**CONTRAPOWER INCIVILITY: CONTENTS AND ANTECEDENTS**

by

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# Abstract

Workplace incivility is a low-intensity and subtle form of workplace mistreatment, which may have deleterious impacts on its targets. Incivility researchers have extensively studied its frequency, target demographics, contributing factors, and effects. However, most of this research has centered on subordinate experiences. The incivility experiences of those who lead or manage the work of others have remained largely underexplored. The current thesis addressed this understudied area by looking at the incivility experiences of leaders from their subordinates (a phenomenon referred to as contrapower incivility and rooted in earlier scholarship on contrapower sexual harassment). The objective of the current research was to examine the contents of contrapower incivility (i.e., the behaviors that constitute contrapower incivility) and their antecedents (i.e., factors responsible for contrapower incivility). To achieve these objectives, I conducted three studies. In Study 1, I used a qualitative interview-based research design to explore the behaviors that comprise contrapower incivility and the factors that influence them. Using thematic analysis, Study 1 showed that the behaviors constituting contrapower incivility include: insubordination, competence questioning, information denial and conspiracy against the leader. Also, Study 1 revealed the leader's behaviors, subordinate intrapersonal factors, and perceptions of incivility climate as the most common factors responsible for contrapower incivility. Moreover, Study 1 showed some contrapower incivility behaviors not captured in the existing incivility scale (i.e., the Workplace Incivility Scale). Thus, Study 2 was focused on developing and validating a contrapower incivility scale. Using contents from Study 1, 13 unique items were validated as a

measure of contrapower incivility. In Study 3, I used an experimental research design to causally test the antecedents of contrapower incivility. The result of Study 3 showed that subordinate intrapersonal factors and perception of incivility climate increase contrapower incivility. However, the hypothesis that the perception of a leader's negative behavior will increase contrapower incivility was not supported. Implications are discussed.

# General Summary

For years, workplace interactions have been thought to be formal yet friendly and polite. In the past 25 years, research has highlighted a rise in rude and disrespectful behaviors at work, known as workplace incivility. However, most of the studies have focused on subordinates as the targets of incivility from their bosses or coworkers. The problem with this approach is that it overlooks other ways incivility occurs at work. My research explored an often-overlooked area: when subordinates are rude or disrespectful to their managers, a phenomenon referred to as contrapower incivility (a term rooted in earlier scholarship on contrapower sexual harassment). Through three studies, I identified 13 common uncivil behaviors that subordinates direct at their leaders, such as insubordination, raising their voices, ignoring schedules, and gossiping. I also examined why these behaviors occur. I found that subordinates who struggle to manage their emotions and adapt to workplace expectations are more likely to act uncivilly. Additionally, workplaces without clear policies or consequences for such behavior tend to see more of it. This research highlights important insights for organizations looking to create a more respectful and professional work environment.

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# 1.0. INTRODUCTION

Since the publication of Andersson and Pearson's (1999) seminal article on workplace incivility 25 years ago, there has been a surge of interest in workplace incivility research. Workplace incivility is defined as a "low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect" (Andersson & Pearson, 1999, p. 457). Examples of workplace incivility include insulting a direct report, belittling their efforts, blaming others for things they have no control over, door slamming, gossiping, and blatant disregard for people's time (Andersson & Pearson, 1999; Cortina et al., 2013; Porath & Pearson, 2013).

Andersson and Pearson's (1999) pioneering work laid the foundation for different facets of incivility research. To state a few, subsequent incivility research efforts have compared incivility with other mistreatment constructs (Hershcovis, 2011; Pearson et al., 2001; Tepper & Henle, 2011), examined its antecedents (Bureau et al., 2021; Cortina et al., 2013; Daniels & Jordan, 2019; Harold & Holtz, 2015; Lee & Jensen, 2014; Meier & Gross, 2015; Rosen et al., 2016; Settles & O'Connor, 2014; Torkelson et al., 2016) and explored its implications for individuals and organizations (Cortina et al., 2001; Gallus et al., 2014; Lim & Cortina, 2005; Porath & Pearson, 2013; Zhou et al., 2019).

Although, scholars suggest that a great deal is now known about the frequency of incivility, who gets targeted with it, under what conditions, and with what effects (Cortina et al., 2017), there is a critical shortage of research examining incivility targeted at those in leadership roles (Holmvall & Sobhani, 2020). Typically, most workplace incivility research

examines employee[1] experiences (Holmvall & Sobhani, 2020; Schilpzand et al., 2016), looking at them as targets either from their superiors or colleagues. A focus on subordinate experience is a common trend in workplace mistreatment research, portraying a prototypical case of a superior mistreating a subordinate while neglecting the plurality of forms that mistreatment takes (e.g. when subordinates mistreat those with higher occupational status; DeSouza, 2011).

While the incivility experiences of people who lead or manage the works of others remain largely underexplored, research and anecdotal evidence show that people in leadership roles also experience mistreatment and sometimes, it comes from their subordinates (DeSouza & Fansler, 2003; DeSouza, 2011; Holmvall et al., 2019; Lampman et al., 2009) and higher-up leadership (Holmvall & Sobhani, 2020). Cortina et al. (2001) found that targets of incivility were not only individuals represented at the lower end of the official organizational hierarchy but also those higher up in the hierarchy. Given the important role leaders play in the organization, it is crucial to investigate their experience with workplace incivility, specifically from their subordinates (as research often neglects the plurality of forms incivility takes). For instance, research shows that leaders impact several workplace outcomes such as employee engagement and team effectiveness (Mazzetti & Schaufeli, 2022), psychological well-being (Arnold et al., 2007; Kelloway et al., 2012; Mazzetti & Schaufeli, 2022), and organizational performance (Sertel et al., 2022).

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[1] Although the term 'employee' can be used loosely to refer to every member of an organization, I am referring to subordinates in the present research. Both words were used interchangeably in the current research as done previously (e.g., Boettcher, 2018; Meador, 2011).

The current research examined incivility directed at leaders[2] by their subordinates (hereafter referred to as contrapower incivility). The term 'contrapower' was first used in the sexual harassment literature by Benson (1984) to describe a situation where a target of sexual harassment has formal power over the actor. In this thesis, I argue that the paucity of research on contrapower incivility may be connected to the general belief that people who are at the top of the organizational hierarchy are protected from incivility because they possess the power to exert retribution against subordinates who treat them poorly (Aquino et al., 1999; Aquino & Bradfield, 2000; Cortina et al., 2001).

Researchers may assume that due to organizational power differences, subordinates would not mistreat leaders (Stronach & Holmvall, 2025). However, the subtle nature of several workplace incivility behaviors makes it easier to be directed towards people in positions of power. According to Cortina (2008), incivility occurs stealthily, and it is thus difficult to identify, manage or prevent. Moreover, studies that examine harassment targeted at teachers and professors in the school environment found incivility as the most common type of mistreatment in the academic environment. Students would rather avoid open and aggressive confrontations with their teachers because passive resistance strategies generally work better (DeSouza, 2011; Richardson, 1999). Since teachers and professors tend to be the leaders in the academic environment (while students are usually followers) and possess the power to punish disrespectful students, the findings of these researchers can be extrapolated to the work environment.

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[2] By leaders, I am referring to positional leaders like managers and supervisors. However, for consistency across the current research, the label "leader" is adopted.

An investigation into contrapower incivility is important. While some may argue the significance of research on subordinates' incivility toward leaders, stating that such behavior should matter less to leaders than incivility from peers or superiors. The decision to investigate contrapower incivility is supported by recent research findings. For instance, Sheridan and Ambrose (2022) found that leaders reported higher energy, more favorable job attitudes and higher well-being on days their subordinates demonstrated appreciation of their leadership. Conversely, other scholars (e.g., Stronach & Holmvall, 2025) found a relationship between subordinate incivility and leader positive and negative affect mediated by leader competence need frustration.

In this thesis, therefore, I investigated contrapower incivility and its potential antecedents. Raising concerns about the growing number of mistreatment constructs, Hershcovis (2011) emphasizes the need to empirically test these constructs to determine their unique contributions. She calls for research into the predictors of workplace aggression to understand what drives such behavior and how dynamics like power in perpetrator–target relationships influence target-specific aggression. Thus, a key objective in the current research was to investigate the predictors of contrapower incivility. The current research also examined the behaviors that constitute contrapower incivility. While the workplace incivility literature has identified several behaviors that constitute incivility, it is unknown if the specific behaviors identified in the literature apply to the incivility experiences of leaders. Without empirical evidence, it is difficult to be certain that uncivil behaviors uncovered by studying the experiences of subordinates fully capture the incivility experiences of leaders. Therefore, this thesis explored the behaviors that constitute contrapower incivility and the antecedents.

The current research differs from previous works that investigated mistreatment of any form targeted at a superior by a subordinate in three ways. Firstly, the current research is different from previous research (e.g., Holmvall & Sobhani, 2020) that looked at the incivility experiences of leaders based on the source of incivility. For instance, previous research (e.g., Holmvall & Sobhani, 2020) examined managers' experiences of incivility from those to whom they report (higher-up leadership). In contrast, the current research examined incivility experienced by leaders from those who report to them (contrapower incivility). This is important as there is a shortage of research looking at the incivility experiences of leaders from their subordinates (Boettcher, 2018; Holmvall et al., 2019; Meier & Gross, 2015; Stronach & Holmvall, 2025). Secondly, most previous research on contrapower mistreatment (e.g., DeSouza & Fansler, 2003; DeSouza, 2011; Lampman et al., 2009; Richardson, 1999) focused on contrapower harassment comprising sexual harassment, ethnic harassment, bullying, and incivility. However, since each of these constructs captures meaningful theoretical differences (Tepper & Henle, 2011), the current research focused specifically on contrapower incivility to ensure construct clarity (Suddaby, 2010). Although a few studies (e.g., Boettcher, 2018; Casey, 2009; Meador, 2011) have specifically looked at incivility directed at leaders by their followers (using the label bottom-up incivility), they focused on the outcomes (i.e., the leader's well-being and job satisfaction) of this sort of incivility rather than its contents and antecedents. It should be stated that the label 'contrapower incivility' was preferred to 'bottom-up incivility' because it aligns with the original conceptualization of mistreatment where the target has formal power over the actor (i.e., Benson, 1984). Thirdly, the current research is methodologically different from previous contrapower mistreatment

research. Previous studies have predominantly used cross-sectional design (Boettcher, 2018) with a few others using diary (Meier & Gross, 2015) and interview research designs (Casey, 2009), thereby precluding inferences of causality. Only Boettcher (2018) and Holmvall et al. (2019) used an experimental design in their studies on disrespectful behaviors directed by subordinates to their leaders.

The current research adopted a mixed-methods research methodology. In the first study, I used a qualitative interview research design, responding to a call (e.g., Schilpzand et al., 2016) to use this approach to gain more valuable insight into workplace incivility. In Studies 2 and 3, I used quantitative methodologies in the form of cross-sectional design (Study 2) and experimental research design (Study 3) to test the findings of Study 1. The combination of these methods is uncommon in incivility research. However, the methods were complementary in strengthening the objectivity and validity of the current research (Burns & Burns, 2008; Harrits & Møller, 2021; Hughes, 1998).

## 1.1.0. Theoretical Frameworks

The current research examining the potential antecedents of contrapower incivility drew from the three theoretical frameworks, namely the Social Interactionist Perspective (Felson & Tedeschi, 1993), the Incivility Spiral Framework (Andersson & Pearson, 1999) and the Organizational Justice Theory (Greenberg, 1987, 1990). These theories are described below.

### 1.1.1. Social Interactionist Perspective

Andersson and Pearson's (1999) seminal paper on workplace incivility introduced the construct from a Social Interactionist Perspective and positioned workplace incivility as an interactive event involving interpersonal and situational factors (Schilpzand et al., 2016). However, Schilpzand et al. (2016) observed that most empirical research has departed from the theory and called for its reconsideration since the construct of incivility was originally positioned in the Social Interactionist Perspective.

The Social Interactionist Perspective (Felson & Tedeschi, 1993; Gallus et al., 2014) is a theoretical perspective that conceptualizes social behaviors such as aggression or less intense forms of deviance as an interactive product of an individual and a situation. It suggests that the perceptions (of others' actions) and situational forces are critical drivers of human behavior and that people may engage in aggressive behaviors as a means to achieving certain goals or values (Felson & Tedeschi, 1993). According to the theorists (Felson & Tedeschi, 1993), the Social Interactionist Perspective rests on four basic principles:

The first principle of the Social Interactionist Perspective interprets aggressive instrumental behavior as a means of achieving certain goals, such as influencing others, establishing and protecting valued social identities, justice or retaliation. The second principle of the Social Interactionist Perspective views aggressive behavior as a normal consequence of conflict in human relations and not as a "pushed out," instinct, or hormone-driven behavior. The third principle of the Social Interactionist Perspective sees situational and interpersonal factors as vital in instigating aggression. Outcomes, therefore, are a function of dynamic

interchange and are not predetermined. The fourth principle of the Social interactionist perspective emphasizes the importance of actors, whose expectations are important in the evaluations of decision alternatives. The actor often views their aggressive behavior as "legitimate and even moralistic" (Felson & Tedeschi, 1993, p. 2).

The Social Interactionist Perspective was important to the current research by guiding the understanding of contrapower incivility from an interactional angle. Drawing from this framework, I adduce that contrapower incivility may be a consequence of conflict in human relations (i.e., between subordinate and manager), instigated by situational (e.g., workplace climate or desired outcome) or interpersonal factors (i.e., if either the subordinate or manager has a relational problem). These perspectives formed the basis of some of the questions explored in the first study.

### 1.1.2. Incivility Spiral Framework

The Incivility Spiral Framework was proposed by Andersson and Pearson (1999) and is based on the  Social Interactionist Perspective discussed above. It describes how the negative action of one party leads to the negative action of the second party, which results in increasingly uncivil behaviors. The Incivility Spiral Framework provided an additional framework for the exploration of the contextual factors that might influence the occurrence of contrapower incivility.

As proposed by Andersson and Pearson (1999) and tested by other scholars (e.g., Daniels & Jordan, 2019; Gallus et al., 2014), the organizational climate regarding incivility can serve as the basis for increasingly uncivil behaviors. Incivility by nature incites

reciprocity, which ultimately results in a spiral of increasing negativity in workplace behaviors (Andersson & Pearson, 1999; Schilpzand et al., 2016). Although some incivility research has been conducted using episodic or one-time interactions between individuals (Meier & Gross, 2015), the Incivility Spiral Framework provides an explanation for incivility that may unfold over time due to an incivility climate. Although Andersson and Pearson (1999) theorized the possibility of targets of uncivil encounters to exit the situation, thereby ending the spiral: a perspective often neglected by incivility researchers (Cortina et al., 2022), the existence of an incivility climate might increase the possibility of future encounters.  An incivility climate creates a perception that the norms for civil behavior have been eroded, thereby potentially prompting the escalation of uncivil behaviors (due to malice, thoughtlessness or both as adduced by Andersson & Pearson, 1999; Porath & Pearson, 2013). Therefore, whilst leaders tend to possess the power to exert retribution against subordinates who treat them poorly (Aquino et al., 1999; Aquino & Bradfield, 2000; Cortina et al., 2001), an incivility climate might create a pathway for contrapower incivility due to an incivility spiral.

The Incivility Spiral Framework was important to the current research in terms of looking at contrapower incivility as a phenomenon that may unfold over time due to an incivility climate. This theoretical approach was useful in examining contrapower incivility as ongoing reciprocity and escalation of incivility rather than an outcome of a fixed time-based or one-time interaction between individuals.

### 1.1.3. Organizational Justice

Organizational justice is a term first used by Greenberg (1987) to describe people's perceptions of fairness in their organizations. According to Greenberg and Colquitt (2005), there are four dimensions of justice, namely: distributive, procedural, interpersonal and informational (the last two are sometimes combined and labelled as interactional justice (Colquitt, 2001). Distributive justice refers to an individual's perception of the fairness of the distribution of resources like pay, rewards, promotions, and the outcome of dispute resolutions in the organization (Greenberg & Colquitt, 2005; Roch & Shanock, 2006). Procedural justice describes people's evaluation of the fairness of a decision-making process that leads to some of the outcomes (Colquitt, 2001). The goal is to understand how those decisions were reached. Interpersonal justice concerns a person's belief about the extent to which they have been treated with respect and dignity (Colquitt, 2001). Lastly, informational justice is the concern about the adequacy of the information and explanation provided to an individual to justify an action by the organizational decision-maker (Greenberg & Colquitt, 2005; Roch & Shanock, 2006).

The Organizational Justice Theory was considered important to the current research in terms of examining contrapower incivility as a potential outcome of the perception of unfair treatment. According to Roch and Shanock (2006, p. 299), "many important organizational attitudes and behaviors can be directly linked to employees' perceptions of justice." Research (e.g., Liang et al., 2018) has shown that people who experience injustice may engage in retaliatory behavior as a means to restore justice. The study conducted by Skarlicki and Folger

(1997) revealed that subordinates are more likely to retaliate with indirect, subtle, or covert behavior when they perceive unjust treatment as a way to get even. Therefore, the current study sought to understand if the perception of unfairness or injustice from a leader is central to the subsequent contrapower incivility behavior. That is, it assessed whether subordinates will engage in contrapower incivility when they perceive that their manager or leader has treated them unfairly due to the need to restore justice for themselves (Liang et al., 2018).

## 1.2.0. Research Questions

Based on the guidance and convergence of the three theoretical perspectives discussed above, I explored the following questions in my thesis:

1. What behaviors constitute contrapower incivility?

2. What factors influence the occurrence of contrapower incivility?

3. What are the relationships between a leader's behaviors and contrapower incivility?

4. What is the relationship between the perception of incivility climate and contrapower incivility?

5. What is the relationship between the perception of injustice and contrapower incivility?

The above questions were specifically explored in Study 1 of the current thesis. The development of the above-stated research questions is presented in Chapter Two of this research.

### 1.3.0. Contributions

This thesis consists of three studies. Study 1 is a qualitative study that employs an interview-based research design to explore the various behaviors that constitute contrapower incivility and its potential antecedents. Study 2 adopts a quantitative, cross-sectional research design to develop and validate a contrapower incivility scale. Study 3 utilizes an experimental research design to examine whether the antecedents identified in Study 1 causally influence contrapower incivility. Collectively, this thesis contributes to the management literature in several ways.

This research contributes to the workplace mistreatment literature, especially mistreatment directed at leaders, which is an area that has been neglected by researchers. Given the influence of leaders at work, the current research not only calls for more attention to this research area but also aids the understanding of the different ways contrapower incivility manifests. Importantly, the current research helps organizational stakeholders (e.g., employers, managers and employees) to become more aware of contrapower incivility and the various ways it manifests in workplace behaviors.

Another important implication of the current research is its contribution to the mistreatment literature by uncovering the antecedents of incivility with specific reference to incivility directed at leaders by their subordinates. Since the original article on workplace incivility (Andersson & Pearson, 1999), which proposes some of the factors that can potentially increase workplace incivility, scant empirical attention has been devoted to understanding the antecedents of incivility (Harold & Holtz, 2015). Scholars (e.g., Hershcovis, 2011) have raised concerns that researchers tend to assume the definitional ambiguity of intent

characterizing the conceptualization of incivility rather than measure it in their study. Moving away from a simple assumption of intent, the current research explored and tested the antecedents of contrapower incivility, thereby contributing to the literature. Specifically, by investigating the factors responsible for contrapower incivility, the current research explored the intention of the actors, thereby contributing to the literature.

In addition to the above, scholars like Schilpzand et al. (2016) have called for the deployment of a more inductive qualitative approach in incivility research to gain valuable insight into motivations to instigate workplace incivility. The current thesis deployed both qualitative and quantitative methodologies to explore and test the current incivility research, a practice that is uncommon in workplace incivility research. The use of both methods in the current thesis strengthens its various findings, especially when compared to most incivility research, which tends to be largely cross-sectional (Schilpzand et al., 2016).

Furthermore, the current research contributes to the workplace mistreatment literature by making available a contrapower incivility measure. To the extent of my search of the literature, and based on the shortage of research focused on the incivility experiences of leaders, there is no existing contrapower incivility measure. The current research adds value to the field by developing and validating a contrapower incivility scale that can be used by future research efforts on contrapower incivility.

## 1.4.0. Thesis Outline

This thesis is structured as follows: Chapter Two contains a literature review on workplace incivility and contrapower mistreatment literature. The chapter also includes the definition of contrapower incivility as well as the examination of the research questions of interest based on the convergence of the three theories discussed in this chapter. Chapter Three contains Study 1, which explores the research questions stated above and developed in Chapter Two. Specifically, Chapter Three hosts Study 1, which used qualitative interview research design to explore the behaviors that comprise contrapower incivility and their antecedents. Chapter Four contains Study 2, which entails the development and validation of a contrapower incivility scale. Chapter Five presents Study 3, where I used an experimental research design to determine if causal claims can be made about the contrapower incivility antecedents uncovered in Study 1. Finally, Chapter 6 contains a summary of the studies and their findings, a discussion of the limitations of the methodologies used in the studies and the general implications of this research for practice and research.

# 2.0. LITERATURE REVIEW

## 2.1. Introduction

In this chapter, I reviewed the literature on workplace mistreatment, focusing on its different forms. I then examined workplace incivility, exploring its frequency, implications, and targets. Drawing on insights from the contrapower sexual harassment literature, I introduced the concept of contrapower incivility. This discussion was followed by a theoretical exploration of the research questions, specifically what constitutes contrapower incivility and its potential antecedents. The chapter concluded with a summary of its key elements.

## 2.2. Workplace Mistreatment

Recent years have seen increasing scholarly research on workplace mistreatment (Cortina et al., 2017). Workplace mistreatment refers to any "specific, antisocial variety of organizational deviance, involving a situation in which at least one organizational member takes counter-normative, negative actions - or terminates normative positive actions - against another member" (Cortina & Magley, 2003, p. 247). Also, workplace mistreatment describes "any interpersonal interaction in the workplace that creates an oppressively intimidating, hostile, or offensive working environment that extends beyond acceptable evaluative and professional actions given situational demands" (North & Smith, 2018, p. 137). The literature examining workplace mistreatment has developed numerous constructs, including bullying, sexual harassment, abusive supervision, and workplace incivility. Each of these constructs has key distinguishing features (Tepper & Henle, 2011) and is discussed below to highlight how

they differ from incivility. Before examining the distinctions among the constructs, it is important to acknowledge concerns raised by scholars like Hershcovis (2011) about the growing fragmentation within the workplace mistreatment field. The division stems from the development of numerous overlapping constructs. While recognizing that these constructs are theoretically differentiated, the key concern raised is that these differences are often based on conceptual assumptions rather than being empirically tested (Hershcovis, 2011).

### 2.2.1. Bullying

Bullying describes instances where a person (e.g., an employee) is, over a period of time, exposed repeatedly to negative acts such as constant abuse, offensive remarks or teasing, and ridicule from others such as coworkers, supervisors, or subordinates (Einarsen & Skogstad, 1996; Hershcovis, 2011). To be categorized as bullying, the behavior should involve high frequency (Sasso & González-Morales, 2018). According to Einarsen (2000), while a single serious episode of negative acts (e.g., a physical assault) may be regarded as bullying, the core dimension in the definitions of bullying emphasizes repeated and enduring negative acts. Workplace bullying has been established as a prevalent and detrimental form of interpersonal aggression strongly related to individual health and well-being problems (Nielsen, 2013).

Research (Einarsen et al., 2007) has shown that 5-10% of employees are subjected to bullying at any one time and that 80% of the cases involve a superior as the alleged bully. Recent research from England found that 10.6% (or one in ten) of employees reported experiencing workplace bullying in the past year (Bunce et al., 2024). In a similar study

conducted in Hong Kong, respondents reported being bullied at work both in the past 12 months and at some point in their lifetime. The study reported an annual prevalence of 39.1% and a lifetime prevalence of 58.9% for workplace bullying (Ng & Chan, 2021). Other terms, namely psychological terror, victimization, scapegoating, and mobbing, have been used to describe bullying in the workplace mistreatment literature (Einarsen, 2000). Einarsen (2000) argues that the chosen label tends to vary based on the country of research. Mobbing is the term often used in Scandinavia, while Bullying and other terms like Petty Tyranny, and Workplace Trauma have been used in England, Canada and the United States.

Reviewing previous definitions of bullying, the author (Einarsen, 2000) argues that to be considered a victim of bullying, the person involved must find it difficult to defend themselves in the actual situation due to an imbalance engendered by social, physical, economic and psychological circumstances. However, recent research (e.g., Björklund et al., 2019; Busby et al., 2022) that introduced the phenomenon of upward bullying (defined as a situation where bullying tactics are manipulated and applied against "the boss") dismissed power imbalance as a necessary condition for bullying. For instance, Björklund et al. (2019) support the possibility of upward bullying and identify being new to managerial roles, having unclear responsibilities and taking over responsibility for workgroups with pre-existing interpersonal conflicts as some precursors for upward bullying.

### 2.2.2. Sexual Harassment

Research on the various forms of workplace mistreatment has identified sexual harassment as the earliest form of mistreatment studied (Cortina et al., 2017; Einarsen, 2000).

However, despite being regarded as the oldest form of mistreatment studied, there is not a single, broadly accepted definition of sexual harassment (McDonald, 2012; Quick & McFadyen, 2017). One of the several definitions of sexual harassment is that it is "an unwanted sex-related behavior at work that is appraised by the recipient as offensive, exceeding their resources, or threatening their well-being" (Fitzgerald et al., 1997, as cited in McDonald, 2012, p. 2). Most definitions contain similar elements, such as the description of the conduct as unwanted and having degrading, hostile or offensive effects (McDonald, 2012). Thus, sexual harassment is distinct from other forms of mistreatment because it specifically involves unwanted behaviors that are sex- or gender-related (e.g., McDonald, 2012).

Moreover, regardless of it being the earliest form of mistreatment studied, the prevalence of sexual harassment remains unknown. According to Fitzgerald and Cortina (2017), there are no "gold standard" statistics on the frequency of sexual harassment due to issues of definition and measurement, as well as the somewhat uneasy relationship between harassment research and the law. Not only do targets of sexual harassment tend to underreport their experiences, but the responsibility of defining what behaviorally constitutes sexual harassment has largely fallen to the courts, which rely on guidelines requiring that the behavior be both unwanted and harmful to the target (Fitzgerald & Cortina, 2017). However, it has been estimated that 40 - 75% and 13 - 31% of American women and men, respectively, experience some form of workplace sexual harassment (Aggarwal & Gupta, 2000, as cited in Willness et al., 2007).

Sexual harassment has been identified as one of the most damaging barriers to career success and satisfaction, especially for women (Willness et al., 2007). For employees, sexual harassment may often lead to lower productivity, increased absenteeism and sick leave. A litany of its negative effects on the organization may include financial costs resulting from litigation and sexual harassment charges, unwanted publicity and difficulty in attracting and retaining valued employees (Lengnick-Hall, 1995). A meta-analysis calculated that lost productivity alone in cases of sexual harassment costs around US$ 22,500 per person (Willness et al., 2007).

### 2.2.3. Abusive Supervision

Abusive supervision is defined as "subordinates' perceptions of the extent to which supervisors engage in a sustained display of hostile verbal and nonverbal behaviors, excluding physical contact" (Tepper, 2000, p. 178). Abusive supervision may manifest in the form of public criticism, loud and angry tantrums, rudeness, inconsiderate actions, and coercion from a boss to their subordinate (Tepper, 2000). Tepper (2000) argues that the objective of abusive supervision may vary from indifference (e.g., speaking rudely to subordinates to elicit desired task performance) to willful hostility (e.g., publicly belittling subordinates to hurt their feelings). Regardless, supervisory abuse affects both organizational and individual outcomes, such as decreased productivity, increased legal costs, and decreased subordinate well-being (Liang et al., 2016; Tepper, 2000).

Extant studies have documented the prevalence of abusive supervision. Estimates suggest that more than 13% of working people in the United States become targets of abusive

supervision or nonphysical hostility perpetrated by employees' immediate superiors (Tepper et al., 2011). Also, about 65-75% of employees consider their supervisor to be the worst part of their job (Gallegos et al., 2021; Tepper et al., 2006).

A major difference between abusive supervision and other mistreatment constructs is its focus on one particular perpetrator, specifically the supervisor (Hershcovis, 2011). In abusive supervision, the actor of abuser is usually the supervisor while the target is the subordinate. Moreover, another differentiating characteristic of abusive supervision is that, like bullying, the behavior is sustained. Abusive supervision is not a one-off expression of mistreatment. For example, a boss who has a bad day may lose their temper one time, but that would not constitute abusive supervision (Hershcovis, 2011; Tepper & Henle, 2011). Perhaps, the more obvious characteristic of abusive supervision is the existence of an organizational/positional power imbalance between the actor (i.e., the supervisor) and the target of abuse (i.e., the subordinate).

### 2.2.4. Incivility

Workplace incivility is characterized as a subtle, low-intensity, and non-physical manifestation of interpersonal mistreatment (Andersson & Pearson, 1999; Cortina, 2008; Hershcovis, 2011). The construct was introduced to the mistreatment literature by Andersson and Pearson (1999) as a new domain within the research on negative workplace behaviors (Schilpzand et al., 2016). In that seminal article, the authors conceptualized workplace incivility as "a low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect" (Andersson & Pearson, 1999, p. 457).

Workplace norms refer to the rules or standards of the community where a person works and consist of basic moral standards and others that have emerged from the traditions of that community (Andersson & Pearson, 1999). Incivility is regarded as going against organizational norms of mutual respect and is inherently unpleasant for organizational members whose goals would be to work productively and maintain good relationships within the organization (Porath & Pearson, 2012). Examples include giving a hostile look, accusing someone of incompetence, addressing others in unprofessional terms and giving silent treatment (Andersson & Pearson, 1999; Cortina et al., 2013; Porath & Pearson, 2013).

Compared to other forms of workplace mistreatment, such as bullying, incivility has been described as more insidious (Andersson & Pearson, 1999; Hershcovis, 2011). According to Cortina (2008), incivility tends to occur ambiguously and stealthily, thus difficult to identify, manage or prevent. Moreover, most other mistreatment constructs are not defined in terms of their intensity (though intensity may be inferred by their definition or measurement; Hershcovis, 2011). In addition, seemingly related mistreatment constructs such as aggression, bullying, and abusive supervision tend to be more overt than incivility, making it easy for targets of these behaviors to interpret them as purposely intended (Schilpzand et al., 2016). Although some researchers (e.g., Alt & Itzkovich, 2015; Carmona-Cobo et al., 2019; Yuan et al., 2020) have grouped incivility into two categories, namely active (or overt) and passive (or covert) incivilities.

A similar distinction has been made in early work of workplace aggression where scholars (e.g., Baron & Neuman, 1996; Neuman & Baron, 1998) examining workplace

aggression argue that the majority of aggressive acts in work settings do not involve physical assault; rather, they are verbal/symbolic, covert, and/or passive. Active or overt incivility indicates a commission of disrespect and is used to describe more obvious acts of disrespect (e.g., public reprimands, yelling). Covert or passive incivility refers to the omission of respect and is used to describe an inconspicuous form of incivility (e.g., not paying attention in a meeting, ignoring a person, or giving no reply). Researchers have used these categorizations to state that some forms of incivility are more subtle than others and that some manifestations of incivility are easier to recognize than others.

The inclusion of overt and covert types to differentiate incivility manifestations should not be confused with other forms of mistreatment, such as harassment, because incivility inherently involves minor forms of workplace deviance and is not as intense as harassment (Cortina et al., 2001). However, a positive correlation has been shown to exist between incivility and harassment (sexual and gender), and people who experience gender and sexual harassment also experience incivility (Lim & Cortina, 2005).

Based on the categorization of incivility above and to stay consistent with recent research directions on incivility, I applied this categorization in the current research. Thus, in examining the behaviors that constitute contrapower incivility (Research Question 1), the behaviors are grouped as active and passive.

## 2.3. Prevalence of Incivility, Consequences and Targets.

Incivility has been recognized as "one of the most pervasive forms of antisocial behavior in the workplace" (Cortina, 2008, p. 56) and one of the most studied variables in the workplace mistreatment literature (Hershcovis, 2011). Data collected from thousands of North American workers over 14 years suggests that 98% of employees reported experiencing or observing incivility in the workplace, and roughly half of the employees surveyed reported experiencing it weekly (Porath & Pearson, 2013). Additionally, while the majority of research on workplace incivility has employed samples from North America, the literature now includes samples from other parts of the world showing that incivility is a phenomenon that occurs worldwide (Schilpzand et al., 2016).

The impact of incivility is well documented in the literature. While incivility often appears harmless and mundane because of its low intensity (Cortina et al., 2017), research has shown that it produces deleterious consequences on its targets, witnesses, and the organization (Cortina et al., 2013; Porath & Pearson, 2013). Also, studies have shown that incivility diminishes the effectiveness of its targets and observer (Pearson et al., 2000), and triggers undesirable outcomes like reduced job satisfaction, psychological distress (Cortina et al., 2001), turnover, absenteeism, anxiety, reduced productivity (Cortina et al., 2017; Pearson et al., 2001; Porath & Pearson, 2013) and nonwork outcomes (Demsky et al., 2019).

In their study, Zhou et al. (2019) found a spillover effect of workplace incivility to work-to-family conflict (defined as the extent to which demands from the work domain interfere with an employee's ability to fulfil the demands of the family domain). Individuals who experienced incivility from organizational insiders, such as coworkers and organizational

outsiders, such as patients and their visitors, also experienced work-to-family conflict. Moreover, Tremmel and Sonnentag (2018) examined and found a relationship between coworkers' and customers' incivility on the next morning's negative affect of the target. Specifically, incivility from coworkers was indirectly related to the bedtime negative affect of the target via negative affect at the end of the workday. Customer incivility was indirectly related to the next morning's negative affect of a target via negative affect at the end of the workday and bedtime. Similarly, Demsky et al. (2019) found a significant association between supervisor and coworkers' incivility with insomnia symptoms for targets. The relationship between the supervisor and coworkers' incivility on the target's experience of insomnia symptoms was mediated by negative work rumination (defined as a preoccupation with earlier negative work experiences and an inability to switch off from work-related thoughts).

Incivility may lay the foundation for greater harm in the workplace (Pearson et al., 2001), rending the social fabric of the workgroup (Cortina, 2008). According to Porath and Pearson (2013), managers of Fortune 1000 companies reported spending 13% of their time addressing the fallout from incidents of incivility, accounting for an equivalent of seven work weeks per year. The annual monetary cost of incivility is estimated at US$14,000 per employee due to project delays, productivity decline, cognitive distraction, absence from work and job accidents (Schilpzand et al., 2016). In addition, CISCO (an American multinational digital communications technology conglomerate corporation) conducted an internal audit and conservatively estimated the costs associated with incivility to be US$12M/year (Porath & Pearson, 2013). Also, through a poll of 800 managers and employees in 17 industries, Porath and Pearson (2013) found that among workers who had been on the receiving end of incivility:

48% intentionally decreased their work effort, 47% intentionally decreased the time spent at work, and 38% intentionally decreased the quality of their work. Furthermore, 80% lost work time worrying about the incident, 63% lost work time avoiding the instigator, 66% reported a performance decline, 78% reported a decline in organizational commitment, 12% left their job, and 25% took out their frustration on customers.

Regarding the targets of incivility, most workplace incivility research has focused on the experiences of subordinates (Holmvall & Sobhani, 2020; Schilpzand et al., 2016), looking at them as targets of incivility from their superiors or colleagues (Schilpzand et al., 2016). Generally, incivility tends to be seen as a downward phenomenon where the target has less legitimate power than the actor (Porath & Pearson, 2012). According to DeSouza (2011), the common trend in workplace mistreatment research is a prototypical case of a superior harassing a subordinate. This trend neglects the plurality of forms that mistreatment takes (e.g. when subordinates mistreat those with higher occupational status). Thus, the incivility experiences of those who manage or lead the work of others in the workplace are often neglected in workplace incivility research. However, some scholars (Boettcher, 2018; Holmvall et al., 2019; Holmvall & Sobhani, 2020) have shown that those who lead or manage the works of others can be targets of incivility. These studies also showed that incivility directed at leaders or managers can come from a variety of sources namely subordinates (Boettcher, 2018; Casey, 2009; Holmvall et al., 2019; Meador, 2011; Meier & Gross, 2015) and people in a higher leadership position (Holmvall & Sobhani, 2020). Regardless of the source, incivility has negative impacts on various organizationally relevant outcomes (Porath & Erez, 2007).

Since the focus of the current research is on leaders as targets of incivility from their subordinates, a phenomenon referred to as contrapower incivility, the current review explored this perspective using the contrapower mistreatment literature.

## 2.4. Contrapower Mistreatment Research

In defining contrapower incivility, it is first important to understand the etymology of the construct. The term contrapower refers to the power of opposition that is held by those with less power towards a person with more organizational power (DeSouza & Fansler, 2003). Regarding workplace mistreatment, the term "contrapower" was first used by Benson (1984) to distinguish the three possible power relations within sexual harassment situations. These are power, contrapower and peer. According to Benson (1984), power sexual harassment occurs when the abuser or perpetrator has formal power over the victim or target.[3] Contrapower sexual harassment occurs when the target has formal organizational power over the actor, while peer sexual harassment entails harassment between equals.

Studies looking at contrapower mistreatment have focused on sexual harassment (DeSouza & Fansler, 2003), a combination of sexual harassment, incivility and ethnic harassment (DeSouza, 2011) and incorporated sexual harassment, incivility and bullying (Lampman et al., 2009) in academic environments. Across these studies, it was found that

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[3] Although the literature have sometimes used terms like victim to refer to recipient of mistreatment, the term target is adopted for the current research because the label of a 'victim' is highly subjective and depends on the perception of the msitreatment target (Aquino & Lamertz, 2004). Also, throughout this research, "actor" is used to refer to the perpetrator of mistreatment.

contrapower mistreatment truly occurs and that it has negative consequences for its targets

(i.e., the leaders). For instance, Lampman et al. (2009) surveyed faculty members about their

experiences with contrapower harassment (comprised of sexual harassment, incivility and

bullying) in academia. The study also investigated the role of factors such as gender and race

in the experience of contrapower harassment, referring to mistreatment by students. Both men

and women experienced at least one act of student incivility and bullying, and more men than

women reported having experienced at least one sexual harassment behavior from a student.

Women were more likely than men to report a challenge to their authority or threatening

behaviors from students directed at them. Regarding racial influence, the study found that

women faculty identifying as a racial or ethnic minority reported more unwanted sexual

attention (but not more incivility-bullying) from students. Also, being a minority was a

stronger predictor of sexual attention for female than for male faculty members.

Similarly, DeSouza and Fansler (2003) sampled both student and faculty participants

in their studies of contrapower sexual harassment. They found that 50 of the total sample of

158 college students surveyed reported having sexually harassed a professor at least once.

Actors were more likely to be male than female students. Also, of the total 209 professors who

completed the survey, 109 reported at least one experience of sexual harassment from

students. The study also found that the psychological consequences of contrapower sexual

harassment were worse for women compared to men. Women faculty members experienced

higher anxiety and depression due to unwanted sexual harassment than men.

Notably, the above-mentioned contrapower mistreatment studies either focused on

seemingly severe forms of mistreatment with legal implications (e.g., sexual and ethnic

harassment) or lumped both the severe and mild (e.g., incivility) forms of contrapower mistreatment under the contrapower harassment umbrella. An exclusive focus of the contrapower mistreatment research on sexual harassment would have neglected the subtle forms (i.e., incivility). However, it is also problematic to lump the different forms together as "contrapower harassment." Thus, it is difficult to see how the current label (i.e., contrapower harassment) works with incivility included in it. For instance, the studies that lumped these constructs as contrapower harassment did not provide a definition that unifies them as such. Rather, they either defined each of the constructs separately or defined contrapower harassment as a situation where a person with lesser power within an institution harasses an individual with greater power (Lampman et al., 2009). The outright problem with such a definition is that it categorized incivility as harassment. However, uncivil acts are generally minor as compared to harassment (Pearson et al., 2001).

Another problem with grouping the various forms of mistreatment as 'contrapower harassment' is that, unlike harassment, which tends to fulfil an intention, the intent of incivility is not transparent and is subject to question. According to Pearson et al. (2001, p. 1400), "One may behave uncivilly as a reflection of a desire to harm the organization, to harm the target, or to benefit oneself, or one may behave uncivilly without intent." Thus, because incivility includes behaviors that are considered lower in intensity and the perpetrator's intent to harm is unclear, the definition of contrapower harassment (with incivility included) poses a problem of construct clarity (Suddaby, 2010). Grouping the various forms of mistreatment

under a single label does not appear appropriate since each of these constructs has key

distinguishing features (Han et al., 2022; Tepper & Henle, 2011).

Although some scholars (e.g., Boettcher, 2018; Casey, 2009; Meador, 2011) have used

the term "bottom-up incivility" to describe incivility directed at leaders by their subordinates,

the current research uses "contrapower incivility" instead. Contrapower incivility is preferred

because it aligns with the conceptual framework of contrapower harassment. Rather than

introducing an entirely new label or merging different forms of contrapower mistreatment

under a single term (which could obscure the distinction among the constructs), I build on

Benson's (1984) approach and extend their label to the incivility literature. Therefore, I define

contrapower incivility as *a low-intensity deviant behavior that violates workplace norms of*

*mutual respect, where the target has formal power over the actor and the intention to harm is*

*ambiguous to one or more of the parties involved*. In other words, it is an antisocial low-

intensity behavior enacted by a subordinate towards their leader. This extension provides a

language that specifically captures incivility targeted at people in authority by their

subordinates.

## 2.5. Contrapower Incivility: Components and Antecedents

Research shows that typical examples of workplace incivility may include, but are not

limited to, lack of regard for others, checking emails during a meeting, eye-rolling, showing

little interest in another's opinion, making jokes at another's expense, giving hostile looks or

sneers, interruption while speaking, and giving the silent treatment (Andersson & Pearson,

1999; Cortina et al., 2013; Pearson et al., 2000; Porath & Pearson, 2013). Similarly, the

Workplace Incivility Scale, which is the most frequently used instrument to study workplace

incivility (Schilpzand et al., 2016), identifies seven (Cortina et al., 2001), later updated to

twelve uncivil behaviors (Cortina et al., 2013). The content of the scale was generated from

focus group interviews with employees (Cortina et al., 2001).

An important argument in the current research is that since incivility targeted at those

who lead or manage the work of others (especially from their subordinates) is rarely studied, it

is difficult to assume what behaviors constitute contrapower incivility. Also, it is unknown

whether the Workplace Incivility Scale (Cortina et al., 2013) sufficiently captures the

experiences of leaders since it was originally developed from interviews with employees

(Cortina et al., 2001). Researchers have argued that managerial perceptions of workplace

experiences tend to frequently diverge from those reported by employees (Harney et al.,

2018). Thus, to understand the behaviors that constitute contrapower incivility, it should not

be assumed that existing behaviors identified in incivility research or the Workplace Incivility

Scale would be sufficient to capture the incivility experiences of leaders. In addition, an

understanding of the behaviors targeted at specific targets of incivility may provide a nuanced

understanding of the experiences of different targets. Therefore, to assess and establish the

content of contrapower incivility, I posed the question below:

*Research Question 1:* What behaviors constitute contrapower incivility?

