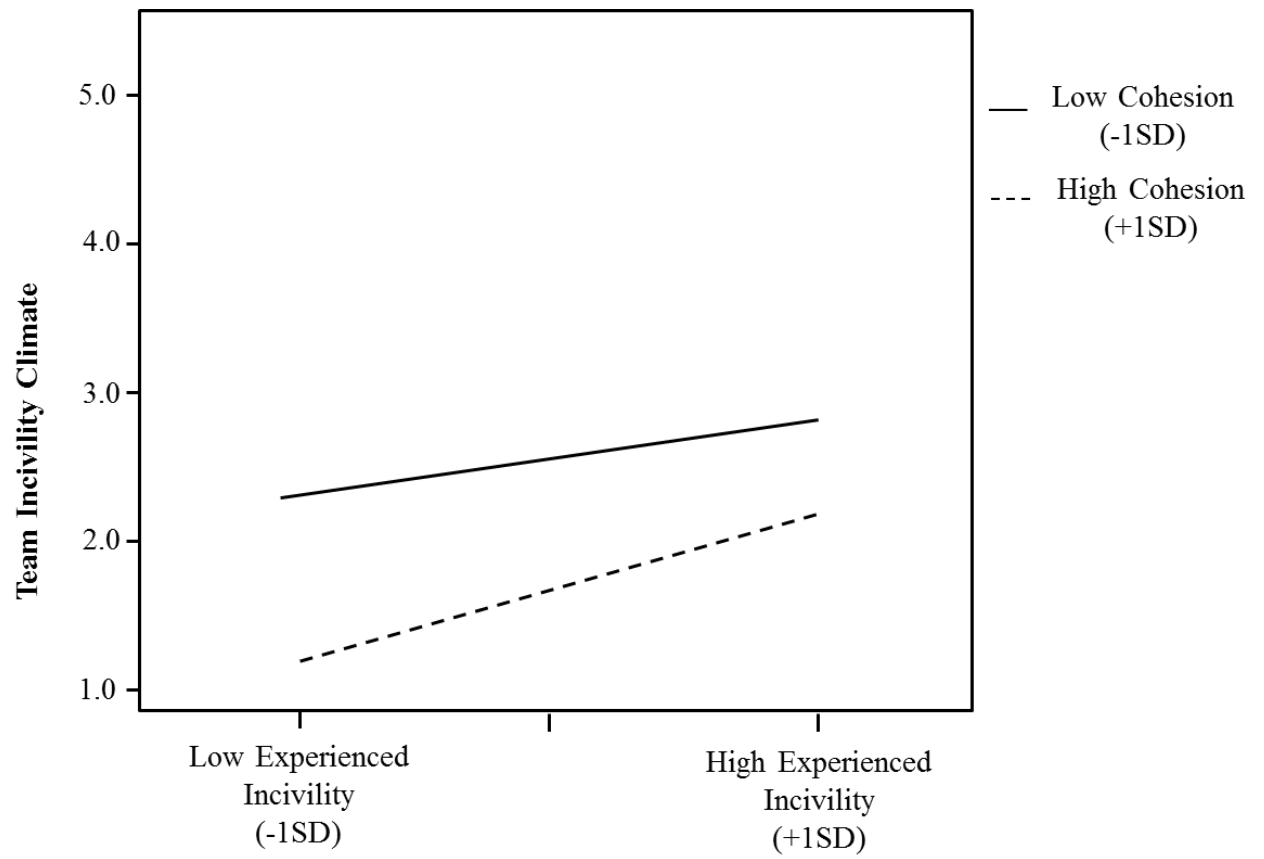


Figure 1. Moderating effect of cohesion on experienced incivility-TIC relationship

Chapter 7: Evaluating the Effectiveness of a Team-Based Intervention Program on Reducing Incivility and Improving Individual and Team Outcomes

The fourth and final paper presented in this thesis examines a team-based intervention program. To date, there have been very few studies evaluating the effectiveness of a workplace intervention aimed at reducing workplace incivility. Even fewer have conducted multilevel studies that look at incivility when it has permeated the work environment. The design of the Positive Team Climate (PTC) intervention draws upon team climate and workplace incivility research, as well as the results of my previous three studies. An overview of the PTC intervention is provided in Figure 7.1.

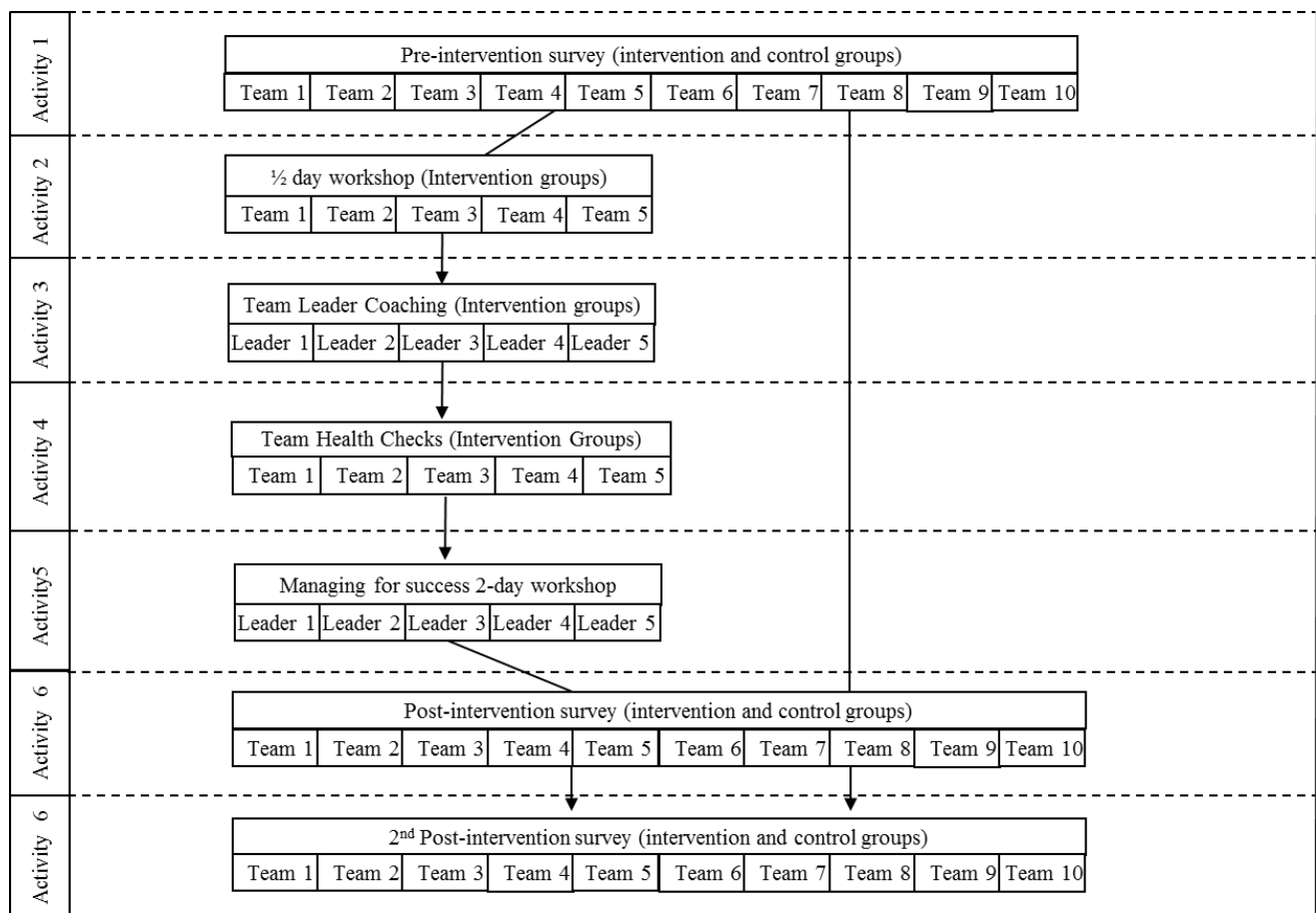


Figure 7.1. Overview of PTC Intervention

The aim of the intervention program was to reduce individual, supervisor and team incivility to, in turn, improve both individual and team outcomes. At the individual-level, the study investigates whether the PTC intervention reduces episodes of experienced workplace incivility. At the team-level, the study examines whether the intervention reduces supervisor incivility and improves team climate. Applying the input-process-output (IPO) framework (Kozlowski & Bell, 2003; Marks, Mathieu, & Zaccaro, 2001), this study also examined whether team process efficacy mediated the relationship between the three incivility measures and the individual and team outcome measures. Third, the study investigated the impact of the intervention on the individual outcomes of wellbeing, job satisfaction and intention to leave, as well as on team outcome effectiveness. The hypotheses of the study are represented in Figure 7.2 below.

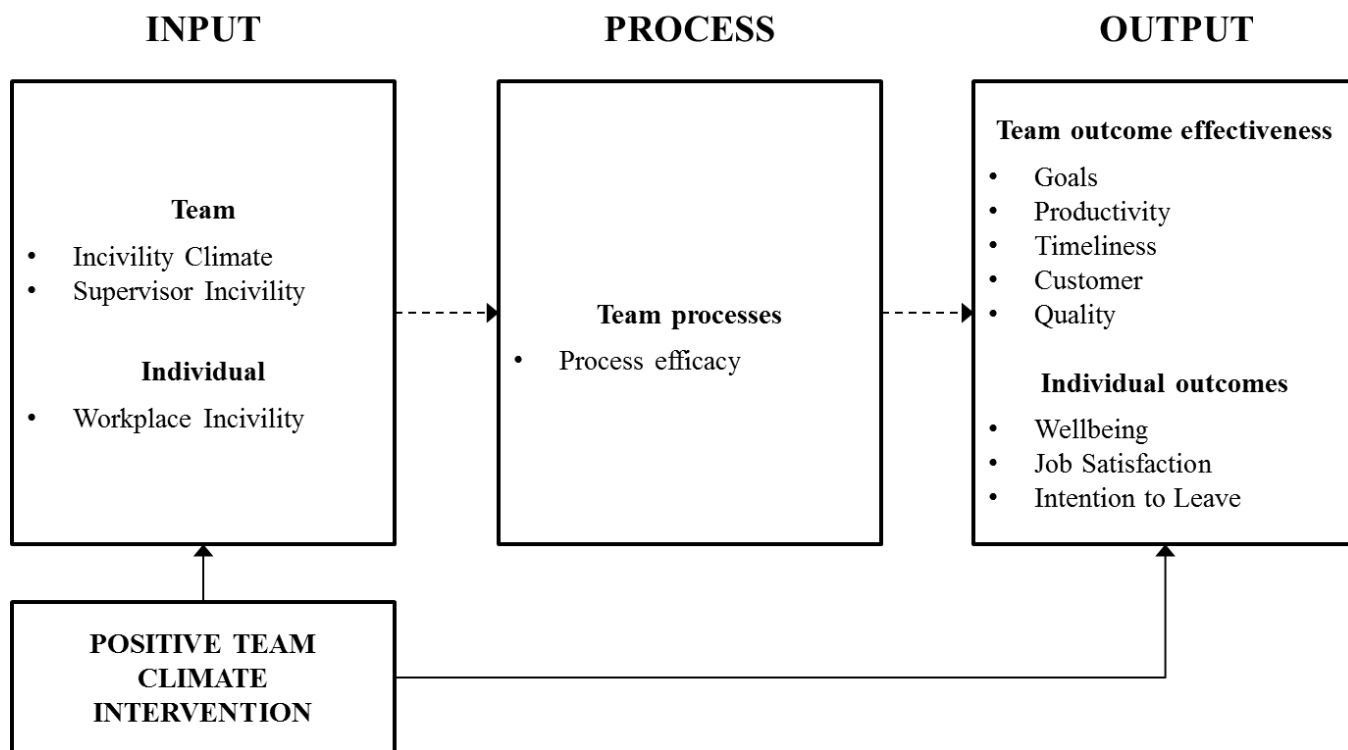


Figure 7.2. Overview of Hypotheses

Unfortunately the PTC intervention was met with limited success, with no significant improvements to incivility at any level, nor any improvements in individual or team outcomes. Nonetheless, this study makes a contribution to both incivility research and organisational practice. It demonstrates how difficult it is to shift incivility once it has become embedded in the team climate. It also suggests that workplace incivility requires a whole-of-organisation priority and approach. Despite the shortcomings in the effectiveness of the study, the intervention did engage some team members and supervisors in the incivility change agenda and positioned team climate as a key individual and team priority.

An adapted version of this paper was accepted and presented in a poster format at the 10th Industrial and Organisational Psychology Conference, in Perth, Australia (July, 2013). I am the first author, and my principle supervisor, Dr Barbara Griffin, is the second author of the paper. My contribution to the research and paper was: Concept = 70%; Data collection = 100%; Program delivery = 100%; Data analysis = 100%; Writing = 90%; Total = 92%.

Paper 4: Positive Team Climate: Evaluation of a Team-Based Incivility Intervention Program

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This study examines the effectiveness of a team-based intervention designed to address workplace incivility at three levels, with the expectation that it would in turn improve employee and team outcomes. The study used a quasi-experimental design involving ten work teams selected to participate in the six-month intervention (five control, five intervention). Members of the five intervention teams attended a team workshop with a trained facilitator, followed by weekly team health checks. In addition, intervention team supervisors attended a two-day workshop and received ongoing one-on-one coaching throughout the intervention period. Participants of both the control and intervention teams completed online questionnaires before the intervention commenced (Time 1), one month after the team workshop (Time 2) and four months later (Time 3). Results of the multilevel analysis revealed no significant improvements for the three incivility measures in the intervention team compared to the control teams. In addition, there were no changes in individual or team outcomes at either Time 2 or Time 3. The results are discussed in terms of their implications for both future research, as well as organisations looking to address uncivil work practices.

Keywords: incivility; team climate; intervention study; multilevel

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Defined as rude or discourteous behaviour that violates norms for mutual respect (Andersson & Pearson, 1999), workplace incivility is more than just individual episodes of bad behaviour. Rather, workplace incivility permeates the working environment and becomes a defining aspect of an organisation's culture (Authors, in press a; Leiter, Laschinger, Day, & Oore, 2011). Despite individual episodes appearing relatively mild on the surface, an uncivil working environment can have an insidious effect on the functioning of work teams, and the wellbeing of those working within them. Workplace incivility, like other workplace mistreatment constructs, has been researched quite intently over the past two decades, revealing an indisputable negative impact for both individual health and wellbeing (Lim, Cortina, & Magley, 2008), as well as a wide array of team and organisational outcomes (Authors, in press a; Cortina, Magley, Williams, & Langhout, 2001). Negative outcomes for employees include psychological distress, such as depression and anxiety (Cortina et al., 2001), poor physical and mental health (Cortina et al., 2001; Salin, 2003), job dissatisfaction and decreased work effort and withdrawal (Blau & Andersson, 2005; Kane & Montgomery, 1998; Martin & Hine, 2005; Pearson & Porath, 2005). At the organisational level incivility has been shown to increase intention to quit and turnover (Cortina et al., 2001). For example, Glendinning (2001) found that 66% of employees who were experiencing incivility reported that they were seriously considering leaving and 12% actually left the organisation. Other negative outcomes of incivility on organisations include reduced organisational commitment and productivity, as well as increased workplace deviance and absenteeism (Estes & Wang, 2008; Pearson & Porath, 2005).

More recently, research has shown the negative impact of team-level incivility on employee and organisational outcomes, over and above the impact of individually experienced incivility. Both Lim et al. (2008) and Griffin (2010) examined the collective level of incivility and found that the aggregated measure accounted for unique variance in employee outcomes, over and above that of individuals' personal experiences of incivility. Extending that research, the Authors (in press a) found team incivility climate to have a direct, negative effect on employee wellbeing, even after controlling for personal experiences of uncivil behaviour. At the individual-level, incivility climate refers to a person's perceptions of their team's practices, behaviours, and norms regarding workplace incivility. At the team-level, incivility climate refers to a distinct team cognition about the practices, procedures and norms that are rewarded or supported concerning workplace incivility. An incivility climate exists when team practices or norms encourage, or do not prevent, uncivil behaviours occurring within the team. Thus, at both levels, incivility climate serves as a frame of reference for team members, guiding normative and expected work behaviour (Probst, Brubaker, & Barsotti, 2008). The findings from the Authors (in press a) suggest that employees are not only affected by their direct personal experiences of incivility, but also the team environment or climate for incivility that they are exposed to. Because the impact of incivility appears to extend beyond just those who directly experience such behaviour, the full impact and cost of workplace incivility may currently be underestimated.

