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The Study about Outcomes of Incivility: The Relationship between Experienced Incivility and Acting Incivility in Workplace

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Abstract:
Recently, many studies about incivility have been conducted and accumulated, but those studies are still merely focusing on the next two points. First, there is lack of interest that employees' experience of incivility can make them do incivility to their colleagues. Second, most studies have considered resources of incivility are only in the organizations. Based on those two problems, this study was to empirically identify the relationship between experienced incivility and acting incivility. Results showed that there is the target similarity between experienced incivility and acting incivility, but the spillover effect was significant on the relationship of experienced incivility in organization and doing incivility to customer. Implications and suggestions were demonstrated at the end.

Keywords: *incivility, experienced incivility, acting incivility, workplace incivility, target similarity, spillover effect, SEM*

1. Introduction

Recently, many studies about incivility have been conducted and accumulated. Incivility refers to out of respect for other people, innuendo, unmannerly speaking and low intensity of deviant behavior including an inimical stare (Andersson & Pearson, 1999).

This conceptually a type of negative behavior retrogressed organizational effectiveness, like extra-role behavior or discretionary behavior, especially similar to counterproductive work behavior.

The researchers of human resource management and organizational behavior have conducted so many studies and investigations for a long time about antecedents or consequences of incivility, accumulated research achievements. Despite all these quantitative development, there still remained qualitative improvements.

This study verify that experienced incivility cause acting incivility, in other words, a victim at one time change to an assailant over time.

Our research is expected to deal with important issues about antecedents and operating patterns of incivility in particularly.

2. The Relationship between Experienced Incivility and Acting Incivility

Workplace Incivility have three key points, violation of mutual respect rules in organization, uncertain intentionality, low intensity (Pearson, Andersson & Wegner, 2001).It does seem very minor or meaningless behaviors, but Andersson &Pearson (1999) indicated that those behaviors amplify seriousness, upsize the extent of damage, for example, continuous minor behaviors for a period of time lead to violent behavior in the end. In other words, experienced incivility causes acting incivility. If the process of a vicious cycle is repeated, in some cases, minor behaviors carry over high intensity violent behaviors. That is, Andersson & Pearson(1999)'s theoretical opinion that experienced incivility cause acting incivility received much attention of many researchers recently, as a result, it makes chance to appearance of some empirical studies.

First of all, studies about inside organization arranged in follow table 1. In table, every study reported that a variety of side effects can occur, if anyone experience incivility behaviors of coworkers, supervisors, subordinates. And those studies included acting incivility as consequences.

Study	Source	Outcomes	Key findings
Torkelson et al. (2016)	Experienced incivility	Coworkers, supervisors acting incivility	Experienced incivility was positively related to coworkers, supervisors acting incivility.
Harold & Holtz (2015)	Coworkers	Acting incivility	Experienced incivility was positively related to acting incivility.
Meier & Gross (2015)	Experienced incivility	Supervisors, acting incivility	Experienced incivility was positively related to acting incivility.
Wu et al. (2014)	Coworkers, supervisors, subordinates	Interpersonal deviance, hostile attribution bias, negative reciprocity beliefs	Workplace incivility and interpersonal deviance are positively related when hostile attribution bias and reciprocity beliefs are high.
Sakurai & Jex (2012)	Customer	Negative emotions, counterproductive work behavior	Negative emotions mediate the relationship between incivility and counterproductive work behavior.
Taylor & Kluemper (2012)	Coworkers, supervisors	Enacted aggression	Incivility is positively related to enacted aggression. The relationship between incivility and enacted aggression is stronger for employees low in agreeableness
Penney & Spector (2005)	Coworkers, supervisors	counterproductive work behavior	Incivility was positively related to counterproductive work behavior.
Lim & Cortina (2005)	Coworkers, supervisors, subordinates	Harassment	Incivility was positively related to sexual and gender harassment.

Table 1: Studies about relationship between experienced incivility and acting incivility

3. Study Model of Experienced Incivility and Acting Incivility

This study empirically verified a next model. This study model contained very important research question that earlier studies didn't deal with. That is distinguishing between target similarities effects from spillover effect.

In order to discuss this problem, first, conceptual understanding of two effects must take precedence.

Proposing the multifocal perspective of human behavior, Lavelle, Rupp &Brockner (2007) suggested that target similarity effect is that attitudes obtained from a specific person is expressed to same target basically. Also they insist that spillover effect is an attitude obtained from a specific person is expressed to another target.