The argument here is not that managers cannot experience the behaviors contained on

the Workplace Incivility Scale (Cortina et al., 2013) simply because the scale was developed

from the perspective of employees. Rather, incivility items captured in the existing incivility measures, specifically the Workplace Incivility Scale (Cortina et al., 2001; Cortina et al., 2013), might be limited when trying to understand what constitutes contrapower incivility and how to measure it. In other words, there may be other behaviors not captured in the Workplace Incivility Scale that may be unique to the incivility experiences of leaders, especially due to their positional status.

Another objective of the current research is to identify the factors that contribute to the occurrence of contrapower incivility. In their seminal article, Andersson and Pearson (1999, p. 453) identify "employee diversity, reengineering, downsizing, budget cuts, increased pressures for productivity, autocratic work environments, and the use of part-time employees" as responsible for workplace incivility. In addition, the meta-analysis by Han et al. (2022) integrated the antecedents of incivility and identified the actor's dispositional variables (negative affectivity, positive affectivity, agreeableness, extraversion, conscientiousness, neuroticism, openness to experiences), actor's demographic (gender, age, tenure, race) and environmental factors (passive leadership, incivility climate) as reasons for incivility. The majority of the studies examined in that analysis were conducted using employee participants, thereby raising a concern whether all these antecedents apply to contrapower incivility.

A few studies (e.g., Holmvall et al., 2019; Meier & Gross, 2015) have examined the incivility experiences of leaders (from their subordinates), thereby identifying other antecedents. For instance, Meier and Gross (2015) used an episodic or diary research design (where participants carried out on-time recording of interaction episodes) to investigate

whether supervisor incivility towards their subordinates causes retaliatory incivility against the supervisor. Also, their study investigated the role of trait self-control (the capacity to exert control over one's emotions), state exhaustion ( the state of an individual's depleted self-regulatory capacity) and time effect (between the actor's experience and subsequent interactions with the target) on instigated incivility against supervisors. The authors found that experienced incivility was positively related to instigated incivility towards the supervisor only when the time lag between the two interactions was shorter than 2.4 hours. Neither the actor's trait self-control nor state exhaustion was related to instigated incivility towards the supervisor. The study contributed to the understanding of potential antecedents of incivility directed at leaders by identifying the leader's incivility as a factor that influences subsequent subordinates' instigated incivility. However, since the study was predominantly focused on understanding when subordinates might direct incivility towards their leaders, participants in the study were employees. Moreover,  while their use of an episodic approach enhances the event or fixed time-based understanding of incivility,  it is decoupled from the theoretical propositions of the incivility spiral, which suggests the ongoing reciprocity and escalation of incivility (Schilpzand et al., 2016).

In addition to the antecedents, using an experimental research design, Holmvall et al. (2019) examined the incivility experiences of leaders in three studies. They tested the hypothesis that leaders who are treated with disrespect by their subordinates will likely be interactionally unjust towards the subordinates. Samples for the research included both undergraduate students (Study 1 & 3) and professors (Study 2), providing the research with

some evidence of generalizability (Holmvall et al., 2019). Although their focus outcome was interactional justice, the authors found that when communicating a negative decision, leaders might display less interactional justice toward a subordinate who has been disrespectful to them in the past. While it was not an objective of their research, the study showed that subordinate's behavior is a potential factor for engaging in incivility towards the leader and is therefore consistent with previous research that suggests that subordinates' characteristics and behaviors are related to the likelihood of becoming aggressive toward their supervisors (Inness et al., 2005).

The above studies enhance understanding of antecedents of incivility directed at leaders. However, as mentioned, the studies have mostly used student and employee participants. It is prudent to extend the research on the antecedents of contrapower incivility by using full-time managers and employees samples. The current state of this research makes it difficult to ascertain whether the currently identified antecedents, predominantly by students and employee respondents, apply to leaders in real organizations. Accordingly, to assess the factor that may be responsible for contrapower incivility, I put forward the research question below:

*Research Question 2:* What factors influence the occurrence of contrapower incivility?

As stated in Chapter One of this thesis, the examination of the potential antecedents of contrapower incivility was done by drawing from three theories namely the Social Interactionist Perspective (Felson & Tedeschi, 1993), the Incivility Spiral Framework (Andersson & Pearson, 1999), and the Organizational Justice Theory (Greenberg, 1987, 1990).

The theories provide an additional basis for exploring specific factors that may influence contrapower incivility.

For instance, the Social Interactionist Perspective states that incivility occurs due to the interaction between interpersonal and situational factors (Schilpzand et al., 2016). The theory suggests that people may engage in aggressive behavior when they perceive the actions of others as unfavorable (Felson & Tedeschi, 1993). The source of incivility interprets the aggressive behavior as a means to achieving certain goals, such as protecting valued social identities (e.g., status, age, race, gender, ability). Thus, the theory advocates the importance of examining the actions of the parties involved in incidents of incivility to gain an understanding of their cause. Although the seminal paper on workplace incivility (Andersson & Pearson, 1999) was introduced from a Social Interactionist Perspective, empirical research has rarely adopted it as their theoretical framework (Schilpzand et al., 2016). Scholars (e.g., Schilpzand et al., 2016) have called for a reconsideration of the Social Interactionist Perspective in studies of incivility. To buttress the relevance of the Social Interactionist Perspectives to the current research, it is important to highlight a few incivility studies (Bunk et al., 2011; Gallus et al., 2014; Harold & Holtz, 2015) that have used the theoretical framework.

Gallus et al. (2014) used the Social Interactionist Perspective to explore a four-way interaction term between incivility experiences, consequences, policies, and gender on experiencing and perpetrating incivility. The results showed that men were generally more likely to engage in incivility than women, regardless of organizational policies or the level of tolerance for incivility. However, for men, the presence or absence of strong organizational

policies for civility significantly influenced their behavior. They were most likely to both experience and commit acts of incivility in environments with weak or no policies, especially when there were no consequences for offenders. Conversely, men were least likely to act with incivility when they knew it would result in negative repercussions. For women, the likelihood of perpetrating incivility was less influenced by organizational policies and consequences but more by their own experiences with incivility. Women in organizations with strong policies and a low tolerance for incivility were just as likely to engage in such behavior as those in environments with weaker policies. The result of their study indicated that while the climate of incivility was related to perpetration and experience of incivility, men were more likely to engage in incivility regardless of the organizational climate for incivility. Additionally, it was found that men were more likely to experience and perpetrate incivility when the organizational policies regarding incivility were weak or non-existent. Therefore, by using the Social Interactionist Perspective, the authors were able to demonstrate the interaction between individual and environmental factors in relation to incivility perpetration.

Harold and Holtz (2015) also applied the Social Interactionist Perspective in their two studies to detail the interaction between personal and situational factors that contribute to the initiation of workplace incivility. The authors hypothesized that passive leadership may directly influence an employee's experienced incivility, which then predicts behavioral incivility. The study found that passive leadership was positively associated with both experienced incivility and behavioral incivility. That is, employees who work under a passive leader are more likely to encounter workplace incivility and behave in an uncivil manner

themselves. Moreover, Bunk et al. (2011) applied the Social Interactionist Perspective to explore individuals' justifications for engaging in incivility. The authors postulate three justification categories for the justification of incivility (i.e., Power, Retaliation, and No Reason) and found five categories of reasons why people engage in incivility namely: (1) power and retaliation, (2) retaliation, (3) no reason at all, (4) power, retaliation and no reason and lastly (5) neither power, retaliation or having no reason.

Based on the above research, the Social Interactionist Perspective is a useful framework for understanding the antecedents of contrapower incivility. The theory suggests examining the interaction between interpersonal (e.g., individual's dispositional characteristics) and situational factors (e.g., organizational factors) to understand incivility. In the current research, the leader's behavior shall be examined as a situational factor (Harold & Holtz, 2015) that influences contrapower incivility. For my research, interest in the leader's behavior vis-à-vis contrapower incivility is based on the previous research assertion that leaders "set the tone for the entire organization and that employees look to them for cues about what constitutes acceptable conduct" (Cortina, 2008, p. 62).

Based on the above examination of the Social Interactionist Perspective and to understand whether a leader's behavior acts as a situational factor that influences contrapower incivility, I posed the question below:

*Research Question 3:* What are the relationships between leader's behaviors and contrapower incivility?

The Incivility Spiral Framework (Andersson & Pearson, 1999) is also a useful theory when examining the antecedents of incivility (contrapower incivility). The Incivility Spiral Framework promotes the Social Interactionist Perspective by stressing the role of situational factors in the initiation and amplification of workplace incivility. The Incivility Spiral Framework suggests that a lack of active promotion of positive social norms and preventive measures to control negative behavior may foster informal environmental conditions in which workplace incivility will thrive. Andersson and Pearson (1999) proposed organizational climate as one of the situational factors that may contribute to workplace incivility. Organizational climate refers to the observable practices and procedures that compose the surface of organizational life (Andersson & Pearson, 1999). Researchers have conceptualized and examined climate from various perspectives, such as safety climate, service climate, climate for sexual harassment, and ethical work climate (Gallus et al., 2014). However, the focus of the current research is to understand the relationship between climate and contrapower incivility. Thus, the subsequent discussion concerns the perception of incivility climate as it relates to incivility in the workplace.

Perception of incivility climate refers to an employee's assessment of the degree to which incivility is tolerated within an organization (Gallus et al., 2014). According to Gallus et al. (2014), scholarly works on incivility have rarely examined the role of incivility climate as an important factor in understanding the perpetration of workplace incivility. However, scholars (e.g., Daniels & Jordan, 2019; Gallus et al., 2014) suggest that incivility climate plays an important role in the experience and perpetration of incivility. For instance, Daniels and Jordan (2019) examined the effects of paternalism (defined as subordinates' perceptions that a

supervisor's behavior is helpful, but controlling) on experienced incivility. The authors hypothesized that paternalism may contribute to the spread of workplace incivility and other adverse work outcomes because supervisor acts in ways that place boundaries on the autonomy of their subordinates, much like a parent would constrain a child's behavior. In the said research, they proposed that the climate for incivility will moderate the relationship between paternalism and experienced incivility, such that the relationship between paternalism and experienced incivility will be weaker where there is a policy that discourages incivility. It was found that although paternalism and incivility were significantly correlated, the effect was moderated by policies regarding incivility climate.

In addition to the above research findings, Gallus et al. (2014) looked at the role of incivility climate by exploring the interaction between individual and contextual variables that influence incivility experiences and perpetration. The authors proposed that an organizational climate for incivility will affect the relationship between incivility experience and incivility perpetration. It was found that incivility climate was negatively related to incivility perpetration when there is a policy that discourages incivility and when there are consequences for incivility perpetration.

The findings of the above studies indicate the role of incivility climate in the perpetration and experience of incivility. Whilst leaders tend to possess the power to exert retribution against subordinates who treat them with disrespect (Aquino et al., 1999; Aquino & Bradfield, 2000; Cortina et al., 2001), contrapower incivility might be inevitable in an incivility climate. Based on the foregoing, I asked the research question below:

*Research Question 4:* What is the relationship between the perception of incivility climate and contrapower incivility?

Another objective of the present research was to examine the relationship between the perception of injustice and contrapower incivility. The Organizational Justice Theory provides a connection between the perception of unfairness and incivility. Roch and Shanock (2006, p. 299) argue that "many important organizational attitudes and behaviors can be directly linked to employees' perceptions of justice." Skarlicki and Folger (1997) used a survey research design to investigate the relationship between organizational justice and organizational retaliation. They examined the relationship between employees' perception of unfairness and subsequent retaliatory actions towards the employer, testing and finding support for a three-way interaction among interactional, procedural and distributive justice (in relation to retaliation). When both procedural justice and interactional justice were low, there was a potential for organizational retaliatory behavior. There was no relationship between distributive justice and retaliatory behavior when either procedural justice or interactional justice was high. Additionally, the study revealed that employees are more likely to retaliate with indirect, subtle, or covert behavior when they perceive unjust treatment as a way to get even.

Liang et al. (2018) conducted two experimental studies to investigate the potential functional role retaliation plays in alleviating the negative consequences of abusive supervision on subordinate justice perceptions. They hypothesized and found that retaliation

moderated the positive relationship between abusive supervision and subordinates' perception of injustice, such that the relationship was weaker when retaliation was high rather than low. Participants who did not engage in retaliation experienced significantly higher injustice perceptions compared to participants who engaged in retaliation. Thus, the study found strong empirical support for their hypothesis that people who experience injustice may engage in retaliatory behavior as a means to restore justice.

Based on the Organizational Justice Theory and previous research examined above, the perception of injustice from a leader appears to be a plausible condition for contrapower incivility. While leaders possess the power to punish subordinates, subordinates might be emboldened to engage in contrapower incivility in reaction to a perception of unfairness from the leader. Moreover, existing studies (e.g., Skarlicki & Folger, 1997) show that employees who experienced injustice mostly retaliated with indirect, subtle, or covert behavior. I posit, therefore, that subordinates who perceive injustice from their leaders might engage in contrapower incivility as a way to get even.

Thus, to assess whether a relationship exists between the perception of injustice and contrapower incivility, I posed the research question below:

**Research Question 5:** What is the relationship between the perception of injustice and contrapower incivility?

## 2.6. Conclusion

In this chapter, I reviewed the workplace incivility literature, looking at its frequency, implications and targets. It is established in the literature that when compared to other forms of workplace mistreatment, incivility is the most pervasive and one of the most studied, despite only making its way into the mistreatment literature 25 years ago. Moreover, studies reveal that incivility diminishes the effectiveness of its targets and observers, and triggers undesirable outcomes such as reduced job satisfaction and psychological distress. Incivility may also lay the foundation for greater harm in the workplace. The chapter also examined the targets of incivility and highlighted the lopsided focus of incivility research on subordinate experiences. Thus, reviewing the contrapower mistreatment literature, a case was made for contrapower incivility. Based on three main theoretical frameworks adopted for the current research, the chapter culminated with a theoretical explanation of the questions comprising the current research. Attempts to derive answers to the research questions constitute the focus of the next chapter of the current thesis.

# 3.0 STUDY ONE

## 3.1. Introduction

This chapter presents Study 1, which is the first of the three studies within the mixed-methodology framework of the current thesis. The mixed methods research framework refers to the combination and integration of qualitative and quantitative methods in the same research (Halcomb, 2019; Molina-Azorin, 2016). Mixed methods research has been found to increase the validity of research findings and be useful in informing the collection of a second data source (McKim, 2017). The current research (Study 1) entails the use of a qualitative interview research design to address the research questions of this thesis.

## 3.2. Purpose / Objective

The purpose of this study was to explore the construct I termed as contrapower incivility with a focus on understanding its contents and its potential antecedents. More specifically, Study 1 addressed the following research questions: (1) What behaviors constitute contrapower incivility? (2) What factors influence the occurrence of contrapower incivility? (3) What are the relationships between a leader's behaviors and contrapower incivility? (4) What is the relationship between the perception of incivility climate and contrapower incivility? (5) What is the relationship between the perception of injustice and contrapower incivility?

I chose the qualitative methodological approach for this study, and in the sections below, discussed in detail how it helped to facilitate the examination of the contrapower incivility construct from an experiential perspective (i.e., from the viewpoints of targets, actors, and witnesses).

## 3.3. Method

To achieve the above objectives of Study 1, I used a semi-structured qualitative interview design based on an interpretivist ontological framework. The interpretivist framework rests on the "assumption that human beings do not passively react to an external reality but, rather, impose their internal perceptions and ideals on the external world and, in so doing, actively create their realities" (Suddaby, 2006, p. 636). Although the qualitative interview-based inquiry is an infrequently employed research methodology for workplace incivility research (Schilpzand et al., 2016), I chose this approach for the current study because an interview helps to uncover the complexity of the cognitive experiences of actors, targets and witnesses in an incident of incivility (Schilpzand et al., 2016). Generally, the interview research design allows research participants the opportunity to explain their feelings more fully (Silverman, 2017). It also enables participants to provide interpretations not anticipated by a researcher (Weller et al., 2018). Furthermore, the interview research method provides an opportunity to obtain greater depth and richness of data than what can be gained from other methods such as surveys (Lengnick-Hall et al., 2008).

As the main objective of the current research was to uncover the content of contrapower incivility and the potential factors responsible for it, I considered the interview design more appropriate to capture the perspectives of participants, especially leaders. As noted in the previous chapter, most incivility scales in organizational behavior literature were developed from the employees' perspective. Using an incivility measure developed solely from the perspective of employees is inadequate to assess the experiences of leaders, especially because managerial perceptions of workplace experiences tend to frequently diverge from those reported by employees (Harney et al., 2018).

Another reason for choosing the interview research design in this study was to gain insight into the frequency and factors behind contrapower incivility. Examination of the potential antecedents of contrapower incivility using an interview design will be useful in discovering some of the intentions behind its occurrence. Whilst researchers tend to recognize intention ambiguity as a key characteristic that distinguishes incivility from other forms of workplace mistreatment (Andersson & Pearson, 1999; Porath & Pearson, 2013), this outcome is often assumed theoretically rather than tested empirically using a research method that is appropriate to the question being studied (Hershcovis, 2011). Therefore, the adoption of the interview research design was useful in understanding the intention behind the enactment or experience of contrapower incivility from the perspective of the research participants.

The last reason for choosing interview design as a method of inquiry in this study was that it helped to differentiate forms of contrapower incivility that occur most frequently from those that do not. Such an endeavour would be difficult to achieve using an incivility scale

(Cortina et al., 2017). According to Cortina et al. (2017), "a methodological limitation of behavioral scales like the Workplace Incivility Scale (Cortina et al., 2001) is that they do not distinguish between reports of a few behaviors many times versus many behaviors a few times" (p. 304).

Overall, the interview research design made it possible for participants who are managers to describe disrespectful behaviors exhibited by their subordinates towards them and to provide their understanding of the reasons for such behavior. It also made it possible to get the perspective of subordinate participants about behavioral or witnessed contrapower incivility and what they saw or perceived as responsible for the behavior. The use of interview research design in the current study aligned with the call to deploy a more inductive qualitative approach in incivility research to generate theories based on participant accounts (Schilpzand et al., 2016). The research design also helped to determine the suitability and adequacy of the existing incivility scale, specifically the Workplace Incivility Scale (Cortina et al., 2001; Cortina et al., 2013) in measuring contrapower incivility. That is, to see if the behaviors that constitute contrapower incivility are different from the existing employee-based measure (the Workplace Incivility Scale).

## 3.4. Participants

The primary focus of this study was to understand the behaviors that constitute contrapower incivility and the factors behind them. Although leaders are targets of contrapower incivility, it was also important to get the perspective of subordinates as

witnesses and potential or past actors of contrapower incivility. Therefore, the sample for this study included participants who are organizational managers as well as subordinates. According to the Social Interactionist Perspective (Felson & Tedeschi, 1993), when examining an incidence of aggression, it is vital to consider the expectation of the actor because such expectation serves as a critical driver of their behavior. Given the need to understand why actors (i.e., subordinates) engage in contrapower incivility, both managers and subordinates were included in the sample.

Participants were included in this study based on the following three criteria. First, participants had to be managers or subordinates working in Canada or the United States. All participants were recruited from Canada and the United States following existing research on workplace mistreatment (e.g., Liang et al., 2016). Second, if participants identified as managers, they were required to be responsible for at least five subordinates for a minimum of one year. A minimum of one year was given to ensure that managers spent some time with the subordinates to understand them and the potential factors that motivate their behaviors. Also, I made a judgement that a minimum of five subordinates would represent the minimum size of subordinates managed by most managers in most organizations. These criteria were subjective and based on my judgment. Sample elements may be selected by the researcher based on a judgment or subjective belief that an element in the population should be selected for a study (Daniel, 2014). Third, if participants identified as subordinates, they were required to have had the same manager for a minimum of one year. By requiring that participants have the same manager for a minimum of one year, it helped to ensure that participants in the subordinate

category have some level of understanding of their manager's behavior as it relates to meeting their desired workplace outcomes.

A total of 25 participants were interviewed for this study. The respondents comprised 15 (60%) managers and 10 (40%) subordinates. Of the total sample, 15 (60%) were women and 10 (40%) were men. Participants were from an array of sectors, namely: Healthcare (6), Retail (3), Communications (3), Software and Technology (3), Health and Safety (2), Education (2), Consulting (2), Manufacturing and Distribution (2), Government (1), Charity and Humanitarian (1). The sample thus came from a varied selection of participants from different occupational backgrounds.

Individuals who participated as managers in the current study had titles such as president, director, senior manager, and manager. For the manager sample, tenure in the position ranged from 1.5 to 30 years, representing an average of 5.3 years across the manager sample. Managers supervised anywhere between 5 and 187 subordinates, with the average being 32 subordinates and managed them for a minimum of one year. Although all participants identifying as subordinates were required to have been working under their manager for a minimum of one year to be eligible to participate, the majority exceeded this minimum requirement. Subordinate participants reported years of working under their manager ranged from 1 to 6.6 years, putting an average of 2.6 years across all subordinate samples. Individuals who participated as subordinates had role titles such as registered nurse, program analyst, customer service agent, digital marketer, and consulting analyst.

Participants in this study were selected using two non-probability sampling procedures, namely: purposive (i.e., judgment) and respondent-assisted sampling techniques (i.e., snowball). According to Cooksey and McDonald (2019), the non-probability sampling techniques have evolved to offer avenues for choosing data sources that are more consistent with the expectations of the interpretivist framework. Purposive sampling is a nonprobability sampling procedure whereby elements are selected from a target population based on their fit with the purposes of a study and specific inclusion and exclusion criteria (Cooksey & McDonald, 2019; Daniel, 2014). I employed this sampling technique based on an a priori theoretical understanding of the topic being studied; that certain categories of individuals may have a unique or important perspective on the phenomenon in question and their presence in the sample should be ensured (Robinson, 2014).

The subtype of purposive sampling adopted in the current study was judgment sampling. Judgment sampling is a non-probability sampling procedure where the researcher, based on judgment or subjective beliefs, identifies and selects individuals considered suitable to inform the topic of interest (Daniel, 2014). I used the purposive sampling technique to recruit participants from my contacts, extended social networks, and my supervisor's contacts who fit the participation criteria. Whilst some of the participants were my contacts and those of my supervisor, neither of us was in a direct position of power to coerce or influence the participants or their responses. They were recruited for this study because of their suitability to inform the topic of interest based on their previous experience. Participants confirmed via the consent letter (please see Appendix A) that they voluntarily participated in the study.

Participants were also required to give verbal consent before the commencement of the interview and were told that they reserved the right to withdraw or not answer a question.

Regarding the respondent-assisted sampling technique, this is a procedure where participants are selected from a target population with the assistance of previously selected participants. The subtype of respondent-assisted sampling used in this study was the snowball technique. Snowball sampling is a technique where one interviewee passes a research detail to a potential interviewee or gives the researcher the name of at least one potential interviewee for the sake of initiating or progressing participant recruitment (Daniel, 2014; Frey, 2018; Kirchherr & Charles, 2018). Using the snowball technique, I asked initial contacts to forward the recruitment information to anyone who met the criteria and may be interested in participating in the study. My supervisor and I also posted details of the research on our social media accounts (Facebook and LinkedIn; see Appendix B for posts) and requested our contacts to help share it with anyone who might meet the research criteria.

The snowball technique not only facilitated access to additional contacts across various sectors but also helped identify individuals aligned with the study's objectives. Having participants from different sectors who fit the study's purpose was expected to enhance the transferability of the current study's findings to other sectors. That is, ensuring that the interpretations and accounts that emerged from the current study, in its context, with the data sources, have meaning for or are relevant to other contexts (Cooksey & McDonald, 2019).

Of the total 25 participants interviewed in this study, 18 came from purposive sampling, while 7 participated due to respondent-assisted recruitment. The use of combined

purposive and respondent-assisted sampling is not new in research. For instance, evidence-based practice research (e.g., Green & Aarons, 2011) used a combined snowball sampling and purposive sampling technique by asking the recruited participants to identify other participants who met the criteria for participation.

It is important to mention that participants recruited for the manager and subordinate categories in the current study were independent samples. No subordinate-manager dyad was included in the research; all subordinates and manager participants were independent of each other in this study. In other words, they do not necessarily work in the same workplace. Given the study was conducted during the COVID-19 pandemic, the use of a subordinate-manager dyad was not feasible due to the restrictions, as most people worked remotely. Aside from the stated criteria, no other criteria were used to screen participants for this study.

## 3.5. Pilot

According to Busetto et al. (2020), good qualitative research is iterative, meaning it goes back and forth to ensure that the method is improved where necessary. Initially, after the draft of the interview question was prepared, my supervisory team, who are experts in workplace mistreatment research, evaluated the question guide to ensure it met the objective of the study, and to determine whether the interview guide was well designed. Such practice is consistent with the recommendation by Singleton and Straits (2012).

After the interview guide had been prepared, the next step was to pretest questions to ensure respondents could clearly understand and answer them (Singleton & Straits, 2012). The interview guide for this study was pretested with the help of some of my colleagues in the doctoral program and some friends in both subordinate and managerial capacities from different industries. The aim was to help me, as the principal investigator, examine the wording of the questions and see how they might be interpreted by potential participants. Lastly, the process entailed test-running WebEx (the app used to conduct the interviews) and its recording functions ahead of the interview. All interviews were conducted virtually due to the COVID-19 pandemic.

## 3.6. Procedure

Upon receiving a confirmation about their willingness to participate in the current study, I sent potential participants a copy of the informed consent letter. The informed letter contained information about the study and details about what participating in the research entailed. Individuals were required to provide consent before they participated in the study. After informed consent was given, an interview appointment was scheduled based on the participant's availability. As noted above, all interviews were conducted virtually (via WebEx audio and telephone) on a date and time chosen by the participants. Due to the restrictions around face-to-face gatherings because of the COVID-19 pandemic, it was not possible to conduct an in-person interview. The transition to virtual interviewing during the COVID-19

pandemic was not unusual. Efforts to adapt to the pandemic prompted an increased adoption of virtual interviewing (Keen et al., 2022).

I used the developed interview guide and prompts (see Appendix C) to ensure consistency in the type of questions asked of respondents and to get an adequate amount of information. The interview guide had a section for managers and subordinates, and the section used depended on how a participant identified (manager or subordinate). While the use of an interview guide has been recommended, researchers are also counselled to be prepared to ignore the guide materials where the need arises (McCracken, 1988). Sometimes, I went off script so I could follow up on any new idea raised by the participant that was not covered in the interview guide or not answered in the order the questions were prepared. I started each interview with demographic questions as suggested by McCracken (1988). By asking the demographic questions first, respondents were able to ease their way into the interview. Moreover, asking the demographic questions first makes it possible to cross-check that the participant met the participation criteria.

I followed the long interview protocol (McCracken, 1988) while conducting the interviews. According to McCracken (1988), without long interview periods, respondents cannot tell their stories and explore key terms in substantial chunks of unconstrained testimony. While there is no standard or fixed time for a semi-structured interview, scholars argue that to prevent fatigue, the semi-structured interview should generally be in the range of 30 minutes to an hour (DiCicco-Bloom & Crabtree, 2006). Although McCracken (1988) stated that interview periods of two or three hours are also common in exploratory research. Thus, I

scheduled the interviews to last between 40 to 60 minutes, but some lasted over 90 minutes. The average interview time was 52 minutes while the total interview period ranged from 36 to 94 minutes.

Following McCracken's (1988) guidelines for conducting long interviews, each of the interviews was audio recorded. Recordings were done with the permission of participants. No participant declined to be recorded. I recorded all the interviews using the digital voice recorder function on WebEx and through the recorder on my personal computer in cases of phone interviews. The interviews were recorded for ease of transcription and adequate representation of the responses provided by participants (Tessier, 2012). The total interview period for this study was 1,402 minutes and 10 seconds (23.4 hours) of recordings. The recordings were transcribed using the transcription function on WebEx, although I had to do several rounds of quality checks comparing the transcription output with each audio recording. I also manually transcribed the recordings that were done through telephone interviews.

The interviewing of participants was continued until theoretical saturation (O'Reilly & Parker, 2013; Saunders et al., 2018) was assessed to have been reached. Theoretical saturation refers to the point at which gathering more data about a theoretical construct reveals no new properties, nor yields any further theoretical insights (Hennink & Kaiser, 2022). This point was initially assessed as having been achieved in the eleventh interview with the managers and the seventh with the subordinates. It was subsequently confirmed by the fifteenth interview with managers and the tenth with the subordinates.

After the interview with the twenty-fifth participant was completed, I stopped recruiting participants for this study. During these final interviews, three signalling criteria were observed to conclude that saturation had been reached. First, general patterns in the participant statements concerning the behavior identified as contrapower incivility became observable. Second, across the participants, there was a convergence of interpretations (McCracken, 1988) concerning the factors reported as responsible for contrapower incivility experienced, enacted or witnessed. Finally, additional participants ceased to provide any new or unusual data.

At the end of the interview, I debriefed the respondents about the specific constructs of interest and allowed them to ask questions regarding the research. No form of deception was used in this study. Before consenting to participate in the interview, I informed participants that the research aimed to understand how disrespectful behaviors develop in the workplace between managers and subordinates. The data gathered represented participants' accounts of experienced, behavioral, and witnessed contrapower incivility. A combined total of 42 incidents of contrapower incivility were reported (23 by managers and 19 by subordinates). All the incidents took place in workplaces located in Canada and the United States.

### 3.6.1. Ethics Considerations

The ethics review for this research was conducted by the Interdisciplinary Committee on Ethics in Human Research at Memorial University (please see Appendix D for the certificate). Based on Memorial University's ethics application requirement, I completed the TCPS 2: Course on Research Ethics (please see Appendix E for the certificate of completion).

The course was required to be completed by anyone doing research, regardless of discipline. Individuals who participated in this research did so willingly and were required to provide informed consent via email after reading the consent letter sent to them and verbally before the start of the interview. While participants were told about the likelihood of a potential psychological discomfort relating to reflection about mistreatment or unfairness, no participant reported any negative psychological effect during or after the interview. All participants were guaranteed confidentiality; no detail (including personal identifying details) that could potentially identify them was made public. The various information relating to informed consent, confidentiality and use of data are contained in the informed consent letter.

## 3.7. Data analysis

This study was based on an interpretivist ontological framework (Suddaby, 2006). I approached the data and subsequent analysis on the assumption that knowledge is relative to particular circumstances, such as subjective experiences (Burrell & Morgan, 1979; Levers, 2013). Thus, in analyzing the current study's data, I focused primarily on recognizing and narrating the meaning of human experiences and actions (Levers, 2013). The objective of pursuing this approach was not to make truth statements about reality but, rather, to elicit fresh understandings about patterned relationships and how they actively interact to construct reality (Ang, 2014; Suddaby, 2006). The use of an interpretivist ontology to create meaning from the data did not substitute the literature, nor was it used as an excuse to ignore it as commonly misconstrued by several qualitative data analysts (Ang, 2014; Suddaby, 2006). Rather, the

pursuit of the interpretivist ontological perspective in the analysis of this study's data and discussion of its findings involved the use of extant literature.

To analyze the interview data collected for this study, I used the thematic analysis technique. Thematic analysis refers to "a method for identifying, analyzing and reporting patterns (themes) within data" (Braun & Clarke, 2006, p. 79). It entails the description of data, interpretation of the processes of selecting codes and constructing themes (Kiger & Varpio, 2020). I chose thematic analysis because it is useful for summarizing the key features of a large data set and does not require detailed theoretical and technological knowledge like other qualitative analysis approaches. The thematic analysis technique also offers a more accessible form of analysis to those early in their research career (Kiger & Varpio, 2020; Nowell et al., 2017). Following the thematic analysis steps provided by past scholars (Braun & Clarke, 2006; Nowell et al., 2017), below is a detailed account of how I followed each of the thematic data analysis phases and arrived at my main findings.

### *Phase 1 - Familiarizing with the data*

As previously noted, the interviews for this study were audio recorded with some automatically transcribed via WebEx and others (mostly those on my recorder) were manually transcribed by me. Upon the completion of the interviews, I went through all the data to get a general sense of the information provided by participants and to reflect on the overall meaning of the data. My aim at this stage was to create a holistic picture of the data collected and to see how they might fit together. One of the first things I did was to create a table (see Table 1

below) that allowed me to have an idea of the number of incidents of contrapower incivility

reported across the 25 interviews. The incidents were also broken into categories.

**Table 1: Participants Data: Contrapower Incivility reported**

|  | **Managers** | **Subordinates** | **Total** |
|---|---|---|---|
| Participant | 15 | 10 | **25** |
| Experienced Contrapower Incivility | 9 participants (out of 15; 60%), 14 incidents shared | n/a | 9 (out of 15; 60%), 14 incidents shared |
| Behavioral Contrapower Incivility | n/a | 7 (out of 10; 70%), 8 incidents shared | 7 (out of 10; 70%), 8 incidents shared |
| Witnessed Contrapower Incivility | 6 (out of 15; 40%), 9 incidents shared | 7 (out of 10; 70%), 11 incidents shared | 13 (out of 25; 52%), 20 incidents shared |
| Total incidents reported | 23 | 19 | **42** |

Table 1 above contains details of the participants' categories (managers and

subordinates) as well as their reported account of contrapower incivility. As presented in the

table, a total of 25 participants were interviewed in this study. Of the total participants, 15

(60%) were managers while 10 (40%) were subordinates. Regarding the manager category,

60% reported experiencing contrapower incivility directly from their subordinates, while 40%

said they had seen incidents of contrapower incivility directed at their fellow managers.

Among all subordinate participants, 70% each reported engaging in behavioral contrapower

incivility and witnessed contrapower incivility. Subordinates sometimes reported both

behavioral and witnessed contrapower incivility.

### *Phase 2 - Generating initial codes*

After reading the interview transcription and familiarizing myself with the data, I

began a detailed analysis of the coding process. Here, I generated categories/themes and

described what they might represent. To make it easier, I assigned numbers to the factors reported by respondents to enable me to ascertain the count of the reported factors. For instance, a code of "1" implied that the factor was present and "0" for absent in a participant's response. The agglomeration of these codes assigned to factors served as the basis for the initial generation of themes. The theme represents multiple perspectives presented across different incidents reported in the interviews. To generate a contrapower incivility theme, I had to ensure that the behaviors that comprised a category were reported in more than one incident. Thus, during this phase of the coding, I constantly examined and compared the information provided across all interviews. The key objective for me in this stage was to look at the specific characteristics of the interview data to achieve an initial simplification of it. I did all the coding manually.

### Phase 3 - Searching for themes

After coding the responses from the interview transcripts, I proceeded to sort the codes. At this stage, my main objective was to collate the codes and sort them into potentially relevant themes. According to Nowell et al. (2017), themes can be generated either inductively or deductively. The themes in the current analysis were generated inductively, but some of the themes exist in extant incivility literature. For instance, while the generation of the themes, such as verbal contrapower incivility and the behaviors that were sorted into them, was done inductively, the theme has support in the literature (e.g., Hoffman & Chunta, 2015). Furthermore, I relied on existing literature (Alt & Itzkovich, 2015; Berger, 2016; Carmona-Cobo et al., 2019; e.g., Yuan et al., 2020) to code the behaviors comprising the themes into the

active and passive contrapower incivility subtypes. Some of the other inductively generated themes could not be grounded in the literature because of the shortage of research in the current area. These types of themes were strongly linked to the data, and there was no attempt to fit them into a preexisting coding frame or any analytic preconceptions (Nowell et al., 2017). Examples of these themes are insubordination and information denial, which were inductively generated from the data based on the interrelationship among the data.

### *Phase 4 - Reviewing themes*

A good theme captures the qualitative richness of the phenomenon (Nowell et al., 2017). Thus, to ensure that a theme is not redundant, scholars (Braun & Clarke, 2006; Nowell et al., 2017) suggest that the section of text constituting a theme be coded as many times as deemed relevant by the researcher. Thus, at this stage, I examined whether there was a need to subsume some themes into others. I used a hierarchical coding technique, which entails coding the texts into higher and lower-order categories. This technique enabled me to analyze the texts at varying levels of specificity (Nowell et al., 2017).

At my initial coding of the contrapower incivility items reported by managers, ten themes were generated (six higher-order and four lower-order). Afterwards, I reviewed the themes, and I collapsed the four lower-order themes into the existing higher-order themes to avoid thematic redundancy. An example of a lower-order theme subsumed by a higher-order theme was passive aggression. Passive aggression had captured contrapower items like silent treatment, finger-pointing, and invasion of space. Upon review, I collapsed this theme into the "non-verbal" theme because that category appears discrete and broad enough (Braun &

Clarke, 2006; Nowell et al., 2017) to capture passive aggression as well as other gesture-enacted/mute contrapower incivility items. Some items could not be categorized into themes because there were insufficient counts. Thus, I grouped all those items as "Other" and kept these idiosyncratic responses in the analysis, given my use of an interpretivist lens.

### *Phase 5 - Defining and naming themes*

During this stage, I focused on ensuring that the names assigned to each theme were clear. According to Braun and Clarke (2006), a theme's name needs to be punchy and immediately give the reader a sense of what the theme is about. It has also been advised that themes should not be considered final until all the data have been read and the coding scrutinized by someone else who knows a great deal about the research area (Braun & Clarke, 2006; Nowell et al., 2017). Therefore, I continued to modify the themes and their names during the analysis until they clearly and succinctly described the scope and content of each theme. This meant that the themes were refined, focused and altered as I moved between description and abstraction (Tuckett, 2005). I created definitions for all the different themes, backing them up with quotes (please see Appendix F). The definitions enabled me to identify the specific stories each theme tells. For example, I defined the theme "competence questioning" as follows (supported with quotes from the interview). The competence questioning theme describes contrapower incivility behaviors that reflect a doubt of the manager's ability to manage or function within their role description. The following quote about a witnessed incident of contrapower incivility illustrates this theme:

*My co-worker wanted some information, and he thought the manager should know it because of the manager's expertise. However, the manager said he could not provide the needed information, and my co-worker said, "How did you become a manager if you do not know this thing?*

The definition and naming of the theme were concluded after it was examined by a doctoral student familiar with workplace incivility research. The approach was important in ensuring dependability in terms of checking that there is consistency in patterns of theme development (Ang, 2014). The doctoral student assisted with three things: (1) checked whether the themes were sufficiently clear; (2) independently coded the various behaviors into the existing themes without showing them my coding; (3) assigned the behaviors that made up each theme to either active or passive contrapower incivility in line with the current direction of workplace incivility research (Alt & Itzkovich, 2015; Berger, 2016; Carmona-Cobo et al., 2019; Yuan et al., 2020).

To aid their task of ensuring dependability (or authenticity), I provided the doctoral student with a document containing the definitions of the themes backed with quotes from the interview. The document also contained definitions of active and passive incivility, culled from the literature. Following the exercise, we had a 100% categorization agreement for the subordinate data. In the manager's section, we had only one disagreement about a theme which was resolved during our meeting. With regard to the behaviors that should be coded as active and passive, we had an initial 85% agreement. However, we later reached a 100% agreement after the meeting.

*Phase 6 - Producing the report*

My focus in this final phase of the thematic analysis technique was to provide a concise, coherent, and logical account of the data within and across the themes. In presenting the results, previous scholars (e.g., Braun & Clarke, 2006; Nowell et al., 2017) suggest the need to include direct quotes from the participants. Therefore, in presenting the results, I included relevant direct quotes from the interviews. This is to aid the understanding of readers about specific points, demonstrate the prevalence of the themes, give a flavor of the original texts to readers and convince them of the validity and merit of the analysis (Nowell et al., 2017). I also interwove the literature with the findings. The essence of including extant literature in the report was to ensure that the constructed story stands with merit (Nowell et al., 2017). Therefore, the incorporation of existing literature provided an opportunity to either confirm the findings of the current research or to add to the literature (Tuckett, 2005).

## 3.8. Results

For better clarity in presenting the findings of this study, the results are discussed under each of the research questions below.

### Research Question 1: What behaviors constitute contrapower incivility?

To answer Research Question 1, I asked participants about their encounters (based on their experience, action or as a witness) with disrespectful behavior directed to managers by subordinates. Also, I asked the participant what the specific disrespectful behaviors were. For consistency and clarity, the report was presented by discussing the contrapower incivility

experiences of managers as well as the accounts of subordinate participants regarding behavioral and witnessed contrapower incivility. However, the discussions are followed by separate tables that describe the contrapower incivility items as reported by manager and subordinate participants.

To begin, the quotes below were excerpts from managers when asked about their experiences with contrapower incivility, especially the specific behaviors they had experienced, witnessed or both. One manager, for instance, said the following about their experienced contrapower incivility and the specific behaviors experienced:

> *I guess there was one incident where I had an employee who was rude, somewhat insubordinate, he was yelling and raising his voice. He was having conflicts with another co-worker, and as his manager, I tried to coach him and reprimand him a little bit for his behavior. Then he turned on me and started yelling, raising his voice.* (Manager 1)

Another manager described their experience with incivility from their subordinate as follows:

> *As the director, she would talk back when I said a thing, she would directly contradict me during meetings... Her behavior bordered on insubordination. So, managing that in a meeting was very challenging. You know, making sure I don't put her down, you know maintain her dignity while also managing the negativity during the meeting, I would have to redirect, reframe and be specific about how we would behave in the meeting. Later, she ended up actually leaving the organization.* ( Manager 2)

A manager's response, when I asked them about their experience with contrapower incivility, revealed that they experience it regularly. The quotes below illustrate their response:

*Do you mean per day? Per week? or…. Often…With one employee, pretty much what happened was that the relationship started poorly from her as a subordinate to me as her manager. And so, every meeting became a conflict. She wasn't overly fond of being accountable and responsible. Because she had a title, she thought she had the right to perhaps not listen to me, even though I was her manager…That made life extremely challenging within the portfolio… So, if I said white, she would say black. There was this constant challenge.* (Manager 3)

In addition to managers narrating their experiences with contrapower while also highlighting the specific behaviors, I also asked managers to tell me about behaviors they had witnessed that constituted contrapower incivility. The quote below was from one of the managers who witnessed contrapower incivility:

*Yes, I saw an employee acting rudely to another manager… Okay, there were some words I heard from one employee to a manager. Something like "How are you, the manager, and you don't know about this? How did they hire you?" Even if it was like a joke, for me, it was not good. He was condescending. I understand his point of view, but for me, it was disrespectful.* (Manager 4)

Overall, in seeking to gain answers to Research Question 1, a total of 23 incidents of contrapower incivility (comprising both experienced and witnessed) were reported by the managers interviewed in this study. Table 2 below contains the specific behaviors that occurred in those incidents. The reported behaviors were used to generate categories based on their similarities, thereby allowing ease of understanding. As stated previously, the categories or themes in this study were generated inductively (based on the interview data) with support from the extant literature.