Given the negative consequences of workplace incivility for individuals and organisations described above, the key need for researchers and practitioners is to investigate how to address incivility in the workplace, particularly when it has permeated

the team climate. Despite the theoretical advances in the area indicating that interventions will be best placed at the team or organisational level, rather than individual perpetrators (Vartia & Leka, 2011), very little research or practice has produced convincing evidence supporting effective interventions (Leiter et al., 2011). In response, the aim of this current study is to examine the effectiveness of a team-level intervention designed to reduce uncivil team climates in order to improve employee and team outcomes. In attempting to achieve this aim we: (a) conducted a longitudinal assessment of the effectiveness of an intervention aimed at creating more positive team climates with a follow-up period of six months, (b) compared employee and team outcomes for control versus intervention teams, and (c) applied multilevel analysis to assess both the individual and team-level unit of analysis.

Review of Interventions Targeting Workplace Mistreatment and Incivility

In 2009, Rogers-Clark, Pearce and Cameron conducted a systematic review of workplace interventions addressing disruptive behaviour, which referred to a wide range of deviant behaviour from bullying and physical violence to more subtle forms of incivility. Whilst they identified several interesting qualitative studies with encouraging results, most interventions were localised and specific to the healthcare sector, specifically the nursing work environment.

The safety climate research also provides some encouraging results in relation to interventions aimed at creating more positive work environments. For example, in a 12-week intervention study of 364 employees in 26 work teams, Zohar and Polachek (2014) found significant improvements in safety climate, teamwork and safety performance as a result of modifying daily messages in supervisor-member communication. These findings

show that team climate can be modified through clear, consistent and routine messages from supervisors about safety priorities. Furthermore, the results suggest that team perceptions and behaviour can be modified through increased perceived priority or importance of messages in supervisory daily discourse, as it serves as a cue for the kind of behaviour that will be rewarded. Zohar (2002) also found a significant improvement in safety climate scores amongst participants of an eight-week leadership-based intervention that involved a regular feedback process with 36 sector supervisors. The study also demonstrated subsequent changes in injury rate and employee safety behaviour as a result of the intervention.

Within the organisational justice literature, Barclay and Skarlicki (2009) investigated the effect of an expressive writing intervention on appraisals and coping amongst 100 university employees and found significant pre-intervention changes in psychological wellbeing and personal resolution for employees in the intervention group compared with the contrast groups. Although the intervention was operationalised within an organisational justice framework, this study provides empirical evidence about the important role of emotions and sensemaking in interventions aimed at changing negative employee behaviour. Furthermore, the study found a significant reduction in intention to retaliate amongst intervention participants, which could have important implications within the incivility space. By reducing intention to retaliate, organisations may be able to break the spiral of increasingly negative interpersonal treatment, and prevent workplace incivility becoming ingrained in the team climate. However, it is important to note that the expressive writing intervention (Barclay & Sharlicki, 2009) was victim-centred, in that it

focused on how individuals' appraise and cope with incidents of injustice. The study did not investigate interventions targeting either team climate or perpetrator behaviour.

Recently, Hodgins, MacCurtain and Mannix-McNamara (2014) conducted a systematic review of workplace bullying and incivility interventions. From a review of 11 electronic databases, which yielded 5,364 records, only 12 peer-reviewed intervention studies were identified and critically appraised. Of these, eight were rated as having inconclusive findings on the effectiveness of the intervention due to paucity of information and lack of methodological rigour (e.g. very small sample sizes, poor study design). Of the remaining four studies, only two demonstrated effective interventions in reducing the prevalence of negative workplace behaviour. These two studies (Osatuke et al., 2009; Leiter et al., 2011) investigated the effectiveness of the CREW (Civility, Respect and Engagement at Work) intervention. A full description of the CREW intervention can be found in Leiter et al. (2011) but in summary, the intervention included six months of weekly facilitated CREW meetings amongst participating units, whereby groups worked through structured exercises from a CREW toolkit of over 40 exercises and discussion topics. This included group dynamics, accountability, conflict resolution, professionalism, and leadership, with the uniting purpose of disrupting the dominant, dysfunctional behaviours. It is important to note that the specific activities completed in the interventions varied across units. Regular surveys were also conducted and fed back to participants throughout the program so it is unsure which intervention technique contributed to the significant improvement or if it was in fact the regular feedback that made the difference.

In their six month study, which implemented two targeted CREW interventions within the Veterans Health Administration (VHA) setting, Osatuke et al. (2009) found

significant pre and post intervention differences in perceptions of the amount of civil behaviour amongst the employees participating in the intervention, providing initial evidence about the effectiveness of workplace interventions aimed at creating civil and respectful work environments. Leiter et al. (2011) also found significant improvements in reports of workplace civility through the implementation of the six-month CREW intervention amongst health workers. Delivered to eight of 41 units in a regional health authority in Canada, the study also found significant improvements in factors related to co-worker relationships, including burnout, job attitudes, trust in management, and absences compared to those participants in the control units within the same facilities. These changes (respect, cynicism, job satisfaction, trust in management, and absences) were mediated by the changes in incivility.

Leiter et al. (2009) identified five defining principles that were seen to be critical to the success of the CREW intervention in reducing workplace incivility and enhancing positive individual outcomes in their study: (1) facilitating direct conversation on the issue through honest assessment of the groups' current social environment, (2) including exercises that assist participants to explore new ways of interacting with each other, (3) changing established patterns of social behaviour amongst participants, (4) ensuring explicit management support, and (5) encouraging ownership of the program amongst employees. Leiter (2013) later refined this to three conditions that incivility interventions need to achieve in order to facilitate change. Specifically, interventions aimed at reducing incivility must: (a) create a psychologically safe environment, (b) encourage a reflective process, and (c) support shared effort for broad impact. He argues that these three

conditions represent building blocks, and thus all three must be achieved in order to facilitate change.

The CREW intervention has its roots in organisational development, with the intervention intervening at multiple levels of individual behaviour, the group context and the role of management (Osatuke et al., 2009; Leiter et al., 2011). The Authors (in press) argue that it is by targeting various levels at the same time that fosters changes in attitudes, values and beliefs, and ultimately organisational culture. Indeed a key conclusion of the Hodgins et al. (2014) systematic review is that successfully addressing workplace incivility requires complex, multilevel interventions that have a clear focus on organisational change, which has therefore informed the development of the PTC intervention employed in this current study. Moreover, we also attempted to address important limitations present in the two CREW studies (i.e. different facilitators, absence of individually matched datasets, and presence of employee health and wellbeing initiatives amongst control groups during the course of the study).

Positive Team Climate Intervention and Hypotheses

Recognising the significant gap in the incivility intervention literature, yet drawing upon the encouraging results of Osatuke et al. (2009) and Leiter et al. (2011), the PTC intervention aimed to support teams as they worked together to improve their team environment and level of incivility. The intervention was developed to assist organisations to create positive, respectful work teams thereby assisting supervisors and their employees to create a team climate that supports productive working relationships to improve team effectiveness and capability. This program involves working closely with supervisors and their teams to identify behaviours that pose risks or hazards to team health. It includes

tailored strategies that have been developed to address the issues of workplace incivility and uncivil team climates.

A full description of the intervention is provided in the Method section. To address the need to intervene at multiple levels (Leiter et al., 2011), components included ones that focused on supervisors, on team functioning, and on individual team members. In terms of upskilling supervisors to effectively address interpersonal conflict and mistreatment in the workplace, as well as building their understanding of their important role in leading the change, the intervention aimed to ensure supervisors understood, actively supported, communicated and role modelled the desired team norms. The aim was for supervisors to view the PTC intervention as equally important as the other business drivers and priorities. To achieve this, supervisors attended a two-day ‘managing for success’ workshop, received regular individual coaching, and were given responsibility to lead the ongoing team health checks in order to sustain the change. Given the findings from the Authors (in press b) in relation to supervisor behaviour, this leader-focused component of the intervention aimed to equip leaders with the skills and confidence to reinforce positive team behaviours and practices, and ensure that there was a continued emphasis on team respect and civility.

The team-level focus was a group workshop and ongoing health checks focused on fostering commitment to creating a positive environment throughout the work teams. For example, a behavioural action plan was developed and signed by team members in the workshop to create ownership for the agreed team behaviours. Also, by reducing the level of external facilitation (e.g. team health checks run by supervisors), work teams were able to become more independent and the program become more sustainable. The individual-level

strategies incorporated into the program aimed to encourage individual accountability regarding the desired behaviours.

To match the three levels of intervention as described above, we expected outcomes at each of these levels to show a significant change. First, recognising that employees tend to put greater emphasis on those behaviours being monitored, we expected the PTC intervention to create a reduction in the amount of workplace incivility experienced by individuals. Second, given the intervention's focus on defining positive team norms and reinforcing acceptable behaviour, we also expected the PTC intervention to reduce uncivil team climates. Third, by working intensively with supervisors to develop their skills in addressing negative behaviours and creating positive working environments, we expected the PTC intervention to reduce supervisor incivility.

Hypothesis 1: The PTC intervention will have an effect at the level of the individual and the team.

Hypothesis 1a: Relative to individuals who did not receive the intervention, participants in teams who completed the PTC intervention will report greater reduction in experienced incivility.

Hypothesis 1b: Relative to control teams (who did not receive the intervention), teams that completed the PTC intervention will experience a greater improvement in team incivility climate.

Hypothesis 1c: Relative to control teams (who did not receive the intervention), teams that completed the PTC intervention will experience greater reduction in supervisor incivility.

Individual and Team Outcomes of Creating a Positive Team Climate

Turning now to examine the impact of incivility climate on employee outcomes, three recent studies (Authors, in press a; Griffin, 2010; Lim et al., 2008) have found a direct negative effect of team incivility climate on employee wellbeing, job satisfaction, and turnover intentions over and above the individual-level effect of incivility. This suggests that an intervention that effectively addresses team incivility climate, will subsequently improve employee wellbeing. Furthermore, these multilevel results, which informed the design of the PTC intervention, highlight the importance of a multi-faceted intervention aimed at improving employee outcomes, by targeting both the team climate, as well as specific uncivil behaviour of individuals.

In addition to affecting work-related attitudes, uncivil working climates appear to be related to performance outcomes and financial costs. For example, incivility has been associated with: lost work time as a result of worrying about the experience and anticipation of future interactions with the instigator (Andersson & Pearson, 1999), withholding effort and organisational theft (Pearson, Andersson, & Porath, 2000), decreased sales performance, and increased absenteeism (Sliter, Sliter, & Jex, 2012). Pearson and Porath (2005) estimated that senior leaders may spend as much as 13% of their work hours, or seven weeks a year, on managing incivility cases, later estimating the cost of workplace incivility to a business to be as much as \$14,000 a year per employee as a result of distraction from work and project delays (Pearson & Porath, 2009). However, because the impact of incivility has been shown to extend beyond just those who directly experience such behaviour (Authors, in press a) the full cost of workplace incivility may not be fully appreciated by researchers and managers. Indeed, with Australian stress-related

loss of productivity being estimated to cost approximately \$14.8 billion (Econtech, 2008), and with approximately one third of such stress claims resulting from workplace bullying (Earnshaw & Cooper, 1996), the cost of incivility is likely to be great.

Therefore, given the PTC intervention aims to both reduce individual episodes of incivility and create more positive working climates for all team members, we expect higher outcome effectiveness amongst participating teams. Specifically, we expect that teams participating in the PTC intervention would: a) be more likely to fulfil its mission and achieve its objectives, b) be better able to address and meet its customers' needs, c) meet deadlines and deliver within agreed timeframes, d) consistently deliver high quality output, and e) work more efficiently and avoid cost overruns.

Hypothesis 2: Relative to control teams (who did not receive the intervention), participants in teams who completed the PTC intervention will report greater improvements in job satisfaction and wellbeing, and reductions in turnover intentions.

Hypothesis 3: Relative to control teams (who did not receive the intervention), teams that completed the PTC intervention will experience greater improvements in team outcome effectiveness: goals, customers, timeliness, quality and productivity.

Team Process Efficacy as a Mediator of the Incivility-Outcome Relationship

It is important to examine how interventions such as the PTC are effective in reducing team climates of incivility and improving outcomes. According to the input-process-output (IPO) framework (Kozlowski & Bell, 2003; Marks et al., 2001) team inputs are seen to exert influence on team processes, which represent employees' interactions

directed toward goal accomplishment (Marks et al., 2001), and these in turn drive both objective (e.g. team performance) and subjective (e.g. team climate) outcomes. In other words, team processes have a mediational effect, and serve as the mechanism by which workplace interventions drive individual and team outcomes. In line with the team development and effectiveness literature, and what is reflected in the design principles of the intervention program, team process efficacy was included as a potential mediator of the incivility climate-team outcome effectiveness relationship.

Team process efficacy represents an intervening mechanism for the effect of team incivility climate on team outcome effectiveness, by influencing a team's persistence and commitment to improve their working environment and achieve their goals. Team process efficacy refers to a team's confidence or belief that it can work collectively to carry out a specific task (Collins & Parker, 2010). Team process efficacy as a mediating variable is aligned with social cognitive theory, which suggests that team efficacy will influence "what people choose to do as a group, how much effort they put into it and their staying power when group effort fails" (Bandura, 1986, p. 449). In other words, teams who have a clearer belief in their capability to work collaboratively are more likely to perceive they can achieve their team effectiveness, work harder to achieve their goals in the face of challenge and have reduced fear that their individual efforts will be wasted (Collins & Parker, 2010; Kurtzberg & Amabile, 2001). Indeed, Collins and Parker (2010) found that team process efficacy accounted for 57% of the variance in team citizenship behaviour. This finding suggests that this team capability belief will be important if participating teams are going to be able to work together during and following the intervention to achieve important team outcomes.

According to Collins and Parker (2010), strong team process efficacy beliefs energises team members to work tenaciously towards achieving team goals, even when barriers or difficulties are present, due to a belief that such efforts will not be wasted. A cohesive and positive team environment is likely to enhance a team's confidence in their ability to collectively work together and follow through on challenging goals. In other words, when team members experience a more respectful team climate, they may be more likely to play an active role in changing their behaviour and implement the team strategies identified through the PTC intervention. In turn, this belief and persistence is likely to promote positive exchanges amongst members, build a stronger commitment to creating a positive team environment and ultimately generate improvements in team outcomes such as goal attainment, timeliness and quality. Indeed, Collins and Parker (2010) argue that interventions aimed at bolstering team process efficacy should be prioritised when the primary concern of managers relate to interpersonal behaviour and team climate.

Therefore, a key aim of the PTC Workshops, and subsequent individual and team action plans, was to build the collective efficacy of intervention teams. This included providing opportunities for connection and working together to solve key challenges, in order to create the critical motivation state within participating teams. Additionally, the PTC intervention specifically focused on training and coaching team supervisors on how to help build connections between individual behaviour and the collective behaviour of the team, in order to increase the teams' confidence and capability to work interdependently to realise the benefits of a more positive team climate on the overall effectiveness of the team and attainment of desired outcomes. Therefore it is expected that the improvements in team incivility climate will have a positive effect on team outcomes by enhancing team process efficacy.

Hypothesis 4: Team process efficacy will mediate the relationship between incivility climate and team outcome effectiveness.