Spillover effect is mainly observed in marketing area. For example, Ahluwalia, Unnava, &Burnkrant (2001)'s study showed that spillover effect that a reputation of one product have an influence on reputation of another product of same company.

In conclusion, in this context, research questions of previous studies were limited only to target similarity effect. In other words, studies about inside of organization suggested that experienced incivility from coworkers, supervisors and subordinates is connected to acting incivility to coworkers, supervisors and subordinates. Thus, in this study verified relationship between target similarity effect and spillover effect.

- *Hypothesis 1: Experienced incivility is positively related to acting incivility to coworkers.*
- *Hypothesis 2: Experienced incivility is positively related to acting incivility to customers.*
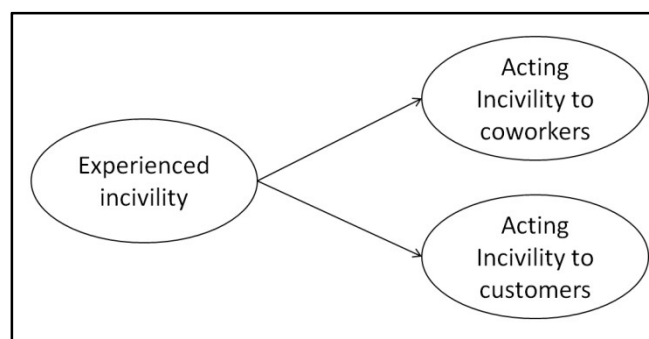

Figure 1: Study model of Experienced Incivility and Acting Incivility

4. Sample and Measurement

The sample for the analysis was collected from the employees of Korean companies by offline survey and e-mail survey. The amount of respondents is 360.

This study takes sample of workers in the service industry because treats inside and outside organization at the same time. In detail, hotel, tourist business, insurance, banking, business of medical treatment and sales. Of that, insurance, banking, business of medical treatment and sales are major part of total as 68%.

Also this study uses Single-method-factor-approach because every variable was collected in same method. As a result, there is no problem with Single method factor.

5. Results

This study conducted research with SPSS 21.0 and Amos 21.0 for analyzing research results. In detail, we conducted demographic analysis, reliability analysis, correlation analysis, confirmatory factor analysis and path analysis with structural equation model (SEM).

Table 2 is displaying the results of analysis of the model fit indices including CMIN/DF, RMR, GFI, CFI, RMSEA are being shown on the table. Following the values of the analysis, Model 1 appears to fit.

	CMIN/DF	RMR	GFI	CFI	RMSEA
Model 1	2.493	.048	.893	.941	.065

Table 2: Model Fit Indices

Examining research results, hypothesis 1, there is target similarity effect between experienced incivility and acting incivility, is supported. Also hypothesis 2, there is spillover effect between experienced incivility and acting incivility, is supported. Experienced incivility was positively related to acting incivility to coworkers (standardized partial regression: .583, $p<.001$). Also, experienced incivility was positively related to acting incivility to customers (standardized partial regression: .381, $p<.001$). The results are as follows, figure 3.
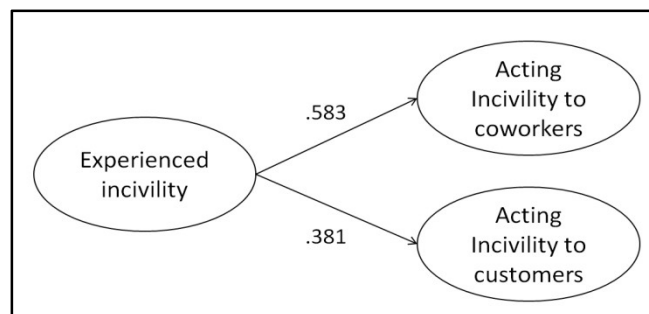

Figure 2: Results of research

6. Conclusion

This study examined relationship between experienced incivility and acting incivility. Thus this study conducted SEM analysis as sample of 360 workers in the service industry.

As a result, experienced incivility was positively related to acting incivility about each target. That is, employees experienced incivility in organization can act incivility to other coworkers or customers. Also experienced incivility has not only target similarity effect from acting incivility of organization but also spillover effect from acting incivility of customer. That is, employees experienced incivility from coworkers can express incivility to customers.

Thus, in order to prevent the worst case that victim of incivility change to assailant of incivility, there are many different ways. For example, whistle blow about incivility experience, counseling, maintenance of the relevant manual. Last, there's an urgent need for an institutional framework to victims.

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