The category Insubordination, as contained in Table 2 below, describes subordinates'

contrapower incivility characterized by behaviors such as a refusal to follow directives, and

the tendency to bypass authority or disobey constituted authority in the workplace.

Insubordination represents the most common form of contrapower incivility reported by

managers (82.6%). The quote below is an example of insubordination as reported by a

manager:

> *I asked him for deliverables on a project he was working on and how long it would*
> *take to deliver the task. He replied that he could not give a deadline and became very*
> *nervous. I mentioned to him that he could not work without a deadline and asked if he*
> *needed help with the task or some guidance; if he needed my help or that of any team*
> *member. Then, he replied that he could handle it. However, when we had a*
> *conversation about his progress on the task and I offered suggestions to him, he*
> *refused to listen and instead, he became overprotective and defensive.* (Manager 5)

**Table 2: Contrapower Incivility items reported by Managers (Experienced and Witnessed)**

| Contrapower Incivility Category | Category Frequency /23 | Type of Behavior | |
|---|---|---|---|
| | | **Active (Behavior frequency; percentage)** | **Passive (Behavior frequency; percentage)** |
| 1. Insubordination | 19 (82.6%) | Flat-out refusal to obey the manager's instruction / challenging the manager's authority (11; 57.8%) | Defensive / not taking accountability (5; 26.3%) |
| | | Usurping the manager's authority, undermining the manager (1; 5.2%) | Overstepping the chain of authority / Ignoring or refusing to engage with the manager (2; 10.5%) |
| 2. Verbal / Voice / Tonal | 16 (69.5%) | Raised tone / talking over manager (6; 37.5%) | Contradicting the manager / Interrupting the manager (2; 12.5%) |
| | | Lying about the manager / false accusation (5; 31.25%) | |
| | | Yelling/angry outburst (2; 12.5%) | |
| | | Name-calling, gossiping about the manager (1; 6.25%) | |
| 3. Non-verbal | 7 (30.4%) | Walking out on the manager (1; 14.2%) | Passive aggression / Silent treatment (2; 28.5%) |
| | | Table pounding (1; 14.2%) | Finger pointing (1; 14.2%) |
| | | | Testing boundary / invading the manager's personal space (2; 28.5%) |
| 4. Competence questioning | 4 (17.3%) | Questioning the manager's competence & capacity (2; 50%) | Doubting the manager's ability to make the right decision (2; 50%) |
| 5. Information denial | 3 (13%) | Giving false information (1; 33.3%) | Hiding information (2; 66.6%) |
| 6. Conspiracy | 3 (13%) | Asking a superior to dismiss manager/trying to take manager's job, conniving with others (3; 100%) | |
| 7. Others | 1 (4.3%) | Using swear words in official e-mail, attempting to intimidate the manager (1; 100%) (1 for each behavior) | Not respecting schedules and using the phone during professional interactions. (1; 100%) (1 for each behavior) |

**Category frequency is based on how many times the behavior was reported across all incidents (Experienced & Witnessed) of contrapower incivility.

In addition, the excerpt below illustrates further the insubordination category of contrapower incivility:

> *Some staff didn't show up for a shift, so there was a mix-up among the staff that were expected to cover those shifts. As the manager, I tried to handle the situation by trying to move some of the staff around. One particular staff member refused to move to a different location even after I explained to her and apologized for the inconvenience. She started talking over me and was insubordinate. I decided it was best to send her home.* (Manager 12)

The verbal/tonal category was the second most occurring form of contrapower incivility (69.5%) reported by managers. The category describes disrespectful behaviors from subordinates conveyed through words (e.g., foul language, gossip) or tone of speaking (e.g., yelling or shouting). The definition of this theme was culled from previous workplace incivility research with a similar theme (Hoffman & Chunta, 2015). Here is an example of such behavior as reported by a manager:

> *So, during one of our meetings, one of the employees raised his voice at a team lead while stating his concern. I tried to defuse the situation as the manager… Then he raised his voice at me.* (Manager 6)

Another illustration of the verbal/tonal category of contrapower incivility is contained in the excerpt below from a manager:

> *One incident that comes to mind was during a meeting, this employee was disrupting the flow of the agenda. So, one of the other employees told him he was being disruptive. Because the room was already charged with emotions. I got involved, you know, so it does not get out of hand. Then, that same employee started yelling at me and used some foul language.* (Manager 15)

The non-verbal form of contrapower incivility category was typified by behaviors such as finger-pointing, walking out on the manager, and table pounding. It was the third most reported form of contrapower incivility (30.4%) by managers. This contrapower incivility category has also been defined in previous workplace incivility research (e.g., Hoffman & Chunta, 2015), where it was described as disrespectful behaviors by employees conveyed without the use of verbal language. The quote below from a manager exemplifies the non-verbal contrapower incivility category:

> *Usually, the disrespect is in the form of passive-aggressive behaviors that occur where you can't easily report or take action against it because it is passive-aggressive.* (Manager 3)

The quote below from a subordinate who witnessed contrapower incivility further illustrates the non-verbal contrapower incivility category:

> *The engineers in my workplace because they are experts...Sometimes, they are very disagreeable with the managers … It was a Zoom meeting… He was leaning into the camera while talking to the manager…. They roll their eyes in meetings… I've seen them hang up the phone on the manager when they disagreed with the manager.* (Subordinate 1)

Competence questioning was another reported contrapower incivility category in this study and was the fourth most reported contrapower incivility by the manager-participants. I define competence questioning as a contrapower incivility behavior that reflects a doubt of the manager's ability to manage effectively. Since competence represents the feeling that one's behaviors have a significant impact on our environment (Bureau et al., 2021; Ryan & Deci,

2000), competence questioning reflects doubt in the ability of the manager to effectively function based on their role description. Competence questioning has been a key part of workplace incivility research and among the items in the Workplace Incivility Scale (Cortina et al., 2001; Cortina et al., 2013). The excerpt below from a male manager during a witnessed contrapower is an example of competence questioning:

> *My co-worker wanted some information, and he thought the manager should know it because of the manager's expertise. However, the manager said he could not provide the needed information, and my co-worker said, "How did you become a manager if you do not know this thing?"* (Manager 7)

In addition, an employee participant who witnessed competence questioning during a contrapower incivility incident reported the following:

> *At our meeting, one of the employees questioned the manager's competence, he told the manager their opinion was wrong, and that the manager had no idea what they were talking about.* (Subordinate 2)

The next contrapower incivility category, as contained in Table 2 above, is information denial. The information denial category, using the current research data, is characterized by behaviors such as giving false information or a refusal to share information that is needed by the manager. The excerpt below from a leader working in a public office typifies this contrapower category:

> *…they started disrespecting me, they would withhold information whenever I asked for it, or they would give me the wrong information.* (Manager 8)

Furthermore, the quote below from a subordinate is another example of the information denial category of contrapower incivility:

*He* (the manager) *was demanding, disorganized and unable to run a team. So, I was always very direct in my email responses, and I would withhold some information that could help him make a decision.* (Subordinate 3)

The other contrapower incivility category was conspiracy. This category describes behaviors such as conniving and plotting against the manager by subordinates. The quote below from a manager illustrates this category:

*Someone who was reporting to me wanted my job. So that was weird… He started using cunning and undermining tactics... He used this tactic of displacing my attention somewhere else…. He pretended that everything was great, even though I could sense otherwise. Since he was my direct report, he was doing everything possible to make employees not have access to me. He was painting me in a bad light that I was not accessible, and was trying to turn employees against me so he could take my job. I got to know this later… When he came back* (from leave), *he applied for my job because I had left the role at the time. He didn't get it, but it was obvious he wanted my job.* (Manager 3)

Also, the quote below from another manager further describes the conspiracy category:

*Because I did not agree to be part of their corruption plan, the two of them were not pleased and resorted to constant disrespectful behaviors… They started making false accusations against me. They went to my superior, asking for me to be dismissed.* (Manager 8)

To examine Research Question 1 further, participants in the subordinate category were also asked about disrespectful behaviors they had directed or witnessed others directed at their manager. Although a little lower than the total incident counts reported by managers (23 incidents), participants in the subordinate category reported a total of 19 incidents of contrapower incivility. Table 3 below contains the categorization and description of the behaviors reported. These categories are similar to the ones provided in Table 2 above. Hence, they were not defined separately to avoid unnecessary repetition.

Table 3 below shows that of the total 19 incidents of contrapower incivility reported by subordinates, verbal/tonal form of contrapower incivility was mostly reported. Of all 19 incidents reported by subordinate participants, 14 (73.6%) contained verbal/tonal forms of contrapower incivility. Verbal or tonal contrapower incivility reported by subordinates includes behaviors such as using harsh tones during communication with the manager, using abusive language, and having angry outbursts. The other category of behavior highly reported by subordinates is a non-verbal form (47.3%) of contrapower incivility, which comprises behaviors such as invading the manager's space, ignoring the manager and eye-rolling. Insubordination, characterized by a refusal to follow the manager's directives, ranked third (26.3%), and competence questioning followed at 21%.

Taken together and concerning Research Question 1, the behaviors that constitute contrapower incivility are categorized as insubordination, verbal and non-verbal contrapower incivility, competence questioning, information denial, and conspiracy. While there were some similarities in the behavior of contrapower incivility reported by manager and subordinate participants, the frequencies reported were not the same. For instance, insubordination was reported by managers as the number one form of contrapower incivility they had either experienced or witnessed. However, insubordination was the third most common form of contrapower incivility reported by subordinate participants. Verbal or tonal-related disrespectful behaviors were ranked second by managers, whereas it was the most common contrapower incivility behaviors reported by subordinates. The difference further

attests to the argument that managerial perceptions of workplace experiences often diverge

from those reported by subordinates (Harney et al., 2018).

**Table 3: Contrapower Incivility Items Reported by Subordinates Participants (Behavioral and Witnessed)**

| Contrapower Incivility Category | Category Frequency /19 | Type of Behavior | |
|---|---|---|---|
| | | **Active (Behavior frequency; percentage)** | **Passive (Behavior frequency; percentage)** |
| 1. Verbal / Voice / Tonal | 14 (73.6%) | Harsh tone/raised voice while talking to the manager (4; 28.5%) | Contradicting/interrupting the manager (2; 14.2%) |
| | | Name-calling/abusive language (3; 21.4%) | |
| | | Yelling/lashing out/angry outbursts (2; 14.2%) | |
| | | Berating/Reprimanding the manager (2; 14.2%) | Uncomfortable joke, one-word response (1; 7.1%) (1 for each behavior) |
| | | Talked over the manager, Told the manager to leave my office, belittling statements, gossiped (1; 7.1%) (1 for each behavior) | |
| 2. Non-verbal | 9 (47.3%) | Walking out on the manager/hanging up call on the manager (2; 50%) | Leaning toward the manager/invading the manager's space (2; 50%) |
| | | Eye-rolling (1; 100%) (1 for each behavior) | Ignoring the manager/ refusing to engage in non-official conversation/ paying no interest in the manager's jokes (3; 37.5%)(1 each) |
| | | | Stern look (1; 100%) |
| 3. Insubordination | 5 (26.3%) | Refusal to follow the manager's directives (2; 33.3%) | Going above manager to superior (3; 50%) |
| 4. Competence questioning | 4 (21%) | Questioning the manager's ability (2; 50%) | Doubting the manager's ability to make the right decision. (2; 50%) |
| 5. Other | 1 (5.2%) | | Holding back information (1; 100%) |

\**Category frequency is based on how many times the behavior was reported across all incidents (Behavioral & Witnessed) of contrapower incivility

Regarding the items contained in established scales (specifically, the Workplace Incivility Scale) developed using subordinate participants, my initial concern about the scale's inadequacy as a measure of contrapower incivility was supported. For instance, the Workplace Incivility Scale (Cortina et al., 2001; Cortina et al., 2013) does not contain any item on insubordination (e.g., flat-out refusal to obey the manager's instruction; see Table 2 above). However, insubordination was the most common form of contrapower incivility reported by managers and even reported by subordinates who engaged in or witnessed contrapower incivility. Similarly, the Workplace Incivility Scale does not contain any items on conspiracy and information denial. Some of the contrapower incivility items revealed in the current study are also contained in the Workplace Incivility Scale (Cortina et al., 2001; Cortina et al., 2013). For instance, behaviors in the verbal contrapower incivility category, such as yelling and talking over the manager, and in the non-verbal category, such as giving stern looks and ignoring or refusing to speak to the manager, are contained in the Workplace Incivility Scale. Competence questioning was also present. Thus, while commonalities exist between items on the Workplace Incivility Scale (Cortina et al., 2001; Cortina et al., 2013) and the contrapower incivility items presented in Tables 2 and 3, important divergence in items also exists. It is reasonable to contend that the Workplace Incivility Scale (Cortina et al., 2001; Cortina et al., 2013), which is the commonly used scale in incivility research (Schilpzand et al., 2016), might not be adequate to measure contrapower incivility due to not capturing some incivility contents that apply to the experiences of leaders.

Finally, as seen in the tables above, the current study showed a possibility for certain contrapower incivility behaviors to occur more frequently than others. This discovery further supported the choice of an interview method of inquiry in the present study because it was possible to uncover contrapower incivility behavior that may occur more frequently than others. A potential benefit of knowing the contrapower incivility behavior that occurs more frequently than others is that it may help uncover information about when infrequent exposure matters (Cortina et al., 2017).

**Research Question 2: What factors influence the occurrence of contrapower incivility?**

Another key aspect of the current study was to explore the factors that may influence the occurrence of contrapower incivility. According to Schilpzand et al. (2016), there is a need for more insight into why people engage in workplace incivility, and an inductive qualitative research approach may help achieve that objective. Thus, using the qualitative interview method of inquiry, I investigated the factors that may influence the occurrence of contrapower incivility and grouped these factors into categories. According to the data from participants (managers and subordinates combined), the following categories of factors were reported as influencing the occurrence of contrapower incivility: subordinate's intrapersonal factor, incivility climate, manager's behavior, injustice, external factors, workload/stressful workplace, and demographic factors (see Tables 4 and 5 below for factors as reported by each participant-category). Once again, the factor categories were generated inductively from the interview data. Below are the definitions of each factor category with supporting quotes from the interview.

As a potential antecedent of contrapower incivility, I define the subordinate's

intrapersonal factor (contained in Tables 4 and 5 below) as a subordinate's behavior and

ability to manage their emotions, take personal responsibility, and make desired adjustments

vis-à-vis workplace situations. This contrapower incivility factor category is comprised of

behaviors such as the tendency to disobey directives/bypass authority, abrasiveness, and lack

of self-control. The excerpts below from the interview participants are some examples of how

this contrapower incivility category manifested:

> *She's always complaining, always wanting to exert control… a very territorial, disgruntled, unhappy employee.* (Manager 8 speaking about a subordinate)

> *He can be a very reactionary, aggressive personality, especially when things don't go his way, lacks self-control….* (Manager 9, while speaking about a subordinate)

> *I don't think anything would have made her happy...I don't think she's prepared to be happy in life...She was a very good deflector of information. She didn't take much ownership of her roles in things. She's one of the most difficult people I've worked with if I put them in a box…If you are not getting what you want, it is not because everybody else is a donkey. It's because something isn't right, something isn't a fit.* (Manager 3 speaking about a subordinate)

> *You can have employees who are on a mission to bring a toxic work environment. In which case, can you manage them out of that? That is basically therapy; that's a whole other level of commitment.* (Manager 10)

**Table 4: Reported Factors for Experienced and Witnessed Contrapower Incivility (Managers)**

| Factor Category | Factor Frequency/23 | Factor description | Description Percentage |
|---|---|---|---|
| 1. Subordinate's intrapersonal factor | 15 (65.2%) | Tendency to disobey directives/bypass authority | 6 (40%) |
| | | Abrasive/aggressive/inflammatory tendency | 4 (26.6%) |
| | | Defensive/does not take responsibility | 4 (26.6%) |
| | | Argumentative/opinionated | 3 (20%) |
| | | Lacks self-control | 2 (13.3%) |
| | | Generally disrespectful | 2 (13.3%) |
| 2. Perception of incivility climate | 10 (43.4%) | No training on a respectful workplace | 5 (50%) |
| | | No consequence for rudeness/people get away with rudeness | 4 (40%) |
| | | Loose organization culture/incivility is accepted as the norm | 3 (30%) |
| 3. Manager's behavior | 8 (34.7%) | Micromanaging/invading subordinates' space | 4 (50%) |
| | | Controlling/autocratic | 3 (37.5%) |
| | | Intimidating, transactional, derogatory, inexperience, wanting to be friends more than manage | 1 (12.5%) (1 for each behavior) |
| 4. Perception of unfairness/Injustice | 6 (26%) | Different standards/not promoting subordinates based on merit/bad behavior rewarded | 3 (50%) |
| | | Underpay/perception that the organization does not care | 2 (33.3%) |
| | | Calling out a subordinate in public, one-sided decision-making, people blacklisted for asking | 1 (16.6%) |
| 5. External Factors | 6 (26%) | Potential family issue (for the subordinates) | 3 (50%) |
| | | Union membership/unionized workers | 3 (50%) |
| 6. Demographic Factors | 2 (8.6%) | Age similarity | 2 (100%) |
| | | Racial minority, woman (for manager) | 1 (50%) |
| 7. Others | 2 (8.6%) | The subordinate was on a probationary period | 1 (50%) |
| | | Excessive workload/stress | 1 (50%) |

**Factor Frequency is based on how many times the factor was reported across all incidents (experienced & witnessed) of contrapower incivility, while Description Percentage is the percentage of each factor's frequency. The description percentage section of the table may exceed 100% because it is not based on total incidents of contrapower incivility, but on the different words reported when describing an incident.

**Table 5: Reported Factors for Behavioral and Witnessed Contrapower Incivility (Subordinates)**

| Factors Category | Factor Frequency** /19 | Factor Description | Description Percentage |
|---|---|---|---|
| 1. Manager's behavior | 18 (94.7%) | Uncaring/unsupportive/ignoring subordinates | 7 (36.8%) |
| | | Rude/Making uncomfortable jokes/belittling subordinates | 6 (31.5%) |
| | | Autocratic/one-directional leadership/Micromanaging | 6 (31.5%) |
| | | Abrasive/harsh/using mean words | 3 (15.7%) |
| | | Turning subordinates against one another | 2 (10.5%) |
| | | Crossing professional boundaries/maternalistic | 2 (10.5%) |
| | | Wrongly distributing credits, untrusting, gossiping, creating hostile work, unappreciating, questioning subordinates' competence, wanting to be friends more than manage | 1 (5.2%) |
| 2. Perception of unfairness/Injustice | 13 (68.4%) | Lack of support/opportunities | 4 (30.7%) |
| | | Lack of information/secrecy | 4 (30.7%) |
| | | Subordinates feeling undervalued/Poor pay | 3(23%) |
| | | Subordinates' perspectives are constantly ignored | 3 (23%) |
| | | Feeling betrayed | 2 (15.3%) |
| 3. Perception of incivility climate | 12 (63.1%) | No consequence for rudeness | 6 (50%) |
| | | Rudeness was commonplace | 4 (33.3%) |
| | | Poor or no training in respectful behavior | 3 (25%) |
| | | Respectful policies are not followed | 2 (16.6%) |
| 4. Subordinate's intrapersonal factor | 7 (36.8%) | Tendency to disobey authority/stubborn/headstrong | 4 (57.1%) |
| | | Vocal/confrontational | 4 (57.1%) |
| | | Irritable/abrasive | 2 (28.5%) |
| | | Impatient/antsy | 2 (28.5%) |
| 5. Workload/Stressful workplace | 4 (21%) | Excessive workload/stress | 4 (100%) |
| 6. Demographic factor | 2 (10.5%) | A racial minority manager | 2 (100%) |
| 7. Other | 1 (5.2%) | Rudeness is common in departments where a college degree is not required | 1 (100%) |

** Factor Frequency is based on how many times the factor was reported across all incidents (Behavioral & Witnessed) of contrapower incivility, while Description Percentage is the percentage of each factor's frequency. The description percentage section of the table may exceed 100% because it is not based on total incidents of contrapower incivility, but on the different words reported when describing an incident.

The manager's behavior as a contrapower incivility factor category refers to how the manager acts or conducts themselves, especially toward their subordinates or direct reports in the workplace. The category is characterized by items such as invading subordinates' space, controlling and autocratic behaviors, acting in an intimidating manner and being derogatory towards subordinates. The quotes below from participants provide more context about the manager's behavior category:

> *This manager is always taking up the entire space because he feels he knows best… He does not give room for feedback, and that causes stress, difficulty, and emotional discomfort to the people working with him.* (Manager 10 speaking about a colleague)

> *… She lacked enough skill to deal with people, was very disrespectful, lacked compassion, kindness, micromanages, does not listen to employees… There was no constructive or diplomatic way to work with her. No constructive criticism is welcomed, and people get fired if their opinion is not liked, that it was more of a dictatorship.* (Subordinate 4 on their manager's behavior)

> *I would describe the manager as authoritative, not emotional, doesn't bring understanding, compassion, and reasoning into issues. His approach to managing is quite task-based, he likes to track the employees in his unit... He likes to micromanage and is always work-focused… His door is always closed. In fairness to him, though, he's productive in terms of getting the job done.* (Manager 13 speaking about a colleague)

The external factor category (Table 4) refers to an occurrence or circumstance outside of the workplace that served as a potential antecedent of contrapower incivility. Based on the current research data, these factors include a potential family issue and being a unionized

subordinate. The excerpt below was given by a manager who connected their experience of contrapower incivility to non-workplace occurrence (external factors):

> *… It was later that I found out that she's been having a domestic issue, I think she had a big fight with her partner that morning before coming to work. Although I think it might also be because she was already made an offer elsewhere, so she was going to leave our organization. I still don't understand how the domestic issue was connected with what I said and her behavior towards me on the day.* (Manager 11)

Stressful workplace or workload (Table 5) was another category of factor reported as responsible for the occurrence of contrapower incivility. I define this category as a conflict between job demands and the amount of control a subordinate has over these demands. The quote below from a manager provides more context on this category:

> *The issue was, there was a staff shortage. There was a need for more staff due to the workload. When people take sick leave, their workload is redistributed to other employees. So, during one of our meetings, one of the employees raised his voice at a team lead while stating this concern. I tried to defuse the situation as the manager and explained that we were doing something about the issue… Then he raised his voice at me.* (Manager 6)

Lastly, demographic factors were reported to influence the occurrence of contrapower incivility by managers and subordinate participants. Some of the items reported in this category include gender, age, and race. Previous research shows that workplace incivility may be a group-specific (e.g., gender or racial) experience (Cortina, 2008; Cortina et al., 2013). The quotes below from a retail outlet manager illustrate how age may influence behavioral contrapower incivility:

*I think the biggest factor for disrespectful behavior in our organization was age. Most of the sales associates tend to be young, 18-20 thereabout, and they tend to bring the misunderstanding they had with their parents to work. The sales associate that refused the obey the manager's instruction to get a ladder and bring down an item from the top of the shelf was 19.* (Manager 7)

Concerning race, a manager mentioned that their race may have contributed to why they experienced contrapower incivility. The quote below illustrates their concern:

*... I think the reason for her behavior is multifaceted. I was the only Black woman in a managerial position out of a leadership structure of 64 managers. So, I think there was a layer of racism to it. Apart from this particular incident, I also get questions about my qualifications; did I go to school in Canada? Those kinds of questions are not really like straight shooters...staff member thinks you are angry and scary despite the fact the staff member calls me on my private phone at odd hours. I rarely get the benefit of the doubt on issues, unlike my co-managers, who are all White.* (Manager 12)

To avoid unnecessary repetition, discussions on categories such as the perceptions of incivility climate and injustice vis-à-vis contrapower incivility are presented under their respective research question sections. However, since the purpose of this section was to answer the question about the factors that influence the occurrence of contrapower incivility (Research Question 2), the findings showed that the manager's behavior, subordinate's intrapersonal factor, perception of incivility climate, perception of unfairness/injustice, workload/stressful workplace, demographic factors, and external factors (see Tables 4 and 5 above) are related to the occurrence of contrapower incivility. While Research Question 2 was focused on exploring the various factors, Research Questions 3, 4 and 5 discussed below examined the leader's

behavior, perceptions of incivility climate, and perceptions of injustice, respectively, vis-à-vis contrapower incivility.

## Research Question 3: What are the relationships between a leader's behaviors and contrapower incivility?

Tables 4 and 5 above contain specific behaviors of leaders towards their subordinates that influenced their experience of contrapower incivility. The manager's behavior as a reason for contrapower incivility was reported by both manager and subordinate participants. The only difference was the frequency reported as influencing contrapower incivility across both participant categories. For instance, across all 23 incidents of contrapower incivility reported by manager participants, the manager's behavior accounted for 34.7% of those incidents. However, of the 19 incidents of contrapower incivility reported by subordinates, the manager's behavior was said to be 94.7% related to those incidents.

Below, I provided excerpts to elucidate the relationship between the leader's behavior and contrapower incivility. In the first quote below, a subordinate described how their manager's behavior contributed to their engagement in contrapower incivility. According to this subordinate, their manager *"crossed the professional line"* and *"often treated me like one of her kids."* The excerpt below details the interaction between the subordinate and their manager:

> *So, this is a past manager, I don't report to her anymore. I remember one day, in particular, a lot of things happened, but she was clucking at me, and I looked at her and said, "Janice* [name changed], *I want you to leave my office. I'll let you know when I'm done." I told my boss to get out of my office, which is not a good*

*thing to do, okay? But whatever, she was being ridiculous…She looked at my shelf, and I had a plate with Tupperware on the plate. It's a frozen soup in the Tupperware from my freezer, it was going to be my lunch. So, I needed it to thaw out before I stuck it in the microwave. She just came to a complete stop from whatever we were talking about and said, "You should put your soup in the fridge." And I said, "Excuse me?" And she goes, "It's not healthy, that's not food safe, you should put your soup in the fridge." And I said, "Oh no, it's fine there." And she said, "Put your soup in the fridge!" And I'm like, "Excuse me?" And she goes, "Go put your soup in the fridge." And I was like, "No." She looked at me one more time and said the same thing, and I told her, "Janice, that is frozen soup and I'm going to let it thaw out. Now can you please leave my office?"* (Subordinate 1)

The above excerpt showed the manager to be engaged in hounding and micromanaging behaviors. Also, by speaking to the subordinate about non-work-related issues, specifically her soup, the manager may have crossed the professional line.

One manager interviewed in this study reported witnessing contrapower incivility directed at their colleagues. The participant stated that the behavior of their colleague may have served as a precursor to the contrapower incivility experienced. According to them, their colleague is "*Authoritative, doesn't bring understanding,* (and) *compassion into issues. Employees, therefore, were often insubordinate to the manager and celebrated with a cake when the manager went on leave.*" The excerpt below provides more context on this particular manager's behavior:

*One of the staff members reported him* (the manager) *to the management group. She was crying that the manager had a reputation for making her feel stupid… The entire staff in that unit are against that manager, and cases of insubordination are common there. The funny thing is, he is even unaware of these behaviors because I took it up with him so that he is not blindsided, but he still does not see the issue… Employees* (in his unit) *once had cake to celebrate when he went on leave.*

(Manager 13 speaking about a colleague)

The quote below further illustrates the relationship between a leader's behavior and contrapower incivility. In the excerpt, the subordinate described their leader's behavior and how it influenced how they viewed the leader.

> *This manager is disrespectful, lacks compassion and kindness, micromanages and does not listen to employees. No constructive criticism was welcome, it was more of a dictatorship. I am educated enough to know that my rights are being violated…If she passed* (died)*, not to be rude, I would just say, "It's one of those things, she's not here anymore." I'm not gonna be sorry about it, I'm not gonna cry. "What time is it exactly, when is the funeral to make sure she's gone, make sure she's planted* (buried) (Subordinate 4).

The Social Interactionist Perspective (Felson & Tedeschi, 1993; Gallus et al., 2014) lends credence to the quote above. The Social Interactionist Perspective views aggressive behavior as a normal consequence of conflict in human relations and suggests that actors often view aggression as moral and legitimate behavior. It is obvious from the quote above that the participants not only saw the manager's behavior as the reason for their contrapower incivility, but they also saw their contrapower incivility behavior as legitimate based on their experience.

Also, a subordinate noted that her manager's behavior was the reason why she and most of her colleagues had no respect for their manager. The quote below describes the behavior of the said manager:

> *So, we had this manager who replaced my former manager because she took up a position elsewhere…This new manager was always rude to employees, she clamps down on their opinions. At our meeting, she shut down one of my colleagues who was always engaged at work and very well-liked by others….One time, she created tension among team members by giving the wrong appraisal, and credit to the*

*wrong employee... It was too much, so I went above her to talk to their superior about the happenings...Employees must always go through the hierarchy when we have concerns... I just got so sick of it and decided to do something about it.* (Subordinate 7)

Taken together, the excerpts above suggest that a relationship exists between a leader's behaviors and contrapower incivility as set out to investigate in Research Question 3.

## Research Question 4: What is the relationship between the perception of incivility climate and contrapower incivility?

The focus of Research Question 4 was to discover whether there is a relationship between the perception of incivility climate and contrapower incivility. Perception of incivility climate is defined as the extent to which incivility is accepted within an organization and is evidenced by such things as the availability of organizational policies regarding incivility and organizational tolerance for Incivility (Daniels & Jordan, 2019; Gallus et al., 2014). Data from the managers interviewed in this study revealed that the perception of incivility climate was related to experienced contrapower incivility. Of the total 23 incidents of contrapower incivility reported by managers, incivility climate was reported 10 times (43.4%) by managers, making it the second most reported factor by managers as influencing contrapower incivility. This could be inferred to suggest that 43.4% reported incidents of contrapower incivility occurred in an environment where participants perceived the existence of an incivility climate. Furthermore, of the total 19 incidents of contrapower incivility reported by subordinate participants, 12 (63.1%) of them reflected incivility climate as playing a role. This suggests

that 63.1% of reported incidents of contrapower incivility by subordinate participants occurred in an environment where participants perceived the existence of an incivility climate.

The following quote from a manager who experienced contrapower incivility describes their perception of the incivility climate in their workplaces:

> *Leadership is lacking when it comes to addressing issues of workplace incivility and holding people accountable…there's always "maybe it was just this or that", making excuses that that's how certain people are. They continue to give people some level of promotion despite their behavior…People have the mindset that they can get away with disrespectful behaviors. Much like I said about the first incident, you test their boundaries to see how far you can go, and if it is not addressed, you keep upping your ante, you keep increasing it because it is being normalized, especially by leadership. I've heard the comment, "No one is going to do anything, so I may as well do XYZ, that kind of thing.* (Manager 12)

A manager from a healthcare organization said the following regarding their perception of the incivility climate in their workplace:

> *Toxic work environment, care for people was not embodied by leadership, no psychological safety… The work environment made it difficult for me as a manager to be a psychological leader, but a tactical leader who just meets the demands of their role without putting much thought into it. Unprofessional language is used by employees, especially the unionized ones, who tend to get away with anything. Some managers who are notorious for rude behaviors were promoted within the organization making bad behavior and poor treatment of people continue because such behaviors are long entrenched in the workplace.* (Manager 3)

A subordinate working in a public health organization described their perception of their organization's climate regarding respectful treatment as follows:

*Every single part of the organization was disrespectful, it's hard to pick one example. Employees were disrespectful to other employees and managers were disrespectful to employees without any consequence. Managers belittle employees. People had free rein to do whatever they wanted. There were policies in the workplace on respectful treatment, but they were violated regularly.* (Subordinate 4)

*There are documents posted around the floor encouraging people to be civil and not take their home issues into the workplace. However, I never saw any situation where there was a consequence for rude behavior.* (Subordinate 5)

*There are weekly complaints about uncivil treatment. Half of the time, people are respectful, which is great, but it gets really bad too… There is hardly any consequence for being disrespectful. They only take action depending on the level of the person and if the organization is in dire need of their role. For instance, if the role is not in dire demand, they might let go of the person, but if the role is in high demand, the issue is swept under the rug. A lot of incivilities go unpunished.* (Manager 2)

Concerning Research Question 4, it can be concluded that a relationship exists between the perception of incivility climate and contrapower incivility. This finding is supported by previous workplace incivility research (e.g., Daniels & Jordan, 2019; Gallus et al., 2014) that found a relationship between incivility climate and incivility experiences and perpetration.

## Research Question 5: What is the relationship between the perception of injustice and contrapower incivility?

To explore Research Question 5, I asked participants about their perception of fairness in their workplace. Perception of injustice (unfairness) refers to an individual's impression or interpretation that actions are unfair and attributes responsibility for the unfairness to others (Barclay et al., 2005). Some of the items generated from the current research that comprise this category include having different standards for organizational members, rewarding badly

behaving workers, one-sided decision-making, and calling out a subordinate in public without first speaking to them individually.

In general, managers interviewed in this study revealed that the perception of injustice/unfairness was related to the occurrence of contrapower incivility. For instance, of the total 23 incidents of contrapower incivility reported by managers, perception of injustice was reported six times (26%). This suggests that 26% of reported incidents of contrapower incivility by managers interviewed occurred in an environment where participants perceived the existence of unfairness. Although the perception of unfairness did not occur in the majority of the interview responses of managers, I retained it as a theme in line with the interpretivist ontological lens adopted in the current study. Furthermore, of the total 19 contrapower incivility incidents reported by subordinate participants, 13 (68.4%) identified the perception of injustice or unfairness as playing a role. It shows that while the perception of injustice may not have been prominent for manager participants as a precursor for contrapower incivility, it was for the subordinate participants. The perception of unfairness or injustice represents the second major category of factors influencing contrapower incivility reported by the subordinate participants.

The excerpts provided below illustrate the relationship between the perception of injustice and contrapower incivility. In the first quote below, a subordinate who works in the healthcare sector witnessed a contrapower incivility where a fellow nurse ignored the directive of a manager. According to the participant, the manager wanted the actor to come back for an evening shift. However, rather than meet with the actor to explain why they needed to come

back to work, the manager sent another nurse to inform the actor that they were mandated to

come back. The actor ignored the directive after they were told. The participant who witnessed

the contrapower incivility reported that the actor engaged in the behavior because the manager

was unfair to the actor. The quote below provides more detail:

> *I don't feel that the manager was fair to her. The Union agreement does not support being mandated to work after a 12-hour shift without the consent of the employee, but that clause is frequently breached. I think the manager should have met directly with my colleague to explain why she needed to come back to work after working 12 straight hours. Rather, she sent another nurse to tell her she was required to come back to work that same day... Nurses are being burnt out... Access to leave is mostly rejected, so people just take it by calling in sick.* (Subordinate 5)

The following quotes from a manager who experienced contrapower incivility describe

their perceptions of the injustice/unfairness in their workplaces:

> *I think her action* (referring to contrapower incivility) *may also be connected to the fact she has been in the organization for a longer period and was not promoted while I was hired to a managerial role…Like her, employees in the workplace are mostly disgruntled, unhappy with the work hours, their bonuses and their salaries, and the lack of robust health plans. By not addressing the welfare concerns of employees, employees felt that the organization did not really care.* (Manager 11)

The excerpt below about how the perception of unfairness contributed to behavioral

contrapower incivility was from a participant who works in a communication outlet:

> *I had a career aspiration and discussed it with my manager. She said it was a great idea and that I should discuss it with the director, to whom she reports and that she would handle it from there. About that time, there was a change, and a new director came on board. The new director was not supportive of my aspirations. To my surprise, my manager stopped supporting me and refused to plead my case or defend me with the new director. She did not point to the good things I have been doing in the workplace... There was no explanation as to why things changed. If*

*there had been an explanation, I would have understood.* (Subordinate 8)

Some subordinate participants said that even though an incident that created the perception of unfairness may have been systemic or beyond the manager, the manager was still seen to be responsible. The excerpts below illustrate this position of the subordinate participants:

> *They* (their manager and organization) *generally don't care about your well-being. Their main concern is, can you make it for work, and if you can't, it becomes a big deal, but if you can, they are all smiles with you... They just say good things to you when they want something from you. I have been loyal to the organization, I never had any complaints against me from customers, never cancelled a shift. I even accept last-minute shifts. However, when I requested a favor that would help me with my immigration status because I was working part-time as an international student, it fell on deaf ears…A person who joined a year after me with lower job performance was promoted… I don't think my manager did not submit my request; I just felt that he did not push for it, and that hurts.* (Subordinate 7)

> *The managers can only do so much, but sometimes you just have to blame someone because they* (the managers) *are the ones you see giving instructions as to what to do at work.* (Subordinate 5)

The above quotes show two sources of justice: the manager and the organization. However, regardless of the source of the perceived injustice, the above responses show that the line may be blurred when people are making justice evaluations. This perspective has been championed by some researchers of the social entity paradigm of justice. The social entity paradigm states that subordinates assess the social entity (e.g., a manager or an organization) when making a fairness evaluation (Choi, 2008; Cropanzano et al., 2001). More specifically, researchers have argued that justice from the manager cannot be examined separately from

justice from the organization without substantive simplification of reality. They adduced that it might be difficult to separate managers from the organizations when making a justice perception because managers are integral parts of the organization and are provided with the conditions to act by the organization (Koivisto et al., 2013).

In line with Research Question 5, the result suggests that a relationship exists between the perception of injustice/unfairness and contrapower incivility. Although the degree to which this perception of injustice contributes to contrapower incivility is not certain. Whilst managers reported higher incidents of contrapower incivility (experienced and witnessed), they reported lower perceptions of injustice/unfairness as the likely cause. In comparison, subordinate participants reported lower incidents of contrapower incivility (behavioral and witnessed) compared to managers, but a higher perception of injustice/unfairness. Moreover, some of the subordinate participants identified two sources of justice: the manager and the organization. It might be important to be aware of these different sources of justice perception when studying the relationship between the perception of injustice and contrapower incivility. Regardless, the findings here suggest that the perception of injustice is related to contrapower incivility.

## 3.9. Discussion

The current study aimed to explore the behaviors that constitute contrapower incivility and the factors that may influence its occurrence from the perspectives of targets, actors and witnesses. Upon the completion of the data analysis, it was found that the specific behaviors

reported as constituting contrapower incivility can be grouped into categories. The categories are insubordination, verbal and non-verbal forms, competence questioning, information denial and conspiracy against the leader.

In examining the behaviors that constitute contrapower incivility, a major inquiry in this study was whether existing incivility scales (specifically the Workplace Incivility Scale: Cortina et al., 2001; Cortina et al., 2013) sufficiently capture the incivility experiences of leaders. The result showed that while there were some overlaps between items on the Workplace Incivility Scale and the contrapower incivility items reported in the current study, key differences were evident. For instance, the Workplace Incivility Scale does not contain any item on insubordination (e.g., subordinate's refusal to obey their manager's instruction) despite insubordination being the most reported form of contrapower incivility. Similarly, the Workplace Incivility Scale does not contain any items on conspiracy and information denial, which were some of the contrapower incivility items uncovered in the current study. The position taken in the current study is that established incivility measures like the Workplace Incivility Scale, might not be adequate to measure contrapower incivility. It necessitates the need for a contrapower incivility scale (which is the focus of Study 2).

The current study also examined the factors that influence contrapower incivility. Some of the factors reported have been grouped into categories. Based on the categorization, the common factors that influence contrapower incivility are the leader's behaviors, a subordinate's intrapersonal factors, the perceptions of incivility climate and injustice, factors

external to the workplace, the demographic identities of the manager (race and gender) and excessive workload.

While it was the objective of the current study to explore the various factors that influence contrapower incivility, I had a specific interest (informed by the literature) in examining whether a relationship exists between the leader's behavior and contrapower incivility. Based on the account of manager and subordinate participants, it was found that a leader's behaviors contribute to contrapower incivility. However, manager and subordinate participants differed regarding the extent they believed the leader's behaviors contributed to contrapower incivility. For instance, across all contrapower incivility incidents reported, managers reported the leader's behavior as the third major factor for its occurrence. Conversely, subordinate participants reported the leader's behavior as the number one factor responsible for contrapower incivility. I contend that the differences in the accounts of the manager and subordinate participants regarding their role in contrapower incivility may be due to the motivation for a positive presentation of the self to others (Kelley & Michela, 1980) or differences in attribution. Both the manager and subordinates were motivated not to be seen as the problem. Regardless, the current finding shows that a relationship exists between the leader's behavior and contrapower incivility is supported in the literature. Since leaders set the tone of what constitutes acceptable behavior for the entire organization (Cortina, 2008), the leader's behavior has been positively associated with both experienced incivility and behavioral incivility (Harold & Holtz, 2015).

Also examined in the current study was the relationship between the perception of incivility climate and contrapower incivility. It was found that a relationship exists between them. This finding is supported by previous workplace incivility studies that found a relationship between incivility climate and incivility (Daniels & Jordan, 2019; Gallus et al., 2014). While scholars (Andersson & Pearson, 1999; Schilpzand et al., 2016) have argued that incivility is instigative by nature (meaning it incites reciprocity, which may ultimately result in a spiral of increasing negativity), the current research showed the importance of examining the workplace incivility climate vis-à-vis contrapower incivility. Although much of the incivility research has not examined the role of incivility climate as an important factor in understanding the perpetration of workplace incivility (Gallus et al., 2014), the examination of incivility climate in the current research was important in looking at how contrapower incivility may occur over time due to an incivility climate. This approach differed from previous incivility research (e.g., Meier & Gross, 2015) that examined incivility from an episodic or one-time interaction perspective.

Concerning the specific interest in the relationship between the perception of injustice and contrapower incivility, the current study found that a relationship exists. However, two sources of injustice were identified by participants, namely the manager and the organization. In some contrapower incivility incidents, participants reported that their manager had treated them unfairly. In others, injustice was attributed to the organization. Regardless of the entity to whom injustice was attributed, contrapower incivility occurred because the line between the manager and the organization was blurred, and participants could not assess them separately

(Choi, 2008; Cropanzano et al., 2001). Although this study does not concentrate on exploring these sources of justice, it is essential for future research on contrapower incivility to acknowledge these varying perceptions and formulate accurate hypotheses about them. Studies may also specify forms of justice, such as interpersonal and distributive in relation to contrapower incivility.

An integral part of the current research was to understand the intentions behind contrapower incivility. According to Hershcovis (2011), researchers tend not to measure intention behind incivility despite intention ambiguity being an essential definitional element of the construct. Instead, researchers tend to only assume the definitional ambiguity of intent. However, by examining the factors that influence contrapower incivility, the current study was able to tap into the intent of the incivility actor (the subordinates), thereby contributing to the literature. In addition to uncovering the factors that influence contrapower incivility, the intentions (as expressed by them) of the actors, such as to ridicule or get even with the manager, were evident from the interview. Additionally, the findings of the current research are robust because the factors responsible for contrapower incivility were examined from the perspectives of targets, actors and witnesses. Moreover, the use of qualitative interview research design to uncover the findings of the current study aligns with the call to deploy a more inductive qualitative approach in incivility research (Schilpzand et al., 2016) to extend the current state of the literature.