Method

Organisational context. The study was carried out in a large public sector organisation in Australia, consisting of over 7,000 employees. The organisation was responsible for the provision of a range of complex and diverse services related to the development and maintenance of infrastructure. At the time of the intervention, the organisation had been undergoing a large-scale transformation, which included significant structural changes, IT and system integration, and centralisation of corporate and support services. These changes resulted in staff reductions within selected business groups, the redesign of numerous jobs across the organisation and changes to capability and skill requirements. In addition to the significant changes occurring within the organisation, it had also been operating within the changing Australian infrastructure landscape. This included major reforms aimed at creating cost-efficiencies, integration of service delivery models across the industry and a shift towards privatisation of services. Together with the significant organisational changes, the changing external environment had resulted in additional pressure on work teams to deliver cost-effective services and on managers and leaders to build high performing work teams.

At the same time, the organisation had a long history of conflict and uncivil behaviour that was systemic and entrenched across all levels of the organisation. As part of the broader business transformation, the executive and human resources team had been faced with the challenge of addressing the negative behaviour occurring across work teams,

and promoting the positive team climate required to achieve the desired outcomes of the restructure.

Participants and procedure. The study used a quasi-experimental design involving 10 intact and pre-existing work teams selected to participate in the six-month intervention. The selection of the teams was made in consultation with the organisation's executive team and a human resources representative using three criteria: a) teams that were likely to benefit from the intervention, b) teams that were representative of the organisation, and c) teams that were not already committed to other major organisational initiatives. Five teams were allocated to the intervention group and five teams were allocated to the control group, attempting to match as much as possible for occupational profile and organisational complexity. Participation in the positive team climate program was voluntary, and there was neither a reward for participation nor a sanction for not participating. However, as the focus of the intervention was with work teams, executives and supervisors tried to recruit as many team members as possible.

Team members of all ten participating work teams completed three online questionnaires. The first questionnaire was administered before the intervention program commenced (T1). The second questionnaire was conducted one month after the team workshops (T2), and the last questionnaire was conducted four months later (T3). Participants used self-generated IDs to allow for matching across times whilst maintaining confidentiality and anonymity.

At Time 1, the sample consisted of 102 employees nested within 10 work teams ($n = 61$ in the intervention groups and $n = 41$ in the control groups). The size of participating teams ranged from 4 to 23 members, with a mean of 11.9 ($SD = 7.0$). The average team

member response rate was 85.2%, with 43.8% to 100.0% responding from each team ($M = 9.9$; $SD = 6.4$). Participants were predominately male ($n = 86$, 84.3% male), with an average age of 40.0 years ($SD = 12.5$). A total of 90.2% of participants were team members and 9.8% were supervisors. The education levels of participants varied: 17.6% had a high school level education, 47.1% had a technical college certificate or equivalent, 28.4% had an undergraduate university degree, and 6.9% had a postgraduate or higher education degree. Participants had been employed in the organisation for an average of 11.9 years ($SD = 12.4$).

At Time 2, 85 employees completed the survey ($n = 50$ in the intervention groups and $n = 35$ in the control groups). The average team member response rate at Time 2 was 73.6%, with 53.8% to 100.0% responding from each team ($M = 8.1$; $SD = 4.1$). Seventy-four (72.3%) participants completed the surveys at both Time 1 and Time 2. At Time 2, the participants were predominately male ($n = 70$; 82.4% male), with an average age of 39.8 years ($SD = 13.1$). There were no significant differences between Time 2 respondents and non-respondents.

At Time 3, 74 employees from the 10 participating teams completed the survey ($n = 45$ in the intervention groups and $n = 29$ in the control groups). The average team member response rate at Time 3 was 64.6%, with 38.5% to 100.0% responding from each team ($M = 7.1$; $SD = 3.8$). Sixty-nine (67.6%) participants completed the surveys at both Time 1 and Time 3. Sixty-one (59.8%) participants completed the surveys at all three time periods. There were no significant differences between Time 3 respondents and non-respondents.

Positive Team Climate intervention. The intervention was designed to reduce workplace incivility and create more civil team climates. The intervention was comprised

of four key elements: 1) 'Creating a Positive Team Climate' workshops; 2) a series of 'Team Health Checks' that occurred three to four times in the study period; 3) supervisor coaching (once a month); and 4) a final 'Managing for Success' workshop for team supervisors. The cost of the intervention was approximately AU\$14,000 per intervention supervisor and AU\$15,000 per intervention team, resulting in a total cost of approximately AU\$145,000. The intervention therefore represented a significant investment by the organisation to reduce negative workplace behaviours and create more positive team climates.

1) Creating a Positive Team Climate Workshop. This half-day workshop was run separately with each of the intervention work teams. The objectives of this workshop were to enable participants to: a) recognise behaviours that could be perceived as uncivil within their team and identify drivers of such behaviour; b) track the impact of uncivil behaviour on individual, team and organisational performance; c) employ individual coping strategies and skills; and d) develop and implement strategies as a team for reducing uncivil behaviour. Participants were involved in a series of information sessions, role plays, group discussions, practice sessions, and action planning activities that addressed the above objectives. At the conclusion of the workshop, teams were provided with a toolkit of resources that they could work through together. This included problem-solving scenarios and case studies that were aligned with the skills and activities covered in the workshop.

2) Team Health Checks. Following the workshop, a series of Team Health Checks (one hour meetings run by the supervisor) were conducted with each of the participating teams. They focused on monitoring adherence to the team's behavioural action plan and identifying further actions for improving team climate. With the assistance of the trained

facilitator, all Team Health Checks followed the same three guiding principles: a) honest and open feedback of team behaviour against their agreed action plan, b) challenging existing behaviour patterns within the team, and c) identification and prioritisation of further actions and strategies for improving their team climate. The level of facilitation was reduced as supervisors developed their skills and confidence to lead the sessions. This helped ensure that the teams become independent and sustainable and that conversations about incivility were embedded within team meetings.

3) *Supervisor Coaching.* Supervisors of each of the intervention teams were provided with ongoing coaching by an experienced and trained executive coach across the six-month intervention period. The coaching sessions were designed to be a collaborative, solution-focused and results-oriented process, and were focused on helping supervisors address negative behaviours and create positive working climates within their teams. The coaching process involved: (a) identifying issues or behaviours to work on, (b) setting clear objectives, (c) developing strategies and timelines for action, (d) reviewing strategies and progress, and (e) problem-solving situations that occurred in between coaching sessions.

4) *Managing For Success Workshop.* Supervisors (of the intervention teams) also attended a two-day 'Managing for Success' workshop, along with other managers across the organisation. It focused on providing participants with the confidence, skills, knowledge and techniques to effectively manage their own and their team's behaviours and giving them practical tools to apply back on the job to ensure that their teams achieve their goals and objectives.

In order to standardise the intervention, each of the workshops and health checks were led by the same external facilitator to help operationalise the guiding principles

consistently and ensure the same key activities were conducted. Likewise, each of the supervisors received individual coaching from the same executive coach across the intervention period. In addition, both the intervention and control teams did not participate in any other employee or organisational initiatives during the six-month intervention period. However, there were also a number of factors that were unavoidable in such an applied research setting and therefore limited the experimental nature of the study. First, conducting an intervention across a six-month period meant that the make-up of the work teams changed due to new hires, transfers and departures creating missing data at each of the time periods. Second, although the control groups did not formally participate in any of the intervention activities, they were informed of the program and aware of the progress. Third, whilst the workshops and health checks were led by the same facilitator and followed the same guiding principles, some activities varied from team to team to meet their local needs and situation. Similarly, whilst all intervention supervisors had the same number of coaching sessions across the same time intervals, the focus of and content covered by the coaching varied from session to session. For example, one supervisor may have targeted their coaching sessions around improving communication and feedback skills. Another supervisor may have identified specific civility and behavioural issues occurring within their team to work on during their sessions.

Measures.

Workplace incivility and climate. Workplace incivility was measured with the Workplace Incivility Scale (WIS; Cortina et al., 2001). Respondents were required to rate on a five-point scale (from 1 = ‘never’ to 5 = ‘very often’) how often they had experienced uncivil behaviours within the past six months. Items included ‘ignored you or failed to

speak to you'; 'made jokes at your expense'; and 'made demeaning or derogatory remarks about you'.

Incivility climate was measured with the eight-item Team Incivility Climate Scale (Authors, in press b), using a five-point rating scale (1 = 'strongly disagree' to 5 = 'strongly agree').

Supervisor incivility was measured with seven items used in the Authors (in press b) using a five-point rating scale (1 = 'strongly disagree' and 5 = 'strongly agree'). The items measured employees' perceptions of their supervisors' uncivil behaviour, using the supervisor as the reference point. Example items were 'my supervisor regularly shows contempt to more junior workers' and 'my supervisor is a good role model of respectful behaviour' (reversed scored).

Employee outcome variables. Job-related affective wellbeing was assessed using Mikikangas, Feldt and Kinnunen's (2007) scale. Respondents were required to describe how frequently their job had made them feel each of 16 emotions in the past month using a seven-point scale (from 1 = 'never, 0% of the time' to 7 = 'always, 100% of the time'). Examples of emotions included 'enthusiastic', 'nervous', and 'calm'. The eight negative emotions were reverse scored, so that higher scores indicated a high level of wellbeing ($\alpha = 0.88$).

Job satisfaction was measured using Cammann, Fichman, Jenkins, and Klesh's (1983) three-item scale. On a five-point scale (from 1 = 'strongly disagree' to 5 = 'strongly agree'), participants were asked to assess the extent to which they were satisfied with their current job. An example item is 'all in all, I am satisfied with my job'.

Turnover intention was assessed on a five-point scale (from 1 = ‘strongly disagree’ to 5 = ‘strongly agree’) using three items from Landau and Hammer (1986). Example items include ‘I am actively looking for a job outside my organisation’ and ‘as soon as I can find a better job, I’ll leave my organisation’.

Team outcome variables. Team outcome effectiveness was measured by Gibson, Zelmer-Bruhn and Schwab’s (2003) 18-item scale. Measured on a seven-point scale (1 = ‘strongly disagree’ to 7 = ‘strongly agree’), participants were asked to assess their team’s effectiveness against five domains: goals ($\alpha = 0.85$), customers ($\alpha = 0.81$), timeliness ($\alpha = 0.80$), quality ($\alpha = 0.75$), and productivity ($\alpha = 0.72$). Example items include ‘this team fulfils the needs of its customers’ and ‘this team consistently provides high quality output’.

Team process efficacy. Team process efficacy was measured using a 10-item scale developed by Parker and Collins (2010). Measured on a seven-point scale (1 = ‘not at all confident’ to 7 = ‘totally confident’), this scale measures how confident team members are that, if required, their team could do a series of tasks. Example items include ‘resolve conflicts that have become personalised’ and ‘coordinate team members so they contribute their unique skills and abilities’.

Analysis. There were several levels of nesting present in our data: (a) occasions within individuals, and (b) individuals within teams. Therefore the main analysis model used was a three-level regression model, with successive measurement occasion nested within individuals, who are nested within work teams.

Results

Initial differences between intervention and control groups. Table 1 and Table 2 present the correlations at Time 1 and descriptive statistics of the study variables across the

three time points. At Time 1 the intervention and control groups did not significantly differ on the majority of the study variables (see Table 3). However, the intervention group did have a significantly higher score on supervisor incivility than the control group. Nevertheless, because the difference was relatively small ($d = 0.53$) it did not represent a major challenge to the validity of the research.

Differences in incivility between groups following the intervention. Hypotheses 1a–c proposed an interaction between the PTC intervention and Time such that the intervention group, when compared with the control group, would experience a greater reduction in experienced incivility, team incivility and supervisor incivility, than the control group. To test this hypothesis, three-level modelling (time within employee within work team) was conducted using the mixed model procedure in SPSS. The 3 X 2 interaction between time (Time 1 vs. Time 2 vs. Time 3) and intervention (intervention group vs. control group) was examined by including a cross-level effect between time at Level 1 and intervention group at Level 3.

As shown in Table 4, the results of the mixed model test for the three incivility measures (experienced incivility, team incivility and supervisor incivility) did not produce a significant interaction between Time and Intervention, and therefore Hypotheses 1a–c were not supported. The results showed that even though there was a reduction in the three incivility measures for those in the intervention group, these did not reach statistical significance.

Differences in individual outcomes between groups following the intervention. As shown in Table 5, the results of the mixed model test for the three individual outcome measures (job satisfaction, wellbeing and turnover intentions) did not produce a significant

interaction between Time and Intervention, and therefore Hypothesis 2 was not supported. The results did reveal reductions in supervisor incivility between Time 1 ($M = 2.66$) and Time 2 ($M = 2.49$), however the improvement did not reach statistical significance.

Differences in team outcomes between groups following the intervention. As shown in Table 6, the results of the mixed model test for the five aspects of team effectiveness outcome (goals, customers, timeliness, quality, and productivity) did not produce a significant interaction between Time and Intervention, and therefore Hypothesis 3 is not supported.

Mediation effect of team process efficacy. Hypothesis 4 proposed a mediated effect of team process efficacy on the team incivility climate and team outcome effectiveness relationship. To test this mediated effect, Baron and Kenny (1986) argue that the following four conditions must be met: (1) there must be an overall effect of team incivility climate on team outcome effectiveness, (2) there must be an effect of team incivility climate on the mediator variable, (3) there must be an effect of the mediator variables on team outcome effectiveness controlling for team incivility climate, and (4) the residual direct effect of the incivility climate variable on team outcome effectiveness should be smaller than the overall team incivility climate effect in step one.

As shown in Table 6, the interaction between Time and incivility climate was not significant for team outcomes effectiveness, and as such the first condition of mediated moderation testing was not met. Therefore, Hypothesis 4 was not supported by the data.

Discussion

This study was designed to test the team-based PTC intervention program that involves intensive work with supervisors and their teams to modify uncivil work climates

and improve employee and team outcomes. It is based on the premise that the best way to change negative team climate is by addressing supervisor and team norms and behaviour. The six-month intervention consisted of an initial team workshop, supported by ongoing weekly team health checks. Supervisors also attended a two-day workshop and received ongoing coaching with an executive coach qualified in addressing poor behaviour and personal mistreatment. Results indicate that workplace incivility, team incivility climate and supervisor incivility did not change over the six month intervention period. Similarly, there were no significant changes in any of the employee or team outcomes during or following the intervention period.

Whilst Osatuke et al. (2009) and Leiter et al. (2011) found significant improvements to civility as a result of the CREW intervention, the results of this study highlight the need for such team-based incivility interventions to be investigated outside of the USA and Canadian health setting. There is a significant gap in the incivility literature demonstrating successful civility interventions in industries other than healthcare, particularly in male-dominated workplaces. Despite an ongoing reluctance to publish unsuccessful intervention studies, organisational interventions are known to have a high rate of implementation failure due to the fact they take place in challenging, complex and changing environments (Fullan, 2003; Nytro, Saksvik, Mikkelsen, Bohle, & Quinlan, 2000). Therefore it is fundamental that researchers analyse how and why interventions do not achieve the expected outcomes. Indeed Noblet and LaMontagne (2008) argue that “without a sound understanding of the factors that facilitated or undermined the program objectives” there will continue to be inconsistent results in the effectiveness of such interventions across work settings (p. 467).

According to Neilsen, Randall and Albertsen (2007) there are three critical aspects of the intervention process that are likely to influence the intervention outcomes: 1) the context and setting of the intervention; 2) the implementation of the intervention; and 3) the participant's appraisal of the intervention. A discussion of each of these aspects and the potential impact on this study's results is presented in turn.

The context and setting of the intervention. As outlined by Neilsen et al. (2007), intervention results cannot be appropriately interpreted without a deep understanding of the organisational context within which the intervention occurred. The PTC intervention was delivered in the Australian infrastructure industry, and in an organisation whose culture was described as having a strong, negative tone. Descriptions from HR and senior leaders of the organisation included a long history of interpersonal mistreatment, conflict and poor performance management. Coupled with significant external pressures and an ongoing merger, workplace incivility and conflict had become strongly embedded in work teams across the organisation. Long length of employee tenure may also have been a factor in driving the strength and consistency of the uncivil climate, with an average tenure of 12 years. Such a deeply embedded culture may be more resistant to change, especially in the context of other structural changes occurring.