## 3.10. Conclusion

The current study used a qualitative interview design to explore the behaviors that constitute contrapower incivility and their potential antecedents as posed in the research questions. The findings of this study laid some important foundations for the rest of this thesis. Specifically, the findings about the behaviors that constitute contrapower incivility support the initial suspicion that existing scales like the Workplace Incivility Scale (Cortina et al., 2001; Cortina et al., 2013) might not be sufficient to assess the incivility experiences of leaders from their followers. While Study 1's results revealed some overlaps between items on the Workplace Incivility Scale and the uncovered contrapower incivility items, there were also key differences. The findings came as no surprise because scholars have argued that managerial perceptions of workplace experiences tend to frequently diverge from those reported by employees (Harney et al., 2018). A need for an incivility scale that captures the incivility experiences of leaders from their subordinates became apparent. Using the contrapower incivility items uncovered in this study, the focus of the next study (Study 2) was to develop and validate a contrapower incivility scale.

# 4.0 STUDY TWO

## 4.1. Introduction

Although research on incivility has surged since Andersson and Pearson's (1999) seminal article, published 25 years ago, workplace incivility researchers have extensively focused on the incivility experiences of subordinates. The shortage of adequate research on contrapower incivility has many implications. One obvious downside of the paucity of research on contrapower incivility is the absence of a scale to measure the experiences of its targets (leaders). Although the Workplace Incivility Scale (Cortina et al., 2001; Cortina et al., 2013) is the most frequently used instrument to study workplace incivility (Schilpzand et al., 2016), the scale was developed from the experiences of employees. As found in Study 1 of the present thesis, while there are some overlaps, the behaviors that constitute contrapower incivility are different from those captured in the Workplace Incivility Scale. For instance, the results from Study 1 revealed items such as insubordination, conspiracy and information denial as contrapower incivility behaviors not captured in the Workplace Incivility Scale.

The focus of this study was to develop a contrapower incivility scale. The contrapower incivility scale represents an assessment tool designed to measure managers' incivility experiences from their subordinates. Research in the broad incivility domain has inspired authors to develop domain-specific workplace incivility measures (Schilpzand et al., 2016). For example, scholars like Walsh et al. (2012) developed the Norms for Civility scale to measure civility in workgroups. Also, Wilson and Holmvall (2013) developed the Incivility from Customers scale to capture the effects of customer-instigated incivility. Therefore, the

current study shifted from the broad incivility domain and developed a domain-specific workplace incivility measure that captures subordinate-instigated incivility towards their leaders.

## 4.2. Method

To achieve the objective of this study, I used a quantitative research methodology. The quantitative methodology entails the use of objective means to capture numerical data from a group of participants (Thutoemang & Oppong, 2021). In particular, I employed a cross-sectional research design. Cross-sectional design entails the collection of data on all variables of interest at a single point in time (Spector, 2019). Most surveys and descriptive research are based on a cross-sectional design because they are less resource-intensive in time and cost (Burns & Burns, 2008).

The cross-sectional research design is appropriate for the current study because the objective was to assess the commonly faced contrapower incivility behavior in an attempt to develop a scale. According to Wang and Cheng (2020), a cross-sectional design is useful in assessing the prevalence of a variable. Furthermore, the cross-sectional design is useful when investigating a new domain where little is known, or when studying a new variable in an old domain (Spector, 2019). The current study falls within this category. While workplace incivility is a well-established domain, contrapower incivility is a rarely studied area within the domain (Holmvall & Sobhani, 2020).

In addition to the above, I considered the cross-sectional research design suitable for the current study because the objective was not to make causal inferences. Regarding the issue of potential method bias, Podsakoff et al. (2003) suggest that the design of a study's procedure can be used to control method biases. To attenuate potential common method bias, specifically the item priming effect and common scale anchor, previous scholars (e.g., Lavrakas, 2008; Podsakoff et al., 2003) suggest item randomization and the use of different scale anchors. While counterbalancing the question order helps neutralize priming effects by controlling the retrieval cues prompted by the question context, the use of different scale anchors minimizes the possibility of previous scale anchors influencing the participants' subsequent judgments (Podsakoff et al., 2003). Both of these techniques were implemented in the present study. While these techniques may not eliminate method bias in total, they help to distribute any such effects across the set of items such that no particular item is either relatively advantaged or disadvantaged based on its position in the list (Lavrakas, 2008).

To develop the contrapower incivility scale, I ensured that the scale indicators accurately reflect the contrapower incivility construct domain. I followed a three-stage process of scale development and validation as adduced by Lambert and Newman (2022). According to the authors, scale development activities can be organized into three general steps, namely: 1) construct conceptualization, 2) operationalizing the construct, and 3) assessing evidence to confirm construct validity. Through these three steps, I sought to determine translation validity (i.e., face validity and content validity), scale unidimensionality and reliability, construct validity (i.e., discriminant validity and convergent validity), and criterion-related validity (i.e.,

concurrent validity and predictive validity).  Each of the steps and their specific tests of

reliability or validity are discussed next (See Table 6 below for a summary of the criteria for

these tests).

**Table 6: Validity tests for construct measures[1]**

| Examination | Analysis | Details | Source |
|---|---|---|---|
| Translation validity | Face Validity | Definitional correspondence content technique -done during the pretest. | (Colquitt et al., 2019) |
| | Content Validity | Match items with the analysis of qualitative interviews from Study 1. | (Lambert & Newman, 2022) |
| Scale dimensionality and reliability | Principal Component Analysis | For the scale, a Principal Component Analysis will be run. Drop the items with low loadings (0.50 is sought) or that load on different constructs. | (Ellis, 2016; Gerbing & Anderson, 1988) |
| | Reliability | Run reliability analysis – using Cronbach's alpha ($\alpha \geq 0.70$). The coefficient alpha is the most widely used estimator of reliability. | (Peterson, 1994; Taber, 2018) |
| | Exploratory Factor Analysis (EFA) with Fit Indices | Run EFA with a specified number of factors with all posited scales included – compare fit statistics. | (Gerbing & Anderson, 1988) |
| Construct validity | Discriminant validity | The scale should not correlate with dissimilar construct measures. | (Higgins, 1995; Hinkin, 1998) |
| | Convergent | Need two different measures of the same construct; these should correlate. | (Churchill, 1979; Hinkin, 1998) |
| Criterion-related validity | Concurrent (Known Groups) | Known group differences should be found (e.g., high < moderate < low). | (Alavi et al., 2023; Cronbach & Meehl, 1955; Hattie & Cooksey, 1984) |
| | Predictive | Either a structural model or simple regression or correlation; the construct should predict what it should (e.g., job satisfaction) | (Mcleod, 2024; Trochim, 2000) |

[1.] Table adapted from Jones (2004) and Ford and  Staples (2006).

*Step 1- Construct Conceptualization*

The key focus of this stage was to define the construct (contrapower incivility) and to clarify how it differs from or is similar to other constructs. Constructs are abstract concepts used by science to organize observations (Stenner & Rohlf, 2023), and it is only by naming these abstractions that theorization about relationships can be achieved (Lambert & Newman, 2022). I followed the approaches suggested by Lambert and Newman (2022) by first reviewing extant literature on workplace mistreatment and importantly, incivility to see if the construct (i.e., contrapower incivility) was in use or perhaps under a different label. I found no existing measure that captures incivility directed at leaders, even though some research has been done in this area (e.g., Boettcher, 2018; Casey, 2009; Holmvall et al., 2019; Holmvall & Sobhani, 2020; Meador, 2011; Meier & Gross, 2015). I proceeded to define the construct to prevent confusion and to clarify its similarities and differences with other constructs that already exist in the field (Mackenzie et al., 2011).

To define contrapower incivility, I looked at the contrapower harassment and workplace incivility literature. I revisited the original article (Benson, 1984) that introduced the term 'contrapower' and then extracted its definition. I also reviewed different publications published over the years on contrapower harassment (e.g., DeSouza & Fansler, 2003; DeSouza, 2011; Lampman et al., 2009). Equipped with definitions of workplace incivility (Andersson & Pearson, 1999) and contrapower harassment (Benson, 1984), I defined contrapower incivility as *a low-intensity deviant behavior that violates workplace norms of*

*mutual respect, where the target has formal power over the actor and the intention to harm is*
*ambiguous to one or more of the parties involved.*

### Step 2: Operationalize the construct.

To infer the presence or degree of a construct, the signals of the construct, as expressed
in its items, are vital. The items of a construct may come from reports of a target or informed
respondents as long as the relationship between the construct and its items aligns as
theoretically described both in terms of its face validity and content validity (Lambert &
Newman, 2022). Below is an overview of how the items for the current measure were
generated. Additional details about how the items were generated were described in Study 1 of
the current thesis.

*Item Generation:* I used the descriptive data from the interviews in Study 1 to generate
an initial set of items of contrapower incivility. The interview transcripts were iteratively
reviewed for declarative or descriptive statements concerning the respondents' experiences,
actions or observations regarding contrapower incivility. At this stage, the methodological
focus was on capturing the full range of respondent descriptions of behaviors that constitute
contrapower incivility from an experiential perspective (of targets, actors, and witnesses).

This step resulted in the generation of 30 potential items reflecting respondent
descriptions of contrapower incivility behaviors. Some of the resultant scale items are similar
to those on the Workplace Incivility Scale (Cortina et al., 2001; Cortina et al., 2013). For
example, items such as "yelled or lashed out at you" and "ignored or refused to engage with
you" share similarities with items in the Workplace Incivility Scale. However, some items

were quite dissimilar to those found in the Workplace Incivility Scale, such as "flat-out refusal to obey the manager's instruction" and "gave false information to the manager." These findings suggest that while some uncivil behaviors may span interactions with multiple targets (e.g., employees, supervisors), others are specific to people who manage the works of others, further supporting the need for a contrapower incivility scale.

The initial pool of items when developing a scale should be broad and more comprehensive than the researcher's theoretical view of the target construct and include content that may be ultimately eliminated (e.g., Clark & Watson, 2019; DeVellis, 2003). The key focus at this stage was not the number of items but rather to ensure that items generated for the scale reflected the latent variable underlying them (DeVellis, 2003).

To continue the assessment of translation validity (i.e., to demonstrate that the items correspond to the construct definition), I presented the measures to academic peers for inspection (Lambert & Newman, 2022). I asked two doctoral students who are familiar with workplace incivility research to review the scale items. Using a definitional correspondence content technique (Colquitt et al., 2019), they were required to independently include or exclude scale items based on their consistency with the definition of contrapower incivility that I provided to them. None of the 30 items was identified for removal by either of the doctoral students. This supports face validity for these measurement items.

*Scale stem:* To develop the scale stem, I used a declarative statement paradigm (DeVellis, 2003). This type of stem requires participants to express an opinion on a series of questions and to indicate the strength of their agreement using the provided response options

accompanying each question. The stem item developed for this scale is "During the past twelve months, were you in a situation where any of your subordinates…" Twelve months was considered ideal for participants to recall whether they had experienced contrapower incivility or not. Also, such experiences may be easier to remember within twelve months compared to those that occurred over a longer period. Moreover, previous incivility measures like the Workplace Incivility Scale measured the experience over one year (Cortina et al., 2013). Even though incivility is one of the most pervasive forms of antisocial behavior in the workplace (Cortina, 2008; Porath & Pearson, 2013), a shorter timeframe (less than 12 months) may be insufficient to capture its variety. Likewise, a longer timeframe might not be effective (Cortina et al., 2001). For example, when Cortina et al. (2001) initially created the Workplace Incivility Scale, they asked participants about their experiences with incivility over the past five years. They later concluded that it might be more effective to assess incivility over a shorter timeframe. Consequently, when they revised the scale from seven to 12 antisocial behaviors, they also changed the timeframe from five years to one year (Cortina et al., 2013).

*Scaling/Anchoring:* According to DeVellis (2003), a desirable quality of a measurement scale is variability. If a scale fails to discriminate differences in its underlying attribute, its correlations with other measures will be restricted, and its utility will be limited. Thus, to capture the maximum variance possible, I chose a seven-point Likert scale for the contrapower incivility scale. The scale point was chosen to help capture the frequencies of behaviors. Thus, to select the specific response anchors, I followed the guidance of Casper et al. (2020) to prevent or reduce measurement errors by ensuring that anchors are clear and have

equal intervals. To select a set of anchors with equal intervals, one would select anchors with means that have relatively equal intervals with relatively small standard deviations (Casper et al., 2020). Based on these criteria, I used Casper et al.'s (2020) anchor table to select the appropriate anchors for the scale. The anchors selected are as follows: Never (1), Very Infrequently (2), Infrequently (3), Sometimes (4), Frequently (5), Very Frequently (6), and Always (7).

### Step 3- Assess evidence to confirm construct validity

The third and final step of the scale development and validation process stipulated by Lambert and Newman (2022) is confirmation. The focus in this step was to examine the factor structure of the contrapower incivility scale, reduce the number of scale items to prevent redundancy (DeVellis, 2003), assess the scale's reliability, and garner evidence for construct and criterion-related validity. Specifically, convergent, discriminant, concurrent and predictive validities were examined.

The step to confirming and validating the new measure also entailed an assessment of its nomological network. It is established in research that to examine the validity of a measure, it is important to first specify its nomological network (Cronbach & Meehl, 1955; Lambert & Newman, 2022). That is, one should identify a pattern of relationships that theoretically exist between the given construct and several external variables. Thus, the variables included in the assessment of the nomological network of contrapower incivility include the Workplace Incivility Scale (for convergent validity), job satisfaction, organizational citizenship behavior and incivility climate (for discriminant and predictive validity). Empirical research has shown

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a relationship exists between leadership and workplace incivility (Bureau et al., 2021; Harold & Holtz, 2015), job satisfaction and incivility (Holm et al., 2015), organizational citizenship behavior and incivility (Liu et al., 2019; Taylor et al., 2012), and incivility climate and incivility (Daniels & Jordan, 2019; Gallus et al., 2014). Thus, regression and correlation analyses were conducted to confirm the predictive validity of contrapower on the aforementioned variables (e.g., job satisfaction and organizational citizenship behavior) and concurrent validity (e.g., workplace incivility scale), respectively.

To begin the process of confirming the scale, I started by pretesting and then pilot-testing the new scale items and the other variables important for its validation. I then proceeded to conduct the scale confirmation (Lambert & Newman, 2022).

## 4.3. Participants

When collecting data to evaluate a measurement model, the sample data must come from the population of interest (Lambert & Newman, 2022). Since the objective of the current study was to develop a contrapower incivility scale, participants in this study were individuals who occupy managerial or supervisory roles. Participants were employed adults managing in organizations in Canada or the United States. Like in Study 1, participants were recruited from these two countries following existing research on workplace mistreatment (e.g., Liang et al., 2016).

A sample size of 200 has been suggested to achieve scale validation (Lambert & Newman, 2022). However, Lambert and Newman (2022) also noted that a sample size smaller than 200 may still be appropriate when the measure includes a large number of items, as is the case with the current study. To assess the feasibility of this study, I ran a pilot sample of 50 participants. Since there were no changes in terms of the data quality, the pilot sample was included as part of the sample for the main study.

Data for both the pilot and main study were collected using an online participant panel. According to Porter et al. (2019), online panels provide researchers with a convenient way to reach a potentially unlimited number of participants while keeping costs to a minimum. In addition, online panel grants unprecedented efficiencies and provide researchers with participants who can be accessed at any point in time, are more demographically diverse, and are less expensive to reach than traditional research participants (Gleibs, 2017; Goodman & Paolacci, 2017).

The online research panel used in this study is called Prolific. Prolific is a technology company that provides a platform to access a pool of human-derived data. The platform connects researchers with participants for online research, making it possible to recruit diverse participants to take part in their studies for a fee. Prolific was chosen because research shows it is one of the best in terms of data quality (Palan & Schitter, 2018). For instance, researchers found that some of the participants on alternative platforms like Amazon Mechanical Turk (commonly referred to as MTurk) have become professional survey takers, thus providing responses that significantly reduce the effect sizes of the research findings (Peer et al., 2017).

However, compared to MTurk, research shows that participants in Prolific showed higher

levels of attention to the research demands and a lower propensity to engage in dishonest

behavior (Peer et al., 2017).

## 4.4. Procedure

To recruit participants, recruitment information containing the details of the research,

participation criteria, the role of the participants and remuneration was hosted on Prolific.

Individuals who were willing to participate in the research clicked a link posted with the

recruitment message on Prolific, which then took them to the informed consent letter (see

Appendix G). The proposal, as well as all tools used for this research, was reviewed by the

Interdisciplinary Committee on Ethics in Human Research and considered to have complied

with Memorial University's ethics policy. Upon reviewing and accepting the informed consent

letter, participants then accessed the surveys hosted on Qualtrics. Participants were asked to

complete the surveys based on their experiences as managers in their organization. The

participants were surveyed using the new contrapower incivility measure (all 30 items) as well

as the measures of the constructs mentioned above as forming part of the nomological network

of contrapower incivility. The measures were randomly presented to the participants after they

had accepted the consent form and completed the participation criteria.

Upon completing the research measures, participants were also required to provide

some demographic information, namely gender, ethnicity, employment sector and age, to

allow the assessment of the diversity of the data sources. In addition, participants were

required to respond to the study's objective-guessing question and provide any comments they

had about the survey. These additional survey items were not randomized to ensure they did

not hinder the flow of the measures of interest. The survey was designed to take a maximum

of 15 minutes. Although this study did not use a deception technique, participants were

provided with a debrief document (Appendix H) to help them fully understand the objective of

the research and why certain questions were asked. Participants in the main study followed

the same recruitment procedure as in the pilot study.

## 4.5. Measures

All participants in this study were surveyed using the measures below. These measures

were presented to the participants randomly to reduce the priming effect and the tendency for

artifactual covariation (Podsakoff et al., 2003).

*Contrapower Incivility:* The 30 items extracted from the interview conducted in Study

1 of the current thesis were used to measure contrapower incivility. Examples of items in this

measure are "Flat-out refusal to obey the manager's instruction" and "Yell or lash out at the

manager." Participants completed the measure on a seven-point Likert scale ranging from

Never (1), Very Infrequently (2), Infrequently (3), Sometimes (4), Frequently (5), Very

Frequently (6), to Always (7). All 30 items used to survey participants can be found in

Appendix I (Contrapower Incivility Initial Items).

*Workplace Incivility Scale:* Workplace incivility was measured using Cortina et al.'s

(2013) incivility scale. This measure consists of 12 items that assess the actual experiences of

how often participants encounter specific rude or uncivil behaviors in their workplace in the

past year. Participants' responses were recorded on a Likert scale ranging from Never (1) to Many times (5). Two examples of such uncivil or rude behaviors are "Paid little attention to your statements or showed little interest in your opinions" and "Gave you hostile looks, stares, or sneers." Previous studies (e.g., Daniels & Jordan, 2019) reported an alpha of 0.92 for this measure.

*Job Satisfaction:* Job satisfaction was measured using the Michigan Organizational Assessment Questionnaire Job satisfaction subscale (Bowling & Hammond, 2008). The subscale contains three job satisfaction items, of which two are positively worded. Examples of the items on this measure are "All in all, I am satisfied with my job" and "In general, I don't like my job." Items were reversed-coded as necessary. Participants responded on a Likert scale ranging from Disagree very much (1) to Agree very much (6). Previous research (e.g., Ginsburg et al., 2016)reported 0.85 as the Cronbach's alpha of this scale.

*Organizational Citizenship Behavior:* The 10-item version of the Organizational Citizenship Behavior Checklist (Fox et al., 2012) was used to assess citizenship behavior in the present study. Examples of items on this scale include "Helped new employees get oriented to the job" and "Lend a compassionate ear when someone at work had a work problem." The scale anchor ranged from Never (1) to Every day (5). Previous research (e.g., Smith et al., 2020) reported an alpha of 0.90 for this scale.

*Perception of Incivility Climate:* Perception of incivility climate was assessed with Gallus et al.'s (2014) four-item scale. Participants were asked to respond on a 7-point Likert scale (1 = Strongly disagree to 7 = Strongly agree). According to Gallus et al. (2014), the four

items correspond to two subscales namely Organizational Policies Regarding Incivility (e.g., "There are no company guidelines on how to treat each other") and Organizational Tolerance for Incivility (e.g., "You would have career problems if you were rude to others"). Items were reversed-coded as necessary. Previous research (e.g., Daniels & Jordan, 2019) using this scale reported an alpha of 0.80 for the organizational policies regarding incivility and 0.89 for the organizational tolerance for incivility subscales, respectively.

## 4.6. Pretest

Before the study was launched, I conducted a pretest to pinpoint if there were problem areas, reduce measurement error, reduce respondent burden, determine a clear articulation of the scale items, and ensure that the order of questions did not influence a respondent's answers (Ruel et al., 2016). Two pretest approaches were adopted, namely, experts-driven and respondent-driven pretest techniques (Ruel et al., 2016). While expert-driven pretests are said to be crucial when assessing the face validity and construct validity of a measurement, respondent-driven pretest provides a cultural and demographic profile fit with the larger sample to be surveyed later (Ruel et al., 2016). Using the expert-driven approach, two professors and two doctoral students pretested the measures and made suggestions in terms of including a brief introduction and instructions in the surveys that enhanced the overall experiences of the respondents. They also suggested corrections about the wording and verb tense of the scale items. In the respondent-driven approach, individuals who pretested the

scale reported that it was clear and that they did not experience lexical miscomprehension (Casper et al., 2020).

## 4.7. Pilot

Pilot studies help to identify potential problems in an entire survey procedure and assess whether the project is feasible, realistic, and rational from start to finish (Ruel et al., 2016). In the current study, the pilot study helped me to ascertain whether the data supplied by participants was of good quality by looking at things like responses to attention check questions, single response patterns and feedback provided by participants about potential difficulties encountered while completing the surveys.

### 4.7.1. Pilot Study Sample

Data collection was paused after 50 participants completed the survey. I paused the data collection to assess the data as the pilot sample. According to Ruel et al. (2016), the general recommendation is to pilot-test a survey on 30 to 100 participants (this might also vary depending on the number of respondents in the entire sample (Ruel et al., 2016). Thus, the data reviewed for the pilot study were based on the responses of 50 participants. Of the 50 participants, two were deleted due to failing attention check questions.

Among the 48 (96%) participants whose data were reviewed, 66.7 % (32) were Men and 33.3% (16) were Women, with a mean age of 2.96 (SD = .944). The majority identified as Caucasian/White, making up 62.5% of the group. Others include Asian (14.6%), African-

American/Black and Hispanic/Latino groups (6.3% each), Aboriginal/Native American (4.2%), Middle Eastern (2.1%), as well as individuals with multiple Ethnicities (4.2%). Regarding their qualification, most participants (57.4%) reported having completed a college or undergraduate degree, 17% had some college/vocational school experience, while the others are master's degree (14.9%), PhD and high school diploma (4.3% each). Participants came from different industries, namely Professional/Technical Services (19.1%), Educational Services (17%), Finance/Insurance(12.8%), and Sales/Retail (10.6%). Healthcare and Manufacturing (6.3% each). Other industries (e.g., Management of Companies, Accommodation/Hospitality, Administrative and Support, Construction, and Public Administration, each represented smaller shares of 2.1% to 4.3%). These demographics reveal that the data for this study were obtained from diverse sources.

### 4.7.2. Pilot Study Analysis

In the analysis of the pilot study, my focus was to see whether participants had difficulty with the data completion by looking at their response pattern, the attention check and their responses to the qualitative questions on the survey. I performed an initial statistical analysis of the measures to see their Cronbach's alpha. Overall, I wanted to assess how the measures were performing. I also assessed the duration of the survey completion to ascertain if the time allotted for the survey was sufficient. The ultimate focus here was to assess whether the data being collected would be useful for the validation of the scale.

### 4.7.3. Pilot Study Results

The initial analysis of the measures showed that they performed well. For instance, Cronbach's alpha was as follows: Workplace Incivility Scale ($\alpha = 0.90$), the new Contrapower Incivility Scale ($\alpha = 0.97$), Job Satisfaction ($\alpha = 0.87$), and Organizational Citizenship Behavior ($\alpha = 0.72$). The four items Incivility Climate Scale did not perform well holistically ($\alpha = 0.58$). The subscales performed as follows: Organizational Policies Regarding Incivility ($\alpha = 0.74$) and Organizational Tolerance for Incivility ($\alpha = 0.44$). This preliminary finding is similar to the findings of the original authors (Gallus et al., 2014), who found that the scale did not tap into a unified construct but two subscales. Thus, while the alpha of the subscale was lower than what was expected, it was retained for the rest of the study because incivility climate is part of the nomological network of contrapower incivility. Perhaps the perception of incivility climate was not salient for the participants in the current study.

The analysis of the qualitative responses in the pilot data showed that participants did not encounter any problems throughout the entire survey. Participants' feedback suggested that all the questions were easy to understand. Also, while the survey was designed to take a maximum of 15 minutes, the pilot study revealed a median participation time of 8 minutes and 39 seconds (with completion times ranging from 7 minutes and 26 seconds to 36 minutes and 47 seconds). These initial findings suggest that the time allotted for the survey was feasible for its completion.

The pilot study data also revealed that the quality of data from Prolific was good, as only two participants failed the attention check questions (each participant failed one of the

four attention check questions). There was also the absence of a single pattern response in the data collected for the pilot study. Overall, these results show that the survey and measures, as presented, were ready for the main study.

## 4.8. Main Study

### 4.8.1. Main Study Sample

Satisfied with the initial performance of the survey and the reliability of the measures within this context, I released the survey to the full target sample. Thus, an additional 150 participants for a total of 200 participants were recruited for this study (this sample also comprised the participants who participated in the pilot study). Of the total 200 participants, eight (including the two from the pilot study) were deleted due to failing attention checks or not completing over 90% of the survey. Thus, of the 192 analyzed responses,  117 (60.9%) were men, 74 (38.5%) were women, and 1 respondent (0.5%) did not specify. Regarding race, 118 (61.5%) were White, 14 (7.3%) Hispanic, 13 (6.8%) Black, 4 (2.1%) Middle Eastern, 4 (2.1%) Aboriginal/Indigenous, 6 (3.1%) multiple ethnicities and 1 (0.5%) prefer not to say. The majority's academic qualifications were College/undergraduate (103, 53.6%) or higher (Master's: 32, 16.7%; PhD: 6, 3.1%), with some also with Vocational school (27, 14.1%) or High school (13, 6.8%). A few participants (5, 2.6%) preferred not to report. Participants were from an array of sectors such as Education (28, 14.6%), Healthcare and Professional/Technical Services (23, 12% each), Finance (22, 11.5%), Sales/Retail (20, 10.4%), and Manufacturing (11, 5.7%).

All participants were remunerated $3 (USD) as per the minimum rate specified on Prolific. Compensation was made via the participants' Prolific IDs after their data had been checked and certified to have met the compensation requirements. To receive the full compensation (3 USD), participants were required to complete at least 75% of the survey and answer questions earnestly. All participants in this study received full remuneration, including those who failed the attention check questions (however, their responses were removed).

### 4.8.2. Main Study Analysis

The focus of this analysis was to determine if the data collected was adequate for the scale validation and to confirm the scale. Before conducting the analysis, all responses were screened for out-of-range values, outliers, missing data, and single-pattern responses (Wilson & Holmvall, 2013). There was no missing data across the variables of interest in the dataset of both the pilot and main study. The absence of missing data may be due to the response requirement function I embedded in the survey on Qualtrics. The command did not force participants to answer any question, but it reminded them of unanswered questions.

To test the psychometric properties of the contrapower incivility scale, several analyses (to assess reliability and validity) were conducted as stated in Table 6 above. To determine the final number of indicators of the scale, I used two scale adjustment criteria, namely *statistical* and *judgmental* (Wieland et al., 2017). Although there are no rules guiding the number of items to measure a construct, keeping a measure short is an effective means of minimizing response biases caused by boredom or fatigue (Hinkin, 1998). The statistical criteria rely on quantitative data to compare the results of a calculation to a cutoff value, while the

judgemental criteria assess the appropriateness of textual data, such as the wording of an item to the scale, using theoretical knowledge of the domain.

Following the statistical criterion, I chose from the onset (using principal component analysis) that only items with a minimum factor loading of 0.50 would be retained. While there is no defined cutoff point for item loading, scholars (e.g., Ellis, 2016) have suggested at least a 0.50 loading of items on the intended factor. The common magnitudes in the social sciences are low to moderate communalities of 0.40 to 0.70, but 0.50 or better is desirable and indicates a solid factor (Costello & Osborne, 2005). Also, to be considered for retention, items needed to meet a minimum mean of 1.83 (using reliability analysis). A minimum mean of 1.83 was set for each item to be retained as per Item Response Theory, which is a framework for estimating parameters for each item included in a scale (Yang & Kao, 2014). It helps to understand how different scale items perform based on the responses of the respondents (Boateng et al., 2018; Yang & Kao, 2014). I arrived at a minimum mean of 1.83 by adding up the mean score of each of the 30 contrapower incivility items (see Appendix J for Item Statistics) and dividing it by 30 (the total number of items). Items that did not meet this statistical requirement (i.e., 0.50 and at least a mean of 1.83) were deleted unless there was a theoretical reason for it to remain.

To assess the factor loading in an attempt to reduce the scale items (Boateng et al., 2018), I conducted a factor analysis. I used the principal component analysis method (eigenvalues of over 1 extracted). Before performing the analysis, I checked the appropriateness of the data for factor analysis using the Kaiser-Meyer-Olkin measure of sampling adequacy. Data with sampling adequacy values above 0.80 is appropriate for factor

analysis (Kaiser, 1970). Also, I used Bartlett's Test of Sphericity to analyze the statistical

probability that the correlation matrix had significant correlations among some of its

components. Following the directive of Pallant (2001), I included all the items on the

contrapower incivility scale in the analysis. No rotation was selected at this point using the

guidance of Pallant (2001). The coefficient was set to suppress a value below 0.50. Scree plot

was selected to provide a graphical guide on component retention (Cattell, 1966). According

to Cattell's (1966) recommendation, only components above the break of the plot should be

retained as they contribute the most to the explanation of the variance in the dataset.

With the initial analysis revealing that three components accounted for the majority of

the variance, I ran the principal component analysis again, including a Varimax rotation. A

rotation does not change the underlying solution but helps to present the pattern of loadings in

a manner that is easy to interpret (Pallant, 2001). The output generated from this procedure

and their discussions are contained in the results section below. The output of the scree plot

can be seen in Appendix K.

To examine the relationship among variables in this study, I also conducted a

correlation analysis where I computed the average of each of the variables included in this

study using existing commands in SPSS. The averages were labelled to represent their

variables and were afterwards used in the correlation analysis. I also conducted a regression

analysis to aid (in conjunction with the previously stated statistical techniques) the assessment

of the nomological network of contrapower incivility as a construct. All of the analyses were

conducted using the SPSS Statistics 28.0 software.

### 4.8.3. Main Study Result

As initially reported above, a total of eight (including the two from the pilot test) participants' data was unusable due to failing attention checks. Of the total eight participants who failed attention checks, only two failed more than one attention check question. Like in the pilot study, there was no single pattern response in the data collected in the final dataset.

The results of the current study are as follows. Support for face and content validity was achieved by using the response of individuals familiar with contrapower incivility (Lambert & Newman, 2022) in the scale items development and by using a definitional correspondence content technique (Colquitt et al., 2019). For content validity, I interviewed targets, witnesses and subordinates who perpetrated contrapower incivility. From the interview, I extracted 30 contrapower incivility items (see Chapter 3 of the current thesis for the detailed process of item generation).

To achieve face validity, I was guided by the definitional correspondence content technique (Colquitt et al., 2019). Using this technique, two doctoral students who are familiar with workplace incivility research reviewed the scale items generated from the interview independently. Both doctoral students reported that the scale items appeared suitable to measure contrapower incivility, and none of the 30 contrapower incivility items were identified for removal by either of the doctoral students. Thus, support for content and face validity was garnered.

For scale dimensionality and to ensure some of the items on the scale were not redundant (DeVellis, 2003), the 30 items of the contrapower incivility scale were subjected to

the principal component analysis. The Kaiser-Meyer-Olkin measure of sampling adequacy (KMO = 0.94) indicated the data was appropriate for factor analysis, as it met the 0.80 cutoff (Kaiser, 1970). Also, Bartlett's Test of Sphericity showed that the correlation matrix had significant correlations among some of its components ($\chi^2$ = 5334.64, df = 435, p < 0.001).

The principal component analysis with (Eigenvalues exceeding 1) revealed the presence of three components. The components explained 66.4 per cent of the total variance. An inspection of the screeplot revealed a clear break from the third component. Using Cattell's (1966) scree plot test (Appendix K), I retained three components for further investigation because, from the third factor on, the line was almost flat, suggesting that each successive factor accounted for smaller amounts of the total variance (Cattell, 1966). To present the pattern of the three component loadings in a manner that is easy to interpret (Pallant, 2001), I reran the analysis with Varimax rotation. The rotated solution revealed strong loading across the three components (see Table 7 below). Only items with a minimum loading of 0.50 and above were retained. The three-factor solutions explained a total of 66.5% of the variance, with component 1 accounting for 55.1%, and components 2 and 3 accounting for 6.6% and 4.6%, respectively.

The table below shows that 28 contrapower incivility items had a loading of 0.50 and above. As previously stated in the analysis section above, items will only be retained if they satisfy a minimum factor loading of 0.50 and a minimum mean of 1.83 as per item response theory. The output below shows that CIS6 (Went above you to your superior) and CIS12 (Invaded your personal space) had factor loadings below 0.50; as such, I considered their loadings insufficient and dropped them from further analysis (deleted from the measure). I

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conducted a reliability analysis looking at the mean statistics of the items (Appendix J). The analysis revealed that the highest-scoring item was 2.70, while the lowest was 1.19. Also, while 1.83 was the minimum mean score set for item selection, the lowest mean score among the items retained was 1.86. Of all the contrapower incivility items, only 14 satisfied both the minimum mean required and a 0.50 factor loading. These 14 items are CIS1, CIS2, CIS3, CIS5, CIS7, CIS8, CIS9, CIS14, CIS17, CIS19, CIS21, CIS22, CIS25, and CIS26.

The 14 items were retained for exploratory factor analyses with comparing set number of factors and their associated fit indices alongside measures like Workplace Incivility Scale (Cortina et al., 2001; Cortina et al., 2013), Michigan Organizational Assessment Questionnaire Job Satisfaction Subscale (Bowling & Hammond, 2008), Organizational Citizenship Behavior (Spector et al., 2010), Incivility Climate (Gallus et al., 2014).

**Table 7: Rotated Matrix for Contrapower Incivility Items**

| | Component | | |
|---|---|---|---|
| | 1 | 2 | 3 |
| Eigenvalue | 16.5 | 2.0 | 1.4 |
| % Variance Explained | 55.1 | 6.6 | 4.6 |
| CIS1- Flat-out refused to obey your instruction | **0.652** | | |
| CIS2- Challenged your authority | **0.684** | | |
| CIS3- Acted defensive or refused to take accountability | | **0.658** | |
| CIS4- Tried to usurp your authority | **0.679** | | |
| CIS5 - Engaged in behaviors that undermined you | **0.735** | | |
| CIS6- Went above you to your superior | 0.433 | | |
| CIS7- Raised tone or used a harsh voice while speaking with you | **0.796** | | |
| CIS8 - Contradicted you | **0.586** | | |
| CIS9 - Interrupted or talked over you | | **0.566** | |
| CIS10- Lied or made a false accusation about you | **0.689** | | |
| CIS11 - Yelled or lashed out at you | **0.734** | | |
| CIS12- Invaded your personal space | | | 0.494 |
| CIS13- Called you unprofessional names | **0.645** | | |
| CIS14- Gossiped about you or talked behind your back | **0.576** | | |
| CIS15- Berated or made a belittling statement about you | **0.721** | | |
| CIS16- Made an uncomfortable joke about you | | | **0.551** |
| CIS17- Ignored or refused to engage with you (e.g., gave you a silent treatment or gave you a one-word response) | **0.674** | | |
| CIS18- Engaged in passive-aggressive behavior towards you (e.g., pounded the table, walked out on you or pointed the finger at you) | **0.714** | | |
| CIS19 - Rolled their eye at you or gave you a stern look | **0.682** | | |
| CIS20- Used swear words in an official e-mail with you | | | **0.71** |
| CIS21 - Failed to respect schedules with you | | **0.78** | |
| CIS22- Used their personal phone during a professional interaction with you | | **0.524** | |
| CIS23- Questioned your competence and capacity | | | **0.522** |
| CIS24- Doubted your ability to make the right decision | | **0.507** | |
| CIS25- Gave you false information | | **0.715** | |
| CIS26- Hid or held back information from you | | **0.798** | |
| CIS27- Asked your superior to dismiss you | | | **0.791** |
| CIS28- Schemed to take your job | | | **0.756** |
| CIS29- Connived with others against you | **0.594** | | |
| CIS30- Attempted to intimidate you | **0.628** | | |

Before proceeding to the exploratory factor analysis with a set number of factors and their associated fit indices, I ran a reliability analysis of each scale using Cronbach's alpha (α; minimum of 0.70 sought: Peterson, 1994). The result of the analysis revealed the alpha as follows: Workplace Incivility Scale (α = 0.92), Job Satisfaction (α = 0.84), Organizational Citizenship Behavior (α = 0.79), and Contrapower Incivility Scale (α = 0.94). Like in the pilot study, the alpha value of the Incivility Climate Scale (α = 0.64) was lower than what was sought (minimum of 0.70). The alpha of the two subscales of the Incivility Climate Scale is as follows: Organizational Policies regarding Incivility (α = 0.76) and Organizational Tolerance for Incivility (α = 0.67). While the alpha of the Incivility Climate Scale was lower than what was sought, it was better than what was found in the pilot study (α = 0.58), and retained because incivility climate is part of the nomological network of contrapower incivility.

*Scale dimensionality:* I conducted an exploratory factor analysis with a set number of factors and their associated fit indices with the 14 contrapower incivility items along with the Workplace Incivility Scale, Job Satisfaction, Organizational Citizenship Behavior, and Perceptions of Incivility Scale. The analysis was conducted to assess which model had the best fit. The Maximum Likelihood Extraction and Varimax rotation with a set number of factors was used (see Table 8 below for results). The Bartlett's Test of Sphericity was significant ($\chi 2$ = 5408.433, df = 903, p < 0.001), while the Kaiser-Meyer-Olkin measure satisfied sampling adequacy (KMO = 0.880). The output of the analysis revealed that CIS22 ("Used their personal phone during a professional interaction with you") did not perform well like the rest of the indicators, with a factor loading of 0.39. Thus, I deleted the item, leaving the final scale with a total of 13 items (see Appendix L for a full description of all 13 items). Also, the exploratory

factor analysis with fit indices revealed the contrapower scale as multidimensional evidenced by the loading of *CIS1, *CIS2, *CIS3, *CIS5, *CIS7, *CIS8, *CIS9, *CIS14, *CIS17 and *CIS19 on a different factor from *CIS21, *CIS25 and *CIS 26. Although the analysis revealed that there were nine factors (see Appendix M for the rotated factor matrix), no unique item loaded on factor seven upward. Also, all the items that loaded on the seventh to ninth factor had loadings ≤ 0.5 and were weaker than the loadings on their main factors. Thus, the best-fit model (Table 8 below), where all factors had eigenvalues over 1.0, was the six-factor model ($\chi^2$ = 1218.90, df = 624, $\Delta\chi^2$ =125.44 (37), $p$ = < 0.001, NNFI = 0.96, RMSEA = 0.058, TLI = 0.82). For details of the rotated factor matrix of the best-fit model, see Appendix N.

**Table 8: Exploratory Factor Analysis Model Fit Results**

| Chi-Squared Change | Chi-squared | DF | Change | df change | p-value | NNFI | RMSEA | TLI |
|---|---|---|---|---|---|---|---|---|
| Independent model | 5312.29 | 861 | | | | - | - | - |
| 1-factor model | 2600.65 | 819 | 2711.64 | 42 | 0.0000 | 0.71 | 0.159 | 0.58 |
| 2-factor model | 2099.92 | 778 | 500.74 | 41 | 0.0000 | 0.79 | 0.133 | 0.67 |
| 3-factor model | 1758.92 | 738 | 341.00 | 40 | 0.0000 | 0.87 | 0.106 | 0.73 |
| 4-factor model | 1484.98 | 699 | 273.94 | 39 | 0.0000 | 0.91 | 0.090 | 0.78 |
| 5-factor model | 1344.34 | 661 | 140.64 | 38 | 0.0000 | 0.94 | 0.074 | 0.80 |
| 6-factor model | 1218.90 | 624 | 125.44 | 37 | 0.0000 | 0.96 | 0.058 | 0.82 |

Although a certain degree of validity was built into the scale development process, according to Hinkin (1998), it is also important to gather further evidence of validity such as construct validity (i.e., convergent and discriminant) and criterion-related validity (concurrent and predictive). These various forms of validity (convergent, discriminant, predictive and concurrent) and the analyses used to establish them are discussed below.

*Convergent validity:* Convergent validity is the extent to which a scale correlates with other measures designed to assess similar constructs (Cronbach & Meehl, 1955; Hinkin, 1998). To gather evidence for convergent validity, I conducted a correlation analysis. Convergent validity is "supported when two items/indicators of the same construct are related" (Lambert & Newman, 2022, p. 18). The result of the correlation analysis (see Table 9 below) showed evidence of convergent validity between the Contrapower Incivility Scale and the Workplace Incivility Scale (Cortina et al., 2001; Cortina et al., 2013). There was a strong positive relationship between the Contrapower Incivility Scale and Workplace Incivility Scale ($r = 0.81$, $p < 0.001$). While research evidence suggests that actual levels of convergent validity in organizational research still vary, correlations closer to 1.0 indicate stronger convergent validity (Carlson & Herdman, 2012).

**Table 9: Variable Score Correlations[1]**

|  | Mean | Std. Deviation | CIS13Ave | WISAve | JSAve | InCAve | OCBAve |
|---|---|---|---|---|---|---|---|
| CIS13Ave | 2.14 | 1.01 | **0.94** |  |  |  |  |
| WISAve | 1.58 | 0.56 | 0.82** | **0.92** |  |  |  |
| JSAve | 4.53 | 1.14 | -0.14 | -0.21** | **0.84** |  |  |
| InCAve | 2.91 | 1.19 | 0.21** | 0.21** | -0.43** | **0.64** |  |
| OCBAve | 3.08 | 0.60 | 0.05 | 0.04 | 0.24** | -0.27** | **0.79** |

** Correlation is significant at the 0.01 level (2-tailed).

[1] Diagonal bold numbers are Cronbach alpha values. CIS13Ave = Contrapower Incivility; WISAve = Workplace Incivility Scale; JSAve = Job Satisfaction; InCAve = Incivility Climate; OCBAve = Organizational Citizenship Behavior

*Discriminant validity*: As a subtype of construct validity, discriminant validity refers to evidence of a lack of correlation between measures that are not related theoretically (Hinkin, 1998; Rönkkö & Cho, 2022). To assess discriminant validity, first, I checked the factor matrix output of the exploratory factor analysis (see Appendix M). The output of exploratory factor analysis with fit indices was examined to see if the contrapower incivility items cross-loaded with other components that they should not (as per the above definition of discriminant validity). The result revealed that the contrapower incivility items loaded strongly only on their factor, and none of its items loaded more strongly on factors associated with other constructs (i.e., job satisfaction, organizational citizenship behavior and workplace incivility climate). Furthermore, as can be seen in the variable correlation table (see Table 9 above), there was no direct correlation between Organizational Citizenship Behavior and Contrapower Incivility. Thus, there is support to indicate there is sufficient discriminant validity for the contrapower incivility measure.

*Known Groups or Concurrent Validity:* According to Hattie and Cooksey (1984), one of the criteria that could be used to determine if a test is valid is if test scores discriminate across groups that are theoretically known to differ. Known group validity is demonstrated when a questionnaire discriminates between two groups known to differ on the variable of interest (Cronbach & Meehl, 1955). To gather evidence for known group validity, participants were divided into two groups using their scores on the perception of incivility climate measure. The two groups contained participants who scored high (i.e., one standard deviation or more above the mean) and those who scored low (one standard deviation or less below the

mean). Afterwards, a group comparison was conducted (using an independent t-test) to confirm if they had different Contrapower Incivility scores. The result showed that there was a significant difference in the scores for the high incivility climate group (M = 2.39, SD = 1.12) and low incivility climate group (M = 1.89, SD = .82), t = 3.56, df = 190, p < .001. Thus, the result shows that the contrapower incivility measure satisfied the known group validity.

*Predictive validity:* Predictive validity reflects how well a psychological measure predicts a criterion measured in the future (McLeod, 2024; Song et al., 2023). Predictive validity is often measured by the correlation between test scores and criterion scores, with higher correlations indicating stronger predictive validity (Mcleod, 2024). Thus, I examined the predictive validity of the contrapower incivility scale, looking at its correlation with scores of two criterion measures (job satisfaction and organizational citizenship behavior). Using the data from the present study, significant predictive validity was not achieved. However, a follow-up analysis using data from Study 3 showed significant predictive validity between contrapower incivility and job satisfaction (r = -0.43, p<0.01).

## 4.9. Discussion

Considerable research efforts have been devoted to the study of workplace incivility using the experiences of employees; however, little research exists on the incivility experiences of managers and supervisors, especially when the uncivil behaviors emanate from

their subordinates (Boettcher, 2018; DeSouza & Fansler, 2003). This study developed and garnered evidence of a valid measure of contrapower incivility.

In the present study, I assessed the psychometric properties of the contrapower incivility scale using an independent sample (N = 192). The contrapower incivility scale validation process revealed a 13-item multi-factor structure. Thus, the contrapower incivility scale is comprised of 13 items (Appendix L). The measure demonstrated evidence of face validity, content validity, reliability and internal consistency, discriminant validity, known groups validity, convergent, and concurrent validity. While outcomes of contrapower incivility are beyond the scope of the present study, the predictive validity of the contrapower incivility scale was assessed. Contrapower incivility was found to have a negative relationship with job satisfaction. The analysis, therefore, found support for the predictive validity of the newly developed contrapower incivility scale. However, future researchers interested in studying the outcome of contrapower incivility are welcome to examine this predictive relationship as well as other outcomes.

Taken together, the collection of diverse evidence in this study demonstrates support for the utility of the contrapower incivility scale. Due to the various validity evidence garnered for the contrapower incivility scale in the current study, it is hoped that researchers and practitioners will utilize this measure to achieve more insight into this underexplored research area. The contrapower incivility scale developed in this study will hopefully help promote more research on the incivility experiences of workplace leaders in a bid to have a workplace where civil norms thrive. Regarding the utility of the new contrapower incivility scale, the

current thesis will take the lead as the new scale will be used in the next study, an experiment, which is the focus of the next chapter.

## 4.10. Conclusion

The objective of the current study was to develop and validate a contrapower incivility scale. Using a cross-sectional research design, individuals in leadership positions reported the commonly faced contrapower incivility behavior. While participants were surveyed using the 30 behavioral items of contrapower incivility extracted in Study 1, the assessment of psychometric properties of the contrapower scale revealed 13 final items. Consequently, this study has produced a validated scale for assessing contrapower incivility. The validated contrapower incivility scale revealed some unique items not contained in the Workplace Incivility Scale (Cortina et al., 2001; Cortina et al., 2013) and confirmed that the incivility experiences of leaders are different in content from the incivility experiences of subordinates. Therefore, the newly validated contrapower incivility measure is used in the next chapter, where I assessed some of the antecedents of contrapower incivility using an experimental research design.

# 5.0. STUDY THREE

## 5.1. Purpose/Objective

Study 1 (contained in Chapter 3) of the current thesis revealed several factors that may influence contrapower incivility. Some of the antecedents reported were the leader's (manager/supervisor) negative behavior, perceptions of incivility climate and injustice, subordinate's intrapersonal factor, factors external to the workplace, the demographic identities of the manager (race and gender), and excessive workload.

The objective of the current study (Study 3) was to test some of the above antecedents of contrapower incivility uncovered in Study 1. Given that the leader's negative behavior, perception of incivility climate and the subordinate's intrapersonal factor were among the most reported antecedents of contrapower incivility (see Tables 4 & 5 in Chapter 3), these three factors were the focus of the current study. By selecting these three factors based on their frequency, I was able to examine contrapower incivility through both personal factors (the subordinate's intrapersonal characteristics) and situational factors (the leader's negative behavior and the perceived incivility climate), as outlined in the theoretical frameworks. Unlike Study 1, which was exploratory, the current study employed a quantitative methodology to determine whether the findings (specifically, the antecedents) from the previous study held when tested using a different research approach. Specifically, the objective of Study 3 was to assess if causal relationships exist between the antecedents (i.e.,

the leader's behavior, perception of incivility climate and the subordinate's intrapersonal factors) uncovered in Study 1 and contrapower incivility.

To test the relationship between the antecedents above and contrapower incivility, I proposed the hypotheses below. These hypotheses were formulated following a similar theoretical argument used in developing the research questions. Extensive new theorizing was intentionally avoided to prevent redundancy. For instance, the Hypotheses 1, 2 and 3 were developed based on the guidance and convergence of the three theoretical frameworks: the Social Interactionist Perspective (Felson & Tedeschi, 1993), Organizational Justice Theory (Greenberg, 1987) and the Incivility Spiral Framework (Andersson & Pearson, 1999). The Social Interactionist Perspective states that the perceptions (of others' actions) and situational forces are critical drivers of human behavior and form the basis for aggressive behaviors to achieve certain goals or values. Thus, an engagement in contrapower incivility may be influenced by the perception of the action of the leader (Hypothesis 1) and situational factor (i.e., incivility climate, Hypothesis 3).

In addition to the above, the Organizational Justice Theory describes how the perception of unfairness from others may lead to an engagement in negative behaviors to restore justice (Liang et al., 2018; Roch & Shanock, 2006). Similarly, the Incivility Spiral Framework suggests that climate (e.g., lack of active promotion of positive social norms and preventive measures to control negative behavior) may facilitate conditions in which workplace incivility will thrive. That is, an environment where the negative action of one party leads to the negative action of the other, resulting in increasingly uncivil behaviors. Andersson

and Pearson (1999) proposed organizational climate as one of the situational factors that may contribute to workplace incivility.  Therefore, based on these theoretical perspectives, I posed the hypotheses below:

> *Hypothesis 1:* Perception of a leader's negative behavior will increase contrapower incivility.
>
> *Hypothesis 2:* Perception of a subordinate's negative intrapersonal factors will increase contrapower incivility.
>
> *Hypothesis 3:* Perception of incivility climate will increase contrapower incivility.

The current research also sought to examine whether an interaction exists among selected antecedents of contrapower incivility to uncover new insights. According to Rousseau and Fried (2001, p. 4), "A set of factors, when considered together, can sometimes yield a more interpretable and theoretically interesting pattern than any of the factors would show in isolation." Previous research (Daniels & Jordan, 2019) hypothesized and tested the climate for incivility as a moderator in the relationship between paternalism (defined as subordinates' perceptions that a supervisor's behavior is helpful, but controlling)  and experienced incivility. Daniels and Jordan (2019) found that although paternalism and incivility were significantly correlated, the relationship was moderated by incivility climate policies. Thus, I wanted to know similar interactions can be found in the relationship between the perception of a leader's negative behavior (Hypothesis 4), perception of a subordinate's negative intrapersonal factors (Hypothesis 5) and contrapower incivility given the perception of incivility climate has been found to moderate the relationship between paternalism and incivility. As a result, the following interactions were hypothesized:

*Hypothesis 4:* Perception of incivility climate and perception of leader's negative behaviors will interact such that the relationship between leader's negative behaviors and contrapower incivility will be stronger than when there is a civility climate.

*Hypothesis 5:* Perception of incivility climate and perception of employees' negative intrapersonal factors will interact such that the relationship between employees' negative intrapersonal factors and contrapower incivility will be stronger than when there is a civility climate.

All the hypotheses above were posed from the perspective of co-workers (other members of the workplace). The above hypotheses are illustrated in the research model below:
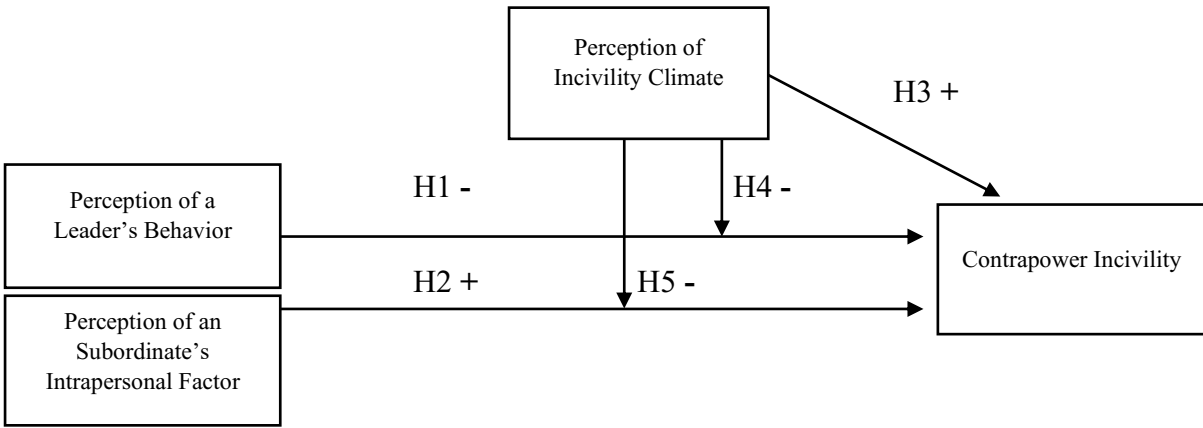


**Figure 1: Research Model**

## 5.2.   Methodology

To test the hypotheses above, I used a quantitative research method, specifically an experimental vignette design. According to Sheringham et al. (2021), the experimental vignette design is a research design used to explore participants' attitudes, judgements, beliefs, emotions, knowledge or likely behavior. It entails presenting participants with a carefully constructed series of hypothetical, yet realistic, scenarios in which the independent variables

are manipulated, and effects on the dependent variables are assessed. Researchers argue that the experimental vignette method is appropriate when the goal is to elicit explicit responses to hypothetical scenarios (Aguinis & Bradley, 2014). However, the realism of the scenario is important to enhance experimental realism (Aguinis & Bradley, 2014; Sheringham et al., 2021). When the scenarios that characterize the experimental vignette are carefully constructed and realistic, they can enhance the level of immersion experienced by participants in the research (Aguinis & Bradley, 2014). The participants can imagine themselves as characters or witnesses in the scenarios, which in turn enhances their response quality (Atzmüller & Steiner, 2010).

I adopted the experimental vignette research design for the current research for several reasons. First, it aligns with the objective of the current study, which was to assess a causal relationship among the variables in the research model. Scholars have adduced that experiment research design makes it possible to make a causal claim (Aguinis & Bradley, 2014; Sheringham et al., 2021). Thus, deploying an experimental vignette design for the current study was expected to help achieve the key objective of assessing causality. The second reason I chose the experimental research design is its compatibility with the interview research design used in Study 1 of the current thesis. Scholars (e.g., Collett & Childs, 2011; Hughes, 1998) argue that the experimental vignette design is a complementary technique for research designs like qualitative interview-based enquiry. I considered the compatibility of research designs to be important because one of the outcomes of Study 1's research design

was that it provided me with more data (i.e., narratives). The narratives were useful in the crafting of scenarios needed in the current study.

The experimental research design also makes it possible to test the interaction effect of moderating variables (Aguinis & Bradley, 2014; Atzmüller & Steiner, 2010). As noted in the hypotheses and illustrated in the research model, the current study tested interaction effects in addition to the direct effects. Specifically, the experimental design made it possible to test the moderating effect of the perceptions of incivility climate on the direct relationships illustrated in the research model.

## 5.3. Procedure

The recruitment information containing the details of the research, participation criteria, the role of the participants and remuneration was hosted on Prolific. To participate in this study, individuals must be 19 years of age or older, employed in a job where they are either a manager or report to a manager, and live and work in either Canada or the USA. Individuals who met the criteria and were willing to participate in the research clicked a link posted with the recruitment message on Prolific, which took them first to the informed consent letter (see Appendix O) before taking them to the study, hosted on Qualtrics. Upon reviewing and accepting the informed consent letter, the software started the study. Similar to Studies 1 and 2, the proposal and tools used for this study were reviewed by the Interdisciplinary Committee on Ethics in Human Research and considered to have complied with Memorial University's ethics policy. At the end of their participation, participants were remunerated $3

(USD), which was the minimum rate specified by Prolific. Participants were paid provided they were eligible to participate and met the predefined criteria (answered at least 75% of the survey, were earnest with their effort (assessed using the attention check questions) and provided their Prolific ID number).

The current study employed a 2 x 2 x 2 factorial design that manipulated (1) the behaviors of a manager within the organization and in relation to their subordinates (positive or negative behaviors), (2) intrapersonal factors of a subordinate were operationalized as their attitudes, ability to manage their emotions and general behaviors (positive or negative), and (3) perception of incivility climate (positive or negative). Participants were randomly assigned to one of the eight scenarios and required to read the two-part hypothetical vignettes and answer questions regarding them.

As previously mentioned, the vignettes used in the current study were developed from the interview data in Study 1. I used the raw interview data from Study 1 to craft the vignettes. I removed information that may potentially identify the Study 1 participants and replaced them with pseudonyms. After creating the vignettes, I shared them with my supervisory committee for their review and feedback. The development of the vignettes involved sharing several iterations with my committee to respond to their feedback. Some of the feedback included making sure all vignettes were of equal length, simplifying difficult vocabulary for participants, ensuring consistent verb tenses and importantly, ensuring that the vignettes operationalized the antecedents of interest. More details on how the vignettes were developed are in the pretest section below. Each of the eight vignettes discussed interactions between a

focal subordinate and a manager. Generally speaking, each scenario focused on a manager's behavior within the workplace, especially how they manage and relate to their subordinates. It also included the description of the intrapersonal factors and behavior of a subordinate (Taylor) and the workplace climate regarding respectful interactions (see Appendix P). Participants were instructed to imagine themselves as subordinates in the hypothetical organization, reporting to the same manager and working as colleagues with Taylor, the focal subordinate.

Participants responded to the scenario on a third-person basis and completed all the research measures from an observer's perspective. The reason for choosing this approach was to reduce social desirability in their responses. According to Podsakoff et al. (2012), the wording of an item can potentially undermine the accuracy of responses by causing subjects to edit their responses for social acceptability. To reduce social desirability, the authors suggest revising the wording of the item in a way that minimizes social desirability. Since the average person tends to engage in a positive presentation of the self to others (Kelley & Michela, 1980) or self-serving bias (i.e., a tendency to interpret and explain outcomes in ways that favor them: Blaine & Crocker, 1993), I presented the items to participants to reflect what they thought someone else would do given the scenario. However, studies on psychological projection and perceiver effect (Baumeister et al., 1998; Wood et al., 2010) support the idea that we often see others the way we are. These studies show that people often assume others share their beliefs, attitudes, behaviors or impulses either as a defence mechanism (Baumeister et al., 1998) or due to the personality characteristics of the perceiver (Wood et al., 2010).

Therefore, even though participants responded as a third party, they are likely to provide answers similar to how they would react if they were the affected party in the scenarios.The vignettes were based on a fictitious organization (Bivana), which was described as a large financial service organization in Canada. The vignette opened with a brief description of the organization and their activities. All participants read the scenario and answered some baseline questions on job satisfaction to test if there were pre-existing differences among experimental groups. Participants were then randomly assigned to one of the eight experimental conditions. The random assignment of participants to scenarios helped ensure that groups were not too different from each other or that any difference that might exist was distributed across all groups (Lavrakas, 2008).

Once participants were randomly assigned to a condition, they were asked to read the remainder of the scenario, which contained the manipulation of the typical workplace behaviors of the manager (control/experimental) vis-à-vis interaction with their subordinates; the focal subordinate's (Taylor's) intrapersonal behavior (control/experimental); and incivility climate (control/experimental) of Bivana Inc. Before reading the vignettes, participants responded to the participation criteria. In addition, they were required to indicate their gender in an attempt to ensure gender balance across the various groups.

After reading the scenario, participants completed the dependent variable measure (contrapower incivility) along with other possible outcome variables (i.e., organizational citizenship behavior, post-manipulation job satisfaction) to make the purpose of the experiment less obvious. Afterwards, participants completed the control variables measures

(i.e., workplace incivility and baseline job satisfaction), perceived gender of the manager and co-worker, the manipulation check measures (i.e., the perception of leader's behavior, subordinate's intrapersonal factors and workplace incivility climate), hypothesis guessing question, and participant demographics (i.e., education, ethnicity, age and industry).

The blocks of questions were not randomized because the design was organized to experimentally test the relationship between the manipulations of the independent variables and the outcome (dependent variable). Since the essential aim of an experiment is to demonstrate an unambiguous causal link between two variables (Coolican, 2014), having measures in between the independent and dependent variables could act as an extraneous variable that alters any observed relationship. Thus, to prevent a situation where the effect of independent variable manipulation does not transfer to the dependent variable, all measures completed by participants after reading the vignettes were not counterbalanced (due to the search for a cause and effect). All participants accessed the measures in the same order, eliminating any variation between the groups that could be caused by order effects (Coolican, 2014).

At the end of the study, participants were debriefed and asked for their Prolific ID number for payment. Although no form of deception was used in this study, the specific relationships tested as contained in the research model were not divulged to participants to maintain some level of naivety in the research area. A high rate of non-naivety among participants has been shown to significantly reduce the effect sizes of known research findings (Chandler et al., 2015; Peer et al., 2017). Thus, participants were informed (at the start of the

study) that the objective of the current study was to understand how disrespectful behaviors develop between managers and subordinates. Each participant received different scenarios in terms of the manipulation of the leader's behavior, the subordinate's intrapersonal factors and the perception of the incivility climate. In the debrief, participants were told about the specific relationship being tested and given another opportunity to either consent to the use of their data or request a withdrawal. Regardless of their response, participants were assured that they would be paid if they provided their Prolific ID.

The hypotheses proposed in the current study were examined following a series of steps: pretest, pilot study, and the main study, all of which are outlined in the subsequent sections.

## 5.4. Pretest

This study began with a pretest that assessed the appropriateness of the scenarios in terms of their realism, length, clarity and removal of potential cues that may bias the participants' responses. In addition, the pretest helped to ensure that the various scenarios were adequately randomized.

I conducted the pretest by following two approaches- experts-driven and respondent-driven pretest techniques (Ruel et al., 2016). Using the expert-driven approach, my supervisor and supervisory committee members, who are knowledgeable and familiar with experimental research design, examined the experimental materials (vignette) to determine their

appropriateness. There were multiple rounds of feedback to improve each of the experimental scenarios.

One of the key benefits of using the expert-driven approach in the current study was evident in the decision about the names of the characters in the scenario. Names given to characters in a vignette could have implications for the results of a study (Newman et al., 2018). For instance, the gender (Zhang et al., 2022) or ethnicity (Bertrand & Mullainathan, 2004; King et al., 2006) of an unknown person is often judged by the individual's name. A key focus of the current study was to minimize gender effects on participants' responses, therefore, the initial discussion with my committee centred on not naming the characters or identifying them with an English alphabet as done in previous research (e.g., Smith, 1978). However, it was concluded that such a decision would have impacted experimental realism (Aguinis & Bradley, 2014; Sheringham et al., 2021). Thus, after rounds of deliberations, I identified the leader in the vignettes as 'manager' and the subordinate in focus as 'Taylor' because Taylor is a unisex name in North America (Goodwin, 2023). Given that the participants for this study were recruited from Canada and the United States, using a unisex North American name appeared appropriate.

For the respondent-driven pretest, I sent the vignettes to individuals (a total of 11 people) who work in different organizations to assist in reviewing the experimental scenario and survey functionality. These individuals were colleagues and personal friends of the researcher, thus constituting a convenience sample. Given the study's actual participants were employed individuals, using friends and colleagues who were also employed in Canada to

pretest the experiment materials was anticipated to be representative of the actual sample. The objective of using this prested approach was to assess the clarity of the wording of the vignettes and the ease of survey functionality. In addition, the respondents were requested to provide suggestions about the adequacy of the length and any other suggestions. Their feedback was used to further improve the scenarios ahead of the pilot study.

## 5.5.    Pilot

According to Ruel et al. (2016), a pilot study is useful in identifying potential problems in an entire survey procedure and assessing whether a project is feasible, realistic, and rational from start to finish. Data for both the pilot and main study were collected from an online panel (Prolific). I reviewed the usefulness of this platform in terms of data quality in the previous chapter. The three key objectives of the current pilot study are as follows: to ascertain if indicators of the measures load as theoretically expected by testing different extraction models; to determine the reliability of all the measures used in this study; and to assess if the various experimental manipulations worked. The pilot study also allowed me to assess the feedback provided by participants and to check if they encountered any challenges while completing the surveys.

In summary, the pilot study was conducted to test the sufficiency of (1) the psychometric properties of measures and (2) experimental manipulations. Specifically, for the manipulation tests, the following were expected:

*Manipulation Check 1:* The experimental condition of a negative leader behavior will have a higher score (using the leader's behavior manipulation check items written for this study) than the control condition.

*Manipulation Check 2:* The experimental condition of subordinate's intrapersonal factors will have a higher score (using the subordinate intrapersonal factor manipulation check item written for this study) than the control condition.

*Manipulation Check 3:* The experimental condition for incivility climate will have a higher score in the reported perception of incivility climate than the control group.

### 5.5.1 Participants

Participants were employed adults (19 years or older) who were either managers or subordinates in organizations located in Canada or the United States. Consistent with the practice in Studies 1 and 2 of the current thesis, participants were recruited from Canada and the United States. Aside from the stated criteria, one other screening criteria was used; participants who had participated in any of the studies in this dissertation were screened out. These criteria were similarly utilized in the main study (of Study 3).

Regarding participant numbers, some scholars (e.g., Ruel et al., 2016) argue that there is no fast rule about the number of participants required for a pilot study since it may vary based on the number of respondents in an entire sample. Other scholars (e.g., Kunselman, 2024) recommend anywhere from 12 to 35 participants per group for a continuous outcome. Aware of these perspectives, I took guidance by looking at the pilot sample sizes used in previous psychological experiments with similar 2x2x2 factorial research designs. Examples

of pilot sample sizes reported in these previous studies are 82 (Derous et al., 2017) and 84 (Rosette et al., 2008). There appears to be some consistency in the sample sizes across the mentioned studies. Therefore, in the current pilot study, I recruited a total of 98 participants. Based on this number, I expected that each of the eight testing conditions would have a minimum of 10-12 participants per experimental group.

The pilot study began with 101 participants. However, three participants did not pass the attention check questions and were removed. The pilot analysis was conducted using the data from the 98 participants. Of the final 98 participants analyzed, 57 (58.2%) were women, 39 (39.8%) were men and 2 preferred not to say. The majority of the participants fell within the age range of 25-34 (43), 35-44 29), and 45-54 (12). Regarding their ethnicity, 64.3% (63) were White/Caucasian, 15.3% (15) were Asians, 9.2% (9) Blacks/African American and 7.1% (7) were Hispanics. The educational qualifications of the participants were as follows: 48% (47) had undergraduate degrees, 18.4% (18) had Master's degrees, 15.3% (15) had some post-secondary education, and 10.2 (10) had high school diplomas respectively. The few other participants have a PhD (3), or vocational diploma (4). Participants were from a wide array of industries such as educational services, finance, healthcare, food services, retail technical services and manufacturing. Additional details of participants' gender across experimental groups can be seen in Table 10 below.

**Table 10: Participant distributions across all conditions**

|  | Subordinate's Negative Intrapersonal Factors | | Subordinate Control | |
| --- | --- | --- | --- | --- |
|  | Leader's Negative Behavior | Leader Control | Leader's Negative Behavior | Leader Control |
| **Incivility Climate** | Men: 3<br>Women: 8<br>Other: 0<br>TOTAL: 11 | Men: 5<br>Women: 9<br>Other: 0<br>TOTAL: 14 | Men: 5<br>Women:5<br>Other: 1<br>TOTAL: 11 | Men: 4<br>Women: 9<br>Other: 1<br>TOTAL: 14 |
| **Climate Control** | Men: 5<br>Women: 6<br>Other: 0<br>TOTAL: 11 | Men: 8<br>Women: 7<br>Other: 0<br>TOTAL: 15 | Men: 3<br>Women: 7<br>Other: 0<br>TOTAL: 10 | Men: 6<br>Women: 6<br>Other: 0<br>TOTAL: 12 |

## 5.5.2  Measures

Below are the descriptions of the measures used in this study. All measures used were from extant literature except the contrapower incivility scale, which was developed and validated in Study 2.

*Contrapower Incivility:* The dependent variable for Study 3 is contrapower incivility. After reading the vignettes, which contain the various manipulations, participants completed this measure. They were asked, "How likely do you think Taylor (your coworker) will engage in the following? Please reflect and answer as honestly as possible." Contrapower incivility was measured using the 13-item scale that was developed and validated in Study 2. The scale was developed to measure the unique experiences of workplace leaders (i.e., managers, and supervisors) with incivility from their subordinates. Examples of items in this measure are "Flat-out refusal to obey the manager's instruction" and "Engage in behaviors that undermine the manager." Participants completed the measure on a seven-point Likert scale ranging from

Never (1) to Always (7). In Study 2, the measure had a Cronbach's alpha of 0.94, indicating very strong internal consistency.

*Perception of the Leader's Behavior:* According to Podsakoff and Podsakoff (2019), manipulation checks are required to confirm that the treatment conditions have operationalized the independent variable as it has been conceptualized. Thus, I designed the manipulation check items based on the manipulation of the leader's behavior. The manipulation of the leader's behavior was assessed using five items, which participants responded to on a Likert scale ranging from "A very small extent" (1) to "A very large extent" (5). One of the five items was assessed with Yes (1) or No (2). The index score, obtained by summing the five items, helped to assess the viability of the perception of the leader's behavior's manipulation. An example of the items used to check the leader's behavior manipulation is "the manager gives a high priority to job satisfaction?" Items were reversed-coded as necessary. One question had a yes/no answer (i.e., "Is your manager in the scenario a supportive person who cares about subordinate and team development?"). Thus, the variable score was computed as a sum, rather than a mean score.

*Perception of Subordinate's Intrapersonal Factors:* The effectiveness of the perception of the subordinate's intrapersonal factor manipulation was assessed using a single item created for this study: "Is the employee difficult to work with based on the scenario?" Participants responded with either Yes (1) or No (2). Scores were recoded such that Yes had a score of 1 and No had a score of 0 to align with experimental (1) versus control (0).

*Perception of Incivility Climate:* The perception of incivility climate was used to evaluate the effectiveness of the incivility climate manipulation. The four-item measure (Gallus et al., 2014) is comprised of a 7-point Likert scale (1= Strongly Disagree to 7 = Strongly Agree). The four items corresponded to two subscales, namely organizational policies regarding incivility (e.g., "There are no company guidelines on how to treat each other") and organizational tolerance for incivility (e.g., "You would have career problems if you were rude to others"). Items were reversed-coded as necessary. The Cronbach's alpha for this measure in Study 2 was 0.64. However, since it is an established measure, the scale was retained for this study because the perception of incivility climate is part of the nomological network of contrapower incivility. Moreover, at the end of Study 2, I concluded that the low alpha may have been because the perception of incivility climate was not salient for the participants in that research context.

*Job Satisfaction:* The 3-item job satisfaction scale contained in the Michigan Organizational Assessment Questionnaire (Bowling & Hammond, 2008) was used in the current study. An example of an item on this scale is "All in all, I am satisfied with my job." Items were reversed-coded as necessary. Participants responded on a Likert scale ranging from "Disagree very much" (1) to "Agree very much" (6). This measure had a Cronbach's alpha of 0.84 in Study 2 of the current thesis.

In the current study, the job satisfaction measure was used in three different ways. Firstly, it was used to measure the participant's baseline satisfaction with the fictional job before exposing them to the experimental conditions ($\alpha = 0.87$). This use of the job

satisfaction measure enabled me to assess potential pre-existing differences in the experimental groups before the manipulations. If there were differences, the base rate could be used as a statistical control. Secondly, the measure was used as a follow-up measure of the participant's satisfaction with the fictional job after exposure to the experimental conditions ($\alpha$ = 0.95). Thirdly, the measure was used to assess participants' thoughts about the job satisfaction of the subordinate (Taylor) in their assigned scenario ($\alpha$ = 0.93).

*Workplace Incivility Scale:* The Workplace Incivility Scale (Cortina et al., 2013) was used as a control variable in the current study. It was used to evaluate whether participants in the current study had previously experienced incivility and if such experience influenced how they perceived the research conditions. The anchor was presented to the participants as follows: "The following questions ask about your own experiences. During the PAST YEAR, were you ever in a situation in which someone at work..." Afterwards, they completed the measure. The measure comprises 12 items that evaluate an individual's experiences with specific rude or uncivil behaviors in their workplace over the past year. Participants' responses were recorded on a Likert scale ranging from Never (1) to Many times (5). Two examples of items on this scale include "Paid little attention to your statements or showed little interest in your opinions" and "Gave you hostile looks, stares, or sneers." The Cronbach's alpha for this measure in Study 2 of the current thesis was 0.92.

*Organizational Citizenship Behavior:* The organizational citizenship behavior measure was used as a distractor variable. That is, to disguise the variable of interest (contrapower incivility). This 10-item version of the Organizational Citizenship Behavior Checklist (Fox et

al., 2012) was used to assess the citizenship behavior of the employee in the present study. The scale anchor was presented to the participants as follows, "Given what you have read…how often do you think Taylor (your coworker) would do each of the following things at work? Please reflect and answer as honestly as possible." Examples of items on this scale include "Help new employees get oriented to the job" and "Lend a compassionate ear when someone at work has a work problem." The scale anchor ranged from "never" (1) to "every day" (5). This measure had a Cronbach's alpha of 0.79 in Study 2 of the current thesis.

*Demographics:* Participants were asked about the highest level of education they had completed (ranging from some high school education to PhD), their ethnicity (e.g., White/Caucasian, African American/Black), age (19-99) and the industry where they work (e.g., Construction, Education).

### 5.5.3 Pilot Study Analysis

Before analyzing the data, I checked to see if there was missing data across the variables in the dataset. Across the dataset of the 101 participants recruited for the pilot study, there was no missing data. However, as previously stated, three participants failed attention check questions. The pilot study was thus comprised of 98 participants whose data were used in the analysis.

I also conducted an outlier analysis using being an extreme outlier (i.e., ±3 SD) following previous research (e.g., Rattan & Dweck, 2018) on the perception of incivility climate measure. Moreover, I examined the completion time of the survey to see if participants finished too quickly. The median and range of completion time are reported in the results

section. I examined the written feedback from participants to see if they experienced any difficulties while completing the pilot study. Participants' responses to the hypothesis guessing question (where they were asked to briefly describe what they thought the study was about) were analyzed to see if they could ascertain the study's hypotheses. The analysis showed that while participants understood that the study was about workplace behavior, they could not guess the actual hypotheses.

Quantitative analyses of the data were conducted using the SPSS Statistics software version 29 (IBM Corp, 2021). To ascertain the existence of a valid relationship between the observed variables and their underlying latent constructs, I conducted an exploratory factor analysis with a set number of factors and compared their associated fit indices. To conduct the exploratory factor analysis, all measures used in the current study were included. The present study has seven constructs (contrapower incivility, organizational citizenship behavior, workplace incivility, job satisfaction and the three manipulation checks for perception of incivility climate, leader behavior, and subordinate intrapersonal factor). As one of the constructs (job satisfaction) was used in three different ways, the measurement model was expected to have up to ten factors. Maximum Likelihood Extraction with Varimax rotation with a set number of factors was used. The independent model, and one-factor model up until the ten-factor model were examined.

To evaluate the reliability of all the measures used in this study, I performed an initial statistical analysis of the measures to determine if the measures were performing well. Specifically, I ran a reliability analysis looking at Cronbach's. The reliability of each scale, evidenced by their alphas, is reported in the results section below.

The effectiveness of the different experimental manipulations (leader, subordinate and perception of incivility climate) was assessed using an independent sample t-test. For the leader's behavior manipulation, the analysis was conducted using the summed leader's behavior manipulation check items as the test variable (control vs. experimental group). For the perception of subordinate intrapersonal factors, the single-item subordinate intrapersonal factor manipulation check question was used as the test variable (control vs. experimental group). The effectiveness of the perception of incivility climate manipulation was checked using the mean score of the perception of incivility climate measure (control vs. experimental group).

The results of the pilot test are reported in the section below.

### 5.5.4   Pilot Study Results

The result of the outlier analysis showed there was no outlier ($\pm$ 3 SD) in the analyzed data. Also, the analysis of the qualitative responses in the pilot data revealed that participants did not encounter any problems throughout the entire survey. Participants' feedback suggested that the study was straightforward and that they had no difficulty understanding what was required of them. In addition, the analysis of participants' responses to the hypothesis guessing questions indicated that participants could not ascertain the study's hypotheses. Some of the answers provided are as follows: "How a bad co-worker can decrease satisfaction with your job," "The study examines workplace dynamics, managerial behavior, and organizational culture's impact on employee well-being," "Managerial style and how it is perceived by employees," and "How people perceive the workplace." This inability to guess the hypotheses

in the current study helped reduce social desirability in participants' responses (Podsakoff et al., 2003).

While the survey was designed to take a maximum of 21 minutes, the pilot study revealed a median participation time of 9 minutes and 17 seconds, with a range of 6 minutes and 6 seconds to 29 minutes and 26 seconds. Taken together, the pilot study's results suggested that the data met quality requirements. Aside from the three participants who failed the attention checks, the remaining 98 participants' data were kept for further analysis. Also, the data demonstrated that the time allotted for the survey was feasible for its completion. Thus, the same estimated time for participants was maintained in the final phase of the current study.

The exploratory factor analysis with fit indices revealed that valid relationships exist between the observed variables and their underlying latent constructs. The analysis showed that the best-fit model, where all indicators loaded strongly on their factors, was the nine-factor model (see Table 11 below). Although the eigenvalue in the nine-factor model was a little lower than one, the model appeared to have the best fit; indicators had their strongest loadings at the ninth factor. Scholars assert that a low eigenvalue (less than 1) should not be viewed as a concern by itself. For instance, Cliff (1988) argues that there can be more reliable factors than indicated by the eigenvalues-greater-than-one rule and that scholars should also look at the reliability of the individual measures and the clear impression provided by the correlations. In addition, Samuels 2016) suggests that a factor with an eigenvalue lower than one can be retained provided the total variance explained by the retained factor is at least 50%; this was the case in the current study. Thus, the nine-factor model was retained as presented in

the results section below. The exploratory factor analysis items used to assess the model fit were the (Non) Normed Fit Index (NNFI), the Tucker-Lewis index (TLI) and the Root Mean Square Error of Approximation (RMSEA). NNFI and TLI are often used interchangeably and are seen as the same (Goretzko et al., 2024). While there are no exact cutoffs for fit indices (Khademi et al., 2023; Schermelleh-Engel, 2003), a value greater than 0.90 (> 0.95 is the best) is often considered acceptable using NNFI or TLI. A value less than 0.08 (or close to 0.06) is seen as acceptable when using the RMSEA to assess a model fit (Hu & Bentler, 1999; Schermelleh-Engel, 2003).

**Table 11: Exploratory Factor Analysis Model Fit Results (Pilot Study)**

|  | $\chi^2$ | Df | $\Delta\chi^2$ | $\Delta$df | p-value | NNFI | RMSEA | TLI |
|---|---|---|---|---|---|---|---|---|
| Independent model | 6249.76 | 1431 |  |  |  |  |  |  |
| 1-Factor model | 4168.82 | 1377 | 2080.93 | 54 | 0.0000 | 0.40 | 0.145 | 0.398 |
| 2-Factor model | 3504.34 | 1324 | 664.49 | 53 | 0.0000 | 0.51 | 0.130 | 0.511 |
| 3-Factor model | 2937.45 | 1272 | 566.89 | 52 | 0.0000 | 0.61 | 0.116 | 0.611 |
| 4-Factor model | 2536.70 | 1221 | 400.75 | 51 | 0.0000 | 0.68 | 0.105 | 0.680 |
| 5-Factor model | 2082.42 | 1171 | 454.28 | 50 | 0.0000 | 0.77 | 0.090 | 0.769 |
| 6-Factor model | 1883.50 | 1122 | 198.92 | 49 | 0.0000 | 0.80 | 0.084 | 0.798 |
| 7-Factor model | 1684.24 | 1074 | 199.26 | 48 | 0.0000 | 0.83 | 0.077 | 0.831 |
| 8-Factor model | 1507.92 | 1027 | 176.31 | 47 | 0.0000 | 0.86 | 0.069 | 0.861 |
| 9-Factor model | 1341.83 | 981 | 166.10 | 46 | 0.0000 | 0.89 | 0.062 | 0.891 |

The exploratory factor analysis with fit indices showed that factors performed best on the nine-factor model ($\chi^2$ = 1341.83, df = 981, $\Delta\chi^2$ =166.10 (46), p = < 0.001, RMSEA = 0.062, NNFI and TLI = 0.89). The manipulation check item for the subordinate intrapersonal factor and six of the ten organizational citizenship behavior items loaded stronger on the dependent variable factor. However, the loadings were all negative as theoretically expected

(see Appendix Q for the rotated factor matrix of the pilot study's exploratory factor analysis). Additionally, the result of the analysis revealed that Bartlett's Test of Sphericity was significant ($\chi2 = 6249.76$, df = 1431, p < 0.001), while the Kaiser-Meyer-Olkin measure satisfied sampling adequacy (KMO = 0.83).

The analysis of the measures based on the pilot data showed that they performed well. The results of the reliability analysis are as follows: contrapower incivility ($\alpha = 0.97$), workplace incivility ($\alpha = 0.93$), organizational citizenship behavior ($\alpha = 0.95$), perception of incivility climate ($\alpha = 0.95$), and job satisfaction (baseline job satisfaction: $\alpha = 0.87$, follow-up job satisfaction: $\alpha = 0.95$), Taylor's job satisfaction: $\alpha = 0.93$), and leader's behavior manipulation check ($\alpha = 0.88$). The measure for subordinate intrapersonal factors (the ninth factor) did not have a Cronbach's alpha, as it was a single-item measure (Song et al., 2023).

The result of the manipulation test for the leader's behavior manipulation was significantly different ($t = 15.13$, $df = 96$, $d = 3.08$, $p < 0.001$) and went in the expected direction between the experimental (M = 18.35, SD = 2.59) and control group (M = 9.84, SD = 2.96). Similarly, the result of the subordinate's intrapersonal factors manipulation was significant ($t = 14.98$, $df = 96$, $d = 3.03$, $p < 0.001$), and in the expected direction (experimental group: M = 1.89, SD = 0.31; control group: M = 1.06, SD = 0.24). Additionally, the result of the incivility climate manipulation for the experimental group (M = 5.66, SD = 1.46) was significantly different from the control group (M = 2.18, SD = 1.13) and in the expected direction ($t = -13.17$, $df = 96$, $d = -2.66$, $p < 0.001$). Taken together, these results from the pilot study showed that the manipulations as currently designed worked and signalled their viability for the main study.

## 5.6    Main Study

The findings in the pilot study revealed that the study design, experimental manipulations and measures were adequate and feasible for use in a larger-scale study. Thus, I proceeded to collect the data for my main study. The section below contains the approach I used for the data collection and analysis in the main study.

### 5.6.1   Procedure

The main study followed the same procedure used in the pilot study. There were no amendments made to the manipulation, the design of the experiment, or any amendments to the measures and how they were presented. Like in the pilot study, individuals who were willing to participate in the research clicked a link posted with the recruitment message on Prolific, which then took them to the informed consent letter. Upon reviewing and accepting the consent letter, participants then accessed the surveys hosted on Qualtrics. The survey contained the same measures, vignettes and instructions used in the pilot study detailed above. After completing the research measures, participants were also required to provide some demographic information, namely gender, ethnicity, sector and age. Participants were remunerated 3 USD, which was a fair rate as per the descriptor specified on Prolific. Compensation was made via participant Prolific IDs after their data had been checked and certified to have met the compensation requirement. To receive the full compensation (3 USD), participants were required to complete at least 75% of the survey and answer questions earnestly (evaluated through the attention checks).

### 5.6.2 Participants

To determine the number of participants needed for this study, I used the G*Power sample calculator software. The software is useful for the assessment of sample size in quantitative research based on criteria defined by the researcher. According to the G*Power app, the convention for effect sizes for $F$ tests is 0.10 (small), 0.25 (medium) and 0.40 (large). I adopted the medium effect size (0.25) for the current study, consistent with previous research on workplace incivility (e.g., Daniels & Jordan, 2019; Harold & Holtz, 2015; Holmvall et al., 2019), which reported effect sizes ranging from 0.16 to 0.54. Setting Type I Error to 0.05, power at 0.95 for Type II Error and selecting ANOVA for the statistical analysis, a sample size of 400 was recommended for the main study. Thus, a total of 400 participants initially completed this current study's survey. However, 8 participants did not pass the attention check questions, and another 8 replacement participants were recruited within three days of the initial recruitment.

Of the 400 participants, 261 (65.3%) were women and 134 (33.5%) were men. Participants' ages ranged from 19 to 64, and they had diverse ethnicities. Specifically, the majority of the participants identified themselves as Caucasian/White (223, 58%) while others were Asian (82, 20.5%), African American/Black (39, 9.8%), Hispanic/Latino (21, 5.3%), multiple ethnicities (3, 0.8%), Native American (25, 6.3%), and Middle Eastern (2, 0.8%). The educational qualification of the participants varied from a High School Diploma to a PhD. The majority of the participants had a College/Undergraduate degree (196, 49%), a Master's degree (74, 18.5%), and some form of post-secondary education qualification (53, 13.3%).