Perhaps these results suggest that the PTC intervention could better serve as an effective preventative program, rather than a remedial intervention once incivility has become embedded in the organisation's culture. For teams or organisations with such strong uncivil climate, more formal systems, policies and procedures may be required to achieve positive change. Future research should explore the effectiveness of more formal practices, such as performance management systems and zero tolerance policies.

Furthermore, implementation of the PTC intervention within teams who are ‘early in the incivility spiral’ would contribute to our understanding of the effectiveness of preventative interventions.

The extent to which these results are generalisable to other workforce populations needs to be considered. As evident by the conflicting results between this study and both Osatuke et al. (2009) and Leiter et al. (2011), the effectiveness of civility interventions may be influenced by both the cultural context, as well as the industry within which the organisation operate. Given that behaviours defined as uncivil are likely to vary across cultures, industries, and even across work teams (Estes & Wang, 2008; Pearson & Porath, 2009), the effectiveness of interventions aimed at addressing such behaviour is likely to vary. Furthermore, there were substantial differences in the demographic makeup between this intervention and Leiter et al.’s (2011) intervention, with CREW participants being predominantly female (86.0%), compared to PTC participants being predominately male (84%). These differences suggest that the effectiveness of incivility interventions may differ based on the gender composition of work teams. As described above future research should investigate the effectiveness of team-based interventions, such as the PTC intervention or the CREW intervention, in multiple countries, across multiple industry settings and with varied gender compositions.

The implementation of the intervention. The first implementation factor that may have influenced the outcomes of the study was that random assignment to control and intervention teams was not possible. The current study was based on a quasi-experimental design, in that the five intact, pre-existing control and intervention teams were selected based on matching criteria, and the intervention groups selected by organisational leaders

and HR professionals based on organisational need. The comparison criteria included size of team, type of work and team composition, to ensure similarity between the pre-existing control and intervention group, which was confirmed by non-significant main effects at Time 1 for all but one study variable: supervisor incivility. It is possible that the higher levels of supervisor incivility at the commencement of the intervention played a part in the lack of improvement in the study outcomes. For example, it is possible that the team climate was actually in a downward spiral in the intervention teams and that the PTC intervention was unable to overcome this.

The higher level of supervisor incivility amongst intervention teams is also problematic given the role of the supervisor in leading many of the PTC intervention activities. Whilst the team-based approach has a strong theoretical foundation (Kozlowski & Bell, 2003; Marks et al., 2001), the fact that the supervisors were clearly a source of the uncivil behaviour in the intervention teams, may have contributed to the lack of study outcomes. This is in-line with the leadership literature, which has shown the dual role of supervisors in both mitigating and contributing to employee's stress (Nyberg, Westerlund, Hanson, & Theorell, 2008). In support of this argument is the fact that just under a third (27%) of participants in the 'Creating a Positive Team Climate' Workshop indicated in their workshop feedback forms that they would have preferred that their supervisor was not present in the workshop.

A further compounding implementation factor was that the five intervention teams underwent the six-month program in isolation from the broader organisation. The null results suggest that leaders should tread carefully when implementing isolated interventions to specific areas of the organisation, and support research that suggests incivility

interventions must be organisational-wide to achieve meaningful change (Hodgins et al., 2014). Organisational cultures that are tolerant toward incivility are likely to be toxic enough to mitigate any improvements gained by such targeted supervisor and team civility interventions. Future research that concurrently examines team-specific and organisational-wide interventions would significantly contribute to our understanding of workplace incivility and climate. This is not to say that team-based interventions are of any less importance, but rather, should not be done in isolation from formal organisational-wide practices.

A further limiting implementation factor was that both individual and team outcome measures were self-report. Unfortunately, the study was unable to attain more objective measures of employee outcomes (e.g. attrition rates, absences) or team outcomes (e.g. productivity, performance) due to a combination of privacy restrictions and poor data management as a result of the concurrent merger/restructure. The reliance on employees' response to self-report questionnaires increases the possibility that common source method variance might have produced inflated or deflated correlations (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). It would have been interesting to determine whether the PTC intervention had an impact on the more objective outcomes measures. However, given the results in the current study, we would suspect not.

Finally, the small sample size, and subsequent lack of power, was also likely to impact the study outcomes. Whilst there are few sample size guidelines within the literature, the commonly cited rule for multilevel analysis, where employees are nested within work teams, is approximately 30 teams (Hox, 1998; Maas & Hox, 2005). However organisational and implementation constraints impacted our ability to reach the desired

sample size, as the participating organisation was only prepared to pilot the program amongst the five teams that they had identified most at risk, with roll out of the program dependent on the results of the pilot.

The participant's appraisal of the intervention. According to Nielsen et al. (2007), employees actively appraise the interventions that they participate in, both in terms of their influence over the intervention content, and their perceptions of the quality of the intervention. For example, Bond and Bunce (2001) found that employees' perceptions of the working conditions during the organisational-level intervention, mediated the relationship between the intervention and the study outcomes. Similarly, in their case study review of nine interventions Kompier et al. (2000) concluded that the evaluation of intervention studies must take into account "that the people under study (employees, supervisors, managers) are not passive study objects, but active organizers of their own working situation" (p. 373). These studies identify two possible factors related to participant appraisal that may have influenced the outcomes of the PTC intervention.

First, whilst participants of the PTC were able to guide the focus of the Team Health Checks, their contribution during the initial design of the intervention was low, as this was done largely with the executive team and representatives from human resources. As identified by Nielsen et al. (2007), it is possible that the perceived lack of influence over the content of the intervention reduced participants' engagement with, and overall participation in, the intervention.

Second, the increased focus on supervisors and the team climate as a result of the PTC intervention could have raised the expectations of employees about improved team climate and supervisor behaviour. Looking at the means of the study variables in Table 2,

this explanation is possible given the slight, albeit non-significant, improvements in supervisor incivility, wellbeing, job satisfaction and turnover intention in the intervention group at Time 2 – potentially as a result of increased hope – and then decreased again at Time 3, potentially due to disappointment. However, the fact that a similar trend was also seen amongst the control group suggests that it may have been factors external to the PTC intervention that contributed to these changes.

Conclusion. The limited success of the intervention program in this study presents an interesting challenge for organisations looking to address workplace incivility and reduce the significant costs it has on individuals and organisations. Due to the significant costs of workplace incivility, both estimated and unknown, organisations cannot afford to let uncivil behaviour permeate the work environment. However, the absence of effective interventions leaves HR professionals and senior leaders in the dark as how best to address such negative working environments. Whilst Osatuke et al. (2009) and Leiter et al.'s (2011) CREW intervention provides a sign of hope for organisations, this study raises doubt as to the extent to which the same results can be achieved in various cultural contexts and work settings. It is for this reason that this study, which shows limited success, is nonetheless critical for organisations and researchers. It suggests that organisations should carefully consider where and how they invest in interventions aimed at addressing incivility. Indeed, practitioners and leaders alike continue to be left without an evidence-base demonstrating how to advance civility in the workplace.

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Table 1. *Correlations Among the Study Variables at Time 1*

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11	12
1. WIS	1.65	0.71	(.93)											
2. TICS	2.19	0.70	.68**	(.91)										
3. Supervisor Incivility	2.42	0.86	.53**	.45**	(.94)									
4. JAWS	4.74	0.96	-.48**	-.47**	-.37**	(.91)								
5. Job Satisfaction	4.11	0.75	-.51**	-.64**	-.36**	.59**	(.76)							
6. Turnover Intention	2.02	0.76	.47**	.48**	.53**	-.57**	-.67**	(.70)						
7. TOE: Goals	3.98	0.67	-.43**	-.62**	-.27**	.47**	.63**	-.45**	(.85)					
8. TOE: Customers	4.05	0.57	-.38**	-.56**	-.24**	.38**	.58**	-.42**	.81**	(.81)				
9. TOE: Timeliness	3.70	0.72	-.32**	-.55**	-.19**	.41**	.50**	-.37**	.72**	.70**	(.80)			
10. TOE: Quality	3.84	0.67	-.17	-.47**	-.15**	.23*	.33**	-.33**	.53**	.63**	.58**	(.75)		
11. TOE: Productivity	3.76	0.67	-.35**	-.58**	-.26**	.41**	.47**	-.35**	.77**	.76**	.76**	.68**	(.72)	
12. Team Process Efficacy	5.07	1.21	-.60**	-.81**	-.40**	.57**	.64**	-.49**	.56**	.46**	.48**	.33**	.56**	(.83)

Note: * $p < .05$; ** $p < .01$. Cronbach alphas are on the diagonal in parentheses. WIS = Workplace Incivility Scale. TICS = Team Incivility Climate Scale. JAWS = Job-Related Affective Wellbeing Scale. TOE = Team Outcome Effectiveness.

Table 2. Means and Standard Deviations Between Intervention and Control Groups at Time 1, Time 2 and Time 3

Variable	Time 1				Time 2				Time 3			
	Intervention Teams		Control Teams		Intervention Teams		Control Teams		Intervention Teams		Control Teams	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
1. WIS	1.65	.69	1.66	.71	1.65	.58	1.44	.57	1.71	.67	1.59	.76
2. TICS	2.13	.64	2.28	.79	2.17	.60	2.20	.76	2.20	.56	2.24	.79
3. Supervisor Incivility	2.66	.89	2.08	.71	2.49	.82	2.00	.66	2.58	.81	2.10	.83
4. JAWS	4.60	.87	4.94	1.01	4.81	.95	5.08	.95	4.61	.99	4.92	1.06
5. Job Satisfaction	4.07	.73	4.16	.78	4.14	.76	4.30	.59	4.02	.70	4.14	.88
6. Turnover Intention	2.08	.80	1.93	.69	1.99	.75	1.99	.57	2.22	.78	2.23	1.06
7. TOE: Goals	4.04	.59	3.89	.78	4.07	.60	4.05	.72	4.07	.60	3.93	.66
8. TOE: Customers	4.11	.54	3.96	.60	4.08	.61	4.03	.66	4.08	.52	3.94	.71
9. TOE: Timeliness	3.74	.73	3.65	.70	3.75	.65	3.77	.63	3.64	.66	3.75	.73
10. TOE: Quality	3.79	.64	3.92	.71	3.83	.64	3.85	.78	3.78	.71	3.77	.69
11. TOE: Productivity	3.78	.61	3.73	.75	3.86	.68	3.85	.59	3.78	.57	3.93	.58
12. Team Process Efficacy	5.10	1.22	5.02	1.21	4.98	1.37	5.19	1.03	5.09	1.24	5.21	1.06

Note: * $p < .05$; $df = 99$; d is the mean difference.

Table 3. *Differences Between Intervention and Control Groups at Time 1: Paired t Test*

Variable	Time 1 group differences paired t-test		
	<i>t</i>	<i>p</i>	<i>d</i>
1. WIS	-0.12	.90	-.02
2. TICS	-1.03	.31	-.15
3. Supervisor Incivility	3.50	.01*	.53
4. JAWS	-1.74	.09	-.34
5. Job Satisfaction	-0.59	.55	-.09
6. Turnover Intention	0.98	.33	.15
7. TOE: Goals	1.16	.25	.16
8. TOE: Customers	0.63	.53	.09
9. TOE: Timeliness	0.63	.53	.09
10. TOE: Quality	-0.95	.34	-.12
11. TOE: Productivity	0.38	.71	.05
12. Team Process Efficacy	0.31	.76	.08

Note: * $p < .05$; $df = 99$; d is the mean difference.

Table 4. *Multilevel analysis examining incivility by intervention group and time.*

Variable	Experienced Incivility			Team Incivility Climate			Supervisor Incivility		
	<i>Coeff</i>	<i>SE</i>	<i>T</i>	<i>Coeff</i>	<i>SE</i>	<i>T</i>	<i>Coeff</i>	<i>SE</i>	<i>T</i>
Intercept	1.40	.18	7.89**	2.14	.20	10.90**	1.96	.21	9.54**
Group	.21	.31	.68	.01	.35	.01	.23	.37	.63
Time 2 (Time 1 = reference)	.09	.11	.78	.02	.11	.20	-.06	.12	-.51
Time 3	-1.13	.12	-1.12	-.13	.12	-1.09	-.13	.12	-1.05
Group \times Time 2	-.12	.15	-.80	.01	.14	.08	.16	.16	1.02
Group \times Time 3	.05	.16	.32	.12	.15	.81	.08	.16	.52

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

Table 5. *Multilevel analysis examining study outcomes by intervention group and time.*

Variable	Job-Related Affective Wellbeing			Job Satisfaction			Turnover Intention		
	<i>Coeff</i>	<i>SE</i>	<i>T</i>	<i>Coeff</i>	<i>SE</i>	<i>T</i>	<i>Coeff</i>	<i>SE</i>	<i>T</i>
Intercept	4.96	.28	17.89**	4.21	.21	20.39**	2.28	.22	10.38**
Group	-.20	.51	-.39	-.25	.38	-.65	-.18	.39	-.48
Time 2 (Time 1 = reference)	.10	.14	.70	.14	.11	1.21	-.35	.14	-2.50*
Time 3	-.22	.15	1.49	.24	.12	2.05*	-.27	.14	-1.90
Group \times Time 2	-.12	.18	-.65	-.12	.15	-.86	.23	.18	1.30
Group \times Time 3	.01	.19	.39	-.15	.15	-1.00	.10	.18	.56

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

Table 6. *Multilevel analysis examining team outcome effectiveness by intervention group and time.*

Variable	Goals			Customers			Timeliness			Quality			Productivity		
	<i>Coeff</i>	<i>SE</i>	<i>T</i>	<i>Coeff</i>	<i>SE</i>	<i>T</i>	<i>Coeff</i>	<i>SE</i>	<i>T</i>	<i>Coeff</i>	<i>SE</i>	<i>T</i>	<i>Coeff</i>	<i>SE</i>	<i>T</i>
Intercept	3.86	.18	20.96**	3.86	.17	22.95**	3.71	.19	19.63**	3.63	.19	18.82**	3.87	.18	21.32**
Group	-.06	.33	-.17	.06	.30	.21	-.77	.35	-2.21*	-.17	.35	-.48	-.37	.33	-1.12
Time 2 (Time 1 = reference)	-.04	.11	-.32	.03	.11	.26	-.12	.09	-1.36	.12	.12	1.05	-.17	.10	-1.69
Time 3	.15	.11	1.29	.08	.11	.77	.03	.09	.35	.07	.12	.65	-.06	.10	-.56
Group × Time 2	-.04	.14	-.29	-.19	.14	-.19	.02	.11	1.67	-.16	.15	-1.12	.10	.13	.80
Group × Time 3	-.16	.15	-1.08	-.65	.14	-.65	.09	.12	.79	-.02	.15	-.11	.13	.13	.98

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

Chapter 8: Discussion of Findings and Conclusion

Introducing the multilevel construct of incivility climate, this thesis explored both the impact and potential antecedents of uncivil team climates, and examined the effectiveness of a team-based intervention. Together, the four studies sought to create a more integrated and complete understanding of workplace incivility that occurs between employees, within teams and across organisations. This final chapter provides a summary of the findings from the four empirical studies and links them to the key theoretical contributions and practical implications. Limitations relating to this body of work are then discussed, raising a number of important areas for future research.

Summary of Key Findings

The results of analyses on all four datasets collected for this thesis confirmed the widespread nature of workplace incivility, with 77% of the 1,887 participants reporting that they had experienced uncivil behaviour in the six months prior to being surveyed. This finding is comparable to other studies examining the prevalence of workplace incivility across organisational settings, which ranged from 71% to 85% of participants (Cortina et al., 2001; Cortina et al., 2004; Cortina & Magley, 2009; Griffin et al., 2007). In addition, the current research revealed that 26% of participants experienced incivility on a more regular basis. Again this is similar to past research, which has suggested over a quarter of employees experience more frequent incidents of uncivil behaviour (Cortina et al., 2001; Griffin et al., 2007).

Study 1 (Chapter 4) examined incivility climate as a new facet-specific climate construct. Building on Chen et al.'s (2003) multilevel construct validation framework, the Team Incivility Climate Scale (TICS) showed good internal consistency at both the individual- and team-level of analysis. The TICS also demonstrated convergent validity at both levels via its relationship with key variables, such as justice perceptions and

team cohesion. Furthermore, despite moderate correlations, the results supported incivility climate as a distinct construct from an individual's direct experiences of incivility. Finally, the criterion-related validity of the TICS was supported, albeit cross-sectionally, with both individual (psychological) and team-incivility climate significantly associated with reduced job satisfaction and increased turnover intentions. The development of the TICS was a critical first step for this thesis in being able to examine the nomological net of variables related to this facet-specific climate construct, and ultimately monitor the effectiveness of the Positive Team Climate intervention. These findings supported incivility climate as a distinct construct worthy of further investigation.

The focus in the second study (Chapter 5) was on the relationship between team climates for incivility and job-related affective wellbeing, as well as on the role that other team factors had in moderating this relationship. There was a significant negative effect of uncivil team climates on wellbeing, over and above the individual-level effect of experienced incivility, supporting the proposition that employees are influenced not only by their direct personal experiences of incivility, but also by the team climates they are exposed to. This finding is aligned with recent literature suggesting that team members do not have to be direct targets to experience the negative effects of uncivil behaviour (Griffin, 2010; Lim et al., 2008). Study 2 also extended the work of Lim et al. (2008) and Griffin (2010) by including team-level factors as moderators of the negative relationship between incivility climate and employee wellbeing. The results showed that competitive team norms moderated the relationship between experienced incivility and wellbeing, such that the negative effect was stronger for those who worked in teams with less competitive norms. This effect was explained using a sensemaking framework, whereby targets of incivility working in teams with more

competitive norms may be able to reframe uncivil behaviour as a by-product of competition rather than an intentional demeaning behaviour. In addition, team size was a significant moderator of the incivility-wellbeing relationship, with smaller work teams reporting more reduced wellbeing when faced with incivility, potentially due to the fact that direct social comparisons are more easily generated in smaller teams creating a greater sense of being singled-out.

The third study (Chapter 6) moved to investigate contextual correlates of uncivil team climates, which addressed a clear gap in our current understanding of incivility, particularly above the individual-level. The hypothesised role of supervisors in fostering positive or negative working environments within their team was demonstrated by the significant relationship between supervisor incivility and team incivility climate at both the individual and team level of analysis. The cohesiveness of work teams was also found to have a direct association with team incivility climate, such that more cohesive teams had lower incivility climates. Team cohesion also moderated the relationship between employees' personal experience of incivility and their perception of incivility team climate, suggesting that team cohesiveness strengthens the detrimental effect of experienced incivility.

Using the results of the first three studies, Study 4 (Chapter 7) was designed to test a six month team-based intervention program that involved intensive work with supervisors and their teams to modify uncivil work climates and improve employee and team outcomes. Results indicated that workplace incivility, team incivility climate, and supervisor incivility did not change over the six month intervention period. Similarly, there were no significant changes in any of the employee or team outcomes during or following the intervention. Overall, the PTC intervention was met with limited success.

Theoretical Contributions

The empirical findings of this thesis answer the four key research questions (presented in Chapter 1) and thereby make four main contributions to research in the fields of interpersonal mistreatment and organisational climate.

Contribution 1: This thesis substantiates incivility climate as a distinct and meaningful construct through the development and validation of the Team Incivility Climate Scale. As discussed in Chapter 4, the multilevel nature of workplace incivility, specifically in relation to team processes and climate, had not yet been addressed despite the recognised importance of such contextual factors (Lindell & Brandt, 2000). Guided by both the climate (e.g. Probst et al., 2008) and multilevel literature (e.g. Chen et al., 2003), this thesis built the nomological network surrounding the incivility climate construct, with results demonstrating good reliability and validity of the TICS instrument at both the individual- and team-level of analysis. This thesis recognises the caution asserted by climate researchers regarding taking care in conceptualising and operationalising team climate (Kuenzi & Schminke, 2009; Ostroff et al., 2003), and therefore sought to provide a strong theoretical, definitional and methodological foundation for the new climate construct. Furthermore the validation framework presented in Chapter 4, provides an exemplar for future researchers seeking to develop and validate multilevel climate measures.

The results add to the growing research on climate facets (Ehrhart et al., 2014), introducing team climates for incivility as a distinct team cognition about the practices, procedures and norms that are rewarded or supported concerning workplace incivility. The validated measure of the incivility climate construct is an important step to be able to address gaps in the current climate-facet literature (Ostroff et al., 2003) and examine the full extent to which uncivil team climate impacts both experiences and outcomes of

incivility. The introduction of team climates for incivility answers Kuenzi and Schminke's (2009) call to extend the facet-specific climate research beyond the areas of service, ethics, justice, and safety and, in turn, contributes to broadening the foundation for understanding team climate.

Contribution 2: This thesis is one of the few empirical studies indicating that incivility at a team level, that is, uncivil team climates, negatively affect important work outcomes. Team climate has been identified as one of the most significant influencers of employees' experiences at work (Ehrhart et al., 2014). In their review of climate research, Kuenzi and Schminke (2009) concluded that "there is little doubt that climates matter" (p. 693), demonstrating consistently strong relationships between works' climates and employee outcomes. The importance of the team environment had been recognised within recent incivility research, suggesting that workplace incivility can have detrimental effects over and above employees' direct personal experiences (Griffin, 2010; Lim et al., 2008). However, until this thesis, no known published research has examined the relationship between climates of incivility and employee outcomes. By investigating the relationship between team incivility climate and three employee outcomes, namely job satisfaction, turnover intention and wellbeing, this thesis progresses our understanding of the effect of group-level processes. The significant negative effect of uncivil team climates on employee outcomes advances the concept of a team climate for incivility and suggests that team members do not have to be direct targets to experience the negative effects of uncivil behaviour. This finding also supports claims that the already significant personal and financial costs of incivility, described in Chapter 2, may be significantly underestimated (Andersson & Pearson, 1999; Pearson & Porath, 2009), and provides further impetus for continued research in this area.

Theories of sensemaking (e.g. Roberson, 2006; Weick, 1995; Wrzensniewski et al., 2003) suggest that work teams are one of the most powerful factors that influence how employees interpret ambiguous behaviour such as incivility. The results of this thesis contribute to the literature by highlighting contextual team factors, such as competition and size, play a considerable role in moderating the extent to which employees experience adverse outcomes as a result of uncivil team environments, and again reinforce incivility as a team concern. The moderating effect of team climate and size found in the second study also demonstrate that the relationship between team climates for incivility and employee outcomes is not always clear cut, or indeed intuitive. For example, whilst research on competition in the workplace has predominately shown the negative effect of fostering competition within work teams (Duffy et al., 2006; Kohn, 1992), these results suggest that in the presence of incivility, competitive team norms may buffer the negative effects of such behaviour on wellbeing by helping employees reframe and make sense of incivility. In summary, this thesis further expands both incivility and climate literature by moving beyond straightforward main effects of team climate on outcomes that currently dominates the literature (Kuenzi & Schminke, 2009) and taking a more granular examination of the impact of uncivil team climates on employee outcomes such as wellbeing. Not only does incivility climate matter, but it does so in “more complicated ways than scholars originally envisioned” (Kuenzi & Schminke, 2009, p. 698), and this thesis uncovers important insights into how.

Contribution 3: This thesis highlights the crucial role of leaders and colleagues on the emergence of uncivil team climates. General theories of self, such as social exchange theory (Gouldner, 1960) and social identity theory (Feldman, 1984), would suggest that the extent to which incivility becomes embedded within team

climates depends on the behaviour of the teams' leaders, as well as the relationships between colleagues (Blader & Tyler, 2009; Wang & Wulumbwa, 2007). The results presented in this thesis support this assertion, that is, work teams that are led by uncivil supervisors or lack cohesion lay the foundation for team climates for incivility and disrespect. The results also add to the ever growing leadership research, which highlights the critical and active role of leaders in not only individual and organisational outcomes, but also the relationships, climate and outcomes of their team (e.g. Barling et al., 2001; Schneider et al., 2005).

However, like the highly complex relationships between incivility climate and outcomes described above, the relationship between team cohesion and team climates for incivility is not clear-cut. The moderating role of team cohesion on the relationship between employees' personal experience of incivility and their perception of incivility team climate, suggest that team cohesiveness strengthens the detrimental effect of experienced incivility. Drawing on social identity theory (Feldman, 1984), these findings contribute to the current incivility literature by suggesting that when working within a cohesive team, members are more likely to believe that their experience is reflective of the team norm. In other words, when experiencing mistreatment in an otherwise cohesive work team, targets will attribute that experience as the standard of behaviour that is accepted by the team (Tagger & Ellis, 2007). This suggests the need for a more complex and interactive view of leadership, team climate and incivility.

Contribution 4: This limited success of the PTC intervention reinforces, rather than diminishes, the need for continued empirical research of team-level civility interventions. The limited success of the PTC intervention is in contrast to the two known civility intervention studies at the team level of analysis (Osatuke et al., 2009; Leiter et al., 2011). However, given an apparent reluctance to publish

unsuccessful intervention studies (Nytrø et al., 2000), the absence of published research on incivility interventions may suggest that the null results found in this thesis may not be an exception. Indeed, organisational interventions are known to have a high rate of implementation failure due to the fact they take place in challenging, complex and changing environments (Fullan, 2003; Nytro et al., 2000). Aspects of the intervention process, including the organisational context, the implementation process and employees' appraisals of the intervention, may also have contributed to insignificant results of the PTC intervention (Neilsen et al., 2007). There is a clear need for researchers to continue to analyse how and why interventions do not achieve the expected outcome, as "without a sound understanding of the factors that facilitated or undermined the program objectives" there will continue to be inconsistent results in the effectiveness of such interventions across work settings (Noblet & LaMontagne, 2008, p. 467).

Practical Implications

The findings from this thesis have three major practical implications for organisational settings, especially for organisations and managers.

Implication 1: Ignoring incivility, particularly when it has permeated the team climate, is costly for individuals and organisations. The effect of team incivility climate on wellbeing, over and above the individual-level effect of experienced incivility, reinforces that the personal and financial costs of incivility may be far greater than originally anticipated due to its broader reach (Cortina et al., 2002; Griffin, 2010; Lim et al., 2008). Results suggest that incivility should not be viewed as a private issue between directly involved parties. Instead, senior leaders need to recognise the significant toll of incivility, not just for direct targets, but also for those working in uncivil team climates. As a result, ignoring such behaviour is far from

harmless, and when allowed to permeate the team climate can have serious effects on employees and their organisations.

Through the development and validation of the TICS, an instrument is now available for both practitioners and researchers to assess team climates for incivility. Leaders and practitioners can reliably assess the incivility climate of various work teams within their organisation, and subsequently monitor changes or improvement. The ability to identify and assess team climates for incivility may enhance the ability of organisations to intervene early and implement effective policies and practices (Pearson & Porath, 2005). Because incivility is more subtle and ambiguous in nature, organisations need to be equipped to uncover the extent to which it has permeated the team climate (Andersson & Pearson, 1999).

Implication 2: Organisations and leaders cannot underestimate the need for skilled and capable supervisors. Supervisor incivility, related to uncivil team climates at both the individual and team level of analysis, demonstrates the need for supervisors to role model positive team norms (Wang & Wulumbwa, 2007; Xu et al., 2012). The complex relationships between incivility climate, team context and outcomes demonstrate the need for supervisors to understand how individual characteristics, mental models, and team climates affect the way employees appraise and react to incivility. Together, the results suggest that supervisors lay the foundation for team climates of civility and respect, and highlight the need to incorporate supervisor training, coaching and skill development. In addition, professional development activities should emphasise the importance of supervisors modelling positive, civil behaviours in order to help establish the guiding team norms, rules and practices.

Implication 3: Organisations need to examine unsuccessful interventions when designing and implementing programs to improve team climate. The limited

success of the PTC intervention program presents a significant challenge for organisations looking to address workplace incivility and reduce its associated costs. Whilst there is consensus that organisations cannot afford to let incivility permeate the work environment, there remains an absence of interventions that are shown to be effective in addressing such behaviour and climates. Even for those studies that do show improvements (e.g. Osatuke et al., 2009; Leiter et al., 2011) there is serious doubt about the extent to which such improvements can be achieved in other cultures, industries or professions. This means that many organisational development professionals and senior leaders remain in the dark about the best way to address such negative working environments. It is for this reason that the null results of the PTC intervention are nonetheless critical for researchers and practitioners. Organisations need to learn from the findings of other unsuccessful interventions, to avoid making the same mistakes over and over again. For example, in implementing an intervention aimed at improving uncivil team climates, the results of this thesis suggest that organisations should consider the demographic composition of their workforce, the current climate of work teams and broader organisation, the policies and procedures in place to address poor behaviour, and the skills and capability of supervisors and senior leaders. Finally, managerial interventions aimed at addressing incivility and its consequences should be multipronged, addressing the organisational culture, the team climate and individual ‘episodes’ of incivility.

Limitations and Areas for Future Research

Specific limitations related to each of the four studies are included in their corresponding chapters, and therefore will not be repeated in this section. However, there are three overarching limitations that may impact the overall findings of this body of research and inform future research, which are discussed in turn below.

Limitation 1: Reliance on self-report measures. A common limitation in research on interpersonal mistreatment is the reliance on self-report and this thesis is no exception. Whilst self-report data has value in exploring psychological constructs like incivility because of the practical and ethical constraints in manipulating employees' experiences of incivility, it does limit the conclusions that can be drawn (Coyne et al., 2003). Reliance on self-report data also raises concerns about the potential for common method bias (Podsakoff et al., 2003), whereby correlations become either inflated or deflated. Social desirability bias cannot be overlooked as a possible limitation across the four studies, due to the highly interpersonal nature of incivility (Pearson & Porath, 2005). Given the complex nature of relationships within the workplace setting, Coyne et al. (2003) suggest that employees may be unable or unwilling to give accurate assessments of interpersonal mistreatment. For example, Bjorkquist, Usterman and Hjelt-Bock (1994) suggest that economic dependency might prevent employees providing honest assessments, particularly when asked to assess the behaviour of their supervisors or people in positions of power. However, a strength of the four studies is the application of multilevel analysis, with strong response rates within each of the work teams. Aggregating individual responses to the team-level, and checking for within-group agreement, increases confidence that the results are not significantly affected by common method bias (Podsakoff et al., 2003). Nonetheless, where possible, future research should explore more objective, multi-sourced measures of both individual and team outcomes.

Limitation 2: Reliance on predominately cross-sectional designs. The cross-sectional design of three of the four studies represented a further, related limitation. Despite being a widely used method in applied research, particularly within the organisational setting (Spector, 1994), it limits the conclusions that can be drawn about

casualty. Consequently, the results of Studies 1–3, like so many others in this field of research (Cortina et al., 2001; Griffin, 2010; Lim et al., 2008), require further examination through longitudinal and experimental studies to untangle causal effects. Such longitudinal research might consider expanding the investigation of potential antecedents, to bolster the current understanding of what multilevel factors lead to uncivil behaviour and climates. For example, understanding how cultural factors interact with team incivility will be important given the increasing globalisation of organisations and diversity of work teams. Two potential antecedents of incivility climate, team cohesion and supervisor incivility, were investigated in this body of research but longitudinal research is required to fully understand what and how team, team, organisational and societal factors interact to create uncivil team climates. Further exploration of antecedents across levels and time may be even more critical given the insignificant results of the team-based intervention program.

Limitation 3: Reliance on relatively homogenous samples. The four samples used in this research consisted solely of Australian employees. Reliance on data from just one country may limit the validity of the TICS instrument in other countries, as well as the generalisability of results. Team behaviours and norms vary significantly across cultural settings and are likely to impact employee attitudes and outcomes differently (Ehrhart et al., 2014). This is supported by research on workplace incivility and other forms of interpersonal mistreatment, which have found culture to have both a direct and moderating effect (e.g. Liu et al., 2009; Loh et al., 2000; Samnani & Singh, 2012). Consequently, future research should expand the investigation to consider a variety of cultures.