Also, participants were from a variety of industries, namely health care, professional services, finance, education, sales, hospitality, manufacturing, and construction (see the table in Appendix R for more details regarding the sample demographics).

Given documented gender differences in experience and perpetration of incivility (Cortina et al., 2013; Gallus et al., 2014), I made an effort to minimize gender imbalance in participation and across the scenarios in the current study. However, given that there were more women than men who participated, it was impossible to achieve equal distribution across the scenario groups. Regardless, the chi-square test of independence (see analysis section below) was conducted to ensure gender differences did not influence the result. Participants' distributions across all experimental groups can be seen in Table 12 below.

**Table 12: Participant distributions across all conditions**

| | Subordinate's Negative Intrapersonal Factors | | Subordinate Control | |
|---|---|---|---|---|
| | **Leader's Negative Behavior** | **Leader Control** | **Leader's Negative Behavior** | **Leader Control** |
| **Incivility Climate** | Men: 19<br>Women: 31<br>Other: 1<br>TOTAL: 51 | Men: 14<br>Women: 32<br>Other: 2<br>TOTAL: 48 | Men: 15<br>Women: 37<br>Other: 0<br>TOTAL: 52 | Men: 21<br>Women: 28<br>Other: 0<br>TOTAL: 49 |
| **Climate Control** | Men: 14<br>Women: 33<br>Other: 0<br>TOTAL: 47 | Men: 18<br>Women: 31<br>Other: 0<br>TOTAL: 49 | Men: 15<br>Women: 35<br>Other: 1<br>TOTAL: 51 | Men: 18<br>Women: 34<br>Other: 1<br>TOTAL: 53 |

### 5.6.3 Analysis

All analyses were conducted using the SPSS Statistics software version 29.0, following the same protocol as the pilot study (before hypothesis testing). Before analyzing the data, I screened participants' responses for outliers, missing data, and single-pattern responses. To further ensure data quality, I checked their responses to the attention check questions (e.g., "Please mark 'strongly agree' for this item") to determine whether or not respondents exerted sufficient effort while completing the study (DeSimone & Harms, 2018). As noted earlier, eight participants did not pass the attention check questions and were replaced.

An exploratory factor analysis was completed, following the same protocols as the Pilot Study (i.e., all the measures used in the current study, including the control variable of the workplace incivility scale and manipulation check measures were included; Maximum Likelihood Extraction with Varimax rotation and a set number of factors was used until the model with the best fit emerged). The independent model, and the one-factor model up until the eleventh-factor model were considered for examination.

Following the above analysis, the reliability analysis of the measures was conducted (a minimum of $\alpha = 0.70$ was sought; Peterson, 1994). The results of the analysis are reported in the results section below. Furthermore, I conducted a correlational analysis to examine the relationships among all the variables.

Although the utility of the various manipulations (for the leader's behavior, subordinate's intrapersonal factors and perception of incivility climate) used in the current study had been ascertained in the pilot study, I re-ran the analysis with the main study data for confirmation. The analyses were conducted in the same way, using planned independent

sample t-tests. Like in the pilot study, the effectiveness of the leader's behavior manipulation was assessed using the summed manipulation check items for the leader's behavior (control vs. experimental group: looking for $p < 0.05$). Similarly, the manipulation for the subordinate's intrapersonal factors was assessed with a single-item manipulation check question (control vs. experimental group: looking for $p < 0.05$). The perception of incivility climate manipulation was assessed with the perception of incivility climate check (control vs. experimental group: looking for $p < 0.05$).

In addition to the above analyses, I conducted a chi-square test of independence to determine whether the demographic variables in the current study (age, education, industry, gender and qualification) had relationships with the experimental conditions. I tested a random assignment of the demographic variables across experimental groups (looking for $p > 0.05$). The essence of these analyses was to assess if potential dependence exists between demographic variables and the experimental conditions. Also, an ANOVA was conducted for the Workplace Incivility Scale and the eight experimental conditions to test for group differences regarding this control variable. The outcome of the analyses is presented in the results section.

After the assessment of the psychometric properties of all the scales and the manipulation checks and random assignment tests were completed, the hypotheses were tested. A full factorial model analysis with contrapower incivility as the dependent variable, leader behavior condition (dummy variable of $0 =$ control, $1 =$ experimental), subordinate intrapersonal factors (dummy variable of $0 =$ control, $1 =$ experimental), and incivility climate

(dummy variable of 0 = control, 1 = experimental), and workplace incivility included as a covariant was conducted with Type 3 Sum of Squares. The *p*-value was set at under 0.05 for the confirmation of the hypotheses. The output of the analysis is presented in the results section below.

## 5.6.4   Results

The results of the various analyses conducted in the current study are presented below. For ease of clarity, the results are presented under two subtopics. The first section contains the result of the data cleaning and psychometric properties of the measures, while the second subtopic contains the result of this study's hypotheses.

### 5.6.4.1  Data Cleaning and Verification

The outlier analysis revealed that there was no outlier ($\pm$ 3 SD) in the analyzed data. Also, no single response pattern was found. All 400 participants' data analyzed passed the data quality checks. In addition, I assessed the completion time of the survey to see if participants finished too quickly. While the survey was designed to take a maximum of 20 minutes, the median completion time was 12 minutes, with a range of 6 minutes and 45 seconds to 32 minutes and 2 seconds.

In addition, analysis of participants' responses to the hypothesis guessing questions indicated that participants could not ascertain the study's hypothesis. Some of the answers provided are as follows: "How management styles affect employees and productivity," "Perceptions of workplace behavior," and "I think this study is about workplace behaviors and

possibly related gender stereotypes." This inability to guess the hypotheses in the current study was expected to reduce social desirability in participants' responses (Podsakoff et al., 2003).

The reliability analysis revealed some changes to the Cronbach alpha of some of the measures compared to the pilot study. For instance, while Cronbach's alpha for the contrapower incivility and organizational citizenship behavior scales improved slightly, the alpha for the workplace incivility scale stayed the same. Thus, the result of the reliability analysis for all the measures used in the current study is as follows: contrapower incivility ($\alpha$ = 0.98), workplace incivility ($\alpha$ = 0.93), organizational citizenship behavior ($\alpha$ = 0.96), perception of incivility climate ($\alpha$ = 0.94), job satisfaction (baseline: $\alpha$ = 0.76, follow-up: $\alpha$ = 0.93 and Taylor's: $\alpha$ = 0.93). Since a minimum alpha of 0.70 was sought (Peterson, 1994), it was concluded that the scales used in the present study were all reliable.

Regarding the exploratory factor analysis, the result showed that the best-fit model, where all indicators loaded on their factors, was the eight-factor model (see Table 13 below). In the eight-factor model, indicators loaded better on their factors compared to the previous models ($\chi2$ = 2745.55, df = 1027, $\Delta\chi2$ = 503.16 (47), p = < 0.001, NNFI = 0.90, RMSEA = 0.065, TLI = 0.90). The result of the analysis revealed that Bartlett's Test of Sphericity was significant ($\chi2$ = 24593.97, df = 1431, p < 0.001), while the Kaiser-Meyer-Olkin measure satisfied sampling adequacy (KMO = 0.95). The loadings of all items on their factors can be seen in Appendix S (Best Fit Model Rotated Factor Matrix).

**Table 13: Exploratory Factor Analysis Model Fit Results**

|  | $\chi^2$ | df | $\Delta\chi^2$ | $\Delta$df | p-value | NNFI | RMSEA | TLI |
|---|---|---|---|---|---|---|---|---|
| Independent model | 24593.97 | 1431 | | | | | | |
| 1-Factor model | 13841.76 | 1377 | 10752.21 | 54 | 0.0000 | 0.44 | 0.151 | 0.441 |
| 2-Factor model | 11250.45 | 1324 | 2591.31 | 53 | 0.0000 | 0.54 | 0.137 | 0.537 |
| 3-Factor model | 8400.38 | 1272 | 2850.06 | 52 | 0.0000 | 0.65 | 0.119 | 0.654 |
| 4-Factor model | 6610.30 | 1221 | 1790.08 | 51 | 0.0000 | 0.73 | 0.105 | 0.727 |
| 5-Factor model | 4631.22 | 1171 | 1979.08 | 50 | 0.0000 | 0.82 | 0.086 | 0.817 |
| 6-Factor model | 3891.96 | 1122 | 739.26 | 49 | 0.0000 | 0.85 | 0.079 | 0.847 |
| 7-Factor model | 3248.70 | 1074 | 643.26 | 48 | 0.0000 | 0.87 | 0.071 | 0.875 |
| 8-Factor model | 2745.55 | 1027 | 503.16 | 47 | 0.0000 | 0.90 | 0.065 | 0.897 |

An examination of the factor loading revealed that organizational citizenship behaviors loaded on two factors. Of the 10 indicators, items 1-6 loaded strongly (but negatively) on the same factor as contrapower incivility, while 7-10 loaded on a separate factor. To make sense of the reason for the separate cross-loading of the organizational citizenship behavior items, I reviewed the items by looking at their descriptions. The review showed that indicators 1-6 describe citizenship behaviors directed at others (colleagues) while 7-10 depict citizenship behaviors exhibited in one's work. While the Varimax rotation was applied because the orthogonal simple structure rotation was desired, the cross-loading issue made me explore the Promax rotation  (an oblique rotation that allows factors to be correlated with one another). With the Promax rotation, items 1-6 loaded well with the other items on the OCB factor, but they also had stronger loadings on the contrapower incivility factor. Thus, the issue of cross-loading persisted.

Perhaps the organizational citizenship behaviors scale did not accurately measure what it was supposed to measure in the current study, which was to assess whether the manipulations of the predictor variables affect engagement in citizenship behaviors. As noted

by Bolino et al. (2024), while scholars have done a reasonably good job of keeping the nomological network of organizational citizenship behavior up to date, the rapid pace of change in work and society over the past five years has revealed areas of opportunity for potential interrelationships between organizational citizenship behavior and other management constructs. That is, understanding organizational citizenship behavior in the context of rapidly changing work attitudes, the nature of work, and work itself. The cross-loading of organizational citizenship behavior with contrapower incivility points to this need to study their interrelationship, since that is yet to be done. Thus, given the lack of discriminant validity of this measure, organizational citizenship behavior was excluded from further analyses. The decision to remove organizational citizenship behavior from further analysis is not a problem in this study since it was only included from the outset as a distractor variable, and no hypotheses required it as a variable.

Regarding the result of the correlation analysis, the descriptive statistics and variable correlations can be seen below (Table 14).

**Table 14: Variable Score Descriptive Statistics and Correlations [1.]**

| | Mean | Std. Dev. | CIS | WIS | InClim | BJS | FJS | TJS | MChkL |
|---|---|---|---|---|---|---|---|---|---|
| **CIS** | 3.13 | 1.66 | **0.98** | | | | | | |
| **WIS** | 1.72 | 0.74 | .168** | **0.93** | | | | | |
| **InClim** | 3.91 | 2.19 | .136** | -.060 | **0.94** | | | | |
| **BJS** | 4.84 | 0.72 | -.135** | -.141** | .060 | **0.76** | | | |
| **FJS** | 3.44 | 1.54 | -.296** | .032 | -.474** | .119* | **0.93** | | |
| **TJS** | 3.61 | 1.47 | -.429** | .036 | -.102* | .147** | .512** | **0.93** | |
| **MChkL** | 13.71 | 5.14 | -.212** | -.025 | -.228** | .035 | .672** | .498** | **0.88** |
| **MChkS** | 1.50 | 0.50 | .76** | .065 | .060 | -.072 | -.179** | -.341** | -.060 |

**. Correlation is significant at the 0.01 level (2-tailed), *. Correlation is significant at the 0.05 level (2-tailed).
[1.] Diagonal bold numbers are Cronbach alpha values. CIS = Contrapower Incivility; WIS = Workplace Incivility Scale; InClim = Incivility Climate; BJS = Baseline Job Satisfaction; FJS = Follow-up Job Satisfaction; TJS = Taylor's Job Satisfaction; MChkL= Leader's Behavior Manipulation Check; MChkS= Subordinate's Intrapersonal Factors Manipulation (No Cronbach's alpha because it is a single-item measure).

Table 14 above reveals there are minimal correlations among the variables of interest. It should be stated that a strong correlation appeared between contrapower incivility and the subordinate's intrapersonal factor manipulation check measures ($r = 0.76$, $p < 0.001$). However, this correlation might be because the subordinate's intrapersonal factor manipulation check is based on a single-item measure. According to Allen et al. (2022), the disattenuation of correlations is often problematic with single-item measures.

Concerning the chi-square test of independence for participants' demographics and experimental conditions, the results are as follows. Gender was not significant ($\chi^2 = 18.76$, $df = 21$, $N = 400$), $p > 0.05$), nor was age ($\chi^2 = 25.92$, df $= 35$, N $= 400$), p $> 0.05$), education ($\chi^2 = 53.79$, $df = 49$, $N = 400$, $p > 0.05$), ethnicity ($\chi^2 = 46.1$, df $= 49$, N $= 400$, $p > 0.05$), and industry ($\chi^2 = 119.2$, $df = 13$, N $= 400$, $p > 0.05$). Similarly, there were no group differences for previous experience incivility ($F_{(7,392)} = 0.82$, $p > 0.05$, $\eta^2 = 0.01$; $M_{group1} = 1.73$, $SD = 0.79$; $M_{group2} = 1.62$, $SD = 0.77$; $M_{group3} = 1.85$, $SD = 0.70$; $M_{group4} = 1.75$, $SD = 0.85$; $M_{group5} = 1.72$, $SD = 0.75$; $M_{group6} = 1.61$, $SD = 0.60$; $M_{group7} = 1.63$, $SD = 0.65$; $M_{group8} = 1.83$, $SD = 0.78$). Taken together, this result shows that the assignments of participants across the experimental conditions were independent of their demographic factors and prior experiences with incivility.

The analyses of the various experimental manipulations developed for the current study showed that the manipulations were viable for use. The result of the leader's behavior manipulation check was significant and in the expected direction (experimental group: $M = 17.66$, $SD = 3.04$; control group: $M = 9.80$, $SD = 3.56$). Levene's test for equality of variances

indicated the variances were not homogeneous ($p = 0.03$), thus, the t-test for unequal variances was used ($t = 23.74$, $df = 389.72$, $d = 2.37$, $p < 0.001$).

The subordinates' intrapersonal factor manipulation check result was significant ($t = 37.94$, $df = 398$, $d = -3.80$, $p < 0.001$, Levene's test for equal variances assumption confirmed, $p = 0.29$) and in the expected direction: experimental group ($M = 1.95$, $SD = 0.22$), control group ($M = 1.05$, $SD = 0.24$).

The result of the manipulation check for the perception of incivility climate was significant and presented as follows: experimental group ($M = 5.67$, $SD = 1.46$), control group ($M = 2.16$, $SD = 1.14$). Levene's test for equality of variances indicated the variances were not homogenous ($p = 0.005$). As a result, the t-test for unequal variances was used ($t = -26.90$, $df = 376.91$, $d = -2.69$, $p < 0.001$). These results indicate that the manipulations developed for the various test conditions in the current study were successful.

### 5.6.4.2 Hypotheses Results

Given the measures performed appropriately, random assignment was sufficiently achieved, and manipulations were as expected, the hypotheses were tested next. To do so, a regression analysis using the generalized linear model was conducted. The regression accounted for 60% of the variance for contrapower incivility ($R^2 = 0.607$; $R^2_{adj} = 0.599$). Even though there were no group differences based on the participants' experienced incivility and how they perceived the research conditions (using the Workplace Incivility Scale), I included it as a covariate. The reason for its inclusion as a control variable was that it is statistically related to contrapower incivility ($F_{(1,399)} = 14.23$, $p < 0.001$, $\eta_p^2 = 0.035$). The output of the

analysis is presented below (see Table 15 below). Moreover, previous experience of incivility has been found to influence behavioral incivility (Harold & Holtz, 2015).

The result of Hypothesis 1 that the perception of a leader's negative behavior will increase contrapower incivility was not significant, ($F_{(1, 399)}$ = 3.23, p = 0.07; $M_{control}$ = 3.03, $SD$ = 1.66; $M_{experimental}$ = 3.22, $SD$ = 1.65). Thus, the result showed no main effect from the leader's behavior and contrapower incivility. However, Hypothesis 2 was supported, indicating that the perception of an subordinate's negative intrapersonal factors contributes to an increase in contrapower incivility ($F_{(1, 399)}$ = 562.75, $p$ < 0.001, $\eta_p^2$ = 0.59; $M_{control}$ = 1.90, $SD$ = 1.02; $M_{experimental}$ = 4.42, $SD$ = 1.12). Likewise, Hypothesis 3, which posed that perception of incivility climate would increase contrapower incivility, was confirmed ($F_{(1, 399)}$ = 5.29, $p$ < 0.05, $\eta_p^2$ = 0.13; $M_{control}$ = 2.99, $SD$ = 1.62, $M_{experimental}$ = 3.26, $SD$ = 1.68).

**Table 15: Tests of Between-Subjects Effects**

| Source | Type III Sum of Squares | Df | Mean Square | F | Sig. | Partial Eta Squared |
|---|---|---|---|---|---|---|
| Corrected Model | 663.157[a] | 8 | 82.895 | 75.471 | <.001 | .607 |
| Intercept | 446.325 | 1 | 446.325 | 406.356 | <.001 | .510 |
| Experienced Incivility (control) | 15.634 | 1 | 15.634 | 14.234 | <.001 | .035 |
| Leader Behaviors' Manipulation | 3.550 | 1 | 3.550 | 3.232 | .073 | .008 |
| Subordinate Intrapersonal Factors' Manipulation | 618.100 | 1 | 618.100 | 562.749 | <.001 | .590 |
| Incivility Climate's Manipulation | 5.814 | 1 | 5.814 | 5.293 | .022 | .013 |
| Leader * Subordinate | .004 | 1 | .004 | .003 | .954 | .000 |
| Leader * Incivility Climate | .030 | 1 | .030 | .027 | .870 | .000 |
| Subordinate * Incivility Climate | .011 | 1 | .011 | .010 | .921 | .000 |
| Leader * Subordinate * Incivility Climate | .851 | 1 | .851 | .775 | .379 | .002 |
| Error | 429.458 | 391 | 1.098 | | | |
| Total | 5005.118 | 400 | | | | |
| Corrected Total | 1092.616 | 399 | | | | |

a. $R^2 = 0.607$ (Adjusted $R^2 = 0.599$)
Dependent variable = Contrapower Incivility

Hypotheses 4 and 5 investigated the interactive effect of the perception of incivility climate on the main effects. Specifically, Hypothesis 4 explored the potential moderating role of the perception of incivility climate on the perception of a leader's negative behavior and contrapower incivility, such that the relationship between leader's negative behaviors and contrapower incivility will be stronger than when there is a civility climate. There was no support for this hypothesized interaction ($F_{(1, 399)}= 0.027, p = 0.87$). Similarly, Hypothesis 5, which stated that the perception of incivility climate and perception of employees' negative intrapersonal factors will interact such that the relationship between employees' negative

intrapersonal factors and contrapower incivility will be stronger than when there is a civility climate, was also not supported ($F_{(1, 399)} = 0.010$, $p = 0.92$).

## 5.7 Discussion

In Study 1 of the current thesis, participants commonly reported the leader's negative behavior, perception of incivility climate and the subordinate's intrapersonal factor as the likely reasons for contrapower incivility. The objective of the current study was to assess those findings using an experimental research design, to see if causal inferences could be made regarding the hypothesized relationships. Thus, using an experimental vignette research design with a total of 400 employed participants across diverse industries in Canada and the United States, some of the hypotheses investigated received support, while others did not.

The expectation that a perception of a leader's negative behaviors will increase contrapower incivility was not supported. This finding was somewhat surprising considering that one of the key principles of the Social Interactionist Perspective is that the perception of others' actions is a critical driver of aggressive behaviors (Felson & Tedeschi, 1993). In addition, previous research (e.g., Skarlicki & Folger, 1997) revealed that subordinates are more likely to retaliate with indirect, subtle, or covert behavior when they perceive unjust treatment as a way to get even.

The result of Hypothesis 2, that the perception of a subordinate's negative intrapersonal factors will increase contrapower incivility, was supported. This finding goes against the general belief that people who are hierarchically near the top of the organization are protected from incivility because they possess the power to exert retribution against

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subordinates who treat them with disrespect (Aquino et al., 1999; Aquino & Bradfield, 2000; Cortina et al., 2001). Perhaps the subtle nature of workplace incivility makes it easier to direct it to people in a position of power by their subordinates. As enunciated previously by Cortina (2008), incivility tends to occur stealthily and might be difficult to identify, manage or prevent. The finding also aligns with previous studies (DeSouza, 2011; Richardson, 1999) that found incivility as the most common type of harassment engaged in by students and targeted at teachers and professors in the academic environment. The finding thus shows that the intrapersonal factor of a subordinate is a predictor of contrapower incivility.

The third hypothesis, that the perception of incivility climate will increase contrapower incivility, was also supported. Although only a limited number of studies have explored the effects of environmental factors, such as incivility climate, on uncivil behavior (Daniels & Jordan, 2019), their findings suggest that the organizational climate regarding incivility can contribute to increasing uncivil behaviors (e.g., Daniels & Jordan, 2019; Gallus et al., 2014). In addition, while the previous research on incivility climate focused on incivility directed at employees, the result of the current study suggests that the perception of climate also creates conditions where leaders may become exposed to incivility from their subordinates. Thus, the finding that the perception of incivility climate will increase contrapower incivility contributes to existing research linking incivility climate and increasingly uncivil behaviors.

In addition to the perception of others' actions as a critical driver of aggressive behaviors, the Social Interactionist Perspective (Felson & Tedeschi, 1993) also suggests that an interaction between situational and interpersonal factors is vital in instigating aggression. Given the lack of significant support for the hypothesis that perception of a leader's negative

behaviors will increase contrapower incivility, I expected that an interaction with an enabling situational factor (perception of incivility climate) would predict a significant relationship with contrapower incivility (Hypothesis 4). However, this hypothesis was also not supported. While the perception of incivility climate was found to give rise to contrapower incivility (Hypothesis 3), it had no interaction effect on the perception of the leader's behavior and contrapower incivility.

Lastly, Hypothesis 5 that the perception of incivility climate and perception of employees' negative intrapersonal factors will interact such that the relationship between employees' negative intrapersonal factors and contrapower incivility will be stronger than when there is a civility climate, was not supported. As found in Hypotheses 2 and 3, perceptions of a subordinate's intrapersonal factors and incivility climate are significantly related to contrapower incivility individually. However, there was no interaction effect. While a hypothesis of interaction was theoretically reasonable, these factors were reported as individual antecedents of contrapower incivility in Study 1. Therefore, even though it is theoretically conceivable for one to hypothesize an interaction effect, evidence based on the current study refutes such a hypothesis.

Taken together, the findings of the current research extend the workplace incivility literature especially the general belief that people who are hierarchically near the top of the organization are protected from incivility because they possess the power to exert retribution against subordinates who treat them with disrespect (Aquino et al., 1999; Aquino & Bradfield, 2000; Cortina et al., 2001).

## 5.8  Limitations

A potential limitation of the present study was the manipulation of the leaders'

behaviors. While the stories used in the vignette were from Study 1 data, they may potentially

be subject to various interpretations (Aguinis & Bradley, 2014; Podsakoff & Podsakoff, 2019;

van der Hoek et al., 2021). For example, aspects of the manipulation that presented the leader

as strict and business-focused may have been interpreted as either authoritative or ideal,

depending on participants' perspectives and past experiences. Ambiguity in interpretation may

contribute to inconsistencies in data and ultimately affect the study's conclusions. To mitigate

these issues, I ensured to pretest the vignettes following two approaches, namely, expert-

driven and respondent-driven pretest techniques (Ruel et al., 2016). I also pilot-tested the

manipulations and asked participants to report potential challenges encountered.

In addition to the above limitation, since participants responded to approximated

behaviors as against the actual behaviors, it is difficult to conclude that participants' responses

to a vignette would be the same in real-life situations. According to van der Hoek et al. (2021),

the response to a vignette might be different from a real-life response. For example, while the

current study found a non-significant relationship between negative leaders' behavior and

contrapower incivility, Meier and Gross (2015), using an episodic or diary research design,

found a significant relationship but only when the time lag between the two interactions was

shorter than 2.4 hours. Additionally, previous research (Collett & Childs, 2011) comparing the

affective responses of participants in two types of experimental simulations, namely vignettes

and a laboratory experiment, found that the laboratory experiment resulted in a more tangible

experience and increased emotional intensity compared to the vignette. Thus, the degree to which experimental vignettes can achieve the spontaneity, experience, and reality of a real situation may be difficult partly because vignettes may not challenge the fundamental sentiments of participants in the same way as more tangible experiences (Collett & Childs, 2011).

Another likely limitation of the current study was the use of strictly North American samples. Participants were recruited from North America (specifically Canada and the United States) following existing research on workplace mistreatment (e.g., Liang et al., 2016). However, to resist the temptation of insularity and reap the benefits of cross-pollination of ideas from disparate backgrounds, future research should consider samples from other parts of the world. Such future research endeavors may help to assess the influence of cultural values and norms on contrapower incivility, thereby yielding a cross-cultural understanding.

The decision to test only the most reported factors (from Study 1) that influence contrapower incivility in the current study may constitute a potential limitation. Factors like the perception of injustice, external factors to the workplace, workload, and demographic factors were not tested. For instance, given that many important organizational behaviors can be linked to the perceptions of justice (Roch & Shanock, 2006) and that incivility may potentially be a race and gender-based experience (Cortina et al., 2013), it would have been informative to test the relationship of these factors with contrapower incivility. However, the use of a 2x2x2 factorial design in this study and the time limit to complete my thesis/doctoral

program made it impossible to test all the relationships. This could be an area for future research to explore.

## 5.9  Implications for Research

While three of the five hypotheses posed in the present study were not significant, the present study makes some important contributions to the literature. The findings regarding the subordinate's intrapersonal factors support the literature (e.g., Keller et al., 2020; Meier & Semmer, 2013; Schilpzand et al., 2016) focusing on the characteristics of perpetrators of incivility. According to Keller et al. (2020), identifying characteristics of initiators of incivilities often yielded inconsistent results. Moreover, according to Schilpzand et al. (2016), the literature on instigated workplace incivility is substantially smaller (8 papers out of 55) than that on experienced incivility (45 papers out of 55). However, previous research has shown that perpetrators were more likely to possess characteristics such as higher levels of power, trait anger and having a difficult personality (Cortina et al., 2001; Keller et al., 2020; Meier & Semmer, 2013; Schilpzand et al., 2016). Based on the manipulation in the current study, perpetrators of contrapower incivility may be expected to lack trait self-control, interpersonal justice, rude and difficult personalities, consistent with prior studies (e.g., Andersson & Pearson, 1999; Meier & Gross, 2015; Meier & Semmer, 2013). Since the hypothesis that subordinates' negative intrapersonal factors will increase contrapower incivility was significant, it suggests the need for future research to give more attention to the characteristics of incivility perpetrators.

The present study also contributes to the role of perception of incivility climate in relation to contrapower incivility. For instance, scholars have argued that an organization's climate regarding incivility can serve as the basis for increasingly uncivil behaviors(Daniels & Jordan, 2019; Gallus et al., 2014). However, much of the incivility research hardly examines the role of incivility climate as an important factor in understanding the perpetration of workplace incivility (Gallus et al., 2014). By examining and finding that the perception of incivility climate will increase contrapower incivility, the present study contributes to the literature.

## 5.10  Implications for Practice

The current study is relevant to practice in several ways. First, it confirmed the findings of Study 1, challenging the notion that being higher in the organizational hierarchy and possessing the power to exert retribution (Aquino et al., 1999; Aquino & Bradfield, 2000; Cortina et al., 2001) shields leaders from experiencing contrapower incivility. The findings of the current study support previous studies (e.g., Boettcher, 2018; Holmvall et al., 2019; Meier & Gross, 2015) that those who occupy leadership positions are not precluded from incivility from their subordinates. Therefore, organization leaders need to be aware that their position does not preclude them from contrapower incivility, given its subtle nature.

Also, since the hypothesis that the perception of incivility climate would increase contrapower incivility was confirmed, the present study demonstrates the need for organizations to hone in on promoting a workplace culture of respect and modifying the

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existing policies to ensure ease of handling complaints. Beyond simply having codes of conduct, organizations should ensure that when incivility is reported, it is addressed quickly and impartially, holding individuals (irrespective of their strategic importance) accountable for their behaviors. As contrapower incivility has been shown to harm the well-being of leaders (Boettcher, 2018), organizations need to deal with incidents of incivility quickly before they spiral and people accept it as the norm.

Since a subordinate's intrapersonal factor was also found to increase contrapower incivility, leaders need to emphasize the culture of respect through modelling behaviors like respectful and supportive treatment of others in the workplace. Organizations may also want to formally provide resources like training to assist employees in enhancing respectful behaviors and thereby decreasing the exposure of leaders to those behaviors. While incivility tends to occur stealthily (Cortina, 2008), the contrapower incivility items uncovered in the present research provide organizations with examples of unacceptable behaviors that can be included in such training and their workplace policy manuals. However, this finding should also make leaders gather evidence about problematic behaviors, which may serve as the basis for a conversation with the subordinate or their termination if there are no changes. It may also initiate the deployment of resources to employees with a higher tendency for negative intrapersonal factors to limit their engagement in contrapower incivility. Organizations can help those types of employees through their Employee Assistance Programs. The program may play a critical role in contrapower incivility prevention by providing employees with resources that enhance their self-regulatory capacity, emotional reactivity, and rebelliousness, three key

dimensions of temperament that may determine engagement in uncivil behaviors (Andersson & Pearson, 1999). Similarly, organizations may consider asking how job applicants behaved towards their previous managers and screen out individuals from consideration if they have a history of rude behaviors (Harold & Holtz, 2015).

## 5.11 Future Research Direction

The following are some areas that future researchers can explore. First, the non-significant effect of a negative leader's behavior on contrapower incivility deserves to be a priority area of future research. Given the p-value (0.07), it might be that the non-significant result was due to an insufficient manipulation of the leader's behavior or statistical power associated with the sample size. The leader's behaviors in the current study were mild (e.g., very demanding, lacking empathy and domineering) based on the interview data collected in Study 1. Perhaps the result might be different if the leader's behavior manipulation was exacerbated to consider stronger negative behaviors like abusive supervision and sexual harassment. Regarding potential sample size inadequacy, I conducted a post hoc power analysis using the G*Power sample calculator to assess if the p-value (0.07) may have been affected by sample size (currently, each of the experimental and control groups has about 50 members). The result of the analysis showed a sample size of 68 per group may be enough to generate the desired p-value (i.e., 0.05). Moreover, future research may consider different manipulations of the leader's behaviors or increasing the sample size compared to what was used in the current study.

Future research may also examine other moderating variables in the relationship contained in the current research model. The current study tested the perception of incivility climate as a moderator and found a non-significant relationship. The lack of a significant interaction may stem from several factors. One possibility is that participants did not view the incivility climate as amplifying the leader's behavior, possibly because they already saw the leader as responsible for what constitutes acceptable conduct (Cortina, 2008). Moreover, since the leader's behaviors manipulated in the current study were relatively mild, participants may not have perceived the behaviors separately. However, given that an understanding of aggressive behaviors requires examining both situational and interpersonal factors (Felson & Tedeschi, 1993), future research could explore factors like the perception of injustice as potential moderators. Perception of injustice was suggested because many important organizational behaviors can be directly linked to the perceptions of justice (Roch & Shanock, 2006). For instance, individuals who experienced injustice have been shown to engage in retaliatory behavior as a means to restore justice (Liang et al., 2018). Other moderators that may be explored in future research are demographic factors such as race and gender. Based on the selective incivility theory, Cortina et al. (2013) found that incivility may potentially be a gender or race-based experience representing a modern manifestation of bias that alienates women and people of color from work life.

## 5.12 Conclusion

This study investigated the factors that lead to contrapower incivility, looking at the main and interactive effects. Although three of the five hypotheses posed in the current research were not supported, the hypotheses that subordinate intrapersonal factors and perception of incivility climate, respectively, will increase contrapower incivility were significant. These findings thus show that leaders are not immune to or precluded from contrapower incivility. A workplace climate of incivility and a subordinate's negative intrapersonal behaviour may put a leader at risk of experiencing contrapower incivility. The next chapter contains the summary of the studies comprising this thesis, general implications and conclusion.

# 6.0   FINAL CHAPTER

## 6.1.   Introduction

At the beginning of this dissertation, I aimed to explore the experience of workplace leaders regarding incivility from their subordinates, a phenomenon referred to as contrapower incivility. While there has been a surge in incivility research since Andersson and Pearson's (1999) seminal paper on the subject, most of the research has focused on the experiences of subordinates (Boettcher, 2018). Most incivility research tends to portray a prototypical case of a superior acting uncivil towards their subordinates and thus, often the plurality of the forms of mistreatment (such as when subordinates mistreat their managers or those with higher occupational status; DeSouza, 2011) is largely uncharted. Thus, while a lot is now known about incivility, how common incivility is, who gets targeted, under what conditions, and with what effects (Cortina et al., 2017), the incivility experiences of workplace leaders from their subordinates remained understudied. Since the majority of incivility research was conducted from the perspectives of employees, it was unknown whether previous findings about behaviors that constitute workplace incivility apply fully to workplace leaders (managers and supervisors). This uncertainty is based on the assertion that managerial perceptions of workplace experiences often diverge from those reported by employees (Harney et al., 2018). Therefore, the objective of my thesis was to explore contrapower incivility, specifically the behaviors that constitute it and the factors that predict its occurrence.

## 6.2.   Summary of the Findings

In this dissertation, I conducted three studies (a qualitative interview study, a survey study and an experiment). In the first study, I set out to explore the contents of contrapower incivility and its potential antecedents. In the second study, I used some of the findings from Study 1 to develop and validate a contrapower incivility scale. In the third study, I used an experimental vignette design to test some of the findings from my first study and establish the likelihood of causal relationships. As necessary, I discussed the findings of these studies interrelatedly. The research objectives of the current thesis were as follows:

1.   *To explore the contents of contrapower incivility (i.e., the behaviors that constitute contrapower incivility).*

2.   *To examine the antecedents (i.e., factors responsible for contrapower incivility).*

Given that Study 1 was exploratory, I examined the above objectives by using a qualitative interview research design. Using the research questions posed in the first chapter of this dissertation, I found the content of contrapower incivility can be grouped into six distinct categories: insubordination (e.g., refusal to obey a manager), verbal or tonal behavior (e.g., yelling at the manager), non-verbal behavior (e.g., silent treatment), competence questioning (questioning the manager's capacity), information denial (e.g., giving false information), and conspiracy (conniving with others against the manager). Some of the contrapower incivility contents (e.g., yelling, giving stern looks and refusing to speak to the manager) were similar to the behavioral items in the Workplace Incivility Scale (Cortina et al., 2001; Cortina et al., 2013). However, behaviors such as insubordination, conspiracy, and information denial were

new, supporting my initial argument that the Workplace Incivility Scale may not be adequate to measure contrapower incivility. Thus, using a cross-sectional design, Study 2 developed and validated 13 behavioral items that comprise contrapower incivility.

Regarding the antecedents of contrapower incivility, since the perception of a subordinate's intrapersonal factors, the perception of a leader's behavior, and the perception of incivility climate were the most reported factors in Study 1, they were tested using an experimental research design, utilizing vignettes (Study 3). Of the three factors tested in Study 3, only the perception of the leader's behavior failed to be a significant predictor of contrapower incivility. Both the perception of subordinates' intrapersonal factors and perception of incivility climate were found to predict contrapower incivility. The assessment of possible interaction effects among the variables as contained in Study 3's research model was not significant.

## 6.3.    General Limitations of the Research

The conclusions made in this dissertation should be interpreted in light of a few methodological limitations. While each of the three studies carries methodological limitations, within the overall dissertation, concessions were made to enable all three methodologies to achieve the research objectives. A key aspect of the trade-off was concerning the ontological framework. For instance, the interpretivist ontological framework used in Study 1 was relaxed to accommodate the positivist perspective in Studies 2 and 3. Thus, while the qualitative method was useful in exploring this under-researched area and uncovering new perspectives,

the findings were subjected to quantitative methods (Studies 2 and 3). It thus may be seen as reinforcing the derision of qualitative research as lacking scientific rigor and merely a stepping stone to quantitative research (Tenny et al., 2022; Verhoef & Casebeer, 1997). However, it should be stated that since previous studies have rarely explored the incivility experiences of leaders, the use of mixed methods was necessary in the current research.

The qualitative interview helped to uncover the contents and factors responsible for contrapower incivility from an experiential perspective (i.e., from the viewpoints of targets, actors, and witnesses). It, therefore, helped to explain behavioral patterns that may be difficult to explore quantitatively (Tenny et al., 2022). The quantitative methods were useful in confirming some of the contents uncovered by the qualitative methods, bringing about a validated contrapower incivility scale. It also aided the establishment of causal relationships for the antecedents that relate to contrapower incivility. Therefore, while taking into consideration the potential concerns, this methodological mixture serves as a strength of the current research.

## 6.4.    General Implications for Research and Theory

The three studies that comprise this thesis research make key contributions to the literature. First, it uniquely integrated social cognitive and psychological perspectives by drawing from the Social Interactionist Perspective, Organizational Justice and Incivility Spiral Framework to examine whether the privileged status of leaders and the possession of the organizational power to exert retribution shield them from being targets of incivility from their

subordinates. Also, the integration of these theories helped to understand the possible

reasoning behind the behaviors. This allowed me to contribute to the incivility literature,

where a blend of social cognitive and psychological theories is not common. For instance,

when I reviewed the literature, I noticed that organizational justice as a psychological theory

was not often deployed in the study of workplace incivility. Moreover, even though workplace

incivility was originally positioned in the Social Interactionist Perspective (Schilpzand et al.,

2016), which is a social cognitive theory, incivility scholars hardly use the theory. The lack of

deployment of the Social Interactionist Perspective in incivility research brought about the call

to return to the theory (Schilpzand et al., 2016). The present research not only responded to

this call but also integrated the Social Interactionist Perspective with the two other theoretical

frameworks for a robust understanding of the current research area.

This research also makes some contributions to the three theoretical frameworks

adopted. For instance, the research substantiates Organization Justice theory, which describes

people's perceptions of fairness in their organizations (Greenberg, 1987, 1990). Participants in

Study 1 of the current research reported the perception of injustice as one of the reasons they

engaged in contrapower incivility. While the perception of injustice was not among the factors

assessed in Study 3's experiment, the finding that perception of injustice influenced

contrapower incivility is supported in the literature (Gupta et al., 2024; Lilly, 2017).

The current research also supports the Incivility Spiral Framework (Andersson & Pearson,

1999), which delineates how the negative action of one party leads to the negative action of

the second party, resulting in increasingly uncivil behaviors. While participants in uncivil

encounters can exit the situation, the existence of an incivility climate might increase the possibility of future encounters. Thus, as also posited by Andersson and Pearson (1999), climate plays an important role in the occurrence and escalation of of incivility spiral. Across all the studies in the current research, it was found that the perception of incivility climate was related to and increased contrapower incivility, thereby supporting the Incivility Spiral Framework.

The current research could not fully substantiate all four principles of the Social Interactionist Perspective (Felson & Tedeschi, 1993). Actors of contrapower incivility in Study 1 stated that they engaged in contrapower incivility to achieve certain goals (principle 1) and that their engagement in contrapower incivility was due to their evaluation of unpleasant factors (e.g., their managers' actions, principles 2 and 4). However, the findings of Study 3 did not fully corroborate principle 3, which positions incivility as an interactive event involving personal and situational factors (Schilpzand et al., 2016).

Furthermore, this dissertation contributes to the literature by showing the contrapower incivility behaviors that occur more frequently than others. The use of an inductive qualitative research methodology made this contribution possible. According to Cortina et al. (2017), a major limitation of using behavioral scales in incivility research is that "they do not distinguish between reports of a few behaviors many times versus many behaviors a few times" (p. 304). The scholars suggest that having this information may help to understand "when infrequent exposure to incivility matters and whether there exists a threshold effect: an amount of incivility after which deleterious outcomes emerge for the target or others in the

network" (Cortina et al., 2017, p. 304). Although the outcome effects of contrapower incivility were not the focus of the present thesis, the outcomes of this thesis demonstrate the contrapower incivility behaviors that were more likely to occur frequently.

Another key contribution of the current thesis was its development and validation of a contrapower incivility scale. This is a departure from the practice in the majority of incivility research studies that utilized the Workplace Incivility Scale (Schilpzand et al., 2016) or some adaptations of it(Cortina et al., 2017). However, given that managerial perceptions of workplace experiences often diverge from those reported by employees (Harney et al., 2018), my thesis showed that the Workplace Incivility Scale did not sufficiently capture the contrapower incivility behaviors. Importantly, it developed a scale that can be used by scholars interested in this research area.

## 6.5.    Suggestions for Future Research

In addition to those discussed in the preceding sections, there are other fruitful avenues for future inquiry based on the current research. Future research may consider examining the effect of contrapower incivility on different outcomes for the leader. One of the few scholars who has explored this research direction was Boettcher (2018). They examined the impact of uncivil subordinates on leader well-being and found that subordinate incivility decreased leader well-being via lower positive affect and higher negative affect (for male leaders versus females). While it might be convenient to extrapolate existing outcomes in the literature to the leader's experience, it could be that the role of the leaders gives them certain buffers when faced with contrapower incivility. As shown in this thesis, contrapower incivility includes

behavior not covered in existing incivility scales (i.e., the Workplace Incivility Scale), thus, the impacts of incivility through using the perspectives of subordinates may not fully generalize to the leaders. More research focusing on the specific outcomes of contrapower incivility is needed.

## 6.6.   General Implications for Practitioners

Taken together, the results garnered across the studies comprising this thesis show that, against what others might argue, leaders are not precluded from contrapower incivility. Furthermore, the exploration of the antecedents of contrapower incivility in the current thesis yielded some insights into the intentions of the perpetrators (Hershcovis, 2011). There was some evidence of intention to harm (e.g., ridicule the manager or to get even with the manager). Therefore, in addition to being aware that they are not precluded from contrapower incivility, organization leaders should be aware that sometimes, participants have clear intentions for engaging in such behaviors.