Whilst the samples used in this thesis incorporated a broad range of industries and professions, one limitation in relation to the overall design was that the first three

studies were predominately comprised of ‘white collar’ workers, whilst the intervention study was conducted with ‘blue-collar’ workers. This is demonstrated through the quite different education levels of the samples in the first three studies, compared to Study 4. For example 28% to 32% of employees had postgraduate or higher education degrees in the first three studies, compared to only 7% in the intervention study. Similarly, the average tenure was much longer in the intervention sample group, which is quite typical for blue collar, government workers. Finally, participants of the intervention study were predominately men, compared to a more equal distribution of males and females in the first three studies. The sampling differences may contribute to the absence of significant findings in Study 4, as the premises for which the intervention design was based on (i.e. the results of Studies 1 through 3) may not be generalisable to the participants of Study 4. This highlights a number of important areas for future research. First, researchers could explore the effectiveness of the PTC intervention across industries and professions, and in particular ‘white collar’ workers. Second, researchers should examine employees in both ‘blue-collar’ and ‘white-collar’ professions to identify and understand potential differences. This will help practitioners to better target their incivility programs to their specific workforce, and increase the effectiveness of interventions.

Concluding remarks

The strength of the research presented in this thesis is the multilevel approach, which addresses the hierarchical nature of the workplace, whereby employees are nested within work teams, which are nested within organisations. This research adds to the current body of literature on workplace incivility by introducing and validating team-level incivility as a facet-specific climate construct. Findings suggest that incivility climate is a distinct and valid construct, and exerts a meaningful impact on

wellbeing and other important outcomes over and above employees' direct experiences of uncivil behaviour. Furthermore, the findings show that team factors play an important role in either mitigating or exacerbating the negative effects of incivility. As such, organisations wishing to improve outcomes should consider the role of work teams and their supervisors in establishing respectful and civil team norms. A number of team-level potential precursors to uncivil team climates were also suggested which could be leveraged by researchers and practitioners when designing interventions targeting incivility. Finally, whilst the team-based intervention examined in this thesis was met with limited success, the results suggest that any intervention aimed at reducing incivility should not be done in isolation from organisational-wide practices and priorities. In conclusion, findings of this thesis provide scholars and practitioners with more information about the insidious nature of workplace incivility when it has permeated the team climate, how such negative team climates may emerge and impact employee outcomes, and possible interventions that might prevent such climates emerging.

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Appendix

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Appendix 1: Thesis Scales, Variables and Questions

A list of the variable scales and items used in Studies 1 to 4 is shown below. Scales are arranged in five categories including: demographic variables, incivility variables, employee outcome variables, team outcome variables, and team process / moderator variables.

Demographic Variables

Are you:	
Male	1
Female	2
How old are you? years	
Your education:	
School Certificate or equivalent	1
Higher School Certificate or equivalent	2
TAFE Certificate or equivalent	3
Undergraduate University Degree or equivalent	4
Postgraduate qualifications	5
Do you work:	
Full-time	1
Part-time	2
Casual / On-Call	3
What role best describes your position:	
Employee / Team member	1
Middle management / Team leader	2
Senior management	3
How many years have you been employed in your current organisation? (If less than one year, how many months? _____ years _____ months	

Approximately how many people are employed in this team / workgroup?

Approximately what percentage (%) of your team is female?

Incivility Variables

Workplace Incivility Scale (Cortina, Magley, Williams, & Langhout, 2001)

How often has someone at work (supervisor, co-worker, other employee) done the following to you in the past year:

1. Put you down or been condescending to you?
2. Ignored you or failed to speak to you?
3. Made jokes at your expense?
4. Raised their voices or yelled at you?
5. Swore at you?
6. Showed little interest in your opinion?
7. Made demeaning or derogatory remarks about you?
8. Addressed you in unprofessional terms, either publicly or privately?
9. Ignored or excluded you from professional camaraderie?
10. Doubted your judgement on a matter over which you have responsibility?
11. Made unwanted attempts to draw you into a discussion of personal matters?

Team Incivility Climate

With regard to the team you identified yourself with at the beginning of the questionnaire, please indicate how strongly you agree or disagree with each of the statements:

1. My team treats one another with respect (r)
2. People within my team shame and humiliate each other
3. General bad manners (e.g. interrupting, being late to meetings) is tolerated within my team
4. It is common for members of my team to put each other down
5. There are clear policies and procedures that prohibit uncivil behaviour in this team (r)
6. There is a climate of professionalism within my team (r)
7. The atmosphere within my team is one of consideration and courtesy (r)
8. There is a spirit of inclusion within my team (r)

Supervisor Incivility

In describing your supervisor, how much do you agree with the following statements?

1. My supervisor regularly shows contempt to more junior workers in this team
2. My supervisor is a good role model of respectful behaviour
3. My supervisor has a reputation within the team for acting towards others with scorn
4. My supervisor expects the team to care about others
5. My supervisor treats others with dignity
6. My supervisor rarely acts in a rude or hostile manner towards team members
7. My supervisor often talks about other team members behind their backs

Employee Outcomes Variables

Job Satisfaction (Cammann, Fichman, Jenkins, & Klesh, 1983)

1. In general, I like working here
2. All in all, I am satisfied with my job
3. In general, I do not like my job

Job-Related Affective Wellbeing (Mikkangas, Feldt, & Kinnunen, 2007)

For the past month, please indicate below approximately how often you have felt the following while you were working in your job. Everyone has a lot of overlapping feelings, so you'll have a total for all the items that is much greater than 100% of the time:

1. Enthusiastic
2. Nervous
3. Calm
4. Depressed
5. Joyful
6. Anxious
7. Relaxed
8. Dejected
9. Inspired
10. Tense
11. Laid-back
12. Despondent
13. Excited
14. Worried
15. At ease
16. Hopeless

Turnover Intentions (Landau & Hammer, 1986)

1. I am actively looking for a job outside my organisation
2. As soon as I can find a better job, I'll leave my organisation
3. I often think about quitting my job

Distributive Justice (Niehoff & Moorman, 1993)

1. My work schedule is fair.
2. I think that my level of pay is fair.
3. I consider my work load to be quite fair.
4. Overall, the rewards I receive here are quite fair.
5. I feel that my job responsibilities are fair.

Interactional Justice (Moorman, 1991)

1. My supervisor considers my viewpoint
2. My supervisor is able to suppress personal biases
3. My supervisor provides me with timely feedback about decisions and their implications
4. My supervisor treats me with kindness and consideration
5. My supervisor shows concern for my rights as an employee
6. My supervisor takes steps to deal with me in a truthful manner

Team Outcomes Variables

Team Outcome Effectiveness (Gibson, Zelmer, Bruhn & Schwab, 2003)

GOALS

1. This team achieves its goals
2. This team meets the requirements set for it
3. This team serves the purpose it is intended to serve

CUSTOMERS

4. This team's customers are happy with the team's performance
5. This team is responsive to its customers
6. This team fulfils the needs of its customers
7. This team responds to external demands

TIMELINESS

8. This team meets its deadlines
9. This team wastes time
10. This team provides deliverables on time
11. This team finishes its work in a reasonable amount of time

QUALITY

12. This team does high quality work
13. This team consistently provides high quality output
14. This team needs to improve the quality of its work ®

PRODUCTIVITY

15. This team uses too many resources
16. This team is productive
17. Inputs used by this team are appropriate for the outputs achieved
18. This team is efficient

Team Process / Moderator Variables*Team Cohesion (Dobbines & Zaccaro, 1986)*

1. If given the chance, members from the team would leave and join another team
2. Members of the team get along well
3. Members really feel part of the team
4. Members of the team don't generally get along with each other
5. Members of the team are close

Team Process Efficacy (Collins & Parker, 2010)

1. Approach members who are over exerting or misusing their influence
2. Resolve conflicts that have become personalised
3. Confront members who behave in unacceptable ways
4. Identify realistic goals that unify individual team member goals
5. Listen with an open mind to team members ideas
6. Seek feedback on how well your team is performing
7. Actively help team members
8. Adapt to changing situations and demands
9. Coordinate team members so they contribute their unique skills and abilities
10. Build positive morale amongst team members

Competitive Team Norms (Brown, Cron & Slocum, 1998)

1. My manager frequently compares my performance with that of my coworkers.
2. The amount of recognition you get in this company depends on how you perform compared to others.
3. Everybody is concerned with being the top performer.
4. My coworkers frequently compare their performance with mine.

Appendix 2: Information Forms



EXPLORING RESPECTFUL AND DISRESPECTFUL BEHAVIOUR IN AUSTRALIAN WORKPLACES: DEVELOPING A VALIDATED SCALE

There is evidence that rude and disrespectful behaviours at work have an impact on team functioning and individual wellbeing in the workplace. This research also suggests that team factors and climate influences such behaviour. A better understanding of these factors will lead to improved employee job satisfaction and perceptions of wellbeing in the workplace.

You are invited to participate in this research, which involves completing a questionnaire:

- The survey will take 10 – 15 minutes to complete each
- The survey asks you about your experience of respectful and disrespectful behaviours and characteristics about yourself and your team.
- To encourage completion of the surveys, there will be a chance for participants to win \$100 fuel card at the end of the study.

This research is being conducted by Deanna Pyper to meet the requirements of the Combined PhD / Masters of Organisational Psychology, under the supervision of Dr Barbara Griffin of the Department of Psychology. If you have any further questions about the research, please contact Dr Griffin (02 9850 9012, barbara.griffin@mq.edu.au). Should you experience any distress from completing this research, please go to http://www.mentalhealth.asn.au/images/pdf/Illness/Workplace_Bullying.pdf. Alternatively, please contact LifeLine on 13 11 14.

Participation is voluntary and completely anonymous. Your name NEVER appears on the survey. Please note that the researchers do not have access to your name or contact details and the researchers will not know who has chosen to complete the survey. You may withdraw from the study at any time, without having to give a reason and without consequence. You may also discontinue any of the surveys at any time if you change your mind about participating. Data will be published in averages so that no individual person could possibly be identified in any report. Once the research has been completed, a summary of the results will be made available on the organisational psychology website at Macquarie University (www.psy.mq.edu.au/orgpsych@mq).

The ethical aspects of this study have been approved by the Macquarie University Human Research Ethics Committee. If you have any complaints or reservations about any ethical aspect of your participation in this research, you may contact the Committee through the Director, Research Ethics (telephone (02) 9850 7854; email ethics@mq.edu.au). Any complaint you make will be treated in confidence and investigated, and you will be informed of the outcome.



EXPLORING THE INCIDENCE AND IMPACT OF DISRESPECTFUL BEHAVIOUR IN AUSTRALIAN WORKPLACES

Department of Psychology, Macquarie University - Dr Barbara Griffin, Deanna Pyper

There is evidence that rudeness and disrespect at work have an impact on team functioning and individual wellbeing in the workplace. This research explores individual and team factors that affect disrespectful behaviour in the workplace. Better understanding of these factors will lead to improved employee job satisfaction and perceptions of wellbeing in the workplace.

You are invited to participate in this research, which involves completing a questionnaire that:

- [Can also be accessed from the web address provided in the email]
- Will take 15 – 20 minutes to complete
- Asks you about:
 - Your experience of disrespectful behaviours,
 - Job characteristics,
 - Job satisfaction,
 - Team characteristics,
 - Individual characteristics.

Participation is voluntary and completely anonymous. Your name NEVER appears on the survey. Please note that the researchers do not have access to your name or contact details as the survey is being distributed by participating organisations. Neither the researchers nor the participating organisations will know who has chosen to complete the survey. You may withdraw from the study at any time, without having to give a reason and without consequences.

Data will be published in averages so that no individual person could possibly be identified in any report. Once the research has been completed, a summary of the results will be made available on the organisational psychology website at Macquarie University (www.psy.mq.edu.au/orgpsych@mq). This study is being conducted to meet the requirements for the degree of Combined PhD / Masters of Organisational Psychology under the supervision of Dr Barbara Griffin of the Department of Psychology. If you have any further questions about the research, please feel free to contact Dr Griffin at barbara.griffin@mq.edu.au or on (02) 9850 9012.

NOTE: The ethical aspects of this study have been approved by the Macquarie University Human Research Ethics Committee. If you have any complaints or reservations about any ethical aspect of your participation in this research, you may contact the Committee through the Director, Research Ethics (telephone (02) 9850 7854; email ethics@mq.edu.au). Any complaint you make will be treated in confidence and investigated, and you will be informed of the outcome.



CREATING A POSITIVE TEAM CLIMATE: A TEAM-LEVEL INTERVENTION STUDY

Department of Psychology, Macquarie University - Dr Barbara Griffin, Deanna Pyper

There is evidence that respect and disrespect at work have an impact on team functioning and individual wellbeing in the workplace. This research explores individual and team factors that affect respectful and disrespectful behaviours in the workplace. Better understanding of these factors will lead to improved employee job satisfaction and perceptions of well being in the workplace.

You are invited to participate in this research, which involves completing a [enclosed] questionnaire that:

- [Can also be accessed from the web address provided in the email]
- Will take 15 – 20 minutes to complete
- Asks you about your experience of respectful and disrespectful behaviours and characteristics about yourself, your job and your team
- Please print or save a copy of this information statement if completing the questionnaire online

This study is being conducted by Deanna Pyper to meet the requirements for the degree of Combined PhD / Masters of Organisational Psychology under the supervision of Dr Barbara Griffin of the Department of Psychology. If you have any further questions about the research, please feel free to contact Dr Griffin (barbara.griffin@mq.edu.au or (02) 9850 9012, or Deanna Pyper (0422 259 876). Should you experience any distress from completing this survey, please go to http://www.mentalhealth.asn.au/images/pdf/Illness/Workplace_Bullying.pdf

Participation is voluntary and completely anonymous. Your name NEVER appears on the survey. Please note that the researchers do not have access to your name or contact details as the survey is being distributed by participating organisations. Neither the researchers nor the participating organisations will know who has chosen to complete the survey. You may withdraw from the study at any time, without having to give a reason and without consequences. You may also discontinue the online survey at any time if you change your mind about participating. Data will be published in averages so that no individual person could possibly be identified in any report. Once the research has been completed, a summary of the results will be made available on the organisational psychology website at Macquarie University (www.psy.mq.edu.au/orgpsych@mq).

NOTE: The ethical aspects of this study have been approved by the Macquarie University Human Research Ethics Committee. If you have any complaints or reservations about any ethical aspect of your participation in this research, you may contact the Committee through the Director, Research Ethics (telephone (02) 9850 7854; email ethics@mq.edu.au). Any complaint you make will be treated in confidence and investigated, and you will be informed of the outcome.

Appendix 3: Ethics Approval

From: Ethics Secretariat [mailto:ethics.secretariat@mq.edu.au]
Sent: Monday, 19 December 2011 11:15 AM
To: Dr Barbara Griffin
Cc: Ms Deanna Kate Pyper
Subject: Ethics application ref: 5201100895 - Final Approval

Dear Dr Griffin

Re: "Development and validation of an incivility climate scale" (Ethics Ref: 5201100895)

Thank you for your recent correspondence. Your response has addressed the issues raised by the Human Research Ethics Committee and you may now commence your research.

The following personnel are authorised to conduct this research:

Dr Barbara Griffin
Ms Deanna Kate Pyper

NB. STUDENTS: IT IS YOUR RESPONSIBILITY TO KEEP A COPY OF THIS APPROVAL EMAIL TO SUBMIT WITH YOUR THESIS.

Please note the following standard requirements of approval:

1. The approval of this project is conditional upon your continuing compliance with the National Statement on Ethical Conduct in Human Research (2007).
2. Approval will be for a period of five (5) years subject to the provision of annual reports. Your first progress report is due on 19 December 2012.

If you complete the work earlier than you had planned you must submit a Final Report as soon as the work is completed. If the project has been discontinued or not commenced for any reason, you are also required to submit a Final Report for the project.

Progress reports and Final Reports are available at the following website:

http://www.research.mq.edu.au/for/researchers/how_to_obtain_ethics_approval/human_research_ethics/forms

3. If the project has run for more than five (5) years you cannot renew approval for the project. You will need to complete and submit a Final Report and submit a new application for the project. (The five year limit on renewal of approvals allows the Committee to fully re-review research in an environment where legislation, guidelines and requirements are continually changing, for example, new child protection and privacy laws).

4. All amendments to the project must be reviewed and approved by the Committee before implementation. Please complete and submit a Request for Amendment Form available at the following website:

http://www.research.mq.edu.au/for/researchers/how_to_obtain_ethics_approval/human_research_ethics/forms

5. Please notify the Committee immediately in the event of any adverse effects on participants or of any unforeseen events that affect the continued ethical acceptability of the project.

6. At all times you are responsible for the ethical conduct of your research in accordance with the guidelines established by the University. This information is available at the following websites:

<http://www.mq.edu.au/policy/>

http://www.research.mq.edu.au/for/researchers/how_to_obtain_ethics_approval/human_research_ethics/policy

If you will be applying for or have applied for internal or external funding for the above project it is your responsibility to provide the Macquarie University's Research Grants Management Assistant with a copy of this email as soon as possible. Internal and External funding agencies will not be informed that you have final approval for your project and funds will not be released until the Research Grants Management Assistant has received a copy of this email.

If you need to provide a hard copy letter of Final Approval to an external organisation as evidence that you have Final Approval, please do not hesitate to contact the Ethics Secretariat at the address below.

Please retain a copy of this email as this is your official notification of final ethics approval.

Yours sincerely
Dr Karolyn White
Director of Research Ethics
Chair, Human Research Ethics Committee

From: Ethics Secretariat [mailto:ethics.secretariat@mq.edu.au]
Sent: Monday, 1 March 2009 10:45 AM
To: Dr Barbara Griffin
Cc: Ms Deanna Kate Pyper
Subject: Ethics application ref: 5201000104M - Final Approval

Dear Dr Griffin

Re: "Antecedents and moderators of incivility in the workplace" (Ethics Ref: 5201000104M)

Thank you for your recent correspondence. Your response has addressed the issues raised by the Human Research Ethics Committee and you may now commence your research.

The following personnel are authorised to conduct this research:

Dr Barbara Griffin
Ms Deanna Kate Pyper

NB. STUDENTS: IT IS YOUR RESPONSIBILITY TO KEEP A COPY OF THIS APPROVAL EMAIL TO SUBMIT WITH YOUR THESIS.

Please note the following standard requirements of approval:

1. The approval of this project is conditional upon your continuing compliance with the National Statement on Ethical Conduct in Human Research (2007).
2. Approval will be for a period of five (5) years subject to the provision of annual reports. Your first progress report is due on 1 March 2010.

If you complete the work earlier than you had planned you must submit a Final Report as soon as the work is completed. If the project has been discontinued or not commenced for any reason, you are also required to submit a Final Report for the project.

Progress reports and Final Reports are available at the following website:

http://www.research.mq.edu.au/for/researchers/how_to_obtain_ethics_approval/human_research_ethics/forms

3. If the project has run for more than five (5) years you cannot renew approval for the project. You will need to complete and submit a Final Report and submit a new application for the project. (The five year limit on renewal of approvals allows the Committee to fully re-review research in an environment where legislation, guidelines and requirements are continually changing, for example, new child protection and privacy laws).
4. All amendments to the project must be reviewed and approved by the Committee before implementation. Please complete and submit a Request for Amendment Form

available at the following website:

http://www.research.mq.edu.au/for/researchers/how_to_obtain_ethics_approval/human_research_ethics/forms

5. Please notify the Committee immediately in the event of any adverse effects on participants or of any unforeseen events that affect the continued ethical acceptability of the project.

6. At all times you are responsible for the ethical conduct of your research in accordance with the guidelines established by the University. This information is available at the following websites:

<http://www.mq.edu.au/policy/>

http://www.research.mq.edu.au/for/researchers/how_to_obtain_ethics_approval/human_research_ethics/policy

If you will be applying for or have applied for internal or external funding for the above project it is your responsibility to provide the Macquarie University's Research Grants Management Assistant with a copy of this email as soon as possible. Internal and External funding agencies will not be informed that you have final approval for your project and funds will not be released until the Research Grants Management Assistant has received a copy of this email.

If you need to provide a hard copy letter of Final Approval to an external organisation as evidence that you have Final Approval, please do not hesitate to contact the Ethics Secretariat at the address below.

Please retain a copy of this email as this is your official notification of final ethics approval.

Yours sincerely
Dr Karolyn White
Director of Research Ethics
Chair, Human Research Ethics Committee

From: Fhs Ethics [mailto:fhs.ethics@mq.edu.au]
Sent: Thursday, 3 November 2011 11:36 AM
To: Dr Barbara Griffin
Cc: Ms Deanna Kate Pyper
Subject: Conditions Met Final Approval - Griffin (Ref: 5201100758)

Dear Dr Griffin

Re: "Creating a positive team climate: A team-level intervention study"

Thank you for your recent correspondence. Your response has addressed the issues raised by the Faculty of Human Sciences Human Research Ethics Sub-Committee and you may now commence your research.

The following personnel are authorised to conduct this research:

Dr Barbara Griffin (Chief Investigator)
Ms Deanna Kate Pyper (Co-Investigator)

Please note the following standard requirements of approval:

1. The approval of this project is conditional upon your continuing compliance with the National Statement on Ethical Conduct in Human Research (2007).
2. Approval will be for a period of five (5) years subject to the provision of annual reports. Your first progress report is due on 3 November 2012.

If you complete the work earlier than you had planned you must submit a Final Report as soon as the work is completed. If the project has been discontinued or not commenced for any reason, you are also required to submit a Final Report for the project.

Progress reports and Final Reports are available at the following website:
http://www.research.mq.edu.au/for/researchers/how_to_obtain_ethics_approval/human_research_ethics/forms

3. If the project has run for more than five (5) years you cannot renew approval for the project. You will need to complete and submit a Final Report and submit a new application for the project. (The five year limit on renewal of approvals allows the Sub-Committee to fully re-review research in an environment where legislation, guidelines and requirements are continually changing, for example, new child protection and privacy laws).
4. All amendments to the project must be reviewed and approved by the Sub-Committee before implementation. Please complete and submit a Request for Amendment Form available at the following website:

http://www.research.mq.edu.au/for/researchers/how_to_obtain_ethics_approval/human_research_ethics/forms

5. Please notify the Sub-Committee immediately in the event of any adverse effects on participants or of any unforeseen events that affect the continued ethical acceptability of the project.

6. At all times you are responsible for the ethical conduct of your research in accordance with the guidelines established by the University. This information is available at the following websites:

<http://www.mq.edu.au/policy>

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If you will be applying for or have applied for internal or external funding for the above project it is your responsibility to provide the Macquarie University's Research Grants Management Assistant with a copy of this email as soon as possible. Internal and External funding agencies will not be informed that you have final approval for your project and funds will not be released until the Research Grants Management Assistant has received a copy of this email.

If you need to provide a hard copy letter of Final Approval to an external organisation as evidence that you have Final Approval, please do not hesitate to contact the Ethics Secretariat at the address below.

Please retain a copy of this email as this is your official notification of final ethics approval.

Yours sincerely,

Dr Peter Roger
Chair

Faculty of Human Sciences Ethics Review Sub-Committee Human Research Ethics
Committee

Appendix 4: Intervention Materials


DE-IDENTIFIED TEAM WORKSHOP FACILITATORS GUIDE



Program overview and information

Session learning objectives	<p>The objective(s) of this session is to:</p> <ol style="list-style-type: none"> 1. Understand the positive and negative behaviours/factors that influence workplace climates 2. Identify current behaviours in your team environments, to reinforce the behaviours that are positive and challenge the behaviours that are unacceptable 3. Recognise the risks in not addressing negative behaviours 4. Develop and agree a workplace strategy for creating more positive working climates
Materials required	<ul style="list-style-type: none"> • Flipcharts (5 per session) • Zoom experiential • Copies of All About Me (see below for numbers) • Facilitator toolbox - small • Full packet of sticky dots • Blu-tak (2 packets) • Two packets of colourful post it notes • Table textas and cups • Evaluation forms (see below for numbers) • Lollies (2 per session)
Session time	Four hours facilitation




Time	Session	Key points	Resources
15 mins	Welcoming & framing of the session	<ul style="list-style-type: none"> • Plenary - Why are we here? Opportunity to create more positive working environment (5 mins) • Plenary - What's this program about? Part of broader program to create positive working environment (5 mins) • Plenary - What does today involve? Read out agenda then objectives off the flipcharts (5 mins) 	<ul style="list-style-type: none"> • Flip charts with agenda and objectives • Expectations flipchart
15 mins	Zoom experiential	<ul style="list-style-type: none"> • Plenary – Explain that we are going to have a quick activity to get people thinking (5 mins) • Group activity - Get them to order in a line (10 mins) • Plenary - Debrief key points on flipchart (5 mins) 	<ul style="list-style-type: none"> • Zoom experiential • Flip chart with debrief points
15 mins	What is a civil and positive climate?	<ul style="list-style-type: none"> • Plenary - Explain the confounding paradox in Australian workplaces and ask for examples (5 mins) • Plenary - Why is this happening and the prevalence of workplace incivility (5 mins) • Plenary - Common responses to this workshop and the topic (5 mins) 	<ul style="list-style-type: none"> • Flip chart workplace conditions (pictures) • Flip chart killer facts
30 mins	Scenarios	<ul style="list-style-type: none"> • Plenary - Explain the activity and hand out scenarios (5 mins) • Individual activity - read scenarios and respond to questions (10 mins) • Group work - discuss your answers, writing on flip chart similarities and differences (10 mins) • Plenary discussion - report back as a table and debrief exercise (5 mins) 	<ul style="list-style-type: none"> • Scenarios • Flipchart scenarios • Blank flipcharts for each team
30 mins	Current team climate	<ul style="list-style-type: none"> • Plenary discussion - Present the results and ask people to reflect on surprises / not surprises (10 mins) • Plenary activity - Body audit of the number behaviours they see (5 mins) • Plenary discussion - Ask them to identify missing negative behaviours that they see (10 mins) • Individual activity - Sticky dot voting for most negative impact / common in this team (5 mins) 	<ul style="list-style-type: none"> • Flipchart Survey result • Flipchart reflections on results • Flipchart on negative behaviours • Sticky dots
45	How do we, as	<ul style="list-style-type: none"> • Individual reflection - People to reflect on the behaviours that they done themselves (5 mins) 	<ul style="list-style-type: none"> • Flip chart iceberg



mins	individuals, improve our workplace climate	<ul style="list-style-type: none"> • Group work - Discuss reasons why people engage in this behaviour and write up (7 mins) • Debrief and explain iceberg theory (3 mins) • Individual - Get people to complete all about me templates (10 mins) • Group work - Share your all about me's in groups (10 mins) • Plenary discussion - share your individual commitments (10 mins) 	<ul style="list-style-type: none"> • All about me templates
10 mins	BREAK		
60 mins	How do we, as teams, improve our workplace climate	<ul style="list-style-type: none"> • Plenary discussion - Define ideal behaviours (make sure they are in clear statements) (10 mins) • Individual activity - Vote to get to top 10 behaviours (10 mins) • Group work - Split into groups and divvy out the top counterproductive behaviours asking them to come up with three strategies or actions for addressing each (15 mins) • Plenary - Groups to present back their thoughts then agree the top 10 actions (25 mins) 	<ul style="list-style-type: none"> • Sticky dots • Blank flipcharts for each team
20 mins	Wrap up	<ul style="list-style-type: none"> • Group work - Changing habits and catch-phrase exercise (10 mins) • Plenary - Wrap up, thank you and evaluation survey (10 mins) 	<ul style="list-style-type: none"> • Evaluation survey • Lollies



Running time & delivery method	Content outline
<p>15 mins</p> <p>08.00 – 08.15</p> <p>Welcome and framing of the session</p>  <p><i>Presentation</i></p>	<p>Why are we here? What's in it for me?</p> <ul style="list-style-type: none"> ◦ We are here today to talk about what makes you feel good at work - what engages you, what sorts of behaviours make you feel acknowledged, respected and valued. ◦ At times, we all would have experienced going home at the end of the day feeling worse than we did at the start of the day because of something that happened at work. Many would have also experienced the feeling of dread as we thought about having to come into work the next day. ◦ Today is a real opportunity - both for your team and you as an individual. It is an opportunity to create a more positive team climate in your workplace so that we don't go home feeling bad after interacting with our colleagues, so that we can look forward to going to work and so we can work in an environment where this is respect, support and civility. ◦ Don't worry - today isn't all about the feel-good. It is about putting on our team hats and our obligations as team members to create positive and engaging workplaces. We are not talking about the technical or operational today. We are talking about people at work and the influence that we have on each other and our overall team performance. <p>What is this program all about?</p> <ul style="list-style-type: none"> ◦ Today is part of a broader program to build positive workplaces across your team. ◦ We will be working with you and your managers to align workplace behaviours with the broader values of the organisation. ◦ Your managers have already attended a briefing session, as well as having one-on-one coaching sessions with one of my colleagues Ian Lees, to help build leadership capability across YOUR TEAM to drive a healthy and productive work environment. ◦ The majority of you have also completed an online survey which explores some of the behaviours we will be looking at today. ◦ Following today, there will also be a number of team health checks, where we will continue to work together on embedding the positive behaviours and climate we identify today. <p>What does today involve?</p> <ul style="list-style-type: none"> ◦ We are together for the next four or so hours, and I have written up the overall agenda for the day on this flipchart for those who like to track how we are going against the time. These times will be a little flexible but will ensure we finish up on time. ◦ On this other flipchart, I have put up the objectives of the session. As mentioned the objectives of today are to (read out the objectives off the flipchart). ◦ <i>Question - What are their expectations / want to get out of today? (flipchart)</i> ◦ So without further ado, let's get into it.
<p>15 mins</p> <p>8:15 0- 8:30</p>	<p>Zoom experiential</p> <ul style="list-style-type: none"> ◦ Set up – Explain that we are going to have a quick activity to get people

<p>Zoom experiential</p>  <p><i>Experiential</i></p>	<p>thinking.</p> <ul style="list-style-type: none"> ◦ Tell participants you will be giving them each a card. Only they are allowed to look at their own card. They cannot show it to anyone but they can describe to others what is on their card ◦ Collectively the cards follow some sort of sequence. The objective is to get into a line in that sequence ◦ Have people stand up in a space where they can move around. Ideally pick a section within the room which allows them eventually to be able to get into a line (even if only a wonky one!). <ul style="list-style-type: none"> • Play - Hand a card to each person face down. <ul style="list-style-type: none"> ◦ Ask them to describe their picture to their colleagues without revealing card ◦ Give the group 8 to 10 minutes to arrange themselves into a 'human' line in the order or sequence as represented by the card they are holding ◦ Once groups are satisfied with their order ask them to reveal their cards ◦ Ask participants to place their cards in a line on the ground and walk from one end to the other (it's quite a masterpiece to look at). If they are not in the right sequence ask them to move the cards until they are. • Debrief: <ul style="list-style-type: none"> ◦ Questions <ol style="list-style-type: none"> 1. How did you find the experience? 2. How did you work out the sequence? 3. Did anyone have any helpful tips for finding their position? • Key debrief messages: <ul style="list-style-type: none"> ◦ Each individual has a unique perspective and interpretation of behaviours. People have access to different information or be part of a larger set of events, so make sure you consider other peoples perspective in a respectful and open way. You may not have visibility about all that is going on for someone else, so don't get lazy and assume your perspective is the right perspective. ◦ In addition to the specific behaviours, I will also be asking you to consider the bigger picture around creating a positive team climate and how your individual behaviour contributes to the bigger picture.
<p>15 mins</p> <p>08.30 – 08.45</p> <p>What is workplace incivility and how do I contribute to it?</p>  <p><i>Presentation</i></p>	<p>Confounding paradox in Australian workplaces</p> <ul style="list-style-type: none"> • There is a really interesting paradox that exists in Australian workplaces. On one hand we currently have unparalleled working conditions: <ul style="list-style-type: none"> ◦ Healthy and safe physical working conditions ◦ Ergonomically sound and aesthetically pleasing work environments ◦ Comparatively high remuneration and benefits ◦ Clearly defined legislation and guidelines on diversity, culture and equity. • In fact when I was talking about this with my colleague Ian Less (who some of you have met) - he told me a story about using bricks to raise his chair up so he more comfortably reach the desk. Similarly one of my colleagues, who moved to India a few years back, said that their office only recently got fully functioning air conditioning. • Group Question - Ask if anyone else has any other stories about the working conditions earlier in their careers? • However, despite these better working conditions, we are experiencing higher rates of absenteeism and physiological injuries than ever before. So even though our workplaces are cool on hot days and we don't have to