## 6.7.   Conclusion

In this dissertation, I explored the experience of workplace leaders regarding incivility from their subordinates, a phenomenon referred to as contrapower incivility. I conducted three studies (a qualitative interview study, a survey study and an experiment) to examine the contents of contrapower incivility and their antecedents. Regarding its contents, while 30 behavioral items were initially uncovered as constituting contrapower incivility, 13 were

validated as indicators of contrapower incivility. Also, the assessment of the antecedents of contrapower incivility revealed several factors, including the perceptions of subordinate's intrapersonal factor, leader's behavior, incivility climate, injustice, excess workload, demographic factors of the leader and external factors as influencing contrapower incivility. Based on their frequency and the desire to examine contrapower incivility through the lens of both personal and situational factors, three of the factors were tested. It was found that both the perceptions of subordinates' intrapersonal factors and incivility climate predicted contrapower incivility. However, the perception of a leader's behavior did not predict contrapower incivility.

Overall, my thesis shows that people who are hierarchically near the top of the organization can be targets of incivility from their subordinates and that their incivility experiences differ from those of subordinates. While a great deal is now known about incivility (Cortina et al., 2017), it is expected that the findings of the current research and the suggested areas for future research will chart a new direction for incivility research, 25 years after Andersson and Pearson's (1999) seminal paper.

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**Informed Consent Form**

| | |
|---|---|
| Title: | An Investigation on How Disrespectful Behaviors Develop between Managers and Employees |
| Researcher(s): | Festus Ajayi, Faculty of Business administration, Memorial University of Newfoundland, faajayi@mun.ca, (709)763-9700 |
| Thesis Committee: | Dr. Dianne Ford (Supervisor): dpford@mun.ca, Dr. Alyson Byrne: alyson.byrne@mun.ca, Dr. Amy Warren: awarren@mun.ca Faculty of Business Administration, Memorial University of Newfoundland |

You are invited to take part in a research project titled "An investigation on how disrespectful behaviors develop between managers and employees."

This form is part of the process of informed consent. It should give you a basic idea of what the research is about and what your participation will involve. It also describes your right to withdraw from the study. In order to decide whether you wish to participate in this research, you should understand the risks and benefits to be able to make an informed decision. Take your time to read this carefully and to understand the information given to you. Please contact the researcher, Festus Ajayi, if you have any questions about the study or for more information not included here before you consent.

It is entirely up to you to decide whether to take part in this research. If you choose not to take part in this research or if you decide to withdraw from the research once it has started, there will be no negative consequences for you, now or in the future. However, if you wish to participate, you will need to click "accept" at the end of this form.

**Introduction**

My name is Festus Ajayi, I am a PhD candidate in the Faculty of Business Administration at Memorial University of Newfoundland & Labrador. I am conducting this study as part of the requirement for my PhD thesis under the supervision of Dr. Dianne Ford.

I am trying to understand how disrespectful behaviors develop in the workplace specifically between managers and their employees. Thus, I am kindly inviting you to participate in an online or telephone interview (depending on your preference). Online interviews shall be conducted via the online platform known as WebEx. Please see this link for the platform's privacy policy: https://www.cisco.com/c/en_ca/about/legal/privacy-full.html.
In the interview, you will be asked questions regarding your manager or employees (depending on your role in the organization) and issues of disrespectful behaviors in the workplace.  There will also be some questions regarding your workplace and previous experience with disrespectful behaviors. Please note that you are free to skip or not answer any question you do not wish to answer.

**Purpose of study:**

The objective of this study is to examine how disrespectful behaviors develop between managers and employees in the organization.

**Length of time:**

The interview questionnaire should take about 40-60 minutes of your time.

**Withdrawal from the study:**

Participants have the right to withdraw at any point during this research either during the pre-interview questionnaire or while the interview is being conducted. Please close your browser if you decide to stop completing the questionnaire and any response you may have entered will not be used in the study. Withdrawn or incomplete participation shall be deleted and not included in the data to be analyzed. Participants are free to exercise their right to withdraw through:

- Refusal to provide consent, or
- Not submitting the completed pre-interview questionnaire, or
- Terminating the interview at any point during the interview, or
- By emailing me with a request to withdraw within 7 days of the interview.

Withdrawal from the research shall have no consequence for participants. After 7 days from the interview, the analysis will be underway and withdrawal will not be possible.

**Possible benefits:**
This study is expected to help identify factors that might be associated with a higher risk of disrespectful behaviors in the workplace. The study is important because disrespectful behaviors are a growing problem in the workplace with several negative outcomes for organizations, organizational members and their families as a result of the work-to-family conflict that may occur from these experiences. Your insights can help us better understand the topic while also finding ways to mitigate the negative consequences of these behaviours in the workplace.

**Possible risks:**
This research has some risks associated with it as it asks questions about sensitive topics like previous experiences of disrespectful behaviors in the workplace.  You are not obliged to answer any questions that you feel are objectionable or that make you uncomfortable. Choosing to not answer questions does not end your participation unless you ask to be removed from the study. Once again, your participation is completely voluntary, and you may withdraw at any time during and within 7 days of the interview. In the case of a request to remove your response from the survey, your auto-generated code will be required. If you experience any discomfort, you may withdraw from the study, or contact an appropriate professional to discuss your experiences (e.g., psychologist, counselor, and an employee assistance program if your organization has one).
If you do not have access to either professional consultation or an employee assistance program at your company of employment, the following may be of use; In CANADA: Canadian Mental Health Association: https://cmha.ca/find-your-cmha. Toll-free (1-833-456-4566; for those in Quebec: 1-866-277-3553) OR Canadian Human Rights Commission: www.chrc-ccdp.gc.ca. IN USA: Mental Health America: https://mhanational.org/finding-help OR The United States Commission on Civil Rights: www.usccr.gov
Aside from these potential risks, there are no known physical, economic, or social consequences to participating in this study.

**Confidentiality**
All information gathered during this research will be kept completely confidential and no answer shall be identifiable to you by your name or your organization's name. All results will be reported in the aggregate and thematically in both the executive summary and all future presentations and publications. If quotes are extracted for future presentations and publications, the researcher shall expend every reasonable effort to keep your response confidential so that they shall not be identifiable as coming from you. The auto-generated code

issued to you at the end of the survey and supplied to be researcher before the interview will be erased as soon as your survey and interview data have been matched.

All data will be kept confidential by the researcher and his supervisory committee. A research assistant may be employed to help with the transcription of interview data. Where that happens, they will be required to sign a confidentiality agreement that they will only share the data with those authorized to receive it (i.e., the researcher and his supervisory committee). Also, their obligation to maintain the confidentiality of all information from the current research shall extend beyond the termination/completion of their assistantship.

**Storage of Data:**
Interview (online or phone) will be audiotaped based on your permission. You will be asked at the beginning of the interview if you wish to be audio-recorded. The recording is to help me capture your response as accurately as possible. However, if you wish not to be recorded, then I will just take notes during the interview. Recorded interviews will be stored electronically on password-protected servers and encoded computers (i.e., the researcher's university laptop and desktop computers). Where data are shared with my supervisory committee, they shall also ensure that it is stored on password-protected computers with secure servers. Handwritten notes taken during the interview shall not contain any identifying information. Notes shall be stored and locked in an office locker accessible to only the researcher and provided to my supervisory committee on request. The Memorial University policy on Integrity in Scholarly Research requires data retention for a minimum of five years. The data will not be used for archival purposes; rather it will be maintained in case the research is "audited" by another researcher or future analyses are required for revision purposes in the publication process.

**Reporting of Results:**
The results of this research may be presented at research conferences and published in academic and practitioner journals. Although results will be reported in aggregate and themes, there may be situations where quotes may be extracted to support an argument or discussion. Where that happens, no personal or organizational identifier will be reflected in quotes. In addition, pseudonyms shall be used to help protect the identity of participants. Aside from the potential risks stated in the previous section, there are no known physical, economic, or social consequences to participating in this study. The published PhD thesis will be available through **Memorial's QEII thesis library** and accessible via this link:
https://research.library.mun.ca/view/theses_dept/BusinessAdministration.html

**Sharing of Results with Participants:**

Participants may access an executive summary of the results of the study if they so choose. The executive summary will be posted on the researcher's Researchgate page. It is expected to be posted as of September 2022 at: https://www.researchgate.net/profile/Festus-Ajayi.

**Questions:**

You are welcome to ask questions at any time during your participation in this research. If you would like more information about this study, please contact Festus Ajayi, faajayi@mun.ca. You may also contact Dr. Dianne Ford: dpford@mun.ca or other committee members listed earlier.

Please keep this copy for your records.

**The proposal for this research has been reviewed by the Interdisciplinary Committee on Ethics in Human Research and found to be in compliance with Memorial University's ethics policy. If you have ethical concerns about the research, such as the way you have been treated or your rights as a participant, you may contact the Chairperson of the ICEHR at icehr@mun.ca or by telephone at 709-864-2861.**

**Consent:**

By clicking on "Accept" below and signifying willingness to participate, you agree that:

- You have read the information about the research.
- You have been able to ask questions about this study.
- You are satisfied with the answers to all your questions.
- You understand what the study is about and what you will be doing.
- You understand that you are free to withdraw from the study, without having to give a reason, and that doing so will not affect you now or in the future.

In addition, verbal consent which shall be recorded is required before the commencement of the interview. You can withdraw from this research or choose not to participate by not accepting this consent form, not submitting the completed pre-interview questionnaire or by withdrawing from the interview. To withdraw after the submission of the pre-interview questionnaire or the interview, you will be required to provide the identifier code you created during the pre-interview survey.

However, after 7 days upon the completion of the interview, your data cannot be removed because analysis which would be done in aggregate and themes would have commenced.

Although, by consenting to this interview, you do not give up your legal rights and do not release the researchers from their professional responsibilities.

Please retain a copy of this consent information for your records.

**Clicking accept below constitutes consent and submitting the pre-interview questionnaire imply your agreement to the above stipulations. Verbal consent which shall be recorded is also required before the commencement of the interview.**

# Appendix B: Social Media Recruitment Ads

## Supervisor's FaceBook Post

**Dianne P. Ford**
March 24, 2022 · 🌐

My PhD student is doing some really interesting work on incivility. Please consider participating:

*Employees, Managers or Supervisors in Canada or the USA needed for research participation!*

My name is Festus Ajayi, I am a PhD Candidate in the Faculty of Business Administration at Memorial University of Newfoundland and Labrador. I am conducting a study as part of my PhD thesis titled, "An investigation on how disrespectful behaviors develop between managers and employees," under the supervision of Dr. Dianne Ford.

The purpose of this study is to understand how disrespectful behaviors develop in the workplace specifically between managers and their employees. I am looking for:

1. Employees who had or has a manager/supervisor for minimum of one year OR

2. Managers/Supervisors who is or has been responsible for at least five employees for a minimum of one year

Participation shall entail completing a survey, which should take between 10-20 minutes and a willingness to be interviewed for about 40-60 minutes.
If you meet the criteria stated above and are willing to participate, please reply to this post or email me: faajayi@mun.ca.
Kindly help to share this post!

👍❤️ Travor Brown, Shelley Bauer and 5 others                    4 shares

👍 Like                    💬 Comment                    ↪ Share

Write a comment...

**Supervisor's LinkedIn Post**

**Dianne Ford** • You
Professor at Memorial University of Newfoundland
11mo • 🌐

• • •

My Ph.D. Student, Festus Michael Ajayi, is looking for more participants for his study. If you are a manager or if you are an employee in Canada or USA, please consider participating.

RESEARCH PARTICIPANTS STILL NEEDED
Employees, Managers or Supervisors in Canada or the USA needed for research participation!

My name is Festus Ajayi, I am a PhD Candidate in the Faculty of Business Administration at Memorial University of Newfoundland and Labrador. I am conducting a study as part of my PhD thesis titled, "An investigation on how disrespectful behaviors develop between managers and employees," under the supervision of Dr. Dianne Ford.

The purpose of this study is to understand how disrespectful behaviors develop in the workplace specifically between managers and their employees. I am looking for:
1. Employees who had or has a manager/supervisor for minimum of one year OR
2. Managers/Supervisors who is or has been responsible for at least five employees for a minimum of one year

Participation shall entail completing a survey, which should take between 10-20 minutes and a willingness to be interviewed for about 40-60 minutes.

If you meet the criteria stated above and are willing to participate, please reply to this post or email me: faajayi@mun.ca .

Kindly help to share this post! #research #canada #USA #business

👍 Like          💬 Comment          🔁 Repost          ✈ Send

📊 294 impressions                                          **View analytics**

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**Appendix C: Interview Guide (for Manager/Supervisor and Subordinate Participants)**

Managers/Supervisors Interview Schedule

Below is a list of questions to be included in the interview guide for Managers/Supervisors. All manager/supervisor interviewees will be asked the first question to help break the ice and get a better sense of their role in the organization.

- To get a sense of your job and your role in your organization, can you please tell me about your job – what is your role and what do you do in your organization?

     a. How long have you been in this role?

     b. How many employees report to you, and for about how long have they reported to you?

**Account of previous experience of contrapower incivility** *(except otherwise stated).*

I would like to get your perspective on your experiences with incidents specifically relating to behaviors by employees who report to you.

- Many managers are in situations where their employees behave rudely or disrespectful towards them – has this ever happened to you? Have you ever seen it happen? Can you talk about this? (Possible probe: For example, instances when an employee that reports to you interrupted you, raised their voice, or generally was unkind.). *(Note: if more than one event, only serious and/or most recent will be taken.)*

1. How often have you had this/these type(s) of experience(s)?

2. Let's focus on the incident which you felt was the rudest or the most disrespectful:

     a. What happened between you and the employee?

b. What did the employee do that was rude or disrespectful to you?

c. How would you describe your behavior at the time especially prior to the event of the employee's behavior? (Possible probe: did you feel like your normal self prior to the episode?)

d. If you think about the workplace at the time, do you remember if there was anything related/relevant that was brought to your attention prior to the employee's action? *(To potentially assess perceptions of injustice or incivility in the workplace).*

e. How would you describe the employee in question? What is their behavior like on a regular basis at work? (*Note: if more than one employee or event only serious or most recent will be taken*).

    i. From your perspective, why do you think the employee behaved the way they did? *(To potentially assess perceptions of injustice or incivility).*

    ii. Prior to the incident, how would you describe your interaction with the employee? (Possible probe: For example, can you see a relationship between your behavior towards the said employee or other employees and action of the focal employee? Why? *(To assess a potential relationship between the leader's behavior and contrapower incivility).*

f. What is your current relationship with that employee?

g. Did the occurrence impact your approach to how you manage employees who report to you? (If YES, please explain how. If NO, why do you think that is the case?)

**Subordinate's Interview Schedule**

Below is a list of questions to be included in the interview guide for subordinates. All subordinate interviewees will be asked Question 1 first as a way to break the ice and get a sense of their role in the organization.

- To get a sense of your job and your role in your organization, can you please tell me about your job – what is your role and what do you do in your organization?

    a. How long have you been in this role in this organization?

    b. Do you have a manager/supervisor you report to directly, and if so for how long now?

**Potential or enacted/witnessed contrapower incivility** *(except otherwise stated).*

- Different organizations have their own dynamics (That is, how people behave and treat each other). For instance, we hear of instances when employees are disrespectful or act rudely (e.g., interrupted, raised their voice, had an angry outburst or generally were unkind) towards their managers - have you ever seen this happen?

    a. How often have you witnessed this/these type(s) of behavior(s)? (*Note: if more than one employee or event, only serious and/or most recent will be taken*).

1. Let's focus on the behavior you witnessed which you felt was the rudest or the most disrespectful.

a. What happened between your coworker and their manager? What did your coworker do that was rude or disrespectful to their manager?

b. Why do you think your coworker acted this way? *(To potentially assess for perceptions of injustice or incivility climate).*

c. How would you describe the behavior of your coworker on a regular basis? Were they their normal self before the episode?

d. If you think about the workplace at the time, do you remember if there was anything related/relevant that may have influenced your coworker's behavior towards their manager? *(To potentially assess the perception of injustice or incivility in the workplace).*

2. In addition to witnessing your co-worker behaving in a disrespectful manner, tell me about when you have also behaved in this way towards your manager.

a. Why is that?

b. How often have you engaged in this/these type(s) of behavior(s)? (*Note: if more than one employee or event, only serious and/or most recent will be taken*).

3. Let's focus on the incident which you felt was the rudest or the most disrespectful.

a. How were you feeling at the time?

b. If you think about the workplace at the time, do you remember if there was anything related/relevant that may have influenced why you behaved the way you did towards your manager? *(To potentially assess the perception of injustice or incivility in the workplace).*

c. Reflecting on that situation, would you pursue similar action? Why is that?

4. Please tell me your general attitude/position about the following set of questions.

a. How would you treat your manager if they were unfair towards you or your colleagues?

b. If a manager is rude or allows their employees to be treated unfairly, how should they be treated?

c. If you feel that your manager's behavior was unfair towards you (for example, if they passed you over for a deserved promotion), how would that impact how you relate with them? (Probe: what is the possibility that you will be disrespectful towards them, doubt their judgement or accuse them of incompetence?)

d. How would you treat your manager if they are disrespectful to you, or if their behavior makes others disrespect you?

e. How should managers whose workplace behaviors allow others to be disrespected be treated?

5. Is there anything else you might want to share on why you would (or did) or would not (or did not) disrespect your manager?

# Appendix D: Ethics Approval Certificate

**MEMORIAL**
UNIVERSITY

Interdisciplinary Committee on
Ethics in Human Research (ICEHR)

St. John's, NL Canada A1C 5S7
Tel: 709 864-2561 icehr@mun.ca
www.mun.ca/research/ethics/humans/icehr

| ICEHR Number: | 20222367-BA |
|---|---|
| Approval Period: | February 22, 2022 – February 28, 2023 |
| Funding Source: | |
| Responsible Faculty: | Dr. Dianne Ford<br>Faculty of Business Administration |
| Title of Project: | *An Investigation on How Disrespectful Behaviors Develop between Managers and Employees* |

February 22, 2022

Mr. Festus Adeolu Ajayi
Faculty of Business Administration
Memorial University of Newfoundland

Dear Mr. Ajayi:

Thank you for your correspondence addressing the issues raised by the Interdisciplinary Committee on Ethics in Human Research (ICEHR) for the above-named research project. ICEHR has re-examined the proposal with the clarifications and revisions submitted, and is satisfied that the concerns raised by the Committee have been adequately addressed. In accordance with the *Tri-Council Policy Statement on Ethical Conduct for Research Involving Humans (TCPS2)*, the project has been granted *full ethics clearance* for **one** year. ICEHR approval applies to the ethical acceptability of the research, as per Article 6.3 of the *TCPS2*. Researchers are responsible for adherence to any other relevant University policies and/or funded or non-funded agreements that may be associated with the project. If funding is obtained subsequent to ethics approval, you must submit a Funding and/or Partner Change Request to ICEHR so that this ethics clearance can be linked to your award.

The *TCPS2* requires that you **strictly adhere to the protocol and documents as last reviewed** by ICEHR. If you need to make additions and/or modifications, you must submit an Amendment Request with a description of these changes, for the Committee's review of potential ethical concerns, before they may be implemented. Submit a Personnel Change Form to add or remove project team members and/or research staff. Also, to inform ICEHR of any unanticipated occurrences, an Adverse Event Report must be submitted with an indication of how the unexpected event may affect the continuation of the project.

The *TCPS2* **requires** that you submit an Annual Update to ICEHR before **February 28, 2023**. If you plan to continue the project, you need to request renewal of your ethics clearance and include a brief summary on the progress of your research. When the project no longer involves contact with human participants, is completed and/or terminated, you are required to provide an annual update with a brief final summary and your file will be closed. All post-approval ICEHR event forms noted above must be submitted by selecting the *Applications: Post-Review* link on your Researcher Portal homepage. We wish you success with your research.

Yours sincerely,

*[signature]*

James Drover, Ph.D.
Vice-Chair, Interdisciplinary Committee on
Ethics in Human Research

JD/bc

cc:     Supervisor – Dr. Dianne Ford, Faculty of Business Administration

**Appendix E: TCPS 2 Certificate**
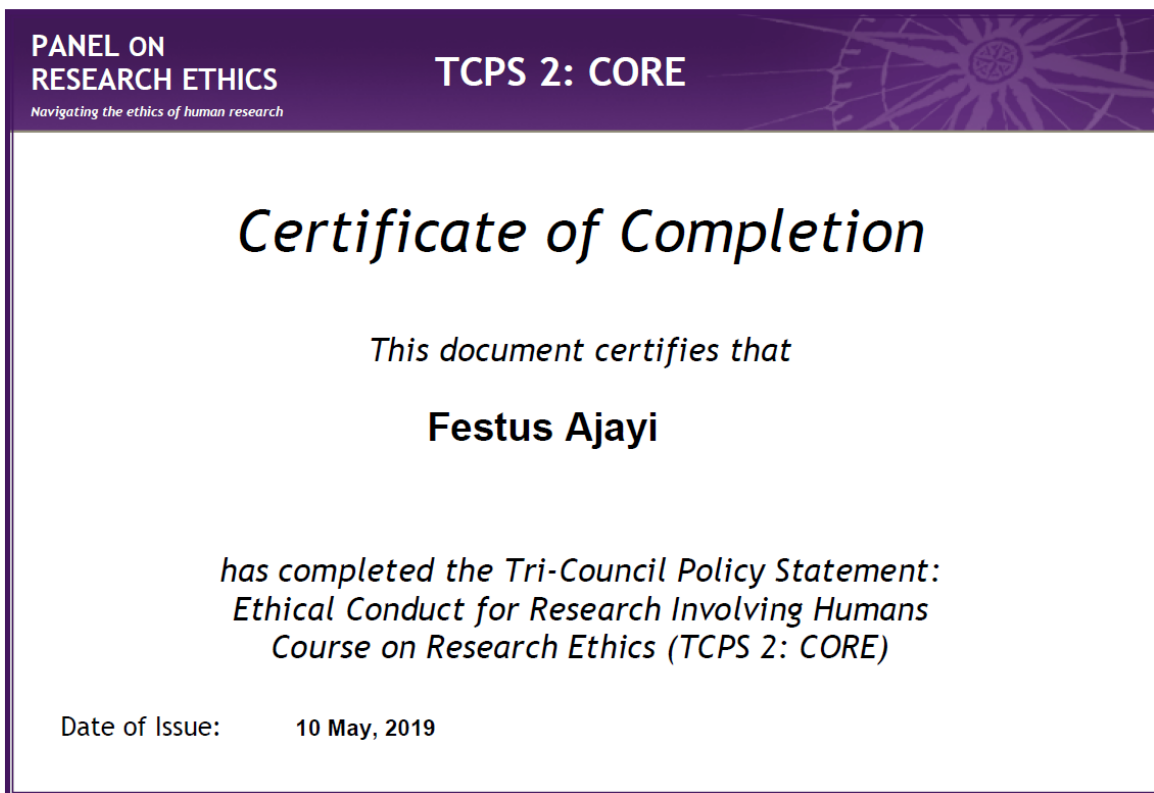
## TERMS & CATEGORIES DEFINITIONS

**Active incivility** taps into communicative behaviors during an interaction that indicates a commission of disrespect towards the target. It reflects more obvious acts (e.g., being condescending, public reprimands, vulgar language/gestures, yelling). **Passive incivility** refers to the omission of respect and consideration during communications. It encompasses subtle and indirect actions (e.g., not paying attention in a meeting, ignoring a person, giving no reply) (Berger, 2000; Alt & Itzkovich, 2015; Carmona-Cobo et al., 2019; Yuan et al., 2020).

1. **Verbal/Voice/Tonal**: This category refers to rudeness acted out in words (e.g., foul language, gossip) or tone of speaking (e.g., yelling or shouting). Here is an example of such behavior as reported by a manager:

   *The main issue was staff shortage. We needed more staff due to the workload. People were taking sick leave and having their workload redistributed to other subordinates. During the managers' and subordinates' meeting, this subordinate raised his voice at a manager while stating this concern about staff shortage. The manager tried to address this particular subordinate but due to a lack of trust between the union and management, the subordinates did not believe the manager. I think being a member of the union gave him the confidence he could get away with such behaviors.*

2. **Non-verbal:** This category comprises uncivil behaviors conveyed without the use of verbal language. Here is an example as reported during interactions between some subordinates and their managers:

   *He was making me uncomfortable, he commented on my accent many times and likes using phrases like "your people"* (referring to black people). *I could not confront him because of the power difference but each time, my countenance would change to make him realize I was not comfortable with the jokes… I work well with my colleagues and other managers and I usually gist with them. But this particular manager was the only one that made me very much aware of my minority status. So, whenever he tries to make jokes, I just give him the cold shoulder. As long as it's not work-related, I don't pay attention to him. He noticed that I was always joking with everyone else but I would ignore him whenever he comes around… I don't show interest in anything he says if it does not relate to my work.*

   *I have seen my co-worker hang up the call on the manager because they disagree with the manager…Also, people constantly would roll their eyes*

*during meetings if they don't agree with the manager or their idea about a project... In one of our online meetings, this subordinate who is one of the engineers leaned into the camera while talking to the manager. You could tell visibly that he was upset....I once gave my manager a stern look, she was being ridiculous.*

3. **Insubordination:** This category encompasses subordinates' behaviors reflecting a refusal to follow directives, tendency to bypass authority or obey constituted authority in the workplace. Here is an example of such behavior as reported by a manager:

   *I asked him for deliverables on a project he was working on and how long it would take to deliver the task. He replied that he cannot give a deadline and became very nervous. I mentioned to him that he cannot work without a deadline and asked if he needed help with the task or some guidance; if he needed my help or that of any team member. Then, he replied that he could handle it. However, when we had a conversation about his progress on the task and I offered suggestions to him, he refused to listen and instead, he became overprotective and defensive.*

4. **Competence questioning:** This category refers to uncivil behaviors that reflect a doubt of the manager's ability to manage or function within their role description. Here are some examples as reported by some subordinates in a witnessed contrapower incivility:

   *My co-worker wanted some information and he thought the manager should know it because of the manager's expertise. However, the manager said he could not provide the needed information and my co-worker said "how did you become a manager if you do not know this thing?" I was surprised, to be honest.*

   *At our meeting, one of the subordinates questioned the manager's competence, he told the manager their opinion was wrong and that the manager has no idea what they are talking about.*

5. **Conspiracy:** This category refers to behaviors that indicate connivance or plotting against the manager. Here is an example of such behavior as reported by a manager:

   *He wanted my manager job but since the job was not vacant, he started using cunning and undermining tactics. This subordinate would displace my attention somewhere else... He pretends that everything was great even though I could sense otherwise. Since he was my direct report, he was doing everything possible to make subordinates not have access to me. He was painting me in a bad light that I was not accessible and was trying to turn subordinates against*

*me so he could take my job. I got to know this later because eventually when I left the organization because of an opportunity elsewhere, he applied for my job but he was not appointed.*

6. **Information denial:** This category refers to uncivil behaviors characterized by refusal to share information that is needed by the manager. Here is an example as reported by a leader:

    *It all started with an issue of corruption. They were trying to sell community land. They provided false information to me that the land was always privately owned. But I have lived in that community for a long time and I have been involved with the council even before I became the Mayor. So, I knew that it was not private property… Because I did not support the sale of the property unless there is clear information to prove otherwise, these council members started disrespecting me, they would withhold information whenever I asked for it, or they would give me wrong information.*

7. **Others:** This section is for behaviors that could not fit into any of the categories listed in the respective tables and lacks sufficient counts to make a category. The behaviors are retained as per the interpretivist ontological perspective.

**Informed Consent Form**

Title:                          A Survey on Incivility from Subordinates

Researcher(s):              Festus Ajayi, Faculty of Business Administration, Memorial University
                            of Newfoundland, faajayi@mun.ca, (709)763-9700

Thesis Committee:        Dr. Dianne Ford (Supervisor): dpford@mun.ca,
                            Dr. Alyson Byrne: alyson.byrne@mun.ca,
                            Dr. Amy Warren: awarren@mun.ca
                            Faculty of Business Administration, Memorial University of
                            Newfoundland


You are invited to take part in a research project titled "A Survey on Incivility from Subordinates."

This letter is part of the process of informed consent. It should give you a basic idea of what the research is about and what your participation will involve. It also describes your right to withdraw from the study. To decide whether you wish to participate in this research, you should understand the risks and benefits to be able to make an informed decision. Take your time to read this carefully and understand the information given to you. Please contact the researcher, Festus Ajayi, if you have any questions about the study or for more information not included here before you consent.

It is entirely up to you to decide whether to take part in this research. If you choose not to take part in this research there will be no negative consequences for you, now or in the future. However, if you wish to participate, you will need to click "accept" at the end of this letter.


**Introduction**

My name is Festus Ajayi, I am a PhD candidate in the Faculty of Business Administration at Memorial University of Newfoundland & Labrador. I am conducting this study as part of the requirement for my PhD thesis under the supervision of Dr. Dianne Ford.

**Purpose of study:**

The objective of this study is to examine the experiences of managers with various rude behaviors from their subordinates.

**Your role in this study:**

To participate in this study, you will need to meet the selection criteria of being 19 years of age or older, employed in a job where you occupy a managerial or supervisory role, and live and work in either Canada or the USA.

If you agree to participate and meet the selection criteria, you will be presented with survey questions to which you will respond based on your experience as a manager in your organization. You will also be asked to provide some demographic information. Please note that you are free to skip or not answer any question you do not wish to answer. Although, if you completed less than 75% of the survey, your data will not be used and you will not receive full compensation (see compensation details below).

**Length of time:**

Participation in the study should take between ten (10) to fifteen (15) minutes to complete.

**Compensation:**

You, as a participant, will receive a full honorarium of $3.00 (USD) for participating **if you provide your Prolific ID number to the researcher <u>and</u> if you respond to at least 75% of the survey and answer questions with earnest effort.** To check your response quality, we have embedded some attention checks questions in our survey. If you do not answer these questions correctly, your responses may be rejected. Also, if you only complete 50% of the survey, you will receive 50% of the total compensation if you provide your Prolific ID and submit your survey. However, if you do not provide your Prolific ID and submit your survey, your data will not be used and you will not receive any payment as there is no way to trace your participation. Overall, only submitted surveys with a minimum of 75% completion and identifiable Prolific ID will be used.

**Withdrawal from the study:**

Your participation in this study is voluntary. You may end your participation in this study at any time. There is no penalty for withdrawing your consent.

To withdraw, you may choose to decline consent at the end of this consent letter or simply close your browser before completing the questionnaire. You will also be provided a debrief at the end of the survey and you will have a second opportunity to provide consent or to decline

consent. Participants' data where informed consent is declined or where less than 75% of the survey is completed shall be deleted and not included in the data to be analyzed.

Withdrawal from the research shall have no consequence for participants aside from compensation (if 75% or more is completed and ProlificID is submitted, full payment will be provided. If 50% is completed, 50% of the total payment will be made if Prolific ID is submitted).

**Possible benefits:**
This study is expected to help understand the experiences of managers with various workplace behaviors, especially potentially rude behaviors from their subordinates. There are also some questions regarding your attitudes about your job and behaviors. The current study is important because the experiences of managers with various workplace behaviors and practices are rarely studied despite the influence of managers/supervisors. Your insights can help us better understand the topic and shed light on the experiences of this category of organizational members.

**Possible risks:**
Although some of the questions asked in this study might make you uncomfortable or trigger emotions from past experiences, the risks involved in participating are no more than you would encounter in everyday life. However, if you experience any negative consequences upon participating in this study, you may contact an appropriate professional to discuss your experiences (e.g., a psychologist, counselor, and an employee assistance program if your organization has one).

If you do not have access to either professional consultation or an employee assistance program at your company of employment, the following may be of use;

> In CANADA: Canadian Mental Health Association: https://cmha.ca/find-your-cmha. Toll-free (1-833-456-4566; for those in Quebec: 1-866-277-3553) OR Canadian Human Rights Commission: www.chrc-ccdp.gc.ca.

> In USA: Mental Health America: https://mhanational.org/finding-help OR The United States Commission on Civil Rights: www.usccr.gov

Aside from the potential psychological risks, there are no known physical, economic, or social consequences to participating in this study.

## Confidentiality

This survey is anonymous and the only identifier collected is your prolific ID number for compensation purposes. All information gathered will be kept completely confidential and no answer can be directly attributed to you. No information that may potentially identify you will be collected. In addition, all information will be aggregated (collected together) so no one individual's answers will be identifiable. All results will be reported in the aggregate in both the executive summary and all future presentations and publications.

All data will be kept confidential by the researcher and his supervisory committee.

## Storage of Data:

The survey is hosted on Qualtrics. For information on the security and privacy policy of the company, you may visit: https://www.qualtrics.com/privacy-statement/

Once the data has been collected, it will be transferred to the researcher and removed from the Survey Company's website. Data will be stored electronically on password-protected servers and encoded computers (i.e., the researcher's university laptop and desktop computers). No identifying information will be collected or linked to the data files in any way (e.g., similar file names).

The Memorial University policy on Integrity in Scholarly Research requires data retention for a minimum of five years. The data will not be used for archival purposes; rather it will be maintained in case the research is "audited" by another researcher or future analyses are required for revision purposes in the publication process.

## Reporting of Results:

The results of this research will be presented at research conferences and will be published in academic and practitioner journals. All results will be reported in the aggregate. Again, no single individual's responses will be illustrated in the papers/presentations.

The published PhD thesis will be available through **Memorial's QEII thesis library** and accessible via this link:
https://research.library.mun.ca/view/theses_dept/BusinessAdministration.html

## Questions:

You are welcome to ask questions at any time during your participation in this research. If you would like more information about this study, please contact Festus Ajayi,

faajayi@mun.ca. You may also contact Dr. Dianne Ford: dpford@mun.ca or other committee members listed earlier.

Please keep this copy for your records.

**The proposal for this research has been reviewed by the Interdisciplinary Committee on Ethics in Human Research and found to be in compliance with Memorial University's ethics policy. If you have ethical concerns about the research, such as the way you have been treated or your rights as a participant, you may contact the Chairperson of the ICEHR at icehr@mun.ca or by telephone at 709-864-2861.**

**Consent:**

By clicking on "Accept" below and signifying willingness to participate, you agree that:

- You have read the information about the research.
- You have been able to ask questions about this study.
- You are satisfied with the answers to all your questions.
- You understand what the study is about and what you will be doing.
- You understand that you are free to withdraw from the study, without having to give a reason, and that doing so will not affect you now or in the future.

You can withdraw from this research or choose not to participate by not accepting this consent form or by simply closing your browser.

However, once you complete this survey, review the debrief page and click submit, your data cannot be removed because we are not collecting any identifying information and therefore we cannot link individuals to their responses.

By consenting to this online survey, you do not give up your legal rights and do not release the researchers from their professional responsibilities.

Please retain a copy of this consent information for your records.

**Clicking accept below and submitting this survey constitutes consent and implies your agreement to the above stipulations.**

## Debriefing Statement

I would like to thank you for your time and effort in this study; I sincerely appreciate your participation.

This study was about developing and validating the measure of disrespectful behaviors targeted at managers by subordinates (a phenomenon known as contrapower incivility). Incivility (disrespectful behaviors)  is often described as rude or disrespectful behaviors and its consequences are well documented in research.  What is less known is the incivility experiences of managers especially from their subordinates. Since this is a rarely explored research area, my particular focus in this research was to develop a scale that can be used to measure the experiences of managers. It was for this reason that you were asked about your experience with the various behavior of your subordinates in the past year. The other questions on how satisfied you are with your job and the behaviors you engage in at work are meant to assess your overall experience in your organization.

If you experienced distress during this research, I encourage you to check whether your organization has an assistance program to give you counseling, or to contact an appropriate professional (e.g., psychologist, counselor) to discuss your experiences further.  If you do not have access to either professional consultation or an employee assistance program at your company of employment, the following may be of use:

> In CANADA: Canadian Mental Health Association: https://cmha.ca/find-your-cmha.
> Toll-free (1-833-456-4566; for those in Quebec: 1-866-277-3553) OR Canadian
> Human Rights Commission: www.chrc-ccdp.gc.ca.

> In the USA: Mental Health America: https://mhanational.org/finding-help OR The United
> States Commission on Civil Rights: www.usccr.gov

If you would like more information about this study, please contact Festus Ajayi, faajayi@mun.ca. You may also contact Dr. Dianne Ford: dpford@mun.ca.  If you have any concerns regarding the ethics of this research, you may contact me, my supervisor or you may contact the Chairperson of the ethics board.

**The proposal for this research has been reviewed by the Interdisciplinary Committee on Ethics in Human Research and found to be in compliance with Memorial University's ethics policy.  If you have ethical concerns about the research, such as the way you have been treated or your rights as a participant, you may contact the Chairperson of the ICEHR at icehr@mun.ca or by telephone at 709-864-2861.**

Once again, thank you for your contribution to this research. An executive summary of the results from this study should be available by September 2023 on my Research Activities website: https://www.researchgate.net/profile/Festus-Ajayi.

**Final Consent**

In accordance with Tri-Council Policy Statement 2 (TCPS2), you have the opportunity to providefull informed consent for us to use your data, or you may withdraw from the study at this point.After you provide this consent, your data is collected and stored anonymously, and therefore cannot be removed afterwards.

o   Yes, I consent to have my data included in this study.
o   No, thank you, I would like to withdraw from this study.

We welcome any additional comments or feedback you wish to share with us regarding this study.

Regardless of your answers above, please provide your Prolific ID here for us to confirm therelease of payment.

Prolific ID: _____

<mark>**Confirmation code for Prolific:**</mark> **[INSERT HERE AT TIME OF PROLIFIC RELEASE]**

Thanks again, I appreciate you giving me your time and help with this study.

<center>**Appendix I: Contrapower Incivility Initial Items**</center>

**New measure for Contrapower Incivility (measure validation)**

**During the past twelve months, were you in a situation where any of your subordinates…**

(1) Never, (2) Very Infrequently, (3) Infrequently, (4) Sometimes, (5) Frequently, (6) Very Frequently, (7) Always.

- CIS1: Flat-out refused to obey your instruction

- CIS2: Challenged your authority

- CIS3: Acted defensive or refused to take accountability

- CIS4: Tried to usurp your authority

- CIS5: Engaged in behaviors that undermined you

- CIS6: Went above you to your superior

- CIS7: Raised tone or used a harsh voice while speaking with you

- CIS8: Contradicted you

- CIS9: Interrupted or talked over you

- CIS10: Lied or made a false accusation about you

- CIS11: Yelled or lashed out at you

- CIS12: Invaded your personal space

- CIS13: Called you unprofessional names

- CIS14: Gossiped about you or talked behind your back

- CIS15: Berated or made a belittling statement about you

- CIS16: Made an uncomfortable joke about you

- CIS17: Ignored or refused to engage with you (e.g., gave you a silent treatment, or gave you a one-word response)

- CIS18: Engaged in passive-aggressive behavior towards you (e.g., pounded the table, walked out on you or pointed the finger at you)

- CIS19: Rolled eye at you or gave you a stern look

- CIS20: Used swear words in an official e-mail with you

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- CIS21: Failed to respect schedules with you

- CIS22: Used the phone during professional interaction with you

- CIS23: Questioned your competence and capacity

- CIS24: Doubted your ability to make the right decision

- CIS25: Gave you a false information

- CIS26:Hid or held back information from you

- CIS27: Asked your superior to dismiss you

- CIS28: Schemed to take your job

- CIS29: Connived with others against you

- CIS30: Attempted to intimidate you

## Appendix J: Item Statistics

| | Mean | Std. Dev. | Scale |
|---|---|---|---|
| WIS1 | **2.21** | 0.891 | 5-pt |
| WIS2 | **2.03** | 0.9 | 5-pt |
| WIS3 | 1.56 | 0.866 | 5-pt |
| WIS4 | 1.57 | 0.816 | 5-pt |
| WIS5 | **2.08** | 0.926 | 5-pt |
| WIS6 | 1.34 | 0.683 | 5-pt |
| WIS7 | 1.28 | 0.6 | 5-pt |
| WIS8 | 1.34 | 0.651 | 5-pt |
| WIS9 | 1.59 | 0.814 | 5-pt |
| WIS10 | 1.21 | 0.543 | 5-pt |
| WIS11 | 1.32 | 0.621 | 5-pt |
| WIS12 | 1.45 | 0.714 | 5-pt |
| CIS1- Flat-out refused to obey your instruction | **1.9** | 1.29 | 7-pt |
| CIS2 - Challenged your authority | **2.08** | 1.197 | 7-pt |
| CIS3- Acted defensive or refused to take accountability | **2.7** | 1.381 | 7-pt |
| CIS4- Tried to usurp your authority | 1.78 | 1.173 | 7-pt |
| CIS5- Engaged in behaviors that undermined you | **2.03** | 1.268 | 7-pt |
| CIS6 - Went above you to your superior | **1.99** | 1.247 | 7-pt |
| CIS7- Raised tone or used a harsh voice while speaking with you | **2.03** | 1.349 | 7-pt |
| CIS8 - Contradicted you | **2.38** | 1.308 | 7-pt |
| CIS9- Interrupted or talked over you | **2.59** | 1.415 | 7-pt |
| CIS10- Lied or made a false accusation about you | 1.48 | 0.892 | 7-pt |
| CIS11- Yelled or lashed out at you | 1.59 | 1.141 | 7-pt |
| CIS12- Invaded your personal space | 1.75 | 1.232 | 7-pt |
| CIS13- Called you unprofessional names | 1.51 | 1.112 | 7-pt |
| CIS14- Gossiped about you or talked behind your back | **2.22** | 1.332 | 7-pt |
| CIS15- Berated or made a belittling statement about you | 1.63 | 1.031 | 7-pt |
| CIS16- Made an uncomfortable joke about you | 1.62 | 1.066 | 7-pt |
| CIS17 - Ignored or refused to engage with you (e.g., gave you a silent treatment or gave you a one-word response) | **1.91** | 1.261 | 7-pt |
| CIS18- Engaged in passive-aggressive behavior towards you (e.g., pounded the table, walked out on you or pointed the finger at you) | 1.74 | 1.154 | 7-pt |
| CIS19- Rolled their eye at you or gave you a stern look | **1.86** | 1.237 | 7-pt |
| CIS20- Used swear words in an official e-mail with you | 1.26 | 0.822 | 7-pt |
| CIS21- Failed to respect schedules with you | **2.28** | 1.407 | 7-pt |
| CIS22- Used their personal phone during a professional interaction with you | **2.26** | 1.452 | 7-pt |
| CIS23- Questioned your competence and capacity | 1.59 | 1.054 | 7-pt |
| CIS24- Doubted your ability to make the right decision | 1.77 | 1.097 | 7-pt |
| CIS25- Gave you false information | **1.84** | 1.133 | 7-pt |
| CIS26- Hid or held back information from you | **1.95** | 1.199 | 7-pt |
| CIS27 - Asked your superior to dismiss you | 1.19 | 0.716 | 7-pt |
| CIS28 - Schemed to take your job | 1.29 | 0.792 | 7-pt |
| CIS29- Connived with others against you | 1.35 | 0.825 | 7-pt |
| CIS30- Attempted to intimidate you | 1.47 | 1.053 | 7-pt |

**Appendix K: Scree Plot (Study 2)**



**Scree Plot**
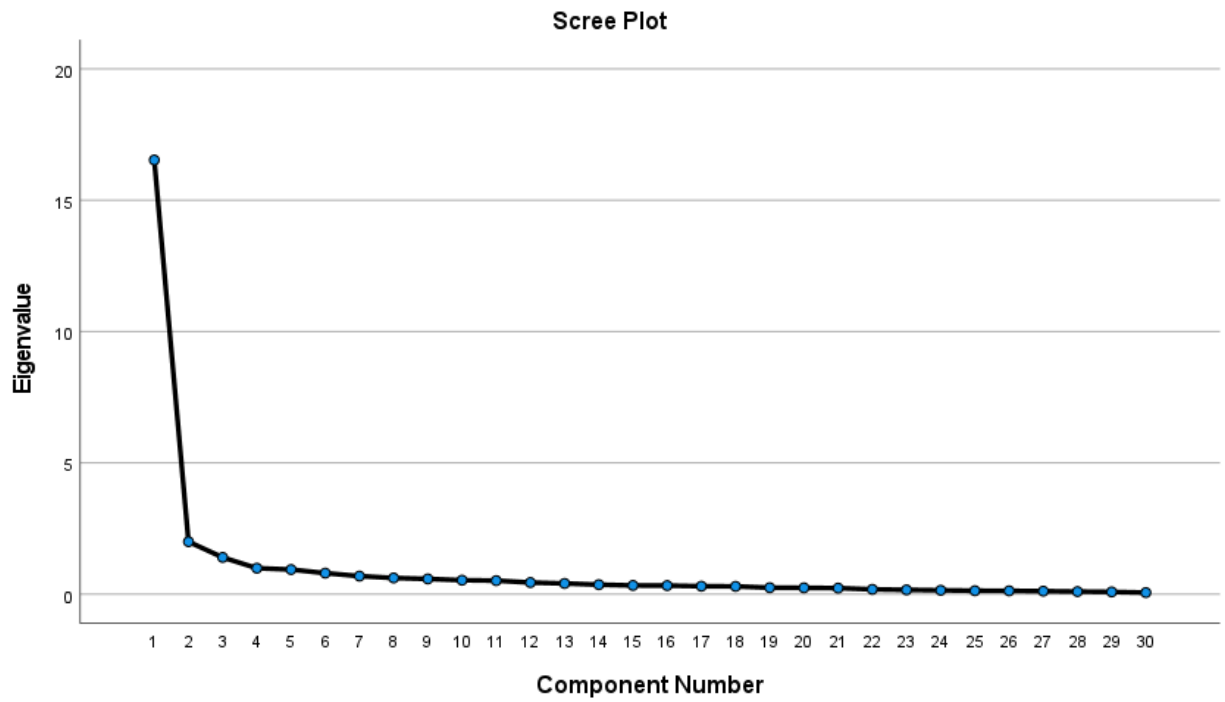
## Appendix L: 13-Item Contrapower Incivility Scale (Study 2)

**During the past twelve months, were you in a situation where any of your subordinates…**

(1) Never, (2) Very Infrequently, (3) Infrequently, (4) Sometimes, (5) Frequently, (6) Very Frequently, (7) Always.

| | |
|---|---|
| 1 | Flat-out refused to obey your instruction. (Active) |
| 2 | Challenged your authority. (Active) |
| 3 | Acted defensive or refused to take accountability. (Passive) |
| 4 | Engaged in behaviors that undermined you. (Active) |
| 5 | Raised tone or used a harsh voice while speaking with you. (Active) |
| 6 | Contradicted you. (Passive) |
| 7 | Interrupted or talked over you. (Passive) |
| 8 | Gossiped about you or talked behind your back. (Active) |
| 9 | Ignored or refused to engage with you (e.g., gave you a silent treatment or gave you a one-word response). (Passive) |
| 10 | Rolled their eye at you or gave you a stern look. (Active) |
| 11 | Failed to respect schedules with you. (Passive) |
| 12 | Gave you false information. (Active) |
| 13 | Hid or held back information from you. (Passive) |

# Appendix M: Exploratory Factor Analysis Rotated Factor Matrix

| | Factor | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** |
| Eigenvalue | 13.74 | 4.55 | 2.47 | 1.86 | 1.79 | 1.39 | 1.25 | 1.15 | 1.12 |
| % Variance Explained | 27.26 | 7.62 | 6.53 | 4.86 | 3.45 | 2.97 | 2.20 | 1.90 | 1.82 |
| CIS1 | **0.779** | | | | | | | | 0.235 |
| CIS2 | **0.731** | | | | | | | | 0.229 |
| CIS3 | **0.649** | | | | | | | 0.232 | 0.278 |
| CIS5 | **0.754** | | | | | | | 0.211 | |
| CIS7 | **0.815** | | | | | | | | |
| CIS8 | **0.661** | | | | | | | | 0.208 |
| CIS9 | **0.639** | | | | | 0.538 | | | |
| CIS14 | **0.704** | | | | | | | | |
| CIS17 | **0.8** | | | | | | | | |
| CIS19 | **0.786** | | | | | | | | |
| CIS21 | | | | **0.519** | | | | | |
| CIS22 | 0.396 | | | | | | | | |
| CIS25 | | | | **0.667** | | | | | |
| CIS26 | | | | **0.806** | | | | | |
| WIS1. | **0.613** | | | | | | | 0.461 | |
| WIS2 | **0.584** | | | | | | | 0.339 | |
| WIS3 | **0.757** | | | | | | | | |
| WIS4 | **0.678** | | | | | | | | |
| WIS5 | | | | | | **0.721** | | | |
| WIS6 | **0.66** | | | | | | | | |
| WIS7 | **0.699** | | | | | | 0.589 | | |
| WIS8 | **0.755** | | | | | | | | |
| WIS9 | **0.736** | | | | | | | | |
| WIS10 | **0.76** | | | | | | | | |
| WIS11 | **0.7** | | | | | | 0.492 | | |
| WIS12 | **0.55** | | | | | | | | |
| MOAQJS1RC | | | **0.693** | | | | | | |
| MOAQJS2 | | | **0.904** | | | | | | |
| MOAQJS3 | | | **0.831** | | | | | | |
| OCB1 | | **0.72** | | | | | | | |
| OCB2 | | **0.82** | | | | | | | |
| OCB3 | | **0.535** | | | | | | | |
| OCB4 | | **0.593** | | | | | | | |
| OCB5 | | **0.634** | | | | | | | |
| OCB6 | | **0.605** | | | | | | | |
| OCB7 | | **0.486** | | | | | | | |
| OCB8 | | | | | **0.748** | | | | |
| OCB9 | | | | | **0.461** | | | | |
| OCB10 | | | | | **0.437** | | | 0.33 | |
| InC1 | | | **-0.353** | | | | | | |
| InC2 | | | **-0.339** | | | | | | |
| InC3 (RC) | | | **-0.322** | | | | | | |
| InC4 (RC) | | | **-0.325** | | | | | | |

# Appendix N: Best Fit Model Rotated Factor Matrix (Six Factor)

| | Factors | | | | | |
|---|---|---|---|---|---|---|
| | **1** | **2** | **3** | **4** | **5** | **6** |
| Eigenvalue | 13.56 | 4.50 | 2.45 | 1.84 | 1.76 | 1.39 |
| % Variance Explained | 23.44 | 9.54 | 7.66 | 6.59 | 3.64 | 2.89 |
| CIS1 | **0.653** | 0.497 | | | | |
| CIS2 | **0.574** | 0.548 | | -0.136 | | |
| CIS3 | 0.507 | **0.642** | | | | 0.161 |
| CIS5 | **0.638** | 0.48 | -0.164 | | | |
| CIS7 | **0.744** | 0.369 | | | | |
| CIS8 | **0.531** | 0.515 | | | | 0.251 |
| CIS9 | **0.528** | 0.485 | | | | 0.453 |
| CIS14 | **0.617** | 0.417 | | | | |
| CIS17 | **0.696** | 0.373 | | | 0.168 | |
| CIS19 | **0.696** | 0.373 | | | | |
| CIS21 | 0.269 | **0.645** | | | | 0.117 |
| CIS25 | 0.351 | **0.616** | | | | |
| CIS26 | 0.42 | **0.625** | | | | 0.119 |
| WIS1 | **0.584** | 0.229 | | -0.193 | 0.130 | 0.24 |
| WIS2 | **0.504** | 0.28 | | -0.148 | 0.119 | 0.309 |
| WIS3 | **0.78** | 0.152 | | | | 0.137 |
| WIS4 | **0.722** | | | -0.120 | | 0.145 |
| WIS5 | 0.442 | 0.271 | -0.117 | | | **0.719** |
| WIS6 | **0.603** | 0.146 | | | | |
| WIS7 | **0.839** | | | | | |
| WIS8 | **0.823** | 0.115 | | | | 0.121 |
| WIS9 | **0.647** | 0.314 | | -0.163 | 0.159 | |
| WIS10 | **0.693** | 0.192 | | -0.160 | 0.109 | |
| WIS11 | **0.809** | | | | | |
| WIS12 | **0.495** | 0.212 | | | | 0.210 |
| OCB1 | | | **0.726** | | | |
| OCB2 | | | **0.823** | 0.118 | | |
| OCB3 | | | **0.533** | | | |
| OCB4 | | | **0.587** | | 0.146 | 0.156 |
| OCB5 | | | **0.637** | 0.164 | 0.114 | |
| OCB6 | | | **0.591** | | 0.197 | |
| OCB7 | | | **0.476** | 0.227 | **0.377** | |
| OCB8 | | -0.112 | | 0.199 | **0.782** | |
| OCB9 | 0.115 | 0.115 | 0.249 | 0.196 | **0.489** | |
| OCB10 | 0.149 | 0.113 | 0.116 | | **0.405** | |
| InC1 | | | -0.334 | **-0.306** | 0.195 | |
| InC2 | 0.118 | | -0.272 | **-0.303** | 0.22 | |
| InC3RC | | | -0.119 | **-0.304** | -0.203 | 0.162 |
| InC4RC | 0.127 | 0.124 | -0.129 | **-0.312** | -0.157 | |
| MOAQJS1RC | | | 0.121 | **0.683** | | |
| MOAQJS2 | | | | **0.923** | | |
| MOAQJS3 | -0.116 | | | **0.828** | | |

**Note:** values were suppressed at <0.10

**Informed Consent Form**

**Title:**                A Study on How Various Behaviors of Employees Towards Managers
Develop in the Workplace

**Researcher(s):**    Festus Ajayi, Faculty of Business Administration, Memorial University
of Newfoundland, faajayi@mun.ca, (709)763-9700

**Thesis Committee:**  Dr. Dianne Ford (Supervisor): dpford@mun.ca,
Dr. Alyson Byrne: alyson.byrne@mun.ca,
Dr. Amy Warren: awarren@mun.ca
Faculty of Business Administration, Memorial University of
Newfoundland

You are invited to take part in a research project titled **"A Study on How Various Behaviors
of Employees Towards Managers Develop in the Workplace."**

This letter is part of the process of informed consent.  It should give you a basic idea of what
the research is about and what your participation will involve.  It also describes your right to
withdraw from the study.  To decide whether you wish to participate in this research, you
should understand the risks and benefits to be able to make an informed decision.  Take your
time to read this carefully and understand the information given to you.  Please contact the
researcher, Festus Ajayi, if you have any questions about the study or for more information
not included here before you consent.

It is entirely up to you to decide whether to take part in this research.  If you choose not to take
part in this research there will be no negative consequences for you, now or in the future.
However, if you wish to participate, you will need to click "accept" at the end of this letter.

**Introduction**

My name is Festus Ajayi, I am a PhD candidate in the Faculty of Business Administration at Memorial University of Newfoundland & Labrador. I am conducting this study as part of the requirement for my PhD thesis under the supervision of Dr. Dianne Ford.

**Purpose of study:**

The objective of this study is to understand how different behaviors of employees towards managers develop in the workplace.

**Your role in this study:**

To participate in this study, you will need to meet the selection criteria of being 19 years of age or older, employed in a job where you are either a manager or report to a manager, and live and work in either Canada or the USA.

If you agree to participate and meet the selection criteria, you will be asked to read one of eight possible two-part hypothetical scenarios and answer questions regarding that scenario. You will also be asked to provide some demographic information. Please note that you are free to skip or not answer any question you do not wish to answer. Although, if you completed less than 75% of the survey, your data will not be used and you will not receive full compensation (see compensation details below).

**Length of time:**

Participation in the study should take between fifteen (15) to twenty-one (21) minutes to complete.

**Compensation:**

You, as a participant, will receive an honorarium of $3.00 (USD) for participating **if you provide your Prolific ID number to the researcher <u>and</u> if you respond to at least 75% of the survey and answer questions with earnest effort. To check your response quality, we have embedded some attention checks questions in our survey. If you do not answer these questions correctly, your responses may be rejected.** Also, if you only complete 50% of the survey, you will receive 50% of the total compensation if you provide your Prolific ID and submit your survey. However, if you do not provide your Prolific ID and submit your survey, your data will not be used, and you will not receive any payment as there is no way to trace your participation. Overall, only submitted surveys with a minimum of 75% completion and identifiable Prolific ID will be used.

**Withdrawal from the study:**

Your participation in this study is voluntary. You may end your participation in this study at any time. There is no penalty for withdrawing your consent.

To withdraw, you may choose to decline consent at the end of this consent letter or simply close your browser before completing the questionnaire. You will also be provided a debrief at the end of the survey and you will have a second opportunity to provide consent or to decline consent. Participants' data where informed consent is declined or where less than 75% of the survey is completed shall be deleted and not included in the data to be analyzed.

Withdrawal from the research shall have no consequence for participants aside from compensation (if 75% or more is completed and Prolific ID is submitted, full payment will be provided. If 50% is completed, 50% of the total payment will be made if Prolific ID is submitted).

**Possible benefits:**

This study is expected to help identify how various employees' behaviors towards managers develop and the factors that may be responsible for the associated behavior. The study is important because various behaviors contribute differently to workplace outcomes. Your insights can help us better understand the topic while also finding ways to mitigate behaviors that may negatively impact the organization and its members or promote behaviors that positively impact the organization and its members.

**Possible risks:**

In this research, you will be asked to imagine yourself as an employee in the scenario. While some of the information contained in the scenario might make you feel uncomfortable, the risks involved in participating are no more than you would encounter in everyday life. However, if you experience any negative consequences upon participating in this study, you may contact an appropriate professional to discuss your experiences (e.g., a psychologist, counselor, and an employee assistance program if your organization has one).

If you do not have access to either professional consultation or an employee assistance program at your company of employment, the following may be of use;

> In CANADA: Canadian Mental Health Association: https://cmha.ca/find-your-cmha. Toll-free (1-833-456-4566; for those in Quebec: 1-866-277-3553) OR Canadian Human Rights Commission: www.chrc-ccdp.gc.ca.

In the USA: Mental Health America: https://mhanational.org/finding-help OR The United States Commission on Civil Rights: www.usccr.gov

Aside from the potential psychological risks, there are no known physical, economic, or social consequences to participating in this study.

**Confidentiality**

All information gathered will be kept completely confidential and no answer can be directly attributed to you. No information that may potentially identify you will be collected. In addition, all information will be aggregated (collected together) so no one individual's answers will be identifiable.  All results will be reported in the aggregate in both the executive summary and all future presentations and publications.

All data will be kept confidential by the researcher and his supervisory committee.

**Storage of Data:**

The survey is hosted on Qualtrics and is protected as per the General Data Protection Regulation (GDPR) that came into effect on May 25, 2018. The GDPR contains a number of new protections for data and threatens significant penalties for non-compliance to security and confidentiality.  Also, for further information on the security and privacy policy of the company, you may visit: https://www.qualtrics.com/privacy-statement/

Once the data has been collected, it will be transferred to the researcher and removed from the Survey Company's website.  Data will be stored electronically on password-protected servers and encoded computers (i.e., the researcher's university laptop and desktop computers). No identifying information will be collected or linked to the data files in any way (e.g., similar file names).

The Memorial University policy on Integrity in Scholarly Research requires data retention for a minimum of five years. The data will not be used for archival purposes; rather it will be maintained in case the research is "audited" by another researcher or future analyses are required for revision purposes in the publication process.

**Reporting of Results:**

The results of this research will be presented at research conferences and will be published in academic and practitioner journals.  All results will be reported in the aggregate.  Again, no single individual's responses will be illustrated in the papers/presentations.

The published PhD thesis will be available through **Memorial's QEII thesis library** and accessible via this link:
https://research.library.mun.ca/view/theses_dept/BusinessAdministration.html

**Questions:**
You are welcome to ask questions at any time during your participation in this research. If you would like more information about this study, please contact Festus Ajayi, faajayi@mun.ca. You may also contact Dr. Dianne Ford: dpford@mun.ca or other committee members listed earlier.
Please keep this copy for your records.

**The proposal for this research has been reviewed by the Interdisciplinary Committee on Ethics in Human Research and found to be in compliance with Memorial University's ethics policy. If you have ethical concerns about the research, such as the way you have been treated or your rights as a participant, you may contact the Chairperson of the ICEHR at icehr@mun.ca or by telephone at 709-864-2861.**

**Consent:**
By clicking on "Accept" below and signifying willingness to participate, you agree that:
- You have read the information about the research.
- You have been able to ask questions about this study.
- You are satisfied with the answers to all your questions.
- You understand what the study is about and what you will be doing.
- You understand that you are free to withdraw from the study, without having to give a reason, and that doing so will not affect you now or in the future.

You can withdraw from this research or choose not to participate by not accepting this consent form or by simply closing your browser.

However, once you complete this survey, review the debrief page and click submit, your data cannot be removed because we are not collecting any identifying information and therefore we cannot link individuals to their responses.
By consenting to this online survey, you do not give up your legal rights and do not release the researchers from their professional responsibilities.
Please retain a copy of this consent information for your records.
**Clicking accept below and submitting this survey constitutes consent and implies your agreement to the above stipulations.**

**All Scenarios**

**Instruction:** Please carefully review the reports below and complete the measures presented afterwards. (All conditions receive the cover story).

You work at Bivana, Inc., which is a large corporate organization that provides financial services to its clients. The organization's range of financial services includes offering insurance, investment, and business solutions to individuals and businesses. The company operates from its two North American branches in the United States and Canada. At each of these financial services branches, operations are divided into project teams of 10 portfolio analysts managed by project team managers. All project team managers in turn report to a branch manager who serves as the head of each branch.

You work as one of the portfolio analysts. Your project team manager is a middle-aged professional who has been with the organization since it opened its first branch in Toronto, Ontario, Canada. Although your manager joined Bivana as a portfolio analyst, they soon rose to the position of project manager due to helping the company secure some top client accounts. Your manager is widely known for developing well-thought-out proposals and for doing an excellent job of communicating the technical aspects of a portfolio to clients. So it did not surprise anyone when your manager got promoted from their previous role as a portfolio analyst to a project team manager.

1. **Perception of Leader's Behavior - Negative (Experimental)**

Your manager continued to be reputable for their hard work and ability to drive their team to exceed set targets. However, your manager's people management skills, evidenced by behaviors towards direct reports, have come into question on numerous occasions.

Your manager is quite demanding of their employees and known for making employees' lives hectic. Your manager is known to be a "by-the-book person" and rarely brings compassion to their role as a project team manager. Evidence of this was your manager's interaction with one of their direct reports named Taylor. Taylor was struggling to meet work deadlines due to some personal challenges and therefore, raised this issue with your manager on two occasions. However, your manager was neither helpful nor understanding. As Taylor recalled, "Our manager's response to me was, 'We all have issues we are dealing with. I don't really care how much work or issues you have, you need to get this done.' They were rigid and did not offer me a schedule that could have made me handle that period successfully."

Most of your other colleagues in the same unit believe your manager is autocratic and not approachable. Thus, your manager's direct reports have little to no opportunity for creative problem-solving. Even in tasks where employees are experienced, they are required to run each step by your manager. The lack of encouragement and opportunity to make their input

often causes the employees stress, difficulty, and emotional discomfort. One of your colleagues noted, "I like to give suggestions and recommendations because it gives me visibility in the organization and also allows me to grow. But, our manager does not listen to other people's opinions."

Even your manager described themselves as an all-business person, " I am not here to be nice but to get results. Don't get me wrong, if an employee is productive, I reward them. But, you see all those team-building or extracurricular activities, they are not for me."

### 2. Perception of Leader's Behavior - Positive (Control)

Your manager continued to be reputable for their hard work and ability to drive their team to exceed set targets. Moreover, your manager's people management skills, evidenced by behaviors towards direct reports, have been noted as excellent on numerous occasions.

Your manager is quite supportive of their employees and known for making employees' lives easier. Your manager is known to be a flexible person and frequently brings compassion to their role as a project team manager. Evidence of this was your manager's interaction with one of their direct reports named Taylor. Taylor was struggling to meet work deadlines due to some personal challenges and therefore, raised this issue with your manager on two occasions. Your manager was helpful and understanding. As Taylor recalled, "Our manager's response to me was, 'Issues are part of life, take a week off. I will work with your colleagues on the projects approaching deadlines.' They were flexible and offered me a schedule that helped me handle that period successfully."

Most of your other colleagues in the same unit believe your manager is approachable and welcomes input on projects. Thus, your manager's direct reports have many opportunities for creative problem-solving. In tasks where employees are experienced, they are encouraged to work independently by your manager. The encouragement and empowerment to make their input often relieve employees' stress, energize them emotionally and give them a sense of accomplishment. One of your colleagues noted, "I like to give suggestions and recommendations because it gives me visibility in the organization and also allows me to grow. Our manager listens to other people's opinions, even if they don't ultimately take my suggestion."

Your manager described themselves as empathetic, "I am here to get results but I have to be nice too. I believe in making employees feel that they are human beings and not just a numbers. That is why I am big on team-building or extracurricular activities."

### 3. Perception of Employee's Intrapersonal Factor – Negative (Experimental)

Taylor (your coworker) is one of the best analysts in the entire corporation when it comes to working with complex valuation models and making detailed equity analyses. Due to Taylor's capability, past and your current managers almost see them as indispensable.

Although reputable for their work quality, Taylor often lacks the ability to manage their emotions and relate cordially with other organizational members.

Co-workers often describe Taylor as a difficult colleague because Taylor is rude, cold, and unkind. Some of your co-workers mentioned how they are sometimes uncomfortable having any conversation with Taylor for fear that Taylor might misunderstand them. Taylor rarely asks questions if needed to clarify misunderstandings.

Taylor tends to be quarrelsome and often uses unprofessional language at work. Therefore, colleagues do not enjoy having Taylor on their team. A former colleague said, "Taylor, hands down was one of my least favorite persons in the workplace at the time. Moreover, almost everyone had a problem with Taylor during my time there."

Your manager noted in their appraisal document that Taylor is "difficult to work with, not friendly with others, and mostly impacts negatively on the professional and personal well-being in the workplace." Taylor's previous manager once described Taylor as "a problematic employee who takes criticism personally and is always unwilling to help other colleagues who may be struggling. Taylor was one of the most difficult people I have worked with."

4. **Perception of Employee's Intrapersonal Factor - Positive (Control)**

Taylor (your coworker) is one of the best analysts in the entire corporation when it comes to working with complex valuation models and making detailed equity analyses. Due to Taylor's capability, past and your current managers almost see them as indispensable. Although reputable for their work quality, Taylor also has the ability to manage their emotions and relate cordially with other organizational members.

Co-workers often describe Taylor as a great colleague because Taylor is friendly, warm, and kind. Some of your co-workers mentioned how they are always comfortable having any conversation with Taylor without having to fear they might be misunderstood. Taylor normally asks questions if needed to clarify misunderstandings.

Taylor tends to be agreeable and rarely uses unprofessional language at work. Therefore, colleagues enjoy having Taylor on their team. A former colleague said, "Taylor, hands down was one of my favorite persons in the workplace at the time. I did not know of anyone who had a problem with Taylor during my time there."

Your manager noted in their appraisal document that Taylor is "easy to work with, friendly with others, and always impacts positively on the professional and personal well-being in the workplace." Taylor's previous manager once described Taylor as "a model employee who does not take criticism personally and is always willing to help other colleagues who may be struggling. Taylor was one of the best people I have worked with."

5. **Perception of Incivility Climate- High (Experimental)**

At Bivana, Inc. (your organization), there is hardly any emphasis on respectful workplace behaviors from top to bottom, and even among co-workers. The workplace has no policy to ensure there is zero tolerance for disrespectful interactions. People do not get warned, written

up or suspended when they are rude to others. It does not matter whether it is a high-performing employee or a manager, there is no clear requirement to be respectful and no consequence for being disrespectful. It does not matter if the instigator's role is in high demand or not, issues of disrespect are always swept under the rug. There are excuses like, "That's just how they are...I'm sure they don't mean any harm." Even when spotted or reported, disrespectful behaviors are never tackled head-on. The lack of value on respectful interaction at Bivana is so high that the organization refused to cut ties with a client known for being disrespectful to some employees assigned to their accounts.

Also, every year, resource people are invited to train all organizational members about the different areas where they could improve their productivity. However, there is never training focused on the different manifestations of disrespectful behaviors and easy-to-remember strategies to prevent them. As a result, you would normally find people who work at Bivana hardly making conscious efforts to be respectful in their interactions and to demonstrate professional etiquette.

**6.  Perception of Incivility Climate- Low (Control)**

At Bivana, Inc. (your organization), there is a lot of emphasis on respectful workplace behaviors from top to bottom, and even among co-workers. The workplace has a strict policy of zero tolerance for disrespectful interactions. People get warned, written up or suspended for being rude to others. It does not matter whether it is a high-performing employee or a manager, there is a clear requirement to be respectful or face the consequences for being disrespectful. It does not matter if the instigator's role is in high demand or not, issues of disrespect are never swept under the rug. There are no excuses like, "That's just how they are…I'm sure they don't mean any harm." Once spotted or reported, disrespectful behaviors are tackled head-on. The value placed on respectful interaction at Bivana is so high that the organization once cut ties with a client known for being disrespectful to some employees assigned to their account.

Also, every year, resource people are invited to train all organizational members about the different areas they could improve their productivity. Every time, there is training focused on the various manifestations of disrespectful behaviors and easy-to-remember strategies to prevent them. As a result, you would normally find people who work at Bivana consciously making efforts to be respectful in their interactions and to demonstrate professional etiquette.

**Considering you work in the organization you have just read about, please indicate the extent to which each of the following reflects your own opinion.**

## Appendix Q: Rotated Factor Matrix of Confirmation Factor Analysis (Pilot- Study 3)

|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|---|---|---|---|---|---|---|---|---|
| EigenValue | 18.25 | 7.65 | 5.9 | 3.42 | 2.53 | 2.35 | 1.4 | 1.2 | 0.99 |
| % Variance | 33.79 | 14.16 | 10.93 | 6.33 | 4.68 | 4.35 | 2.51 | 2.16 | 1.84 |
| CIS1 | **.888** | .100 | -.079 | -.019 | .095 | -.044 | -.104 | -.001 | -.118 |
| CIS2 | **.833** | .166 | -.064 | -.053 | .045 | .028 | -.115 | -.029 | -.109 |
| CIS3 | **.887** | .101 | .009 | -.152 | .093 | .015 | -.083 | -.138 | -.042 |
| CIS4 | **.896** | .160 | -.086 | -.077 | .069 | -.097 | -.008 | -.040 | .018 |
| CIS5 | **.940** | .067 | -.054 | -.024 | .080 | -.015 | -.039 | -.019 | -.048 |
| CIS6 | **.907** | .062 | -.058 | -.098 | .068 | .010 | -.041 | .110 | -.139 |
| CIS7 | **.931** | .116 | .001 | -.087 | .093 | .057 | -.033 | -.005 | -.070 |
| CIS8 | **.701** | .156 | -.127 | -.132 | .138 | .037 | -.354 | .000 | -.033 |
| CIS9 | **.838** | .133 | -.147 | -.165 | .017 | .081 | -.118 | .099 | .080 |
| CIS10 | **.890** | .099 | -.105 | -.145 | .097 | .026 | -.022 | .143 | .023 |
| CIS11 | **.903** | .148 | -.054 | -.135 | -.027 | -.026 | -.025 | .034 | .045 |
| CIS12 | **.799** | .045 | -.032 | -.138 | -.033 | -.113 | -.150 | .124 | .014 |
| CIS13 | **.784** | .054 | -.047 | -.189 | -.057 | -.198 | -.135 | .126 | .042 |
| WIS1 | -.120 | **.666** | -.098 | -.086 | -.175 | -.101 | .035 | .048 | .122 |
| WIS2 | .030 | **.702** | .015 | .038 | -.173 | .094 | .043 | .006 | .021 |
| WIS3 | .090 | **.855** | .093 | -.094 | -.123 | -.001 | -.049 | .031 | .032 |
| WIS4 | .110 | **.812** | .063 | .031 | -.079 | -.004 | -.056 | -.089 | -.077 |
| WIS5 | .001 | **.717** | -.068 | .035 | -.075 | .014 | -.035 | -.080 | .079 |
| WIS6 | .023 | **.715** | -.026 | -.074 | -.020 | -.052 | .020 | -.027 | .090 |
| WIS7 | .231 | **.654** | .012 | .054 | .071 | -.283 | -.174 | -.069 | -.043 |
| WIS8 | .232 | **.803** | .092 | -.067 | .092 | -.132 | -.111 | -.035 | -.158 |
| WIS9 | -.017 | **.738** | -.080 | -.068 | -.129 | -.030 | -.001 | .156 | .137 |
| WIS10 | .248 | **.750** | -.008 | -.029 | .063 | -.230 | .006 | -.024 | -.075 |
| WIS11 | .144 | **.714** | .003 | .128 | -.013 | -.298 | -.056 | .059 | -.094 |
| WIS12 | .156 | **.641** | -.101 | -.030 | .104 | -.094 | -.188 | .066 | -.026 |
| OCB1 | **-.724** | .015 | .016 | .441 | -.054 | -.055 | .066 | .417 | .069 |
| OCB2 | **-.745** | .022 | .030 | .430 | -.059 | -.016 | .037 | .414 | .039 |
| OCB3 | **-.671** | .045 | -.016 | .502 | -.091 | .036 | -.006 | .441 | .051 |
| OCB4 | **-.730** | -.026 | .034 | .384 | -.061 | .014 | .070 | .451 | -.046 |
| OCB5 | **-.571** | .081 | .042 | .473 | -.015 | -.018 | .017 | .184 | -.150 |
| OCB6 | **-.737** | .018 | .088 | .441 | -.031 | .035 | .080 | .359 | -.047 |
| OCB7 | -.520 | .023 | .071 | **.747** | -.030 | -.043 | .112 | .037 | .058 |
| OCB8 | -.342 | -.069 | -.012 | **.779** | -.006 | -.002 | -.011 | -.045 | -.010 |
| OCB9 | -.401 | -.068 | .022 | **.797** | -.017 | .042 | .138 | -.007 | -.015 |
| OCB10 | -.310 | -.071 | -.079 | **.671** | -.028 | .054 | .154 | .045 | .082 |
| INC1 | .087 | -.024 | -.104 | -.089 | **.925** | .042 | .086 | .080 | -.002 |
| INC2 | .122 | -.047 | -.117 | -.055 | **.954** | .033 | .032 | -.039 | .050 |
| INC3 | .104 | -.192 | -.115 | -.021 | **.888** | -.051 | -.011 | -.029 | -.045 |
| INC4 | .073 | -.170 | -.137 | .080 | **.809** | -.057 | .069 | -.055 | -.121 |
| BJS1 | -.056 | -.191 | .054 | .040 | .000 | **.786** | .086 | -.037 | .055 |
| BJS2 | .092 | -.188 | .030 | .002 | -.030 | **.847** | .031 | .008 | -.053 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| BJS3RC | -.038 | -.196 | -.063 | .007 | .003 | **.792** | .020 | .027 | .017 |
| FJS1 | -.266 | .064 | **.748** | .122 | -.214 | .033 | .115 | .009 | .484 |
| FJS2 | -.160 | .118 | **.674** | .126 | -.355 | .058 | .072 | .017 | .514 |
| FJS3RC | -.259 | .097 | **.657** | .028 | -.223 | .118 | .132 | .075 | .467 |
| TJS1 | -.344 | -.158 | .335 | .234 | .077 | .078 | **.718** | .120 | .059 |
| TJS2 | -.339 | -.171 | .277 | .126 | .123 | .137 | **.807** | -.005 | .073 |
| TJS3RC | -.320 | -.215 | .421 | .155 | .150 | .065 | **.653** | -.072 | -.083 |
| MChk1L | -.045 | -.009 | **.847** | -.040 | -.083 | -.015 | .191 | .058 | -.061 |
| MChk2L | -.021 | .030 | **.820** | -.065 | -.069 | -.006 | .039 | -.060 | -.046 |
| MChk3L | -.051 | -.247 | **.693** | -.055 | -.041 | .053 | .064 | .057 | -.387 |
| MChk4L | -.007 | -.005 | **.829** | .129 | -.056 | -.035 | .075 | -.008 | -.082 |
| MChk5RCL | -.004 | -.057 | **.854** | -.099 | -.004 | -.033 | .043 | -.047 | .132 |
| MChk6S | **-.759** | -.057 | -.103 | .278 | -.003 | -.039 | .036 | .303 | .058 |

CIS= Contrapower Incivility; INC= Incivility Climate, OCB= Organizational Citizenship Behavior; MChk= Manipulation Check (L= Leader, S= Subordinate), WIS= Workplace Incivility Scale, BJS = Baseline Job Satisfaction for the participant; FJS= Follow-up Job Satisfaction for the participant, TJS= Taylor's Job Satisfaction (To measure the character in the vignette).

## Appendix R: Demographic Details (Study 3)

| GENDER | Number | Percentage |
|---|---|---|
| Woman | 261 | 65.3 |
| Man | 134 | 33.5 |
| Prefer not to answer | 5 | 1.25 |
| **Total** | **400** | **100%** |

| EDUCATION | | |
|---|---|---|
| Some High School | 1 | 0.3 |
| High School Diploma/GED | 28 | 7.0 |
| Some Post Secondary Education (College/University or Vocational School | 53 | 13.3 |
| Vocational Diploma (i.e., Trade School Diploma) | 28 | 7.0 |
| College/Undergraduate Degree | 196 | 49.0 |
| Master's Degree | 74 | 18.5 |
| Ph.D. | 18 | 4.5 |
| Prefer not to answer | 2 | 0.5 |
| **Total** | **400** | **100%** |

| AGE | | |
|---|---|---|
| 19-24 | 33 | 8.3 |
| 25-34 | 169 | 42.3 |
| 35-44 | 105 | 26.3 |
| 45-54 | 67 | 16.8 |
| 55-64 | 23 | 5.8 |
| 65-Older | 3 | 0.8 |
| **Total** | **400** | **100%** |

| ETHNICITY | | |
|---|---|---|
| Aboriginal/Indigenous/Native American | 3 | 0.8 |
| African/African-American(Canadian)/Black | 39 | 9.8 |
| Asian | 82 | 20.5 |
| Caucasian/European/White | 223 | 55.8 |
| Hispanic/Latino | 21 | 5.3 |
| Middle Eastern | 2 | 0.5 |
| Multiple Ethnicities/other | 25 | 6.3 |
| Prefer not to answer | 5 | 1.3 |
| **Total** | **400** | **100%** |

| INDUSTRY | | |
|---|---|---|
| Accommodation/ Food Services/Hospitality | 14 | 3.5 |
| Administrative and Support/Waste Management/Remediation Services | 9 | 2.3 |
| Agriculture/Fishing/Forestry/Hunting | 2 | 0.5 |
| Arts/Entertainment/Recreation | 17 | 4.3 |
| Construction | 12 | 3.0 |
| Educational Services | 52 | 13.0 |
| Finance/Insurance | 40 | 10.0 |
| Health Care/Social Assistance | 58 | 14.5 |
| Management of companies and Enterprises | 9 | 2.3 |
| Manufacturing | 19 | 4.8 |
| Mining/Quarrying/Oil & Gas | 5 | 1.3 |
| Professional/Scientific/Technical Services | 57 | 14.2 |
| Public Administration | 13 | 3.3 |
| Real Estate/Renting/Leasing | 3 | 0.8 |
| Sales/Retail Trade | 26 | 6.5 |
| Transportation and Warehousing | 7 | 1.8 |
| Utilities | 1 | 0.3 |
| Wholesale Trade | 1 | 0.3 |
| Other Services | 46 | 11.5 |
| Prefer not to answer | 9 | 2.3 |
| **Total** | **400** | **100** |

## Appendix S: Best Fit Model Rotated Factor Matrix (Main Study) - Study 3

|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|---|---|---|---|---|---|---|---|---|
| EigenValue | 18.59 | 7.37 | 5.95 | 3.22 | 2.10 | 2.04 | 1.34 | 1.17 |
| % Variance | 34.43 | 13.64 | 11.01 | 5.96 | 3.89 | 3.77 | 2.48 | 2.15 |
| CIS1 | **.892** | .109 | -.092 | .067 | .010 | -.026 | -.046 | .027 |
| CIS2 | **.890** | .085 | -.092 | .036 | -.015 | -.049 | -.054 | .010 |
| CIS3 | **.937** | .070 | -.029 | .051 | -.040 | -.077 | -.053 | -.080 |
| CIS4 | **.935** | .088 | -.074 | .058 | -.033 | -.069 | -.049 | .039 |
| CIS5 | **.942** | .084 | -.060 | .033 | -.031 | -.047 | -.057 | .031 |
| CIS6 | **.908** | .089 | -.110 | .059 | -.049 | -.023 | -.035 | .055 |
| CIS7 | **.924** | .078 | -.035 | .043 | -.039 | -.093 | -.030 | .019 |
| CIS8 | **.783** | .070 | -.162 | .090 | -.085 | -.133 | -.056 | .095 |
| CIS9 | **.858** | .081 | -.144 | .012 | -.127 | -.082 | -.102 | .058 |
| CIS10 | **.892** | .103 | -.086 | .054 | -.090 | -.058 | -.083 | .071 |
| CIS11 | **.898** | .093 | -.109 | .026 | -.095 | -.042 | -.045 | .047 |
| CIS12 | **.786** | .129 | -.076 | .054 | -.059 | -.063 | -.034 | .139 |
| CIS13 | **.784** | .118 | -.142 | .044 | -.093 | -.098 | -.059 | .094 |
| WIS1 | .063 | **.586** | .037 | -.047 | .040 | -.026 | -.150 | .086 |
| WIS2 | .005 | **.657** | .014 | -.041 | .074 | -.056 | -.142 | -.019 |
| WIS3 | .038 | **.757** | -.072 | .041 | -.018 | .031 | -.059 | -.052 |
| WIS4 | .060 | **.790** | .006 | -.043 | -.035 | -.013 | -.080 | .047 |
| WIS5 | .086 | **.630** | .029 | -.026 | .042 | -.005 | -.125 | .018 |
| WIS6 | .051 | **.667** | .001 | -.007 | .029 | .018 | .015 | -.017 |
| WIS7 | .035 | **.830** | -.002 | .002 | -.008 | .022 | -.011 | .005 |
| WIS8 | .055 | **.854** | -.028 | .011 | -.021 | .023 | .013 | -.043 |
| WIS9 | .060 | **.792** | .038 | -.019 | -.001 | .000 | -.023 | .009 |
| WIS10 | .019 | **.757** | -.030 | -.007 | -.023 | .024 | .020 | .011 |
| WIS11 | .090 | **.779** | -.039 | -.012 | -.061 | .026 | -.047 | -.001 |
| WIS12 | .110 | **.734** | .013 | -.048 | .019 | .050 | .002 | -.020 |
| OCB1 | **-.750** | .005 | .019 | -.019 | .321 | .025 | .114 | .452 |
| OCB2 | **-.769** | .004 | -.006 | -.026 | .309 | .017 | .130 | .486 |
| OCB3 | **-.765** | .004 | -.032 | -.007 | .323 | .016 | .134 | .464 |
| OCB4 | **-.801** | .029 | .013 | -.001 | .296 | .031 | .079 | .408 |
| OCB5 | **-.669** | .030 | .113 | -.059 | .334 | .040 | .035 | .324 |
| OCB6 | **-.771** | -.009 | .040 | -.013 | .389 | .066 | .080 | .303 |
| OCB7 | -.574 | .061 | .132 | .000 | **.631** | .145 | .123 | .096 |
| OCB8 | -.467 | .023 | .067 | .012 | **.771** | .076 | .037 | -.017 |
| OCB9 | -.576 | .028 | .076 | -.002 | **.653** | .088 | .082 | .116 |
| OCB10 | -.498 | -.003 | .022 | -.018 | **.671** | .061 | .002 | .053 |
| InClim1 | .075 | -.021 | -.111 | **.960** | -.040 | -.026 | .118 | .000 |
| InClim2 | .084 | -.051 | -.125 | **.948** | -.036 | -.040 | .083 | -.014 |
| InClim3RC | .089 | -.024 | -.156 | **.858** | .007 | .009 | -.023 | -.002 |
| InClim4RC | .050 | -.062 | -.146 | **.771** | .043 | .027 | -.014 | .001 |
| BJS1 | -.050 | -.130 | -.007 | .011 | .048 | .074 | **.228** | .008 |
| BJS2 | -.044 | -.133 | -.009 | .056 | -.005 | .049 | **.341** | .044 |
| BJS3RC | -.126 | -.086 | -.029 | .047 | .034 | .085 | **.245** | -.016 |
| FJS1 | -.187 | .076 | **.703** | -.381 | -.031 | .023 | .484 | -.012 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| FJS2 | -.184 | .088 | **.668** | -.420 | -.036 | .016 | .429 | .005 |
| FJS3RC | -.151 | .039 | **.635** | -.325 | .041 | .000 | .429 | -.022 |
| TJS1 | -.324 | .050 | .440 | .014 | .119 | **.723** | .192 | .014 |
| TJS2 | -.335 | .089 | .369 | -.015 | .123 | **.730** | .269 | .038 |
| TJS3RC | -.256 | .069 | .407 | -.046 | .103 | **.660** | .257 | -.015 |
| MChkL1 | -.068 | .003 | **.877** | -.085 | .071 | .114 | -.138 | .012 |
| MChkL2 | -.085 | .014 | **.838** | -.063 | .028 | .074 | -.035 | .012 |
| MChkL3 | -.071 | -.119 | **.595** | -.048 | .035 | .122 | -.051 | .009 |
| MChkL4 | -.172 | -.014 | **.841** | -.138 | .007 | .070 | -.066 | .011 |
| MChkL5 | -.021 | .018 | **.871** | .040 | .024 | .119 | -.062 | -.023 |
| MChkS6 | **.815** | .021 | -.002 | -.013 | -.193 | -.071 | -.064 | -.264 |

CIS= Contrapower Incivility; INC= Incivility Climate, OCB= Organizational Citizenship Behavior; MChk= Manipulation Check (L= Leader, S= Subordinate), WIS= Workplace Incivility Scale, BJS = Baseline Job Satisfaction for the participant; FJS= Follow-up Job Satisfaction for the participant, TJS= Taylor's Job Satisfaction (To measure the character in the vignette).