	<p>worry about falling off our chairs stacked on a pile of bricks, we are seeing more and more people go home after work feeling bad.</p> <ul style="list-style-type: none"> • For those of you who like thinking in numbers, here are some killer facts (read out the flipchart). <p>So why is this happening?</p> <ul style="list-style-type: none"> • The research I have been doing over the past few years have shown that rude and disrespectful behaviours have become increasingly common in the modern workplace. • A study of over 54,000 employees from 179 organisations across Australia found that 85% of employees experienced incivility in the past year. The behaviours identified in this study included interrupting or ignoring others, using sarcasm or condescending tones, swearing, withholding information and harassment. • These behaviours have been shown to have really damaging impact on people - and can really colour your whole life. Several years back I was working for an organisation where these behaviours dominated the workplace I remember having those doona moments where I would lie in bed feeling sick about having to go to work that day. These behaviours ultimately led me to leave that organisation and why I have dedicated my work and studies to helping organisations address such behaviour. • So what it boils down to is unacceptable behaviours that have become normalised in our working environments. So circling back to our overall aims for this session today is about challenging these negative behaviours that have become normalised within this team. It is about defining what acceptable behaviour is and committing as a team to the behaviours that are unacceptable. <p>Common responses</p> <ul style="list-style-type: none"> • Running similar sessions for other organisations there are two common responses that I get at this point of the session: <ul style="list-style-type: none"> • Some people think that some of these behaviours are no big deal or don't have that much of an impact at work. For example, I may not mind a bit of a gossip by the coffee machine, but one of my colleagues could find it extremely offensive. In fact, in 2003, nine people committed suicide because they believed their colleagues were gossiping about them at work. Whilst not always this extreme, this shows that people can react and interpret the same behaviour very differently. • Others think 'well that's just who I am - I am a cynical person and people will just need to put up with me. In this case - people fall into the trap of treating colleagues like they are family - but they are actually not. Much as we might like each other - it is important that we treat each other like colleagues and treat each other with respect. • Majority of the time, we don't come into work each day wanting to make each other feel miserable. What happens, though, is that under stress of pressure we default to behaviours that we wouldn't otherwise. • To complicate matters further, we all have different interpretations about what constitutes rude or disrespectful behaviour. Because of our backgrounds, our age, our families etc. what I see as rude behaviour is very different to what you might see as rude. • For example, when I was working at my previous employer it was considered really rude and unacceptable to wear earphones and listen to music in the office. So when I moved to Nous, and sat next to one of the
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	<p>girls who continuously wore her earphone, I interpreted that behaviour as really disrespectful. It wasn't until I realised that it was part of the Nous climate, and helped the individual concentrate given the open plan seating arrangement.</p> <ul style="list-style-type: none"> • Group Question - Does anyone else have any examples of when they have experienced different interpretations about rude behaviour?
<p>30 mins</p> <p>08.45 – 09:15</p> <p>Scenario-activity</p>  <p><i>Individual reflection</i></p>  <p><i>Group work / plenary discussion</i></p>	<p>Small group activity - Scenarios</p> <ul style="list-style-type: none"> • Before we get into thinking about your team and discussing the positive and negative behaviours you experience here, we are going to do a quick activity. • I am going to hand around three scenarios which describe some hypothetical interactions at work. • For the first ten minutes I want you to, individually, read through the scenarios that describe interactions between people in different work teams, consider the situation, and then indicate your answers to the questions that follow. • After ten minutes - I want you to now form groups of three with the people next to and discuss your responses to the questions for each scenario. What are the similarities and what are the differences in your responses. • After ten minute - Pull back into plenary and get people to report back their reflections from their discussions for each of their scenarios. Key messages: • Key message 1 - People have different interpretations of what constitutes respectful and disrespectful behaviours. These interpretations will vary depending on peoples background, situation etc. • Key message 2 - The behaviour that you see is only part of the picture, and is influenced by other things happening to people.
<p>30 mins</p> <p>09:15 - 09:45</p> <p>Current climate within our team</p>  <p><i>Facilitated discussion</i></p>	<p>Current team climate - survey results</p> <ul style="list-style-type: none"> • A few weeks ago you all completed an online survey which explored a lot of this behaviour within your teams. While we are not going to go through the individual team results, it does provide us with a baseline of the current working environment across your organisation, and a way of measuring our progress over the coming months. • The survey results show the following (talk through survey results) • Group Question - Do any of these results surprise you? Are there any that don't? <p>Identifying negative behaviours that exist within the team</p> <ul style="list-style-type: none"> • We are now going to do a quick body audit about the extent to which some of these behaviours exist within this team. • On the flip chart I have a list of some common negative behaviour that exists in workplaces. I want to you think about how many of these behaviours you have seen at work. Keep that number in your head. • Ask people to stand up. Keep standing if you have seen 1-3 of these behaviours at work? 4 or 5? 6 or 7? More than 7? • From an OHS perspective these are risk factors and they add up, having moderate to significant impact on the quality of employees work experiences. • Group Question - What other behaviours do you see at work that are missing from this list? • I am now going to hand out sticky dots and ask you to place your three dots against the behaviours that occur within this team and that you think have a

	negative impact on yourself or others in the team (Once done, total up and list the top 5 behaviours in order).
<p>45 mins</p> <p>09.45 – 10:30</p> <p>How to we improve and sustain a more positive team climate - INDIVIDUALS</p>  <p><i>Individual reflection</i></p>  <p><i>Group work / plenary discussion</i></p>	<p>Addressing negative behaviours - Individual perspective</p> <ul style="list-style-type: none"> Now that we have identified the negative behaviours that we want to address as a team, we will be spending the rest of the morning looking at strategies for reducing the negative behaviours and creating more positive work environments. We are going to do this in two ways. First we are going to spend some time thinking about what we can do as individuals to stamp out these negative behaviours and what, as individuals, we can commit to in order to create more positive team climate. We will then look at team based strategies for creating positive work environments, to make positive behaviours normal and be expected from everyone. I want you to think about the same set of behaviours that we looked at before and to think about how many of these behaviours you have done yourself? I won't get you to stand again, but I want you to pair up and to spend five minutes sharing that number with the person next to and talking through what was going on for you and the team when it occurred. Group Question - Without sharing specific examples of behaviour, what were some of the factors or reasons people engaged in such negative behaviour? So there are a range of factors that influence the behaviours we engage in and why at times we revert to negative behaviours even though we are really actually nice people. Group Question - Has anyone heard of the iceberg theory? If yes ask to explain. If no use the flipchart to explain: When we talk about the 'Iceberg' we're talking about the visible and the invisible. Most of an iceberg, 90% of it, is below the water so when we call up an image of an iceberg we're only thinking about the bit we can see. As a result, we get a rather limited perspective of the iceberg. It's the same with humans. In any interaction we're probably only seeing/hearing 10% of the story – the words, actions and behaviours that we can see or hear. However, it's the other 90% below the water that is shaping what we see and hear. By putting ourselves in the shoes of others we can begin to get a better understanding about why they engage in certain behaviours. Perspective-taking and understanding other peoples situation is important. <p>All about me</p> <ul style="list-style-type: none"> Not only does stress, workload pressures and other external factors obviously play a big role in our behaviours, we all have our own ways of working. This next activity is about capturing how we work as individuals and sharing that with others in the team. Spend 10 minutes as an individual to completing the All About Me templates, answering each of the questions. Spend the next 15 minutes in small groups sharing your All About Me's and committing to your specified actions. Pull everyone back into plenary - Ask people to share their individual commitments (Last section). The aim of this it to hear each others commitment for what we will do differently to create a more positive team climate. In the break put everyone's 'All about Mes' up on the wall.
10.30 – 10:40	Quick 10 minute toilet break, grab cup of tea etc.

<p>60 mins</p> <p>10.40 – 11:40</p> <p>How to we improve and sustain a more positive team climate - TEAMS</p>  <p><i>Group work / plenary discussion</i></p>	<p>Identifying the ideal behaviours which this team should aspire</p> <ul style="list-style-type: none"> • It is now time to start to define the team climate and ideal behaviours which you want to create, as well as developing an action plan for getting there. • First, we want to define our team behaviours. These are the behaviours that you want to define your team. Essentially it is answering the question - what behaviours would I see if in my ideal team. • Facilitate plenary discussion to get the behaviours that they want to see. These need to be turned into clear behavioural statements (e.g. not just professional) • The give them dots to identify and agree the ten team behavioural statements. <p>Action plans</p> <ul style="list-style-type: none"> • It is now time to put together a plan to embed really positive behaviours in your work teams, to make them so normal that we expect them every day and that we expect them from everyone. • As a group we will be measuring each other and your managers against this plan - you can think of it as your checklist and everyone will own a copy • Please split into teams of 4 - try to work with people you haven't worked with already today. Allocate the teams to 2-3 of the counterproductive behaviours that have sticky dots against them. Ask groups to come up with three actions or strategies to address to address each of these behaviours. These need to be clear action statements about what you will do as a team to create positive work environment. They need to be realistic and worded in a way that people can commit to. • Teams to write these down on flipcharts. When everyone is finished, get a volunteer from each team to present their actions. • At the end of the presentations, facilitate a group discussion to agree to 10 key actions and turn into a behavioural action plan. • Nous will write these up and turn them into an action plan which you can use as a team. Copies of this will be provided at your first team health check.
<p>20 mins</p> <p>11.40 – 12:00</p> <p>Wrap up and commitment to action</p>  <p><i>Presentation</i></p>	<p>Changing habits and catch phrase</p> <ul style="list-style-type: none"> • As we start to wrap up, it is worth noting that changing any habit takes at least 28 days. If you put your watch on your wrong wrist, it would take 29 days until you would automatically put it on the new wrist. Over the coming months, you will need to closely watch your own behaviour and make sure you are demonstrating the agreed behaviours. • You and your team also need to discuss the list of behaviours and how you are progressing the action plan at your team meetings. The first of which will be held in the coming week. • You will also need to help others in your team to be accountable for their behaviours, and help them change their behaviour over the coming months. It is really important that everyone in the team feels comfortable to let others know if they are uncomfortable with a behaviour. • The last activity we are going to do today will help start that process for you. For the next 10 minutes I am going to ask you to come up with a catch-phrase that you can use immediately to stop any negative behaviour without making anyone uncomfortable. It could be funny, it could be relevant to your team - something that will make people stop in their tracks

	<p>and lighten the mood.</p> <ul style="list-style-type: none"> • At the end we will present back and vote to agree the catch-phrase for this team. The winning team will get to share this pack of lollies with the rest of the team (given we are being inclusive and sharing). <p>Wrap-up</p> <ul style="list-style-type: none"> • So we have covered a lot in this short four hours together: <ul style="list-style-type: none"> ◦ We have developed a shared understanding about the importance of creating more positive team climates, so that we can all enjoy safe and happy working conditions. ◦ We have recognised that everyone has a different interpretation of what is disrespectful behaviour, as well as identifying what we will do differently as an individual to minimise negative interactions. ◦ We also developed our agreed team behaviours and an action plan that will help us create a workplace where we feel safe, valued and supported. ◦ We have agreed to hold ourselves and others accountable to this behaviour, and regularly reflect on our progress at team meetings (first is next week). • In addition to the upcoming team meetings, there will also be two more short surveys, one in the next few weeks, and the other later in this year. Please take the time to complete these, as it is really important, not only for tracking our success, but also for the research project that this is part of. I will be forever grateful. • Thank you very much for your input and openness to today - you have been very generous in your contributions. You are likely to see me and my colleague Ian around the place, so feel free to come and say hi. You are also welcome to call me if you want more information. • Before you go could you please complete the satisfaction survey about today. Please (put down your personal ID code - not your name - so they remain anonymous (and place them by the door).
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INCIVILITY SCENARIOS

The following pages present some hypothetical interactions at work.

People have different opinions about what types of behaviour are disrespectful, rude or uncivil. Sometimes this will depend on the situation. Please read the short descriptions below that describe interactions between people in different work teams, consider the situation, then indicate your answers to the questions that follow. The people in each interaction work in the same team, but are not best friends nor do they dislike each other.

Scenario 1

In the past three months, there have been a number of people who have left the organisation. As a result, a number of team members have been asked to take on the extra workload until replacements can be found. In particular, Donna and Steve have had to take on a lot of work, both staying back late at work for the past month. However, lately the team has noticed that Donna keeps turning up late to team meetings, and often checks emails on her blackberry while others are presenting. In fact, at last week's meeting, Karen, a team manager, responded to Donna "Can you put the bloody blackberry down for two minutes?" Donna did not respond and just rolled her eyes and continued to read her emails.

Steve on the other hand seems to be coping with the stress of the additional work. He has quite ambitious career progression plans, and is focused on receiving a promotion in the next few months. He is very determined, and as a result does not waste time on pleasantries. He sees dealing with his co-workers as a hindrance to getting ahead. The Senior Managers of the organisation seem to love him, but his co-workers think he is rude and devious. For example, Steve recently sent an email to one of the Senior Managers, which questioned John's ability to deliver a quality report by the end of the week, and asked whether he should assist John complete the work. Since then, John and his co-workers have stopped inviting him to their informal lunches, and spend the time often making jokes about Steve behind his back.

Q1: Which behaviours, of those described above, do you think are rude or disrespectful?

Q2: Overall, whose behaviour was most rude or disrespectful? Why?

Scenario 2

Charlie started with the organisation about three months ago, and has quickly got a reputation in the team for being careless at work. Charlie recently discovered that Nic and Jo, two of Charlie's colleagues, had invited all the team except for Charlie out to drinks on Friday night. The following Monday Charlie was sitting in the common area when Nic came in for a break. Charlie was reading a report and did not look up or acknowledge Nic. Furthermore, when Nic asked Charlie for the time, Charlie sighed before answering. When Charlie returned to reading the report, Nic just turned toward Cathy who was making a coffee and winked at her.

Unbeknown to the rest of the team, Charlie had recently found out that a family member has been diagnosed with a serious health condition. Charlie recognises that this is having an impact on his work, and promises that he will be more focused next week. In the next team meeting, when Charlie arrived for a team meeting, Jo responded "On time? Wonders will never cease."

Q1: Which behaviours, of those described above, do you think are rude or disrespectful?

Q2: Overall, whose behaviour was most rude or disrespectful? Why?

Scenario 3

Mary went on maternity leave two weeks ago and until her replacement arrives next month, Sarah has found that she has to do the work of two people. Sarah is so busy that she has gotten into a habit of leaving dirty dishes and old coffee cups all over her desk and in the common kitchen, which other people in her team have had to clear away. Paul has become fed up with cleaning up other peoples mess, and sends a group email directed to the team's supervisor, John, naming all the people in the team, including Sarah, who leave the kitchen messy. When Sarah confronts Paul to ask him why he named her in the email without talking to her, Paul replies "I tried but you just ignored me or walked away". At the next team meeting, when the email is brought up, their supervisor John just shakes his head and responds "Come on people! Are you telling me we don't have more important things to be spending our time on?"

Q1: Which behaviours, of those described above, do you think are rude or disrespectful?

Q2: Overall, whose behaviour was most rude or disrespectful? Why?
